

## Calgary Metropolitan Region Board Agenda

February 24, 2023, 9:30-12:30

GoTo Meeting - Meetings are recorded & live-streamed

- |  |         |           |
|--|---------|-----------|
| 1. Call to Order & Land Acknowledgment   | Clark   |           |
| 2. Opening Remarks   | Clark   |           |
| 3. Adoption of Agenda<br><i><b>For Decision:</b> Motion to adopt and/or revise the Agenda</i>  | All     |           |
| 4. Consent Agenda: (Attachments)<br><i><b>For Approval:</b> Motion to approve the Consent Agenda</i>   | Clark   |           |
| A. Approval of Minutes November 18, 2022<br><i>Motion to approve the Minutes</i>   |         | <b>3</b>  |
| B. Board Strategic Initiatives Update<br><i>Motion to receive for information</i>  |         | <b>7</b>  |
| 5. Vice Chair Election (Attachment)<br><i><b>For Decision:</b> Motion that the Board elect Mayor Jeff Genung as Vice Chair of the Board</i>  | Copping | <b>11</b> |
| 6. Board Chair & Chief Officer Goals (Attachment)<br><i><b>For Approval:</b> Motion that the Board approve the Board Chair and Chief Officer Goals for 2023</i>  | Clark   | <b>13</b> |
| 7. Amended Scoping RTTMP Project Charter (Attachment)<br><i><b>For Decision:</b> Motion that the Board approve the Amended Project Charter for Scoping the Regional Transportation and Transit Master Plan strategic initiative</i>          | Tipman  | <b>19</b> |
| 8. JPA Context Study TOR Extension (Attachment)<br><i><b>For Decision:</b> Motion that the Board approve a request to extend the deadline for completion of the Joint Planning Area Context Studies Terms of Reference to April 28, 2023</i> | Copping | <b>37</b> |
| 9. Roundtable  |         |           |
| A. Verbal update on potential Municipal Affairs presentation regarding municipal land use considerations for wind and solar energy applications.   | Copping |           |
| B. Other   |         |           |

10. Next Meeting: Friday April 28, 2023 - Combined Board Meeting & Economic Development Workshop

11. Adjournment

UPCOMING MEETINGS:

Economic Development Workshop	Thursday April 13 @ 9:00 AM	TBD
Economic Development Workshop/Board Meeting	Friday April 28 @ 9:00 AM	TBD
Land Use & Servicing Committee	Thursday March 9 @ 9:00 AM	GoTo Meeting
Governance Committee	Friday April 14 @ 9:00 AM	GoTo Meeting

*The Calgary Metropolitan Region is honored to be in the traditional territory of the Siksika, Kainai, and Piikani Nations of the Blackfoot Confederacy; the Tsuut'ina Nation; the Bearspaw, Chiniki, and Goodstoney Nations of the Stoney Nakoda; and the home of Métis Nation of Alberta Region 3.*

*In the spirit of truth and reconciliation the CMRB is actively working to build meaningful and mutually beneficial long-term relationships with Indigenous Nations and communities in and around the Region.*

### **Delegates in Attendance**

Mayor Peter Brown – City of Airdrie  
Mayor Jyoti Gondek – City of Calgary  
Mayor Jeff Genung – Town of Cochrane (Vice Chair)  
Reeve Delilah Miller – Foothills County  
Mayor Craig Snodgrass – High River  
Mayor Tanya Thorn - Town of Okotoks  
Councillor Kevin Hanson – Rocky View County  
Ann Laing, Municipal Affairs

### **CMRB Administration:**

Greg Clark, Chair  
Jordon Copping, Chief Officer  
Liisa Tipman, Director of Regional Planning  
Jaime Graves, Director of Regional Projects  
Shelley Armeneau, Office Manager  
JP Leclair, GIS & Data Lead

### **Guests: Metis Nation Region 3**

Lawrence Gervais  
Elder Kerrie Moore  
Elder Art Cunningham  
Elder George Pambrun  
Ross Pambrun  
Amber Boyd  
Wynter Ducharme

### **1. Call to Order & Land Acknowledgment**

Chair Clark called the meeting to order at 9:30 AM and provided a land acknowledgment. He thanked Mayor Genung and The Town of Cochrane staff for hosting the Board meeting. Chair commented on the recently released Premier's mandate letters, which outline the objectives and priorities of the work Ministers will focus on in their roles. The letters are available online. CMRB staff are working with Municipal Affairs to understand the scope and timing of the work to be undertaken. Finally, it was noted the performance reviews for the Chief Officer and Chair have commenced.

### **2. Approval of Agenda**

**Moved by** Mayor Brown **Seconded by** Mayor Genung, accepted by Chair.

M 2022-55

**Motion:** That the Board approve the agenda.

**Motion carried unanimously.**

### **3. Consent Agenda**

**Moved by** Mayor Thorn **Seconded by** Mayor Gondek, accepted by Chair.

M 2022-56

**Motion:** That the Board approve the Consent Agenda.

**Motion carried unanimously.**

#### 4. Challenge to REF Application 2022-08

Chair Clark outlined the process for this agenda item. CMRB Administration provided their presentation first, followed by Foothills County and the Town of High River. Each had 15 minutes to present. The motion was put on the floor and debate commenced. A recorded vote was requested.

##### **Main Motion:**

**Moved by** Reeve Miller **Seconded by** Councillor Hanson, accepted by Chair.

M 2022-57

**Motion:** That the Board approve REF Application 2022-08 Foothills County Foothills Crossing ASP.

##### **Motion Arising:**

**Moved by** Mayor Snodgrass, **No Seconder. Motion not accepted on the floor.**

**Motion:** That the Board postpone approval of REF Application 2022-08 until the Context Study of JPA 4 has been completed, within one year.

##### **Return to Main Motion:**

**Motion carried. Recorded vote requested.**

**In Favour:** Airdrie, Calgary, Chestermere, Cochrane, Foothills, Okotoks, Rocky View.

**Opposed:** High River.

#### 5. Welcoming Metis Nation of Alberta Region 3

CMRB was honoured to have representatives from Metis Nation of Alberta Region 3 (MNAR3) in attendance at the meeting. Chair Clark offered a gift to the elders, Elder George Pambrun gave a prayer and President Lawrence Gervais provided a brief history of the MNAR3. The importance of relationship building and collaborations were discussed. Opportunities such as flag raising for Metis Week and the Metis Mixers at Loughheed House were identified. Chair Clark expressed interest in attending the Metis Mixers at a future date.

#### 6. REF Interpretation Guide

**Moved by** Mayor Genung **Seconded by** Mayor Brown, accepted by Chair.

M 2022-58

**Motion:** That the Board approve the Regional Evaluation Framework Interpretation Guide.

**Motion carried unanimously.**

#### 7. Budget 2023

Jordon Copping reviewed the Budget 2023, including the notes that were missing at the bottom of page 62 of the agenda package:

- 1) The ACP Grant was received from the Government of Alberta in Q3.
- 2) In year withdrawals from reserves are higher than overall reserve draw down because of timing of grant.

- 3) Salary was budgeted before CPP and EI numbers were released. Staffing costs will be within original budget.
- 4) CMRB accounts are calculated on a cash basis. Extra payment in the quarter. Costs will be within budget.
- 5) Any costs related to the Growth and Servicing Plan finalization are billed to Contingency.
- 6) Under budget due to delay in beginning some Regional Initiative work.

Jordon answered questions about future funding and stated he is working with EMRB and has reached out to Municipal Affairs on this subject. In addition, CMRB is investigating other grant opportunities.

**Moved by** Mayor Brown, **Seconded by** Mayor Snodgrass, accepted by Chair.

M2022-59

**Motion:** That:

- A) the Board approve the 2022 Cost of Living Allowance Salary Increase;
- B) the Board approve the 2023 CMRB Budget.

**Motion carried unanimously.**

Moved into closed session at 12:56. Return to open session at 1:05.

## 8. Chair's Contract

**Moved by** Mayor Genung, **Seconded by** Mayor Gondek, accepted by Chair.

M2022-60

**Motion:** That the Board approve the Chair contract as per the discussion in closed session and direct Administration to undertake all necessary action to execute the contract.

**Motion carried unanimously.**

## 9. Roundtable

The Board discussed the following topics:

- A member suggested dropping the GoTo Meeting streaming from Board meetings, since YouTube is available for viewers. As CMRB moves around the region for meetings, simplifying the process may be appropriate. Chair Clark suggested this could be discussed at the strategic session in January on how we work together.
- The Board discussed a potential advocacy item around approaching Municipal Affairs to determine what municipalities' rights are in relation to land use considerations for wind and solar energy applications. Of concern are the agricultural, transportation and future growth impacts, as well as

financial security for land reclamation. A suggestion was made that the Board could consider pooling resources to bring forth coordinated policies or regulations. Chair Clark asked Ann Laing of Municipal Affairs to provide a summary of where municipalities may have “intervener status” for these types of applications for the next meeting. Currently the affected municipality does not have legal standing to speak at an Alberta Utilities Commission hearing because they are not considered a landowner. Next steps will be decided after receipt of the information from Municipal Affairs and may come to a future Board meeting as an advocacy item.

**10. Next Meeting**

Board Strategic Session Friday January 20th, 2023 @ 9:30 AM, at the Royal Hotel located in Calgary.

The December 1<sup>st</sup>, 2022 Land Use & Servicing Committee meeting will be cancelled.

**11. Adjournment at 1:25 PM.**

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Greg Clark, Chair

<b>Agenda Item</b>	<b>4B</b>
<b>Submitted to</b>	<b>Board</b>
<b>Purpose</b>	<b>For Information</b>
<b>Subject</b>	<b>Board Initiatives Progress Update</b>
<b>Meeting Date</b>	<b>February 24, 2023</b>
That the Board receive for information a progress update on Board initiatives.	
<p><b>Summary</b></p> <ul style="list-style-type: none"> <li>• In early 2022 CMRB Administration developed a draft 5-year planning timeline to visualize the recommendation to focus on implementing the Growth and Servicing Plans in the near term.</li> <li>• Following the Minister’s approval of the Growth Plan and Regional Evaluation Framework (REF) and the filing of the Servicing Plan by the Minister, CMRB began implementation of REF and the Growth and Servicing Plans.</li> <li>• In 2023, the CMRB confirmed five strategic initiatives. They are: <ul style="list-style-type: none"> <li>○ Phase 2 of Indigenous Relations</li> <li>○ Regional Economic Development</li> <li>○ Environmentally Sensitive Areas Database</li> <li>○ Scoping the Regional Transportation and Transit Master Plan; and</li> <li>○ Scoping the Water Roadmap Update</li> </ul> </li> <li>• The purpose of this agenda item is to update the Board on the progress of these five initiatives and other pertinent projects.</li> </ul>	
<p><b>Attachments</b></p> <ul style="list-style-type: none"> <li>• Table 1: 2022/23 Board Initiative Update</li> </ul>	

Table 1: 2022/2023 Board Initiatives Update

CMRB Initiative	Phase(s) *	Status	Comments
1. Indigenous Relations	Dialogue	Dialogue - potential interest from Bears paw First Nation for their Chief to come to a future board meeting and share information about the Nation and its interests	
	Learning	Next opportunity for learning to be identified.	
	Co-create	Additions to Reserve (ATR) Framework - Draft principles developed, reviewed by contributors and updated with feedback. Siksika & Bears paw Nations have participated in meetings in 2023, which was positive. Anticipate having a draft ATR framework to the Board in Q2 2023.	
	- Additions to Reserve Framework also referred to as 'Land Back Framework'		
	Celebrate	Introductory Working Group meeting complete. Discussion and development of criteria for Sites underway. Next meeting is scheduled for March 2023.	
Summary Report	Overall project status	Not Applicable	
2. Regional Economic Development	Procurement	MNP LLP is consultant team.	
	Environmental Scan	Interviews with municipal stakeholders are complete, with one exception. Working Group has been struck and meeting has been scheduled. Invitations have been sent to external stakeholders to garner interest. External stakeholders include Calgary Airport Authority, local Chambers of Commerce, Government of Alberta, post-secondary academic institutions and others, based on MNP recommendations	
	Gap Analysis	In progress	
	Vision & Framework	Workshops scheduled for April 2023. Details underway.	
	Communications	Ongoing.	Agenda Item 4Bi
Summary Report	Overall project status		



Table 1: 2022/2023 Board Initiatives Update

CMRB Initiative	Phase(s) *	Status	Comments
3. Scoping Regional Transportation and Transit Master Plan	Procure SMEs	Aziz Merali and David Cooper were retained as subject matter experts (SMEs). Project schedule is under development. Kickoff meeting complete with technical advisory group.	Cost estimates for original project charter exceeded CMRB budget. Scope refined and updated. Amended Project Charter for approval by Board.
	Environmental Scan	Placeholder meetings with Working Group scheduled for 2023	
	Objectives and Scoping	Workshop anticipated in May 2023. Details under development	
	Finalize Scope, Sched and approx. budget	Not Applicable	
	Overall project status		Adjusted SME scope to reflect budget constraints - external engagement moved to RTTMP project, rather than scoping project.
4. Scoping Water Roadmap Update	Procure SME	Ongoing.	
	Environmental Scan	Placeholder meetings with Working Group scheduled for 2023	
	Confirm Areas of Focus	Placeholder meetings with Working Group scheduled for 2023	
	Gap Analysis - Role	Not Applicable	
	Finalize Roadmap Update	Not Applicable	
	Overall project status		

Table 1: 2022/2023 Board Initiatives Update

CMRB Initiative	Phase(s) *	Status	Comments
5. Environmentally Sensitive Areas Database	Procurement	Complete. O2 Planning and Design were the successful proponent. Municipal Administrations and external organizations are in the process of providing data to the consultant. Not Applicable Not Applicable Not Applicable Not Applicable	Data gathering is scheduled to be complete mid-March.
	Available Datasets		
	Gap Analysis		
	Database Framework Database Reporting		
	Overall project status		
6. DEAL v2	GIS update (internal to CMRB)	Ongoing.	Internal project, no external consultants required at this time.
	Municipal Feedback	Most municipalities have returned feedback for level 1. CMRB Admin is updating per municipal feedback.	
	Level 2 Data (approved, planned land use)	Ongoing. Will be sent for municipal review.	
	Finalization	Not Applicable	
	Overall project status		

\* To be confirmed with consultant, once finalized.

<b>Agenda Item</b>	<b>5</b>
<b>Submitted to</b>	<b>Board</b>
<b>Purpose</b>	<b>For Decision</b>
<b>Subject</b>	<b>CMRB Vice Chair Election</b>
<b>Meeting Date</b>	<b>February 24, 2023</b>
<i>Motion that the Board elect Mayor Jeff Genung as Vice Chair of the Board</i>	
<p>Background</p> <ul style="list-style-type: none"> <li>• The Board must elect a Vice Chair.</li> <li>• The CMRB Board approved a Board and Committee Vice Chair Selection Process Policy on February 15, 2019.</li> <li>• CMRB Administration circulated an email on February 7 inviting nominations from Board members for the role of Vice Chair.</li> <li>• Two members of the Board nominated Mayor Jeff Genung for the Vice Chair position, and he accepted the nomination.</li> </ul>	
Attachment: Board and Committee Vice Chair Selection Process Policy located <a href="#">here</a> .	

## 1. Introduction

The Board is required to elect a Vice Chair. Approval of the Board and Committee Vice Chair Selection Process Policy was approved at the February 15, 2019 Board meeting. An email was circulated by Administration to members on February 7 inviting any eligible members to volunteer for the position or nominate another eligible individual for the role. Two members of the Board nominated Mayor Jeff Genung for the Vice Chair position, and he subsequently accepted the nomination.

## 2. Recommendation

That the Board elect Mayor Jeff Genung as Vice Chair of the Board.

## 3. Approved Policy

### **Board and Committee Vice Chair Selection Process Policy**

**Policy Purpose:** To create a mechanism by which the Board and Committees of the Board can select a Vice Chair of the Board and of Committees of the Board.

Agenda Item 5

**Scope**

This policy applies to the Board and all Committees of the Board.

**Policy**Eligibility

Members in good standing of the Board or Committee are eligible to seek a Vice Chair position. Only a Mayor or Reeve is eligible to be a Vice Chair of the Board. Any member of a Committee, but not an alternate, is eligible to be Vice Chair.

Term

Vice Chair terms shall not exceed one year from the date of their selection, either through acclamation or winning a vote. There is no limit on how many terms a Vice Chair may serve.

Role

Vice Chairs will be required to participate in briefings given by CMRB Administration in advance of meetings and may be required to assume Chair duties at Board or Committee meetings. Vice Chairs are eligible to participate fully in any vote of the Board or Committee.

Nomination

Eligible members may volunteer for the Vice Chair role or be nominated for the role by another member of the Board or Committee. If a member is nominated by another member of the Board or Committee the nominated member must confirm they are able and interested to seek the position.

If more than one eligible member of the Board or Committee is nominated for the role of Vice Chair then the Chief Officer will conduct a selection process by secret ballot.

Voting

Members in good standing of the Board or Committee or their alternate are eligible to vote.

Each municipality is only eligible to cast one ballot and there is no weighting to the ballots, one member one vote. The selection of a Vice Chair requires the support of a simple majority of the Board or Committee.

In the event that no candidate achieves a majority on the first ballot, there will be a second round of voting with only the candidates who received the two highest number of votes in the first round on the ballot.

In the event of a tie after the second ballot, the names of both candidates will be written on a slip of paper and placed in a hat. The Chief Officer will draw one name and that candidate will become the Vice Chair.

<b>Agenda Item</b>	<b>6</b>
<b>Submitted to</b>	<b>Board</b>
<b>Purpose</b>	<b>For Approval</b>
<b>Subject</b>	<b>Board Chair &amp; Chief Officer Goals</b>
<b>Meeting Date</b>	<b>February 24, 2023</b>
<i>That the Board APPROVE the attached Board Chair and Chief Officer Goals for 2023</i>	
<p>Background</p> <ul style="list-style-type: none"> <li>• As part of developing a review process for the Board Chair and Chief Officer it was requested that more specific goals be developed for both roles.</li> <li>• These goals are used to assess the performance of the Chief Officer and the Board Chair.</li> </ul>	
<p>Attachments</p> <ul style="list-style-type: none"> <li>• Board Chair Goals</li> <li>• Chief Officer Goals</li> </ul>	

## Introduction

Clear goals allow the Directors to measure the success of the Board Chair and the Chief Officer.

## Recommendation

That the Board APPROVE the attached Board Chair and Chief Officer Goals for 2023.

**CMRB Board Chair Goals – 2023**

<b>Strategic Objective</b>		<b>2023 KPI Target</b>
1. To lead and guide the Board to make all decisions necessary to operationalize the Growth and Servicing Plans	a. Understand the position and perspective of each Board member and member municipality on key issues, striving for consensus among members wherever possible.	<ul style="list-style-type: none"> <li>- Ensure agendas are focused and allow for adequate discussion while avoiding repetitive conversations</li> <li>- Maintain Chair and CMRB administration neutrality</li> <li>- Positive board member feedback on tone and substance of board and committee meetings</li> </ul>
	b. Maintain a collaborative ongoing relationship with the provincial government	<ul style="list-style-type: none"> <li>- Meet with Minister twice per year, with ongoing dialogue throughout the year as required</li> <li>- Support Chief Officer and CMRB administration interactions with Municipal Affairs department</li> </ul>
	c. Work with Board members, member administration and CMRB administration to oversee the development of measurable Key Performance Indicators for the implementation of the Growth and Servicing Plans	<ul style="list-style-type: none"> <li>- Growth Plan KPIs agreed to by the Board</li> </ul>
	d. Work with Board members, member administration and CMRB administration to oversee the creation of Terms of Reference for JPA context studies	<ul style="list-style-type: none"> <li>- All TORs for JPA context studies are completed</li> </ul>

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<b>Strategic Objective</b>		<b>2023 KPI Target</b>
2. Implement Board priorities beyond the Growth and Servicing Plans	a. Facilitate initial discussions about a Regional Economic Development strategy	- Establish Terms of Reference and membership of a Regional Economic Development working group
	b. Facilitate the creation and implementation of an Indigenous Relations strategy	- Support CMRB administration and facilitate board participation in the creation of one or more Additions to Reserve frameworks (or terminology agreed to by indigenous groups)  - Support CMRB administration and facilitate board participation in the Stories from the Land initiative
	c. Facilitate the scoping phase for the Regional Transportation and Transit Master Plan	- Support the development of goals, objectives, strategies and scope of work for future discussions about regional transportation and transit
	d. Facilitate the scoping phase for the Water Roadmap	- Ensure the next steps in the Regional Water Strategy reflect the will of the board  - Oversee the establishment of a water working group
	e. Facilitate the creation of an Environmentally Sensitive Areas database	- Facilitate data sharing between member municipalities and the project team
	f. Facilitate open data sharing	- Facilitate DEAL v2 project  - Work with administration to identify further online data sharing opportunities

Strategic Objective		2023 KPI Target
3. Ensure the continual improvement of CMRB operations	a. Meet with Board members to build strong relationships and understand Board member perspectives on regional issues	<ul style="list-style-type: none"> <li>- Seek two one-on-one meetings with each Board member per year</li> <li>- Ongoing ad hoc communication with individual Board members as required</li> </ul>
	b. Meet with each Council and answer any questions from Council members.	<ul style="list-style-type: none"> <li>- Seek one meeting per year with each member council</li> </ul>
	c. Provide mentorship and guidance to the Chief Officer to support alignment with the goals of the CMRB and the objectives set by the Board.	<ul style="list-style-type: none"> <li>- Maintain regular and ongoing communication with the CO and CMRB staff, including weekly CO / Chair meetings and bi-weekly full team meetings</li> </ul>
	d. Develop and maintain relationships with key stakeholders	<ul style="list-style-type: none"> <li>- Meet with EMRB twice per year</li> <li>- Meet with other key stakeholders as required</li> <li>- Propose stakeholder presentations to committees and board as required</li> </ul>
	e. Foster a better understanding of the region among board members	<ul style="list-style-type: none"> <li>- Rotate board meetings throughout the region</li> <li>- Re-institute board member presentations to agendas</li> </ul>



**CMRB Chief Officer Goals – 2023**

<b>Strategic Objective</b>		<b>2023 KPI Target</b>
1. Operationalize the approved Growth and Servicing Plans.	a. Work with Board members, member administration and CMRB administration to oversee the implementation of the REF process	- REF process implemented and adjusted as necessary to ensure smooth operation.
	b. Lead the development of measurable Key Performance Indicators for the implementation of the Growth and Servicing Plans	- Growth Plan KPIs agreed to by the Board
	c. Work with Board members, member administration and CMRB administration to enable the creation of Terms of Reference for JPA context studies and begin work of the context studies	- All TORs for JPA context studies are completed and JPA context studies are underway and on track to be completed by August 15, 2025.
2. Implement Board priorities beyond the Growth and Servicing Plans.	a. Strengthen relationships with Indigenous nations and communities in and around the CMR.	- Complete the work outlined in the Indigenous Engagement Initiative version 2 including the ATR Framework initiative and Stories from the land. Create workplan for version 3 for Board review and approval.
	b. Implement the goals and policies of the Growth and Servicing Plans around watershed protection, water conservation and water/wastewater servicing	- Water Roadmap Scoping is complete and RFP issued to update the water roadmap - Engagement with Province on water issues important to the Board including, but not necessarily limited to; appurtenance, stormwater management and use, water re-use and
	c. Finalize the Regional Economic Development Framework and Vision begin next phase, if any, to implement the Framework and Vision	- Work with the Board to pass the Framework and Vision and initiate next steps to operationalize those documents.
	d. Implement the goals and policies of the Growth and Servicing Plans around regional transportation, regional transit and active transportation.	- Finalize the Scoping RTTMP project and issue an RFP to develop the RTTMP
	e. Evergreen open data on the CMRB website, benefitting member municipalities	- Finalize DEAL v 2 project - Complete ESA database - Explore other online data sharing opportunities
4. Ensure the continual improvement of CMRB operations.	a. Meet with each Council and answer any questions from Council members.	- Seek one meeting per year with each member council
	b. Meet with Board members to build strong relationships and understand Board member perspectives on regional issues	- Seek two one-on-one meetings with each Board member per year - Ad hoc communication with individual Board members as required

Strategic Objective		2023 KPI Target
	c. Lead the staff and consultants of the CMRB to achieve the goals and the objectives set by the Board.	<ul style="list-style-type: none"> <li>- Work directly with staff and consultants to ensure all CMRB actions contribute to meeting the objectives set out by the Board.</li> </ul>
	d. Maintain fiscal discipline for the CMRB	<ul style="list-style-type: none"> <li>- Ensure CMRB remains on or under budget.</li> <li>- Develop a member funding formula to support operational funding for the CMRB</li> <li>- Continue to advocate for Municipal Affairs to provide a higher level of funding to Growth Management Boards.</li> </ul>
	e. Develop and maintain relationships with key stakeholders	<ul style="list-style-type: none"> <li>- Maintain strong relationships with Municipal administrations, meeting regularly throughout the year</li> <li>- Meet with industry stakeholders such as BILD, NAIOP, CREB and their members regularly</li> <li>- Meet with other key stakeholders as required</li> </ul>
5. Lead the CMRB Administration	a. Position the CMRB as a preferred employer	<ul style="list-style-type: none"> <li>- Provide staff with growth opportunities</li> <li>- Foster a culture of innovation, openness and honesty</li> </ul>
	b. Maintain a collaborative ongoing relationship with the provincial government	<ul style="list-style-type: none"> <li>- Meet with Minister twice per year, with ongoing dialogue throughout the year as required</li> <li>- Regular engagement with Municipal Affairs staff</li> <li>- Regular engagement with other government departments including Environment and Parks &amp; Jobs, Economy and Innovation.</li> </ul>

<b>Agenda Item</b>	<b>7</b>
<b>Submitted to</b>	<b>Board</b>
<b>Purpose</b>	<b>For Decision</b>
<b>Subject</b>	<b>Amended Scoping the Regional Transportation and Transit Master Plan Project Charter</b>
<b>Meeting Date</b>	<b>February 24, 2023</b>
<i>Motion that the Board approve the amended project charter for Scoping the Regional Transportation and Transit Master Plan strategic initiative</i>	
<p><b>Summary</b></p> <ul style="list-style-type: none"> <li>• A Regional Transportation and Transit Master Plan (RTTMP) is identified in the Growth and Servicing Plans as playing a significant role in understanding important regional systems, identifying ways to realize regional benefit, and offering direction to the Board on potential future initiatives or studies.</li> <li>• The purpose of the Scoping the Regional Transportation and Transit Master Plan Project Charter is to facilitate the retention of subject matter experts in the fields of transit and transportation to establish the goals, direction, and objectives of the RTTMP.</li> <li>• The Board approved the previous version of the project charter on September 16, 2022.</li> <li>• Between September and December 2022, CMRB Administration worked to retain subject matter experts for the scoping project in alignment with the project charter and the budget estimated during the project definition document. During the procurement process, it was identified that the original budget estimate would not be sufficient to retain SMEs to complete the project charter, as approved. In order to bring the scope of work for the SMEs in alignment with the CMRB budget approved in November 2022, some of the external stakeholder engagement effort was moved from the scoping phase (2023) to later stages of the project (2024). Consequently, the project charter has been updated to reflect this change.</li> <li>• The SMEs are Aziz Merali and David Cooper. The Transit and Transportation TAG had an initial kickoff meeting in December 2022. Since that time, the SMEs have been working on a jurisdictional scan of other regions and their regional transportation and transit planning practices.</li> <li>• The markup version of the changes to the project charter is attached.</li> </ul>	
<b>Attachments: Amended</b> Scoping the Regional Transportation and Transit Master Plan Project Charter	

## 1. Amended Project Charter

During the procurement of subject matter experts for Scoping the Regional Transportation and Transit Master Plan (RTTMP), the project charter was used to establish scope and costs to retain the SMEs. In the initial proposals, the SMEs priced out the cost to support the board-approved charter dated September 2022. SME support to complete the approved project charter exceeded the original budget shared with the Board prior to the development of the project definition document (estimated \$50 k, +/- 25% at that time). The CMRB 2023 budget was being developed concurrently with the cost estimate for Scoping the RTTMP charter. The budget risk to the original estimate of \$50 k was incorporated into the 2023 budget. Consequently, the Scoping RTTMP project budget was increased from \$50 k to \$80 k. That budget was approved by the Board in November 2022. In order to bring the scoping project budget into alignment, CMRB Admin revised the scope of work of the SMEs by shifting external engagement from the scoping phase (in 2023) to the RTTMP project (2024 and onward) and reducing the level of detail for the environmental scan. This was discussed at the project kickoff meeting and received general support from the technical advisory group, understanding that external engagement will be important for the RTTMP project. Consequently, the SMEs have been engaged on the revised scope. Together, their contracts do not exceed the current \$80 k budget.

CMRB Administration is seeking a motion for approval of the amended charter.

## 2. Recommendation

That the Board approve the amended project charter for Scoping the Regional Transportation and Transit Master Plan strategic initiative.

# Project Charter: Scoping the Regional Transportation and Transit Master Plan

[Rev1 dated 2022-12-16](#)



1  
Project Charter – Scoping the Regional Transportation and Transit Plan  
[Rev 1.0](#) – [December 2022](#)

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## 1. CHARTER INTRODUCTION

### 1.1. DOCUMENT CHANGE CONTROL

This section serves to control the development and distribution of revisions to the Project Charter.

Revision No.	Date of Issue	Author	Brief Description of Change
1	<a href="#">2022 12 08</a>	<a href="#">J. Graves</a>	<a href="#">Reduce environmental scan and stakeholder engagement level of detail in order to meet project budget</a>

### 1.2. EXECUTIVE SUMMARY

- This charter document outlines how a project charter and scope of work will be developed for the completion of a Regional Transportation and Transit Master Plan (RTTMP). The recommended approach is an initial scoping step. The scoping step approach was approved by the Board in the June 2022 strategic session.
- The need to develop an RTTMP is outlined in the policies and direction contained within the Growth Plan and Servicing Plan.
- The purpose of the RTTMP is to examine regional scale mobility within the CMR and make recommendations to the Board based on the findings. The future RTTMP would be used as input for the 2027 update to the Growth and Servicing Plans, as required by the Growth Plan and the regulation (Servicing Plan).
- The focus of the scoping step is to establish the purpose, scope and direction of the RTTMP to fulfill the Board Vision and Growth Plan policy, Servicing Plan commitments and the Board’s additional direction around regional mobility.
- Subject matter experts in transportation AND transit (2 total) will be required to meet the objectives of the project and to take an integrated and comprehensive look at movement of people and goods in the region.
- The scoping project is anticipated to take one year to complete.
- The Subject Matter Experts selected for this project will facilitate discussions, work collaboratively among the Working Group and external stakeholders (Alberta Transportation, others), and create project deliverables.
- The key deliverable is a charter document, including a clear scope of work, to guide the procurement process for a future consultant to complete the RTTMP.
- Key project risks include:
  - balancing the availability of municipal administrations to participate fully in scoping project,
  - achieving consensus on scales, modes and contexts of mobility/transportation planning in project scoping, and
  - the timing and interplay of context studies and the development of the RTTMP

**1.3. PROJECT APPROVAL**

Document and Authorizing body	Date
Project Definition Document by LUSC	June 17, 2022
Project Charter by Board	September 16, 2022

**2. PROJECT OVERVIEW**

**2.1. PROJECT SUMMARY**

**2.1.1. Project Objectives and Outcomes**

This section describes the project objective and links each of them to related measurable project outcomes.

No.	Objective	Outcome
1	Review of Growth Plan and Servicing Plan direction and determine best ways to meet that direction	A common understanding by all parties of what an RTTMP should achieve
2	Collaborative development among member municipalities of scope and project charter elements for the RTTMP such that multiple scales, contexts, and modes of transportation are considered in alignment with the Growth Plan policy and Servicing Plan commitments	The process should build buy-in and demonstrate value to member municipalities. A clear scope of work to guide procurement process for future consultant to complete the RTTMP
3	Consider how the process of developing the RTTMP may compliment or integrate with external stakeholder activities/initiatives	Improved networking and information sharing among member municipalities, communities, and stakeholders in the region
4	Consider how study design and outcomes may link to future provincial and federal funding opportunities	Improved opportunities for future grants and funding

**2.1.2. Project Scope**

The scope and deliverables required to accomplish this include, but are not limited to:

- Prepare a project execution strategy. This will include a schedule of meetings to receive input from the Working Group on the project work plan and project deliverables, to inform the LUSC of project progress and receive feedback,



identify best practice from other regional transportation bodies, and to identify and liaise with [select](#) external stakeholders.

- ~~Review and document~~ [Document](#) existing transportation and transit planning within member municipalities, [select](#) external stakeholder initiatives, and consider previous work of the CMRB to identify potential directions and areas of focus for the RTTMP.
- Collaborate among administrations of the eight member municipalities to refine potential direction for the RTTMP to meet the Growth Plan direction and Board vision.
- Develop a clear scope of work to guide procurement process for a future consultant to complete RTTMP. Identify an approximate cost and timeline for the RTTMP, for CMRB Administration budgetary purposes.

In Scope	Out of Scope
Review Working Group principles	Completing the RTTMP
Consider the relationship between the RTTMP and Context Study inputs	Model runs of the Regional Transportation Model
Review provincial and federal initiatives/programs / funding opportunities	Detailed planning of lower classification roadways or corridor alignments
<a href="#">Review key stakeholder initiatives</a>	Public engagement
	<a href="#">Review key stakeholder initiatives</a>

## 2.2. PROJECT DELIVERABLES

Project Deliverable 1: Environmental Scan	
<b>Description</b>	Review and summarize existing policy direction from Growth Plan, Servicing Plan, and Board vision related to transportation and mobility in the CMR. <del>Review and summarize</del> <a href="#">Summarize</a> key stakeholder initiatives and relevant provincial and federal programs.
<b>Acceptance Criteria</b>	Working group review and LUSC approval
<b>Output Data Classification</b>	Open Data
<b>Due Date</b>	<del>Q4-Q1 2022</del> <a href="#">2023</a>
Project Deliverable 2: Establishing RTTMP Objectives and Scoping	
<b>Description</b>	Using Deliverable 1, integrate existing direction into articulated RTTMP objectives. Collaborative, facilitated scoping of the RTTMP based on Working Group and subject matter expert recommendations
<b>Acceptance Criteria</b>	Working Group review and LUSC approval
<b>Output Data Classification</b>	Open Data
<b>Due Date</b>	Q2 2023

<b>Project Deliverable 3: Finalizing RTTMP Scope, Schedule and Ballpark Cost</b>	
<b>Description</b>	Recommended RTTMP scope, approximate schedule and ballpark cost estimate
<b>Acceptance Criteria</b>	Working Group review and LUSC approval, * Board
<b>Output Data Classification</b>	Scope, schedule – Open Data Cost – Member Data
<b>Due Date</b>	Q3 2023

### **2.3. PROPOSED DATA CLASSIFICATION**

- Environmental Scan: Open
- Establishing RTTMP Objectives and Scope: Open
- Detailed scope and schedule for RTTMP: Open
- Estimated cost for RTTMP consultant procurement: Member Data in order to preserve the procurement process for the subsequent stage of work

### **2.4. PROJECT COST ESTIMATE AND FUNDING SOURCES**

#### **2.4.1. Project Cost Estimate**

Budget amounts are not currently shared publicly to preserve the procurement process. Budget estimates previously shared with Board will be verified through the subject matter expert procurement process.

#### **2.4.2. Additional Sources of Funding**

No additional sources of funding are required to complete this project.

#### **2.4.3. Anticipated Working Group Meeting Frequency**

Working group meetings are anticipated to occur monthly, be half-day in length, be facilitated by the Subject Matter Experts, with some variation to the schedule from time to time depending on the phase/task of the project.

## 2.5. DEPENDENCIES

Dependencies for the project include:

Dependency Description	Critical Date	Contact
2018 Letter of Agreement with Alberta Transportation regarding active participation in regional transportation planning	August 2018	CMRB Administration
Scoping RTTMP project informed by Transit Background report and previous transportation studies	Approved by Board 2020	CMRB Administration
Scoping RTTMP project informed by approved Growth and Servicing Plans	August 15, 2022	Minister of Municipal Affairs
<del>Municipal transportation/transit/mobility/cycling master plans, where available</del>	<del>By Q4 2022</del>	<del>Member Municipalities, private service providers</del>
<del>Goods movement initiatives, where available</del>	<del>By Q4 2022</del>	<del>Participating municipalities</del>
Provincial initiatives, federal initiatives	By Q4 <sup>1</sup> 2023 <sup>2</sup>	Alberta Transportation, Infrastructure Canada, Transport Canada, Others
Scoping RTTMP project may be informed by Context Study TOR	February 15, 2023	Participating municipalities
Scoping RTTMP project directly informs RTTMP project	Q3 2023	CMRB Administration
<del>Scoping of</del> RTTMP informed by Context Studies	Board approval due August 15, 2025	Participating municipalities
RTTMP informs Growth Plan and Servicing Plan Updates	Expected August 15, 2027	CMRB Administration
<del>AT initiatives may inform scoping of RTTMP</del>	<del>TBD</del>	<del>Alberta Transportation staff</del>
<del>External stakeholder, neighbouring municipalities, community initiatives</del>	<del>TBD</del>	<del>Others</del>
<del>Affordable housing initiatives</del>	<del>TBD</del>	<del>Member municipalities Others</del>

**2.6. PROJECT RISKS, ASSUMPTIONS AND CONSTRAINTS**

**2.6.1. Risk**

No.	Risk Description	Probability (H/M/L)	Impact (H/M/L)	Planned Mitigation
1	Municipal, provincial federal and stakeholder information availability	L	L	Notify external stakeholders early for input and clearly describe how the information will be used.
2	Openness to sharing data	M	M	Build support for the project and project outcomes.
3	Defining scope for RTTMP may be contentious	M	H	Select SMEs with strong technical experience, relationships with municipalities, and expertise in collaborating with diverse groups to respond to concerns.
4	Municipal capacity	M	H	Schedule meetings early with opportunity to cancel meetings if not needed. Provide enough time for Working Group to review concise materials to maximize productivity of milestone meetings. Onboarding materials and support for new working group members will be available.
5	Lack of approval by LUSC or Board at key milestones	L	H	Execution strategy should identify a process that builds incremental agreement with key participants over the project. Schedule should build in enough time to account for unexpected delays.

### 2.6.2. Assumptions

The following table lists the items that cannot be proven or demonstrated when this Project Charter was prepared, but they are taken into account to stabilize the project approach or planning.

No.	It is assumed that:
1	Data and reports will be made available to the CMRB in a timely way by all member municipalities and stakeholders as part of the project scope
2	Data, reports and initiatives will contain enough detail to inform the scoping
3	Consensus can be reached on RTTMP objectives and scope detail

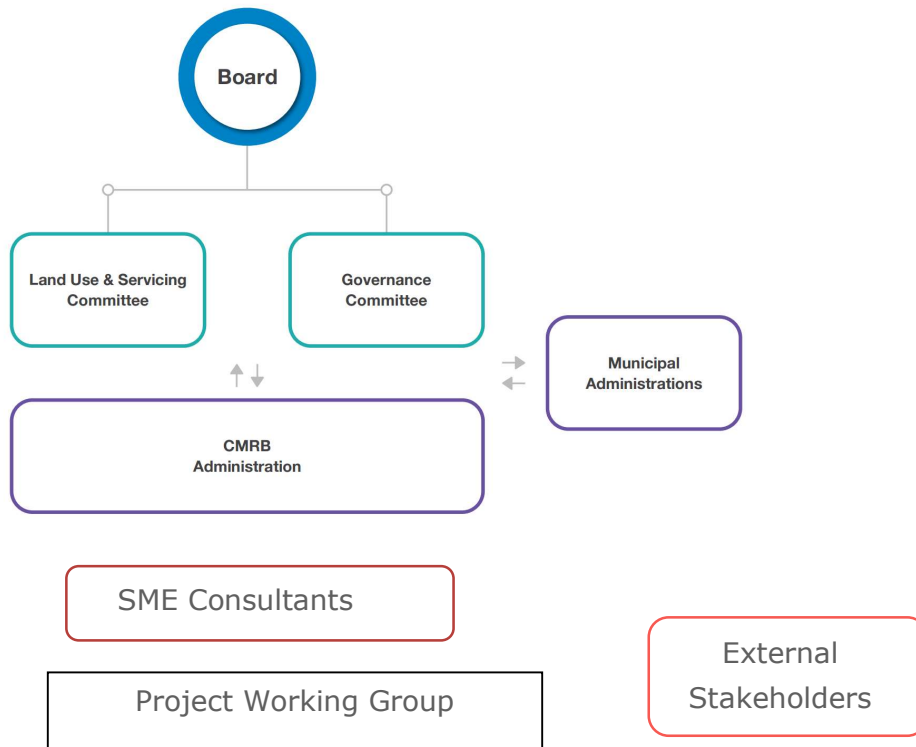
### 2.6.3. Constraints

The following table lists the conditional factors within which the project must operate or fit.

No.	Category	Constraints
1	Budget	Project cannot exceed approved contract budget.
2	Personnel	The capacity of CMRB Administration and members of the Working Group must be considered within the scope of the project. Appropriate spacing between meetings and review times for materials is required.
3	Schedule	The project must incorporate and work with the existing LUSC and Board schedules. The project should be complete within about a year in order for deliverables to inform other initiatives of the Board.

### 3.PROJECT ORGANIZATION

#### 3.1. PROJECT GOVERNANCE



Project deliverables will be reviewed by CMRB Administration with opportunity for feedback from the Working Group. Feedback will be addressed to the extent possible.

External Stakeholders may include:

- Alberta Transportation, ~~municipal economic development representatives, YYC & YBW (Calgary Airport Authority), and development community (CMRB Administration to lead) CN and CP rail, goods movement organizations, potentially external municipalities, Infrastructure Canada, Canadian Urban Transit Association, external community initiatives such as Stoney Nakoda and TsuuT'ina Nation, private transportation service providers, not for profit / paratransit providers in the CMR~~
- Others as recommended by SME execution strategy

### 3.2. ROLES AND RESPONSIBILITIES

- CMRB Board – Approve project charter, provide final approval of project deliverables
- CMRB Land Use and Servicing Committee – Informed on project progress at key milestones, provide feedback on project direction and outputs, approve project definition document, receive regular project updates, support resolution of items where consensus cannot be reached at Working Group level
- CMRB Administration - Project Sponsor (on behalf of CMRB)
- Working Group – Transit Technical Advisory Group and Transportation Technical Advisory Group provide expert knowledge, vet approach, input on deliverables and technical recommendations. Working Group membership should be consistent to the greatest extent possible
- Subject Matter Experts – Develop work plan, project manage milestones, facilitate technical discussions and provide expert advice, incorporate municipal feedback, and create project deliverables. Subject matter experts may provide support to the Working Group where consensus cannot be reached prior to being brought to committee level for discussion.
- External Stakeholders – potential input to project methods, to identify existing initiatives and assumptions/context for use in the project, as necessary

The following table further clarifies the roles and responsibilities of the project team identified in the previous section.

Activity	Board	LUSC Comm- ittee	CMRB Admin	Subject Matter Experts	Working Group	External Stakeholders
<a href="#">Environmental Scan</a>	I	€	A	R	€	€
Establishing RTTMP Objectives and Scoping	I	C	A	R	C	C
RTTMP Scope, Schedule and Cost	C	C	A	R	C	C

Where: R = Responsible; A = Accountable; C = Consulted; I = Informed

### 3.3. FACILITIES AND RESOURCES

- Meetings will be held virtually and in-person, to be determined with the SMEs in the execution strategy
- CMRB will rely on member municipalities to provide meeting space facilities from time to time for Working Group meetings. Where available, hybrid options may be explored.
- CMRB will use its in-house project management resources for the project

### 3.4. PROJECT STAKEHOLDERS

CMRB Policy on [External Stakeholder Participation](#)

External Stakeholders may include:

- Alberta Transportation, [Calgary Airport Authority](#)
- [A future](#) Environmental scan will include documenting external initiatives from municipal economic development representatives, YYC & YBW (Calgary Airport Authority), CN and CP rail, goods movement organizations, potentially external municipalities, Infrastructure Canada, Canadian Urban Transit Association, and community initiatives such as Stoney Nakoda and Tsuut'ina Nation, Prairie Link, Calgary Airport Banff Rail, private transportation service providers, not for profit / paratransit providers in the CMR. **[Budget constraints require that the more detailed environmental scan task be pushed to the RTTMP project.](#)**
- Others as recommended by SME execution strategy

### 4. PROJECT REFERENCES

More information related to this project can be found in the following documents:

Document Title	Date	Status	Body
CMRB Vision	May 21, 2021	Approved	Board
CMRB Growth Plan	August 15, 2022	Approved by Ministerial Order	GoA
CMRB Servicing Plan	August 15, 2022	Filed by Minister	GoA
CMRB Data Sharing Framework	November 20, 2020	Approved	Board
Transit Background Report	June 26, 2020	Approved	Board
North Calgary Regional Transportation Study	2019	Adopted	Board
South and East Calgary Regional Transportation Study	June 26, 2020	Approved	Board
Integration Memo of of NCRTS and S&ECRTS Studies	June 26, 2020	Approved	Board



## 5.GLOSSARY AND ACRONYMS

Define all terms and acronyms required to interpret the Project Charter properly.

Term/Acronym	Definition
CMRB	Calgary Metropolitan Region Board
CMR	Calgary Metropolitan Region
RTTMP	Regional Transportation and Transit Master Plan
RTM	Regional Transportation Model
SME(s)	Subject Matter Expert(s)
NCRTS	North Calgary Regional Transportation Study
S&ECRTS	South and East Calgary Regional Transportation Study

## 6.ATTACHMENTS

Growth Plan Direction (August 15, 2022)

### 3.2.2 Regional Transportation Planning Support for Economic Wellbeing

Regional transportation planning initiatives can support the economic wellbeing of the Region. Access to an employment base and to markets are among the factors employers consider when choosing a location.

Policies

3.2.2.1 Future regional transportation planning undertaken by the CMRB should address the following:

- (a) identify strategies to minimize the effects of commuter congestion on important goods movement and trade routes;
- (b) identify a network of priority routes for regional goods movement, linking key hubs such as intermodal facilities and the Calgary International Airport with an emphasis on reliability; and
- (c) protect the integrity of major goods movement routes through coordination with land use planning.

### 3.5.1 Transportation & Transit Corridors

The efficient movement of people and goods supports the economy and quality of life in the CMR. Optimized transportation corridors are a key to maintaining a competitive Region. The North Regional Transportation study and the CMRB's South/East Regional

Transportation study and Transit Background Report provide much of the context for transportation corridors in the CMR. Planning for transit at the regional scale is an extremely effective way of creating an efficient, integrated and connected transit system. It supports a more cost-effective and better planned transit network over time. Transit is a fundamental part of achieving many regional aspirations, such as improved economic growth, environmentalism, resilience and quality of life.

#### Policies

3.5.1.1 Statutory plans within 1.6 km of an identified Transportation and Transit Corridor as shown on Schedule 3 – Regional Transportation and Transit Corridors shall:

- (a) identify the corridor(s) on relevant maps within the plan;
- (b) demonstrate how the plan optimizes the proximity and adjacency to the corridor; and
- (c) describe how the plan provides mitigation for any potential impacts to the corridor.

3.5.1.2 New Area Structure Plans and Area Redevelopment Plans shall provide direction on how plans could provide or improve transit service in the future, as appropriate to the scale and context.

3.5.1.3 Municipalities shall coordinate regional active transportation and recreation corridors with local transportation, mobility, transit, and recreation corridors to maximize their use.

#### 3.5.3 Planning and Protection for Regional Corridors

Coordination and planning among member municipalities for Regional Infrastructure corridors can reduce the costs of land acquisition and improve efficiency of regional service delivery. In addition, corridor planning can also facilitate multi-use corridors for purposes including but not limited to transit, transportation, utilities, communications, energy, active transportation, recreation and others.

#### Policies

3.5.3.1 Municipalities should collaborate on planning for Regional Infrastructure corridors through future studies and initiatives including, but not limited to, Context Studies for JPAs, transportation and transit studies or plans, as appropriate.

3.5.3.2 When regional infrastructure corridors have been identified, municipalities shall identify and protect regional infrastructure corridor alignments in statutory plans and through municipal planning processes.

3.5.3.3 Municipalities should plan for multi-use corridors through future studies and initiatives including, but not limited to, Context Studies for JPAs, transportation and transit studies or plans, Working Groups, as appropriate

<b>Blueprint for Growth</b>	
CMRB Vision Elements	Growth Plan Objectives
<ul style="list-style-type: none"> <li><i>We successfully use our commitment to Preferred Placetypes and specified growth areas to accomplish our vision while reducing water consumption, vehicle mileage, carbon emissions, land consumption and the cost of infrastructure.</i></li> <li><i>The Region is built on a backbone of excellent integrated multi-modal transportation which ensures efficient and effective movement of people and goods.</i></li> </ul>	<ul style="list-style-type: none"> <li>(a) Create opportunities for each municipality to grow and develop in a way that contributes to balanced regional growth.</li> <li>(b) Promote a range of housing and neighbourhood types within each municipality.</li> <li>(c) Strengthen the importance and livability of existing urban and rural centres.</li> <li>(d) Provide adequate land area for a variety of employment opportunities in appropriate areas.</li> <li>(e) Focus future urban growth in suitable locations where land use, infrastructure and servicing are aligned.</li> <li>(f) Promote compact and walkable communities.</li> <li>(g) Reduce the amount of land consumed by achieving higher densities and more efficient and mixed-use development patterns.</li> <li>(h) Limit or discourage new auto-oriented residential communities that are dominated by single-detached housing with limited amenities.</li> <li>(i) Encourage country residential development in a clustered form of development which promotes land conservation for ecological and open space purposes.</li> <li>(j) Reduce the cost of infrastructure to support growth compared to past practices.</li> </ul>

	(k) Focus regional service delivery in areas that take advantage of existing services, collaboration and plans.
<b>Economic Wellbeing</b>	
<b>CMRB Vision Elements</b>	<b>Growth Plan Objectives</b>
<ul style="list-style-type: none"> <li><i>The Calgary Metropolitan Region is a globally recognized economy, attracting the best and brightest in a variety of economic sectors to support regional prosperity and a high quality of life.</i></li> <li><i>The Calgary Metropolitan Region has a strong and coordinated approach to regional economic growth.</i></li> <li><i>The members of the region support each other and embrace that members share in regional prosperity.</i></li> </ul>	<p>(a) Diversify the economy in the CMR, supported by creating more resilient, efficient, and livable communities.</p> <p>(b) Enable transit, walking and cycling to work, which will contribute to attracting and retaining workforce.</p> <p>(c) Provide an effective transportation network, assuring efficient transportation of goods to market.</p> <p>(d) Ensure adequate suitable land for emerging market demand, providing capacity for economic growth.</p> <p>(e) Build on the strengths of all member municipalities to create a plan for economic growth in the Region.</p> <p>(f) Collaborate among municipalities and with industry partners.</p>

<b>Agenda Item</b>	<b>8</b>
<b>Submitted to</b>	<b>Board</b>
<b>Purpose</b>	<b>For Decision</b>
<b>Subject</b>	<b>Joint Planning Area Context Study Terms of Reference Extension</b>
<b>Meeting Date</b>	<b>February 24, 2023</b>
<p><i>Motion that the Board approve a request to extend the deadline for completion of the Joint Planning Area Context Studies Terms of Reference to April 28, 2023.</i></p>	
<p>Background</p> <ul style="list-style-type: none"> <li>• Growth Plan policy 3.1.9.5 states <i>'Within six months of the approval of the Growth Plan by the Minister, the participating municipalities shall adopt a Terms of Reference to govern the development of the Context Study, including:</i> <ul style="list-style-type: none"> <li><i>a) a process for dispute resolution;</i></li> <li><i>b) details pertaining to how new Area Structure Plans will be considered by the member municipalities prior to completion of the Context Study; and</i></li> <li><i>c) a project schedule for completion of the Context Study'.</i></li> </ul> </li> <li>• The due date of the Joint Planning Area (JPA) Context Study Terms of Reference (TOR) was February 15, 2023.</li> <li>• The Context Study Terms of Reference for Joint Planning Area 3 were filed with the Chief Officer on January 18, 2023.</li> <li>• CMRB Administration received letters from Joint Planning Areas 1, 2 and 4 municipalities indicating that the TORs are underway. The participating municipalities have submitted joint letters requesting an extension to April 28, 2023.</li> </ul>	
<p>Attachment:</p> <ul style="list-style-type: none"> <li>• Joint Planning Area 1 Terms of Reference Extension Letter</li> <li>• Joint Planning Area 2 Terms of Reference Extension Letter</li> <li>• Joint Planning Area 4 Terms of Reference Extension Letter</li> </ul>	

February 8, 2023

Attention: Jordon Copping

Calgary Metropolitan Region Board  
Suite 305, 602 - 11th Avenue Southwest  
Calgary, AB T2R 1J8

**Re: Joint Planning Area 1 Terms of Reference Extension Letter**

Dear Jordon Copping,

This letter is to request an extension on the Joint Planning Area 1 (JPA 1) Context Study Terms of Reference filing date with the Calgary Metropolitan Region Board from February 15, 2023 to April 28, 2023.

The City of Airdrie, City of Calgary, and Rocky View County have been working collaboratively on the Terms of Reference to ensure there is clear direction, procedures, and approval processes in place for the Context Study. A JPA 1 Terms of Reference has been drafted, and a comprehensive internal review by each municipality is now underway. However, due to Council approval timelines the Terms of Reference filing date with the Calgary Metropolitan Region Board will not be met.

We believe the extra time required to draft the Terms of Reference will result in a more thoughtful, collaborative, and defined direction for the JPA 1 Context Study. The time already spent on the Terms of Reference has resulted in greater trust, collaboration, and partnership between our municipalities.

Regards,



Jamal Ramjohn  
Manager, Community Growth  
City of Airdrie



Karen Holz  
Manager, Regional Planning  
City of Calgary



Dominic Kazmierczak  
Manager, Planning  
Rocky View County

Agenda Item 8i

February 8, 2023

Attention: Jordon Copping

Calgary Metropolitan Region Board  
Suite 305, 602 - 11th Avenue Southwest  
Calgary, AB T2R 1J8

**Re: Joint Planning Area 2 Terms of Reference Extension Letter**

Dear Jordon Copping,

This letter is to request an extension on the Joint Planning Area 2 (JPA 2) Context Study Terms of Reference filing date with the Calgary Metropolitan Region Board from February 15, 2023 to April 28, 2023.


Due to staffing constraints, the Terms of Reference filing date with the Calgary Metropolitan Region Board will not be met. The City of Chestermere, City of Calgary, and Rocky View County are very open to working collaboratively on the Terms of Reference to ensure there is clear direction, procedures, and approval processes in place for the Context Study. A JPA 2 Terms of Reference will be drafted based on the JPA 1 terms of Reference. A comprehensive internal review by each municipality will soon be underway.

We believe the extra time required to draft the Terms of Reference will result in a more thoughtful, collaborative, and defined direction for the JPA 2 Context Study. The time already spent on the Terms of Reference has resulted in greater trust, collaboration, and partnership between our municipalities.

Regards,



Travis Fillier  
City Director / CAO,  
Community Growth &  
Infrastructure  
City of Chestermere



Karen Holz  
Manager, Regional Planning  
City of Calgary



Dominic Kazmierczak  
Manager, Planning  
Rocky View County

Agenda Item 8ii



309B Macleod Trail SW  
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[www.highriver.ca](http://www.highriver.ca)



309 Macleod Trail, Box 5605  
 High River, Alberta T1V 1M7  
 P: 403-652-2341 F: 403-652-7880  
[www.FoothillsCountyAB.ca](http://www.FoothillsCountyAB.ca)

February 13, 2023

Attention: Jordon Copping

Calgary Metropolitan Region Board  
 Suite 305, 602 - 11th Avenue Southwest  
 Calgary, AB T2R 1J8

**Re: Joint Planning Area 4 Terms of Reference Extension Letter**

Dear Jordon Copping,

This letter is to request an extension on the Joint Planning Area 4 (JPA 4) Context Study Terms of Reference filing date with the Calgary Metropolitan Region Board from February 15, 2023 to April 28, 2023.

The Town of High River and Foothills County have completed a draft Terms of Reference document and are planning to present it to our Intermunicipal Committee on March 9, 2023. If a recommendation for referral to both Councils for consideration for approval is obtained from IMC, the item will be placed on each municipality's first available Council agenda.

We appreciate the Board's consideration of this matter.

Kind regards,



Khalid Mohammed, RPP, MCIP  
 Manager, Planning & Development Services  
 Town of High River

**Heather Hemingway**

Heather Hemingway, RPP, MCIP  
 Director of Planning  
 Foothills County

Digitally signed by Heather Hemingway  
 DN: C=CA, OU=Director of Planning, O= Foothills County, CN=Heather Hemingway, E=heather.hemingway@foothillscounty.ab.ca  
 Reason: I am the author of this document  
 Location:  
 Date: 2023.02.13 11:39:37-07'00'  
 Foxit PDF Editor Version: 12.1.0

Agenda Item 8iii