

## Calgary Metropolitan Region Board Updated Agenda

June 23, 2023, 9:30-12:30

Rocky View County Council Chambers

262075 Rockyview Point, Rocky View County, AB

- |  |               |                                 |           |
|--|---------------|---------------------------------|-----------|
| 1. Call to Order & Opening Remarks   |               | Clark                           |           |
| 2. Land Acknowledgment   |               | Gondek                          |           |
| 3. Adoption of Agenda  |               | All                             |           |
| <b><i>For Decision: Motion to adopt and/or revise the Agenda</i></b>   |               |                                 |           |
| 4. Rocky View County Community Update  | (Verbal)      | Hanson                          |           |
| 5. Consent Agenda:   | (Attachments) | Clark                           |           |
| <b><i>Motion to approve the Consent Agenda</i></b>   |               |                                 |           |
| A. Minutes April 28, 2023 - Approval   |               |                                 | <b>3</b>  |
| B. Board Strategic Initiatives Update – For Information  |               |                                 | <b>6</b>  |
| 6. Scoping RTTMP - Draft Objectives  | (Attachment)  | Graves                          | <b>10</b> |
| <b><i>For Decision: Motion that the Board approve the draft objectives of the Regional Transportation and Transit Master Plan, and direct CMRB Administration to work with subject matter experts and TAG to develop a corresponding scope of work for the Regional Transportation and Transit Master Plan</i></b> |               |                                 |           |
| 7. Regional Economic Development Framework   | (Attachment)  | MNP                             | <b>47</b> |
| <b><i>For Decision: Motion that the Board approve the Purpose Statement and Objectives contained in the CMRB’s Collaborative Regional Economic Development Framework and Vision Report.</i></b>  |               |                                 |           |
| 8. Stories of the Land Pilot Project   | (Attachment)  | Forum<br>Community<br>Relations | <b>84</b> |
| <b><i>For Decision: Motion that the Board approve the project charter for the Stories of the Land Pilot Project</i></b>  |               |                                 |           |
| <b><u>Closed Session pursuant to Section 21 of FOIP</u></b>  |               |                                 |           |
| 9. Funding Advocacy Plan   | (Attachment)  | Copping                         |           |
| <b><i>For Decision: Motion that the Board approve the draft advocacy plan and direct Administration to implement the plan (circulated separately)</i></b>  |               |                                 |           |

### **Return to Public Session**

10. Proposed Member Funding (Attachment) Copping **103**  
***For Decision:*** *That the population-based funding model be adopted for the 2024 CMRB Budget year should the Board choose to requisition funds from the member municipalities during the budget process, and direct CMRB administration to explore other funding formulas with interested member municipalities to determine if a more appropriate formula exists for future years.*

11. Roundtable

- Update on Office Lease Copping
- Commonwealth Games Presentation to Board Clark
- EMRB 15 Year Anniversary Invitation Clark
- Other

12. Next Meeting: Friday July 21, 2023 @ Town of Okotoks

13. Adjournment

UPCOMING MEETINGS:

Land Use & Servicing Committee	Thursday July 6 @ 9:30 AM	GoTo Meeting
Board Meeting	Friday July 21 @ 9:30 AM	Town of Okotoks
Governance Committee	Friday Sept 15 @ 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.*

**Minutes of the Calgary Metropolitan Region Board  
held at the High River Council Chambers  
on Friday April 28, 2023**

**Delegates in Attendance**

Councillor Tina Petrow – City of Airdrie  
Councillor Peter Demong – City of Calgary  
Mayor Jeff Colvin – City of Chestermere  
Mayor Jeff Genung – Town of Cochrane  
Reeve Delilah Miller – Foothills County  
Mayor Craig Snodgrass – High River  
Mayor Tanya Thorn - Town of Okotoks  
Councillor Kevin Hanson – Rocky View County (Vice Chair)  
Shawn Ewasiuk, Municipal Affairs (virtual)

**CMRB Administration:**

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

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

Chair Clark called the meeting to order at 9:30 AM and Councillor Hanson provided a land acknowledgment. The Chair thanked Mayor Snodgrass for hosting the meeting in High River.

**2. Approval of Agenda**

**Moved by** Councillor Petrow **Seconded by** Mayor Snodgrass, accepted by Chair.

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

**Motion carried unanimously.**

**3. High River Community Update**

As the host member, Mayor Snodgrass provided an update to the Board on High River's current work which includes redoing the Town Plan, a community pool expansion and plans to update their wastewater treatment plant.

M 2023-07

#### 4. Consent Agenda

Items coming forward on the Consent Agenda included the following:

- A. Board Minutes February 24, 2023
- B. Q4 Actuals 2022
- C. Q1 Actuals 2023
- D. Board Strategic Initiatives Update

M 2023-08

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

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

**Motion carried unanimously.**

#### 5. 2022 Audited Financial Statements

Calvin Scott from Avail LLP presented the audited financial statements for 2022 to the Board and reviewed the Independent Auditor's Report and financial results. He noted that CMRB had a clean audit and the statements are being presented fairly in accordance with Canadian public sector accounting standards.

***Moved into closed session @ 9:17 AM. Returned to open session @ 9:23.***

M 2023-09

**Moved by** Mayor Thorn **Seconded by** Councillor Demong, accepted by Chair.

**Motion:** That the Board approve the Audited Financial Statements for 2022.

**Motion carried unanimously.**

#### 6. REF Interpretation Guide

Liisa Tipman introduced this item and noted the proposed amendments were approved by the Land Use & Servicing Committee on March 9, 2023. The amendments came about as a result of testing out the Guide on the first REF submission which identified a lack of clarity around environmentally sensitive area studies.

M 2023-10

**Moved by** Mayor Genung **Seconded by** Councillor Petrow, accepted by Chair.

**Motion:** That the Board approve the proposed amendments to the REF Interpretation Guide.

**Motion carried unanimously.**

#### 7. Proposed Member Funding Model

Jordon Copping reviewed the Member Funding Model brief and answered questions about advocacy, the upcoming election, and comparisons to EMRB. Some members felt that Municipal Affairs should be fully funding the CMRB as a provincially mandated body and were not open to considering a funding requisition. Others felt that although in principle they felt CMRB should be funded fully by the Province, if a requisition is required for the CMRB 2024

budget, members would have to decide on a model and bring it to their councils in the fall of 2023 for their own budgeting purposes. Members requested that a full, thorough advocacy plan be created and circulated to all elected officials, and not just a simple letter to Municipal Affairs.

M 2023-11

**Moved by** Councillor Petrow **Seconded by** Mayor Snodgrass, accepted by Chair.

**Motion:** That the Board direct CMRB Administration to advocate to the provincial government to increase the ongoing investment in CMRB.

**Motion carried.**

Following further debate on the second proposed motion in the agenda package around member funding, and after alternate motions were proposed and discussed, the Board made a motion to postpone this decision to the June Board meeting.

M 2023-12

**Moved by** Mayor Snodgrass **Seconded by** Reeve Miller, accepted by Chair.

**Motion:** That the Board postpone this matter to the June 23, 2023 Board meeting.

**Motion carried.**

## 8. Roundtable

A request was made to add a discussion around solar projects in the region to an upcoming Land Use & Servicing Committee meeting, to be led by Rocky View County.

Airdrie updated the Board on a Housing and Homelessness Workshop hosted in their community with 17 municipalities from across the province and shared the theme of how people connect with their communities, not simply the building they live in and how we should align that with land use planning.

- 9. Next Board Meeting: Friday June 23, 2023.** The Chair noted changes to the Fall meeting schedule where the Board and Governance meeting dates are switched. The next Governance Committee meeting is now on September 15 and the Fall Board meeting is October 13.

## 10. Adjournment @ 10:26 AM.

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Chair Greg Clark

<b>Agenda Item</b>	<b>5B</b>
<b>Submitted to</b>	<b>Board</b>
<b>Purpose</b>	<b>Consent Agenda - For Information</b>
<b>Subject</b>	<b>Board Initiatives Progress Update</b>
<b>Meeting Date</b>	<b>June 23, 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 on these five initiatives and other pertinent projects.</li> <li>• An update of note is that for the Indigenous Relations Initiative, a portion of the unspent 2023 budget in the Dialogue theme will be reallocated to the Stories theme in order to follow the interest expressed by cultural groups we have engaged with (Metis and Blackfoot). Also, the ATR Framework may come to the Board in Q3 to work through input from the working group, not in Q2 as previously stated.</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
1. Indigenous Relations	Dialogue	Potential interest from Bearspaw 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 Framework	Additions to Reserve (ATR) Framework - Draft is currently out for feedback to member municipalities and contributing First Nations' leadership (Siksika and Bearspaw First Nation)  Anticipate having a draft ATR framework to the Board in Q3 2023 (formerly Q2).
	Celebrate - Project Charter for Stories of the Land pilot	Project charter for Stories of the Land pilot project is the subject of agenda item in this Board meeting.  Reallocation of portion of unused Dialogue budget to Celebrate theme to follow the interest expressed by cultural groups we have engaged with (Metis and Blackfoot).  Outreach to Nations and communities is ongoing.
	Summary Report Overall project status	Not Applicable

Agenda Item 5Bi

Table 1: 2022/2023 Board Initiatives Update

CMRB Initiative	Phase(s)	Status
2. Regional Economic Development	Procurement	MNP LLP is consultant team.
	Environmental Scan	Interviews with municipal and external stakeholders are complete. Summary document circulated.
	Gap Analysis	Summary document circulated.
	Vision & Framework	Board workshop was held April 13th and 28th to discuss gap findings, discuss and refine proposed vision and gather feedback. Draft Vision and Framework is subject of agenda item at this Board meeting.
	Communications	Deferred to late phase of project.
	Overall project status	
3. Scoping Regional Transportation and Transit Master Plan	Procure SMEs	Aziz Merali and David Cooper retained as subject matter experts (SMEs).
	Environmental Scan	Presentation of jurisdictional scan presented to LUSC March 9, 2023. First engagement with municipalities complete. Meetings with Working Group complete.
	Objectives and Scoping	Workshop completed May 11, 2023. Summary memo and proposed draft objectives is the subject of an agenda item in this Board meeting. Scoping will begin following Board approval of objectives.
	Finalize Scope, Sched and approx. budget	Not Applicable



Table 1: 2022/2023 Board Initiatives Update

CMRB Initiative	Phase(s)	Status
4. Scoping Water Roadmap Update	Procure SME	Arup retained for the project
	Environmental Scan and Governance Mapping	Ongoing with support from Water TAG.
	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	
5. Environmentally Sensitive Areas Database	Procurement	Complete. O2 Planning and Design were the successful proponent. Municipal Administrations and external organizations have provided data to the consultant.
	Available Datasets	
	Data Gap Analysis	Phase I project summary delivered at June 8 2023 LUSC meeting. O2 is completing a gap analysis and will report back.
	Database Framework	Not Applicable
	Database Reporting	Not Applicable
	Overall project status	
6. DEAL v2		Ongoing.
		All municipalities are reviewing Level 2 data and changes incorporated from LU TAG feedback. Ongoing. Due back to CMRB Admin June 19th
		Not Applicable

<b>Agenda Item</b>	<b>6</b>
<b>Submitted to</b>	<b>Board</b>
<b>Purpose</b>	<b>For Information</b>
<b>Subject</b>	<b>Scoping Regional Transportation &amp; Transit Master Plan-Draft Objectives</b>
<b>Meeting Date</b>	<b>June 23, 2023</b>

*That the Board approve the draft objectives of the Regional Transportation and Transit Master Plan, and direct CMRB Administration to work with subject matter experts and TAG to develop a corresponding scope of work for the Regional Transportation and Transit Master Plan*

#### **Summary**

- 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.
- The ongoing scoping of the RTTMP project enables CMRB Administration to retain subject matter experts in the fields of transit and transportation to establish the goals, direction, and objectives of the RTTMP. CMRB Administration has retained Leading Mobility and TransCan Engineering Ltd.
- Following the engagement of Transportation and Transit Technical Advisory Group (TAG) and other municipal experts, a municipal policy inventory and a jurisdictional scan of regional mobility policy in other regions of Canada, the subject matter experts developed draft objectives for review and discussion. Input from an April 21, 2023, TAG meeting was incorporated into draft objectives, which were discussed and prioritized in a workshop held on May 11, 2023, with municipal staff and elected officials.
- The findings of that workshop informed revisions in the attached draft objectives for approval by the Land Use and Servicing Committee (LUSC), along with feedback from the TAG in a meeting held May 25, 2023.
- Alberta Transportation and Economic Corridors (formerly Alberta Transportation) has been engaged on the project participating in the working group and continues to support the scoping process.
- On June 8, 2023, LUSC recommended that the Board approve the draft objectives. In the Committee meeting, a member identified a concern

with the number of objectives and suggested perhaps the number should be reduced. CMRB Administration worked with the SMEs following the LUSC meeting to provide additional information in the covering report to demonstrate the rationale for why the existing objectives are being recommended, and options of how the objectives could be reduced.

**Attachment**

- CMRB Scoping RTTMP Draft Objectives Slide Deck, Leading Mobility
- Refined Objectives for the Regional Transportation & Transit Master Plan- What We Heard Memo, Leading Mobility

## 1. Project Background

The North Calgary Regional Transportation Study (NCRTS) and the South and East Calgary Regional Transportation Study (S&ECRTS) were adopted and approved by the Board in September 2019 and June 2020, respectively. The studies were developed based on a request from Alberta Transportation to identify and prioritize regionally significant transportation improvement projects with a heavy focus on road improvement projects. These projects were based on current need and considered the projected growth from approved plans in place.

The Growth and Servicing Plans now direct growth in the Calgary Metropolitan Region (CMR) to Preferred Growth Areas (Hamlet Growth Areas, Urban Municipalities, and Joint Planning Areas). The policies of the Growth Plan are likely to influence future travel demand and thus transportation priorities in the future. As noted during the previous studies, regional transportation and transit priorities need to be re-evaluated over time to reflect the implementation of the Growth Plan Preferred Placetypes and Preferred Growth Areas.

The Servicing Plan further recommends completion of a RTTMP as an opportunity for the CMRB to strategically plan for how people and goods will move around in the future within the region and beyond. Best practice indicates that regions benefit from collaboration on multimodal mobility. The external engagement undertaken during the Regional Economic Development initiative currently underway by the Board highlighted one of the key opportunities of a regional board is multimodal transportation planning.

## 2. Revised Draft Objectives

The LUSC heard from Leading Mobility in March 2023 about the jurisdictional scan completed by the SMEs and learnings from other regions in Canada. Member municipalities were also engaged to understand their vision for what a RTTMP might achieve. Based on this, the SMEs presented draft objectives which were refined with input from TAG and presented to the LUSC and municipal experts in a workshop on May 11, 2023. The feedback from that workshop, and discussion with TAG on May 25, 2023, resulted in revised draft objectives. The results of this workshop are summarized

in the following attachment. This document represents deliverable 2 of 3 deliverables in the project.

The revised draft objectives for the RTTMP are listed below in Table 1, with the degree of support based on the prioritization exercise on May 11, 2023. Additional information about what we heard in the workshop can be found in the memo from Leading Mobility, attached.

On June 8, 2023, the Land Use and Servicing Committee (LUSC) recommended that the Board approve the draft objectives. In the Committee meeting, a member identified a concern with the number of objectives and suggested perhaps the number should be reduced. CMRB Administration worked with the SMEs following the LUSC meeting to provide additional information in the covering report to demonstrate the rationale for why the existing objectives are being recommended, and options of how the objectives could be reduced. Those rationale and options are summarized in Table 1, below.

**Table 1: Proposed Revisions to the RTTMP Draft Objectives**

<b>Revised Draft Objective recommended by LUSC (June 8, 2023) with SME additions in red text</b>	<b>Degree of Support at May 11 Workshop</b>	<b>Recommendation from SMEs (keep, combine with another objective, other)</b>	<b>SME Rationale</b>
<b>Refined Objective 1a:</b> Develop a multimodal transportation network that connects <b>existing &amp;</b> preferred growth areas and nodes along regional corridors to support the vision of the Growth Plan	High	Keep	This objective is integral for pairing land use policy and transportation outcomes and investments in the Growth Plan.
<b>Refined Objective 1b:</b> Create a board-approved list of regionally significant multimodal transportation priority projects	High	Keep	Defining regionally significant projects will allow for the region to prioritize regional funding requests for consideration from senior levels of governments
<b>Refined Objective 2a:</b> Reduce infrastructure and climate costs for CMRB members and partners over time by optimizing the transportation network.	Moderate	Remove and include as an opportunity in 3a	This objective speaks to reducing costs for municipalities by optimizing infrastructure. This could be combined with objective 3a as an opportunity to “optimize the transportation network to preserve the efficient movements of people and goods along economic corridors”.

<b>Revised Draft Objective recommended by LUSC (June 8, 2023) with SME additions in red text</b>	<b>Degree of Support at May 11 Workshop</b>	<b>Recommendation from SMEs (keep, combine with another objective, other)</b>	<b>SME Rationale</b>
<b>Refined Objective 2b:</b> Develop collaborative approaches for CMRB municipalities to facilitate a multimodal regional transportation network and services in the future	Moderate	Remove but acknowledge as a policy discussion during the development of the RTTMP	Future Service Delivery/Governance approaches could be a policy discussion in the RTTMP instead of an objective.
<b>Refined Objective 3a:</b> Provide an effective <b>and reliable</b> multimodal regional transportation network that allows for the efficient movement of <b>people and goods supporting</b> access to jobs, healthcare, education, recreation and tourism hubs	High	Keep	Having a strong regional transportation network that allows for employment mobility is vital for economic competitiveness.
<b>Refined Objective 3b:</b> Prioritize and respect agricultural corridors <b>and connectivity</b> to support the regional agricultural economy.	Moderate	Keep	This objective acknowledges the importance of the regional agricultural economy and associated transportation considerations within our region, in alignment with Growth Plan policy.
<b>Refined Objective 3c:</b> Enhance multimodal connections from <b>existing and</b> preferred growth areas to employment hubs, such as the Calgary International Airport, intermodal logistics facilities, industrial/manufacturing hubs, post-secondary and healthcare institutions, and large retail sites.	Moderate	Keep	Enhancing transportation options to employment nodes will support goods movement and economic vitality.

<b>Revised Draft Objective recommended by LUSC (June 8, 2023) with SME additions in red text</b>	<b>Degree of Support at May 11 Workshop</b>	<b>Recommendation from SMEs (keep, combine with another objective, other)</b>	<b>SME Rationale</b>
<b>Refined Objective 4a:</b> Provide a multimodal transportation system that produces fewer GHG emissions to reduce the environmental impact of transportation.	Lower	Keep	This objective aligns with the Growth Plan and may come through the plan in visionary statements.
<b>New Objective 4b:</b> Develop a regional transportation system supporting affordable and accessible mobility options to promote an inclusive, equity-based movement of people	Lower	Keep	Federal funding partners are expecting mobility programs to link projects to affordability and sustainability metrics. Without these objectives, the region may not be eligible for funding.

### KEY QUESTIONS:

1. Does the Board wish to accept the subject matter expert additions in column 1 of Table 1 above?
2. Does the Board wish to reduce the number of objectives by accepting the options as described below:
  - i. Include objective 2a as an opportunity in 3a. Stating “optimize the transportation network to preserve the efficient movements of people and goods along economic corridors” as an opportunity.
  - ii. Remove objective 2b and acknowledge it as a policy discussion during the development of the RTTMP?

### 3. Next Steps

Should the Board approve the draft objectives as written, the subject matter experts will work with Transportation and Transit TAG to create a scope of work which will advance the RTTMP objectives. The SMEs will report back to the LUSC and the Board in Q3 2023 with a scope of work, estimated budget, and approximate timeline (Deliverable 3). Once approved by the Board, the scope of work would be used to create a request for proposals for posting to Alberta Purchasing Connection to secure a qualified consultant to begin the RTTMP project in 2024.

Should the Board not approve the draft objectives, CMRB Administration, subject matter experts, and TAG will work to refine the objectives per the direction.

#### **4. Recommendation**

That the Board approve the draft objectives of the Regional Transportation and Transit Master Plan, and direct CMRB Administration to work with subject matter experts and TAG to develop a corresponding scope of work for the Regional Transportation and Transit Master Plan.

# RTTMP Objectives

CMRB Board

June 23, 2023

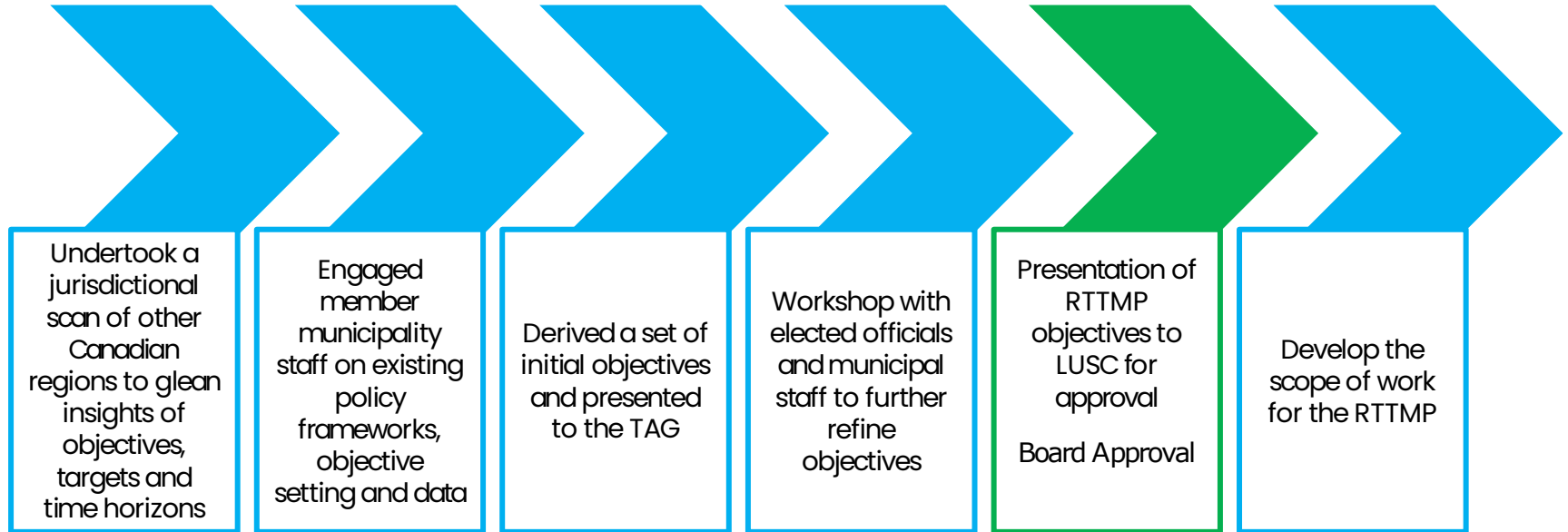
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# Recommendation

- CMRB administration seeks recommendation from the Board to approve the draft objectives of the Regional Transportation and Transit Master Plan (RTTMP), and direct CMRB Administration to work with subject matter experts and TAG to develop a commensurate scope of work for the RTTMP

# Process



# Guiding Principles for RTTMP Objectives Development



# 4 Pillars to Define RTTMP Objectives

Develop a **regionally significant, multimodal transportation network**

Pursue **efficiency in the planning and delivery** of the regional transportation network

Ensure the transportation network **supports regional competitiveness**

Build a **sustainable and affordable** transportation network

# 1

## Develop a regionally significant, multimodal transportation network

- 1a Develop a multimodal transportation network that connects preferred growth areas and nodes along regional corridors to support the vision of the Growth Plan

### Potential CMRB opportunities for exploration:

- Define Transit-Oriented Development (TOD) as it relates to reshaping communities centered on preferred place types
- Advance the planning and build out of regional transit to foster and cultivate mixed use and transit-oriented development in preferred growth areas
- Advance the planning and build out of active transportation and public transit within municipalities to regional mobility hubs to provide regional multimodal connectivity
- Collect data to inform decision-making and measure progress on delivering growth and servicing outcomes in the Growth Plan
- Strengthen mobility policies in future updates of the Growth and Servicing Plan
- Confirm regionally significant transportation and servicing corridors and move forward with studies to design and protect them.

### WHAT WE HEARD

- Municipalities strongly believed this was the most important objective and that there were many opportunities for the CMRB
- The original opportunities were too transit-focused and should better reflect all modes
- Municipalities want to optimize the existing network before building new, costly infrastructure

# 1

## Develop a regionally significant, multimodal transportation network

1b Create a board-approved list of regionally significant, multimodal transportation priority projects

### Potential CMRB opportunities for exploration:

- Define 'regionally significant' transportation infrastructure using a series of metrics
- Speak with a single regional voice for regional transportation priorities
- Prioritize projects based on the short, medium and long-term needs of the region
- Advocate for funding from other orders of government, based on the prioritized multimodal list (with periodic updates)
- Protect lands, corridors and right-of-ways for future regionally significant transportation infrastructure and associated servicing
- Define the role of the CMRB in the planning and development of intraregional and interregional transportation projects

### WHAT WE HEARD

- Municipalities were well-aligned and recognized this objective's importance in acquiring funding from senior levels of government
- Create an opportunity specifically focused on prioritizing regionally significant infrastructure
- The final opportunity was originally an objective, but some municipalities felt it to be more of an opportunity under this objective

## 2 Pursue **efficiency in the planning and delivery** of the regional transportation network

2a Reduce infrastructure and climate costs for CMRB members and partners over time by optimizing the transportation network

### Potential CMRB opportunities for exploration:

- Work with Alberta Transportation & Economic Corridors to fund necessary enhancements to new and existing economic corridors with a focus to accommodate future growth
- Optimize existing infrastructure outside of economic trade corridors by investing in multimodal transportation modes (e.g. walking, cycling and transit)
- Work towards creating compatible connections between regional economic corridors and municipal transportation networks
- Explore methods to evaluate the climate impact of new projects, or evaluate trade-offs for not implementing them

### WHAT WE HEARD

- Remove maintenance from the objective to reflect this as a responsibility of municipalities
- Reflect societal costs, especially climate change, for not pursuing a regionally significant, multimodal transportation network
- Aspire to have sustainable and affordable transportation networks, like transit and cycling, be used for trip purposes beyond commuting

## 2 Pursue **efficiency in the planning and delivery** of the regional transportation network

2b Develop collaborative approaches for CMRB municipalities to facilitate a multimodal regional transportation network and services in the future

### Potential CMRB opportunities for exploration:

- Work with municipalities to support the delivery of regionally significant transportation projects collaboratively at the most appropriate scale (e.g. bi-lateral, sub-regional, regional). Regionally significant projects would be defined in the RTTMP.
- Establish regional policy frameworks (e.g. regional transit service standards) that provide a consistent standard of service appropriate to the scale of the preferred growth areas

### WHAT WE HEARD

- Previous version had facilitating a borderless approach through a governance structure; some municipalities felt that this was too soon
- The second opportunity should reflect the varying levels of transit service already in place in some growth areas in addition to establishing new service in emerging growth areas



# 3

## Ensure the transportation network supports regional competitiveness

3a Provide an effective multimodal regional transportation network that allows for the efficient movement of goods along with reliable access to jobs, healthcare, education, recreation and tourism hubs

### Potential CMRB opportunities for exploration:

- Identify and preserve economic corridors to efficiently facilitate goods movement
- Optimize the transportation network to preserve the efficient movement of people and goods along economic corridors
- Enhance the regional transportation network to enable labour mobility and support access to post-secondary, health, recreational and tourism hubs
- Ensure the regional transportation network enables labour mobility and supports access between employment areas and places where people live

### WHAT WE HEARD

- Scored very well in the prioritization exercise at the workshop
- Need to highlight the importance of healthcare and post-secondary institutions in building the regional economy
- Include the movement of people along corridors in the objective and opportunities

# 3

## Ensure the transportation network supports regional competitiveness

### 3b Prioritize and respect agricultural corridors to support the regional agricultural economy

#### Potential CMRB opportunities for exploration:

- Identify, prioritize and respect agricultural corridors to build economic growth and opportunity in our rural municipalities
- Explore innovative ways to facilitate agricultural movement across regionally significant infrastructure including highways and utility corridors

#### WHAT WE HEARD

- Remove maintenance from the objective and opportunities to reflect this as a responsibility of the municipalities
- Need to add some focus on how to better move agricultural equipment and goods across significant transportation corridors and infrastructure

# 3

## Ensure the transportation network supports regional competitiveness

3c Enhance multimodal connections from preferred growth areas to employment hubs, such as the Calgary International Airport, intermodal logistics facilities, industrial/manufacturing hubs, post-secondary and healthcare institutions, and large retail sites.

### Potential CMRB opportunities for exploration:

- Identify gaps and opportunities on priority routes to enhance access and connectivity to facilities that bring our region's goods to market provincially, nationally and internationally
- Identify gaps and opportunities to improve connections for workers commuting to facilities that bring our region's goods to market

### WHAT WE HEARD

- Include healthcare, post-secondary and large retail sites as employment hubs, reflecting concerns of flexibility for transportation connections to serve emerging growth areas
- Need to incorporate the movement of workers to employment hubs that drive the region's economy

# 4

## Build a sustainable and affordable transportation network

4a Provide a multimodal transportation system that produces fewer GHG emissions to reduce the environmental impact of transportation

### Potential CMRB opportunities for exploration:

- Undertake a study of current emission levels in the regional transportation network in order to establish a baseline of GHG emissions; Develop region wide targets for the reduction of transportation related GHG emissions
- Lower vehicle kilometres travelled regionally by investing in transportation network projects (especially public transit) that increase mode choice
- Identify ways the CMRB can encourage the use of alternative fuel/energy sources
- Facilitate capacity building and information sharing between member municipalities with their respective low carbon transition projects and programs
- Identify necessary improvements to infrastructure to ensure that the regional transportation system is resilient to adverse weather conditions as a result of a changing climate

### WHAT WE HEARD

- Municipalities saw this as more of an outcome, but agreed it should be a focus
- Incorporate former objective on climate adaptation as an opportunity

# 4

## Build a sustainable and affordable transportation network

4b Develop a regional transportation system supporting affordable and accessible mobility options to promote an inclusive, equity-based movement of people

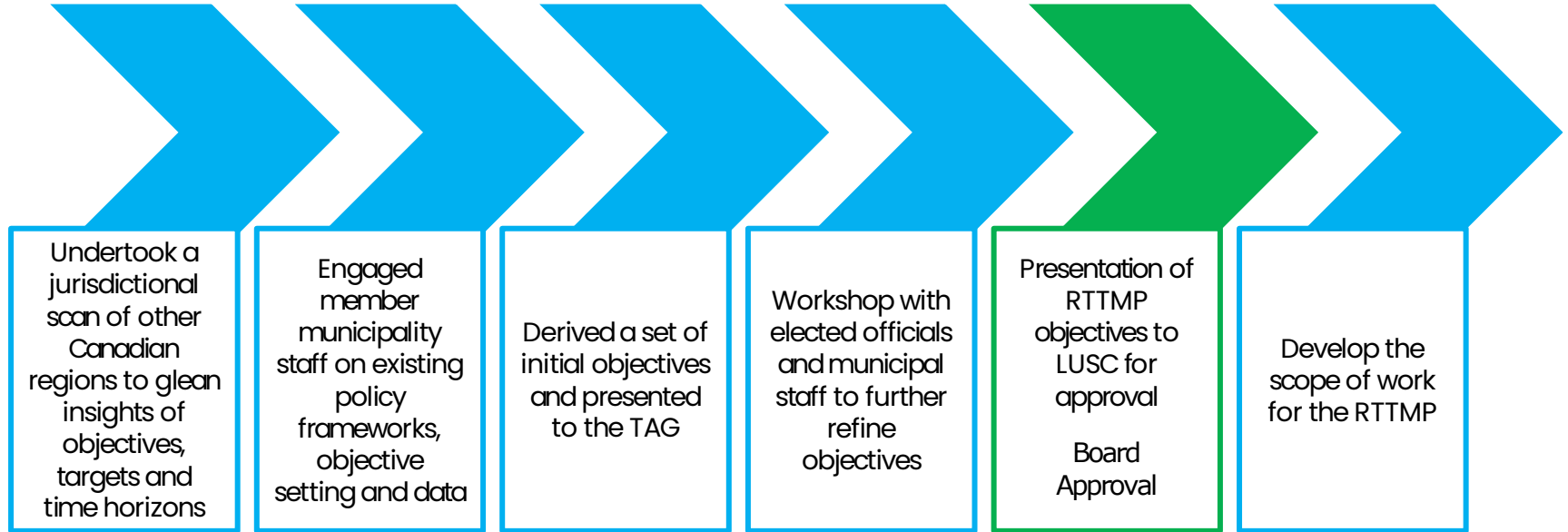
### Potential CMRB opportunities for exploration:

- Define affordability as it relates to transportation
- Prioritize affordable mobility options
- Provide transportation mode choice in accessing affordable housing
- Support regional transit collaborations that include local and paratransit services by sharing information and resources, such as support with responding to grant funding applications and/or researching new technologies
- Explore ways to leverage government programs with regional needs and affordability

### WHAT WE HEARD

- Strong desire to create affordable corridors consisting of affordable housing and mobility options
- Need better tools to maintain housing affordability, especially in new TOD developments
- Encouraged that this objective remain part of the RTTMP given the funding priorities of the federal government

# Next Steps



## MEMO

**Date:** May 29, 2023

**To:** Calgary Metropolitan Regional Board

**From:** David Cooper and Chris French, Leading Mobility Consulting

**Re:** What We Heard - Refined Objectives for the Regional Transportation & Transit Master Plan based on feedback received from the May 11<sup>th</sup> CMRB RTTMP Objectives Workshop and May 25<sup>th</sup> TAG Meeting

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### May 11<sup>th</sup> Workshop Attendance:

Attended:

City of Airdrie  
City of Calgary  
City of Chestermere  
Town of Cochrane  
Foothills County  
Town of Okotoks  
Rocky View County

Did Not Attend:

Town of High River  
Alberta Transportation & Economic  
Corridors (Invited but declined due to the  
provincial election writ period)

## Background

The Calgary Metropolitan Regional Board (CMRB) is in the process of scoping its first ever Regional Transportation & Transit Master Plan (RTTMP). The CMRB has engaged the services of Leading Mobility Consulting & TransCan Engineering to assist in the development of the scope of work for the RTTMP. Part of the scoping process includes developing a set of guiding principles and objectives based on the collective vision and values of CMRB member municipalities that will be included in the RTTMP.

A set of guiding principles were developed and were followed by four pillars with multiple objectives, crafted based on multiple rounds of engagement with staff from CMRB member municipalities in Spring 2023. These pillars and objectives were refined and presented to the CMRB along with staff and elected officials from member municipalities at a workshop on May 11, 2023. Staff and elected officials participated in an initial round of discussion on the guiding principles as a whole, followed by a roundtable exercise where workshop attendees were split into smaller groups that rotated between each table and discussed specific objectives by pillar. Following the roundtable discussions, staff and elected officials were invited to participate in a prioritization exercise where they ranked their top three objectives that they thought were most important for inclusion in the RTTMP. Overall, objectives in pillars 1 and 3 gathered the most comments in the prioritization exercise, while objectives in pillars 2 and 4 ranked lower.

This memo outlines feedback gathered from the workshop and presents a series of refined guiding principles and objectives for presentation and approval from the Land Use &

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Servicing Committee in June 2023. Recommended changes are presented in this memo with trackable edits (~~strikeout~~ for deletions and red text for additions).

### **Guiding Principles**

1. Advancing the vision of the growth plan
2. Integrating regional and municipal needs in our transportation network
3. Taking a multimodal approach for future investments
4. Defining a future borderless approach in prioritizing regionally significant projects and programs
5. Developing a sustainable vision in the regional transportation plan

### **What we heard:**

- Overall, the LUSC and member municipality staff were satisfied with guiding principles and considered them to be well aligned with the values and vision they held for the RTTMP.
- Feedback was primarily directed to the fourth and fifth guiding principles, with comments on the fourth directed to incorporating content that reflects the user experience of the transit system. At the same time, providing a borderless approach was seen as too aspirational in the objectives discussion.
- Comments on the fifth principle were focused on further defining “sustainability”, referencing concerns related to the dissolution of the Edmonton Regional Transit Commission.

### **Recommendations:**

- Replace “borderless” with “seamless” in the fourth guiding principle to reflect some municipalities highlighting this as too aspirational; and
- Update the fifth guiding principle to reflect comments focused on defining sustainability and reference a cooperative approach to regional transportation planning.

### **Refined Guiding Principles:**

1. Advancing the vision of the growth plan
2. Integrating regional and municipal needs in our transportation network
3. Taking a multimodal approach for future investments
4. Defining a future ~~borderless~~ seamless approach in prioritizing regionally significant projects and programs
5. ~~Developing~~ Defining a cooperative, sustainable vision in the regional transportation plan



## **Pillars & Objectives**

Eleven objectives were crafted and grouped into four pillars focused on developing a regionally significant transportation network, pursuing efficiency in planning the network, enhancing economic development and sustainability. Feedback was received on both the pillars and objectives. Refinements to each pillar are provided with a summary of comments received from the LUSC and municipal staff. Each pillar is followed by its objectives that have been refined based on, and with discussion of, comments from the LUSC and municipal staff.

### **PILLAR 1: DEVELOP A REGIONALLY SIGNIFICANT, MULTIMODAL TRANSPORTATION NETWORK**

#### **What we heard:**

- All municipalities highlighted that this pillar was the most important of all presented at the workshop and suggested that what constitutes regionally significant transportation infrastructure must be defined.
- Municipalities also believed that many of the draft objectives outside of it could fit here as well, reinforcing its importance.

#### **Objective 1a: Develop a multimodal transportation network that connects growth areas and nodes along regional corridors to support the vision of the Growth Plan**

##### Potential CMRB Opportunities:

- Define Transit-Oriented Development (TOD) as it relates to shaping communities centered on preferred place types
- Advance the planning and build out of regional transit to foster and cultivate mixed use and transit oriented development in growth areas
- Advance the planning and build out of regional transit to provide regional connectivity that does not currently exist
- Collect data to inform decision-making and measure progress on delivering growth and servicing outcomes in the Growth Plan
- Strengthen mobility policies in future updates of the Growth and Servicing Plan
- Confirm regionally significant transportation and servicing corridors and move forward with studies to design and protect them

#### **What we heard:**

- Municipalities strongly believed that this objective was the most important in the discussions
- Municipalities felt that the opportunities were too transit-focused and should be refined to achieve a balance between modes
- Municipalities emphasized the need to identify and define corridors in the development of the RTTMP to optimize the network, highlighting increased costs to build in other modes later on, suggesting alignment with the final opportunity

- This objective was strongly ranked in the prioritization exercise receiving 11 comments. Suggested methods to measure progress included modal shift away from single occupant vehicles, and transit ridership on routes and services.

**Recommendations:**

- Clarify that growth areas and nodes are referring to preferred growth areas and nodes;
- Refine opportunities to include other modes such as active transportation; and
- Monitor progress toward this objective using metrics such as modal shift away from single occupancy vehicles and ridership on transit routes and services.

**Refined Objective 1a: Develop a multimodal transportation network that connects preferred growth areas and nodes along regional corridors to support the vision of the Growth Plan**

Refined Potential CMRB Opportunities:

- Define Transit-Oriented Development (TOD) as it relates to shaping communities centered on preferred place types
- Advance the planning and build out of regional transit to foster and cultivate mixed use and transit oriented development in preferred growth areas
- Advance the planning and build out of regional transit to provide regional connectivity that does not currently exist active transportation and public transit within municipalities to regional mobility hubs to provide regional multimodal connectivity
- Collect data to inform decision-making and measure progress on delivering growth and servicing outcomes in the Growth Plan
- Strengthen mobility policies in future updates of the Growth and Servicing Plan
- Confirm regionally significant transportation and servicing corridors and move forward with studies to design and protect them

**Objective 1b: Create a board-approved list of regionally significant multimodal transportation priority projects**

Potential CMRB Opportunities:

- Define 'regionally significant' transportation infrastructure
- Speak with a single regional voice for regional transportation priorities
- Advocate for funding from other orders of government, based on the prioritized multimodal list (with periodic updates)
- Protect lands, corridors and right-of-ways for future regionally significant transportation infrastructure and associated servicing

### What we heard:

- Municipalities were well-aligned with this objective, highlighting the importance of creating a collectively prioritized list of projects to advocate for funding from senior levels of government.
- Municipalities stressed the importance of ensuring transportation projects are aligned with land use as defined in the Growth Plan, including employment areas, post-secondary institutions, healthcare facilities and tourism destinations.
- To help define regional significance, some municipalities suggested measuring demand or volumes between particular areas while others contended that the region should look closer at who a corridor is serving.
- This objective received 7 comments in the prioritization exercise, with many highlighting this objective to determine a collective vision for regional transportation.
- Municipalities suggested a series of metrics to determine success, including total investment in regionally significant infrastructure and actual projects constructed.

### Recommendations:

- Develop a suite of metrics in the RTTMP to define what constitutes regionally significant infrastructure beyond volume and demand;
- Create an opportunity that speaks to prioritizing regionally significant projects; and
- Incorporate an opportunity focused on the role of the CMRB in significant intraregional and interregional transportation projects (see discussion under former Objective 4c).

### **Refined Objective 1b: Create a board-approved list of regionally significant, multimodal transportation priority projects**

#### Refined Potential CMRB Opportunities:

- Define 'regionally significant' transportation infrastructure **using a series of metrics**
- Speak with a single regional voice for regional transportation priorities
- **Prioritize projects based on the short, medium and long-term needs of the region**
- Advocate for funding from other orders of government, based on the prioritized multimodal list (with periodic updates)
- Protect lands, corridors and right-of-ways for future regionally significant transportation infrastructure and associated servicing
- **Define the role of the CMRB in the planning and development of intraregional and interregional transportation projects**

**Objective 1c**, focused on equity and affordability, was moved to Pillar 4 (new Objective 4b) after some municipalities commented in the discussion that it was closely related to sustainability goals.

## PILLAR 2: PURSUE EFFICIENCY IN THE PLANNING AND DELIVERY OF A REGIONALLY SIGNIFICANT TRANSPORTATION NETWORK

### Objective 2a: Reduce infrastructure and maintenance costs for CMRB members and partners over time by optimizing the transportation network.

#### Potential CMRB Opportunities:

- Work with Alberta Transportation & Economic Corridors to fund necessary enhancements to new and existing economic corridors with a focus to accommodate future growth
- Optimize existing infrastructure outside of economic trade corridors by investing in multimodal transportation modes (e.g. walking, cycling and transit)

#### **What we heard:**

- Municipalities highlighted that road maintenance is a responsibility of the municipalities and was recommended that it be removed from the objective.
- Municipalities suggested incorporating climate costs, not just construction dollar values, into regional transportation planning and projects. However, municipalities were not sure how to do this.
- Multimodal infrastructure should aspire to be used for more than commute trips. For example, one municipality highlighted that Calgary Transit evolved from being a commute mode to a lifestyle choice. The RTTMP should consider this as an aspiration for the region, but for all sustainable and affordable modes.
- This objective received 5 comments in the prioritization exercise and were mostly focused on how it could address efficiency in the network, both in terms of the movement of people and costs. Some measures proposed included benchmarking with other regions and spending on infrastructure over time.

#### **Recommendations:**

- Remove maintenance from the objective as this is the responsibility of the municipalities;
- Add climate costs as a type of cost to the objective, with a specific opportunity focused on how to measure the climate impact of new projects or evaluate trade-offs for not implementing them; and
- Monitor progress toward this objective by comparing investment from senior levels of government into the Calgary Metropolitan region versus other Canadian regions.

#### **Refined Objective 2a: Reduce infrastructure and maintenance climate costs for CMRB members and partners over time by optimizing the transportation network.**

#### Refined Potential CMRB Opportunities:

- Work with Alberta Transportation & Economic Corridors to fund necessary enhancements to new and existing economic corridors with a focus to accommodate future growth
- Optimize existing infrastructure outside of economic trade corridors by investing in multimodal transportation modes (e.g. walking, cycling and transit)

- Work towards creating compatible connections between regional economic corridors and municipal transportation networks
- Explore methods to evaluate the climate impact of new projects, or evaluate trade-offs for not implementing them

**Objective 2b: Develop a transportation and transit governance structure suitable for all CMRB municipalities to facilitate a borderless and multimodal regional transportation network and services in the future**

Potential CMRB Opportunities:

- Work with municipalities to support the delivery of regionally significant transportation projects collaboratively at the most appropriate scale (e.g. bilateral, sub-regional, regional). Regionally significant projects would be defined in the RTTMP.
- Establish regional policy frameworks (e.g. regional transit service standards) that establish a consistent standard of service appropriate to the scale of the preferred growth areas

**What we heard:**

- Municipalities said that a borderless approach to regional transportation cannot be achieved or measured at an early stage, and that it is too soon for some to develop a full governance structure for regional transportation and transit.
- Fare integration could be one initial step toward achieving a full borderless approach, not one system.
- Refocusing to how transit can improve economic development or generate more tourism activity could be a means to establish support from rural municipalities for this objective.
- Demand will drive the priorities for regional transit as the region grows, but the CMRB could be actively involved by identifying where the demand is.
- This objective received 6 comments in the prioritization exercise, mostly similar to those for Objective 2a, though they were ranked lower (e.g. 2 or 3) in comparison.

**Recommendations:**

- Remove governance structure and borderless service delivery from the objective and replace it with developing collaborative approaches to facilitating transportation infrastructure and services; and
- Consider replacing the word “establish” with “provide” for transportation service standards appropriate to the scale of preferred growth areas, reflecting that some growth areas already have varying levels of service.

**Refined Objective 2b: Develop a transportation and transit governance structure suitable for all **Develop collaborative approaches for** CMRB municipalities to facilitate a borderless and multimodal regional transportation network and services in the future**

Potential CMRB Opportunities:

- Work with municipalities to support the delivery of regionally significant transportation projects collaboratively at the most appropriate scale (e.g. bilateral, sub-regional, regional). Regionally significant projects would be defined in the RTTMP.
- Establish regional policy frameworks (e.g. regional transit service standards) that ~~establish~~ provide a consistent standard of service appropriate to the scale of the preferred growth areas

## **PILLAR 3: ENSURE THE TRANSPORTATION NETWORK ENHANCES REGIONAL COMPETITIVENESS**

### **What we heard / recommendation:**

- Switch the word enhance to support, suggesting that our network is already strong and should be optimized. This will also help limit costly new, unrequired infrastructure.

## **Refined PILLAR 3: ENSURE THE TRANSPORTATION NETWORK ENHANCES SUPPORTS REGIONAL COMPETITIVENESS**

### **Objective 3a: Provide an effective multimodal regional transportation network that allows for the efficient movement of goods along with reliable access to jobs and education**

#### Potential CMRB Opportunities:

- Identify and preserve economic corridors to efficiently facilitate goods movement
- Enhance the regional transportation network to enable labour mobility and support access to post-secondary institutions
- Ensure the regional transportation network enables labour mobility and supports access between employment areas and places where people live

### **What we heard:**

- Some LUSC members and municipal staff were well aligned with this objective and commented that there are select people who do make longer bike commute trips into Calgary from surrounding municipalities; highlighted that more people may opt to do so if infrastructure was in place.
- On the contrary, some felt as though it was too early to approach the goods movement and access to jobs as the CMRB is still undergoing economic development workshops; also to identify what multimodal between these areas really means
- Rural municipalities highlighted an emerging need for transit service to get people to and from work, especially in JPAs 1 and 2 where a lot of industrial growth is taking place; felt that this was well-reflected in the third opportunity.
- Some municipal staff thought that this should be separated into two objectives, with one focused on goods movement and one focused on getting employees to work.
- This objective scored very well in the prioritization exercise and received 9 comments. Metrics proposed included total commuting hours, length of commute trip, and job growth in the region.

### **Recommendations:**

- Recommendation was repeatedly heard to include access to post-secondary, health institutions and recreational/tourism locations as these are also large employment hubs as a potential opportunity; and

- Include the multimodal movement of people, not just goods, along economic corridors in an opportunity.

**Refined Objective 3a: Provide an effective multimodal regional transportation network that allows for the efficient movement of goods along with reliable access to jobs, healthcare, education, recreation and tourism hubs**

Potential CMRB Opportunities:

- Identify and preserve economic corridors to efficiently facilitate goods movement
- Optimize the transportation network to preserve the efficient movement of people and goods along economic corridors
- Enhance the regional transportation network to enable labour mobility and support access to post-secondary, health, recreational and tourism hubs
- ~~Ensure the~~ Develop a regional transportation network that enables labour mobility and supports access between employment areas and places where people live

**Objective 3b: Prioritize and maintain agricultural corridors to support the regional agricultural economy.**

Potential CMRB Opportunities:

- Identify, prioritize and maintain agricultural corridors to build economic growth and opportunity in our rural municipalities

**What we heard:**

- Both rural and urban municipalities expressed that this objective was immensely important, though were unsure how the CMRB may be involved beyond identifying the corridors themselves
- Rural municipality staff highlighted that agricultural movements across highways needs to be explored, and that perhaps the RTTMP process can identify the best way to do this.
- Municipalities stated that maintaining and improving agricultural corridors can only be operationalized by Foothills County and Rocky View County, not the region. Maintaining has been removed from the objective and opportunities to reflect the role of rural municipalities to carry out this responsibility.
- Though it may be only operationalized by some municipalities, 5 comments from the prioritization exercise stated that agricultural activity is immensely important as an international industry and the region should continue to explore means to help this sector. Proposed metrics included the number of complaints received from agriculture producers about impeded movements across corridors.

**Recommendations:**

- Remove "maintain" from the objective and opportunities to reflect that this is the responsibility of the municipalities and not the region;



- Add an exploration opportunity to explore innovative ways to facilitate agricultural movement across highways and other regionally significant infrastructure; and
- Measure success by the number of complaints received from agricultural producers about impeded movements across corridors.

**Refined Objective 3b: Prioritize and **respect** maintain agricultural corridors to support the regional agricultural economy.**

Refined Potential CMRB Opportunities:

- Identify, prioritize **and respect** maintain agricultural corridors to build economic growth and opportunity in our rural municipalities
- **Explore innovative ways to facilitate agricultural movement across regionally significant infrastructure including highways and utility corridors**

**Objective 3c: Enhance multimodal connections from priority growth areas to employment hubs, such as the Calgary International Airport, intermodal logistics facilities, and industrial/manufacturing hubs**

Potential CMRB Opportunities:

- Identify gaps and opportunities in the regional transportation network, particularly with a focus-on priority routes to enhance access and connectivity to facilities that bring our region's goods to market provincially, nationally and internationally

**What we heard:**

- All municipalities stressed the importance of prioritizing access to Calgary International Airport to support goods movement to/from an emerging inland port. City of Calgary staff cited the RTTMP as an opportunity to decide on a preferred technology and alignment of getting workers and passengers to the airport.
- Some LUSC and municipal staff contended that while Calgary International Airport is important, industrial growth will reach a limit as it is hard to serve both goods and passengers at a large scale. As such, they believe the Springbank Airport will emerge as an industrial airport and will require more transportation connections to transport workers.
- LUSC and municipal staff highlighted that the RTTMP needs to have flexibility to serve emerging growth areas with multimodal connections, such as Cargill in Foothills County.
- Staff and LUSC members from several municipalities highlighted that this needs to recognize post-secondary and healthcare institutions as employment hubs, while also including larger retail sites such as CrossIron Mills as economic engines.
- Municipalities ranked this objective somewhat lower than others in the prioritization exercise with only 4 comments. However, the importance of synchronizing land use and transportation was highlighted as a key driver of this objective with a measurable target of the percentage of population residing within 400 metres of a transit corridor.

**Recommendations:**

- Replace the word “priority” with “preferred” to ensure consistency between the RTTMP and Growth Plan when describing Growth Areas;
- Include post-secondary, healthcare and large retail sites as employment hubs in the objective; and
- Add a potential opportunity that focuses on getting workers to employment hubs and economically significant facilities.

**Refined Objective 3c: Enhance multimodal connections from priority preferred growth areas to employment hubs, such as the Calgary International Airport, intermodal logistics facilities, industrial/manufacturing hubs, post-secondary and healthcare institutions, and large retail sites.**

Potential CMRB Opportunities:

- Identify gaps and opportunities in the regional transportation network, particularly with a focus on priority routes to enhance access and connectivity to facilities that bring our region’s goods to market provincially, nationally and internationally
- Identify gaps and opportunities to improve connections for workers commuting to facilities that bring our region’s goods to market

## PILLAR 4: BUILD A SUSTAINABLE TRANSPORTATION NETWORK

### Recommendation:

- Objective 1c moved to Pillar 4 and is now listed as Objective 4b. Municipalities highlighted in discussions that sustainable transportation including transit, walking and cycling was closely tied to affordability goals.

### Refined PILLAR 4: BUILD A SUSTAINABLE AND AFFORDABLE TRANSPORTATION NETWORK

### Objective 4a: Provide a multimodal transportation system that produces fewer GHG emissions by building a low-carbon based transportation network to reduce the environmental impact of transportation.

#### Potential CMRB Opportunities:

- Undertake a study of current emission levels in the regional transportation network in order to establish a baseline of GHG emissions; Develop region wide targets for the reduction of transportation related GHG emissions
- Lower vehicle kilometres traveled regionally by investing in transportation network projects (especially public transit) that increases mode choice
- Identify ways the CMRB can encourage the use of alternative fuel/energy sources
- Facilitate capacity building and information sharing between member municipalities with their respective low carbon transition projects and programs

#### What we heard:

- Municipalities saw this as a product / outcome of the plan rather than an objective but agreed that it should be a focus and is measurable.
- Some municipalities highlighted that the region may be too micro-focused if the narrative becomes focused on electric vehicles due to the negative externalities they cause on a macroscale. As such, they believed that objectives such as this one that prioritize a multimodal system with sustainable modes are important.
- Municipalities ranked this objective lower than others in the prioritization exercise with 4 comments, but said it was fundamental to climate goals and proposed measures including VKT and trips taken by transit / walking / cycling compared to driving.
- In the discussion for this objective, municipalities highlighted that affordability objectives should be tied with sustainable transportation objectives under one pillar (see new 4b).

#### Recommendations:

- Remove the focus of a low-carbon based transportation network from the objective to reflect concerns from the municipalities about a micro-focus on electrification.
- Add an opportunity to include discussion on having resiliency in the transportation network, acknowledging the complexities of climate change and its potential impact on the regional transportation network (former Objective 4b).

- Maintain an objective reflecting environmental sustainability and reductions in GHG emissions as this is common policy goal of other regions discussed in the jurisdictional scan memo.

**Objective 4a: Provide a multimodal transportation system that produces fewer GHG emissions by building a low-carbon based transportation network to reduce the environmental impact of transportation.**

Potential CMRB Opportunities:

- Undertake a study of current emission levels in the regional transportation network in order to establish a baseline of GHG emissions; Develop region wide targets for the reduction of transportation related GHG emissions
- Lower vehicle kilometres traveled regionally by investing in transportation network projects (especially public transit) that increase mode choice
- Identify ways the CMRB can encourage the use of alternative fuel/energy sources
- Facilitate capacity building and information sharing between member municipalities with their respective low carbon transition projects and programs
- Identify necessary improvements to infrastructure to support resiliency in the regional transportation network from impacts related to adverse weather conditions as a result of a changing climate.

**Refined Objective 4b: Develop a transportation network that is resilient to disruptions from adverse weather conditions and natural disasters as a result of a changing climate.**

Potential CMRB opportunities:

- Identify parts of the regional transportation network that are prone to climate change risk and to advocate for funding to enhance resiliency in, and minimize disruptions to, our regional transportation network

**What we heard:**

- There were no comments in the prioritization exercise.

**Recommendation:**

- It is recommended this objective be removed and that this be explored as a policy in the RTTMP as an exploration opportunity in Objective 4a (see above). The roundtable discussions were focused on objective 4a (reduce GHG emissions) and 4c (defining CMRB's role in extra-regional projects).

**Objective 4c: Define the role of the CMRB in the planning and development of intra-regional and extra-regional multimodal projects.**

Potential CMRB Opportunities:

- Define how the CMRB engages in intra-regional projects commenced by third parties and/or the Province (e.g. regional rail) and extra-regional projects (e.g. rail to Banff, rail connections to Red Deer and Edmonton)

- Establish a collective position on and incorporate regional priorities to third party projects
- Defining engagement could include resourcing, participating in planning processes led by others, advocacy and identifying projects in the RTTMP

**What we heard:**

- Municipalities agreed with the need to define the role of the CMRB in these projects.
- Municipalities see value in advocating with one collective voice, but some contend that this may not be a conversation to include in the RTTMP.
- Municipalities highlighted the need to define what constitutes regionally significant infrastructure prior to engaging third party projects.
- Instead, some municipalities suggested developing a process to identify a regional position on proposed third party projects. This is somewhat aligned with stronger positions that argue for including this objective in the RTTMP.
- There were no comments in the prioritization exercise.

**Recommendations:**

- Remove this objective and include it as an exploration opportunity in the RTTMP (see Objective 1b)

**NEW - Objective 4b: Develop a regional transportation system supporting affordable and accessible mobility options for marginalized and underrepresented populations**

\*Swapped from pillar 1-objective 1c, moved here to align better with the pillar.

Potential CMRB Opportunities:

- Define affordability as it relates to transportation
- Prioritize affordable mobility options
- Support regional transit collaborations that include local and paratransit services by sharing information and resources, such as support with responding to grant funding applications and/or researching new technologies
- Explore ways to leverage government programs with regional needs and affordability

**What we heard:**

- Municipalities highlighted that there should be an effort to identify and create affordable corridors including a suite of affordable mobility choices and diverse housing options.
- Municipalities require new tools to maintain housing affordability, especially for new TOD developments.
- Only 1 comment was received in the prioritization exercise and included a measurable target of households spending no more than 40% of their income on housing and transportation.

**Recommendations:**

- Given the priorities of the federal government specifically with equity and affordability, it is recommended that this objective be included in the RTTMP to

ensure the region is competitive with other regions to receive funding for regionally significant transportation infrastructure.

**New Objective 4b: Develop a regional transportation system supporting affordable and accessible mobility options to promote an inclusive, equity-based movement of people**

Potential CMRB Opportunities:

- Define affordability as it relates to transportation
- Prioritize affordable mobility options
- Provide transportation mode choice in accessing affordable housing
- Support regional transit collaborations that include local and paratransit services by sharing information and resources, such as support with responding to grant funding applications and/or researching new technologies
- Explore ways to leverage government programs with regional needs and affordability

<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>Regional Economic Development Framework</b>
<b>Meeting Date</b>	<b>June 23, 2023</b>
<i>Motion that the Board approve the Purpose Statement and Objectives contained in the CMRB's Collaborative Regional Economic Development Framework and Vision Report.</i>	
<p><b>Summary</b></p> <ul style="list-style-type: none"> <li>• In July 2022, the Board approved a project charter for a regional economic development strategic initiative. The purpose of the strategic initiative was to establish a framework and vision for regional economic development and enhance development activities in the Calgary Metropolitan Region (CMR).</li> <li>• The Regional Economic Development Framework (Framework) request for proposal was posted to the Alberta Purchasing Connection and MNP was selected to complete the project.</li> <li>• The Framework outlines a common purpose, shared objectives, and mutual commitments around specific regional economic development activities to move the Board forward in its desire to focus on economic development.</li> <li>• The Framework recommends the following purpose statement: <ul style="list-style-type: none"> <li>○ Position the CMR as the most attractive place in North America to invest and grow businesses in our regionally significant sectors.</li> </ul> </li> <li>• The Framework recommends three objectives: <ol style="list-style-type: none"> <li>1. Focus on and Pursue Regionally Significant Opportunities</li> <li>2. Coordinate Our Policy and Regulatory Environment to Increase the Ease of Doing Business Across the CMR for Our Regionally Significant Sectors</li> <li>3. Collaborate with Economic Development Stakeholders to Leverage Shared Resources to Attract Regionally Significant Opportunities</li> </ol> </li> <li>• To create the report, the consultant conducted various stakeholder interviews, working group meetings, and Board workshops.</li> <li>• The recommendations in the Framework are built upon existing plans, reports and studies completed by the CMRB including the Growth Plan, Servicing Plan, and Regional Evaluation Framework.</li> </ul>	

**Attachments:** *CMRB's Collaborative Regional Economic Development Framework: Attracting the Growth We Want and Know is Coming*, MNP, June 2023

## 1. Background (Excerpted from the Project Charter)

- From June to September 2021, three workshops, led by HATCH Consulting, were held with the Board to explore three key questions:
  - (a) Do members of the CMRB want to work together on Regional Economic Development?
  - (b) If the members do wish to collaborate on economic development, what areas of focus would give the CMR the best return on its efforts?
  - (c) What are some possible governance structures which would best support the region in meeting these economic development goals?
- HATCH delivered its final report in October 2021, which outlined several recommended next steps.
- During the 2022 strategy setting sessions of the Board, it was decided that the Board would like to focus on two areas:
  - Establish a framework and vision for regional economic development collaboration, and
  - Develop a communications plan to roll out regional economic development collaboration and announce that the members of the Calgary Metropolitan Region are working together to grow the regional economy.
- Major milestones/project deliverables included in the Charter were to:
  - Review, establish and confirm starting position and present it to the Board.
  - Complete a summary scan of current economic development activities being undertaken by CMRB member municipalities.
  - Create a series of workshops inviting appropriate stakeholders to inform the creation of the framework and vision for regional economic development collaboration.
    - This may include municipal economic development bodies, business organizations, post-secondary organizations and research bodies, among others.
  - Establish a framework and vision for regional economic development collaboration.
  - Develop a communications plan to roll out the concept and proposed process for regional economic development collaboration.
- The Board approved the Project Charter in July 2022 and the request for proposal was posted to the Alberta Purchasing Connection. MNP was selected to complete the project.



## 2. Developing the Regional Economic Development Framework

The Regional Economic Development Framework (Framework) was developed by MNP in consultation with various stakeholders. It builds on the approved Growth Plan and Servicing Plan and on the work previously done by Hatch Consulting in 2021. The Framework offers a common definition of regional economic development and outlines a common purpose, shared objectives, and mutual commitments around specific regional economic development activities for the consideration of the Board.

The MNP project began in November 2022. During the process of the development the framework, MNP used information from academic research, interviews with over 30 stakeholders, working group meetings, and Board workshops. The working group included economic development officers and experts from each of the CMRB member municipalities.

Two Board workshops were held in April 2023 to incorporate feedback from the Board into the Framework. Using information gathered from the engagement exercise, a “Current State Assessment” report was presented to the Board in a workshop on April 13, 2023, along with vision statement options. Following the feedback from the workshop with the Board, the vision statement was further refined and a proposed framework structure was presented in a second workshop on April 28, 2023.

## 3. Actioning the Regional Economic Development Framework

CMRB Administration is seeking Board approval of the purpose and objectives of the collaborative economic development framework and vision.

1. The proposed Framework offers the following recommended purpose statement:

*Position the CMR as the most attractive place in North America to invest and grow businesses in our regionally significant sectors.*

2. The Framework recommends three objectives.

- a. Focus on and Pursue Regionally Significant Opportunities*
- b. Coordinate Our Policy and Regulatory Environment to Increase the Ease of Doing Business Across the CMR for Our Regionally Significant Sectors*
- c. Collaborate with Economic Development Stakeholders to Leverage Shared Resources to Attract Regionally Significant Opportunities*

## 4. Next Steps

In addition, the Framework includes potential commitments that Board might wish to pursue to achieve the objectives. Further information and detail about the objectives and potential commitments can be found on pages 66 to 77 of this agenda package (pages 9 to 20 of the report).

Following approval of the purpose statement and objectives, and agreement that the suggested commitments are appropriate, CMRB Administration will work with member municipalities to gauge the time, level of effort and order of magnitude cost of the actions, and bring this back to a future meeting of the Board to determine which of the recommended suggested actions outlined in the report they wish to pursue and how to best resource those commitments.

A summary of the suggested actions for consideration of the Board be found on pages 79 to 81 of this agenda package pages 22 to 24 of the proposed Framework.

## **5. Recommendation**

*Motion that the Board approve the Purpose Statement and Objectives contained in the CMRB's Collaborative Regional Economic Development Framework and Vision Report.*

# CMRB's Collaborative Regional Economic Development Framework and Vision

*Working Together for the Growth We Want and Know Is Coming*

June 16, 2023

Agenda Item 7i

## LAND ACKNOWLEDGEMENT

The Calgary Metropolitan Region is honoured 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.



# EXECUTIVE SUMMARY

In late 2022, the Calgary Metropolitan Region Board (“CMRB”) engaged MNP to facilitate the process of developing a framework and vision for how the eight member municipalities (“Members”) will collaborate and work together to guide economic development activities as a region.

What follows in this report builds on the foundation laid by CMRB and its members. The approach navigates through the universe of possibilities that could exist under the umbrella of “collaborative regional economic development” to identify tangible, practical steps forward that are informed by the themes that came through research and stakeholder engagement. The purpose, objectives, and subsequent commitments leverage the tremendous work in developing the regional Growth Plan, Servicing Plan, and Regional Evaluation Framework, as well as other studies, strategies, assessments, and reviews that were conducted previously.

Because of the work conducted previously, the Board was positioned to look ahead and see farther than they would have otherwise been able to without the existing common understanding provided in the shared priorities, plans, and tools already set out in the CMRB’s foundational documents.

Collaborative Regional Economic Development requires a mindset whereby neighbouring municipalities work together toward an ambition greater than the resources or capabilities of any one municipality by aligning both their planning and business retention and expansion, investment attraction, talent attraction, and innovation activities to foster economic growth and development across areas of mutual interests.

Typically, this involves a region establishing a common purpose, shared objectives, and mutual commitments. A common purpose that is built “on a foundation of trust, reciprocity, and transparency”, recognizes that the individual participants will benefit as the region does and recognizes that regional success leads to individual success rather than the opposite.

The CMRB is well positioned as a forum to discuss shared strategies around collaborative regional economic development, with the guiding question - how can regional thinking lead to greater success for all members? A crucial principle of regional economic development is not to duplicate or replace individual member economic development activities but to augment them and build capacity across the region so that opportunities beyond the means of an individual municipality are not missed. The work of regional economic development ought to look different than individual member economic development activities to harness its greatest potential. Each municipality exists in a unique political, demographic, geographic, and economic circumstance however the following sets out recommendations to capitalize on the existing strengths and ensure by collaborating on specific, focused activities the whole can be greater than the sum of its parts.

MNP has facilitated a process guiding the CMRB toward a Common Purpose with the definition of a Purpose Statement. Shared Objectives which support the common purpose have also been defined through stakeholder engagement and workshop discussions. Based on the research conducted, the various interviews with stakeholders, working group meetings, and Board

workshops, a series of recommended Mutual Commitments intended to achieve the Shared Objectives are presented. Endorsing the Common Purpose and Shared Objectives and deciding which, if not all, of these Mutual Commitments the Board wishes to pursue are recommended for the Board to advance their regional collaborative economic development mandate.

Throughout the stakeholder engagement, workshops, and working group meetings, the feedback from participants can be summarized into four key themes that are considered in defining the purpose statement and objectives.



Align



Commit



Collaborate



Focus

“Align” reflects the desire of the CMRB members to agree on areas of mutual interest that can serve the common needs and retain member-specific identities and preferences. “Commit” refers to having specific and realistic goals and actions that can be agreed upon directly by some or all of the members to apply resources and make decisions about regional economic priorities. This is intended to build trust and momentum for even more ambitious pursuits together. “Collaboration” was a key theme expressed as a need for a platform and approach that does not add a level of bureaucracy and enables working together in productive ways. And “Focus” is desired to drive tangible impact with limited resources that can be applied by all the members in ways that are most meaningful and appropriate to them.

These themes have set the context for what we heard from members and stakeholders and guide the level of scope, detail, and ambition of the collaborative regional economic development framework.

### **Purpose Statement**

The purpose statement provides the overarching strategic direction for the framework. It articulates the Common Purpose and sandbox in which the region will collaborate and which opportunities and challenges it wants to address collectively. The Common Purpose of collaborative economic development for the CMRB is:

**Position the CMR as the most attractive place in North America to invest and grow businesses in our regionally significant sectors.**

Combining the priorities, focus areas, and understanding established by the CMRB members in the development of the growth and servicing plans, the regional evaluation framework, and relevant previous studies with the extensive research and Board and stakeholder engagement conducted, three objectives have been developed. These objectives are further described in this report and are supported by recommended commitments, intended to demonstrate progress toward the objectives.

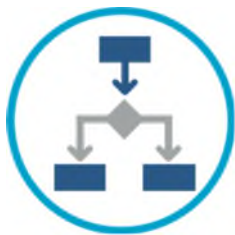
### **Summary of Objectives and Recommended Commitments**



#### **Objective 1**

**Focus on and Pursue Regionally Significant Opportunities**

- 1.a Identify one or two regionally significant sectors to focus on attraction for the next three to five years;
- 1.b Agree on a definition of success for the two focus regionally significant sectors, including measures of success; and,
- 1.c Investigate a shared-investment-for-shared-benefit framework to support Regionally Significant initiatives.



#### **Objective 2**

**Coordinate Our Policy and Regulatory Environment to Increase the Ease of Doing Business Across the CMR for Our Regionally Significant Sectors**

- 2.a Ensure that an economic development perspective is included in all future CMRB initiatives, including the development and implementation of regional plans, studies, and strategies;
- 2.b Assess the necessary requirements for regionally significant sectors to succeed and coordinate policies and regulatory processes to support the relevant businesses;
- 2.c Align regional water availability, management and infrastructure planning with regional economic development priorities;
- 2.d Develop a regional housing strategy that is aligned with the Regional Transit and Transportation Master Plan (“RTTMP”); and,
- 2.e Establish a relevant regional talent attraction and development strategy that is aligned with the identified regionally significant opportunities



**Objective 3**  
**Collaborate with Economic Development Stakeholders to Leverage Shared Resources to Attract Regionally Significant Opportunities**

- 3.a Bring together stakeholders for quarterly coordinating meetings to foster collaboration;
- 3.b Develop a regional marketing plan that showcases the region's value proposition and is used by all CMRB members;
- 3.c Investigate the potential to implement a regional certified site program focusing on the regionally significant sectors;
- 3.d Develop a regional marketing plan that showcases the region's value proposition and is used by all CMRB members;
- 3.e Continue to follow the CMRB's principles of Indigenous Relations to further trust-building between the CMRB and Indigenous Nations; and,
- 3.f Continue to build the CMRB open data portal.



**Overarching Commitments**

- Accept the purpose statement and objectives of the collaborative regional economic development framework at the CMRB Board; and
- Endorse the purpose and objectives of the collaborative regional economic development framework and vision in each members' council.

This framework balances the priorities of each municipality with the opportunities in the region, ultimately setting the stage for practical impacts. To ensure that this framework can be actioned, and objectives achieved, it is recommended that CMRB Board consider endorsing the purpose statement and objectives. Once these are endorsed, the Board will then need to determine which of the commitments they wish to pursue, take the first action steps, and decide how they intend to approach those initiatives.



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# 1.0 | UNDERSTANDING COLLABORATIVE REGIONAL ECONOMIC DEVELOPMENT

In 2022, the Calgary Metropolitan Region Board (“CMRB”) moved to establish a framework and vision to guide how the organization supports regional economic development. This project builds on decades of initiatives in the region including the Calgary Regional Partnership (“CRP”), as well as previous projects commissioned by the CMRB.

The CMRB engaged MNP in late-2022 to facilitate the process of developing a framework and vision for working together to guide economic development activities. This vision and framework are intended to form a strategic action plan that the CMRB can follow to collaborate on regional economic development.

This framework and vision align with the efforts of the CMRB’s member municipalities and is guided by the CMRB’s provincially regulated mandate. From its inception, CMRB has held a mandate to:

- Promote the long-term sustainability of the Calgary Metropolitan Region;
- Ensure environmentally responsible land-use planning, growth management and efficient use of land;
- Develop policies regarding the coordination of regional infrastructure investment and service delivery; and
- Promote the economic well-being and competitiveness of the Calgary Metropolitan Region.

The CMRB Growth Plan, approved by the Alberta Minister of Municipal Affairs in August 2022, established a mandatory regional framework and associated policies for land use planning in the Calgary Metropolitan Region (“CMR”). A core purpose of the Growth Plan is to manage future population growth and employment opportunities toward the desired future state of the CMR as it welcomes the next million people. It is with this background of anticipated growth that the opportunity for collaborative regional economic development has been highlighted. This vision for economic well-being, along with the regional land use planning of the Growth Plan, provides a strong foundation for collaborative regional economic development. The work already conducted by CMRB and its members to establish the Growth Plan, regional servicing plans, and the regional evaluation framework has set the stage for the Board to be able to look ahead and see farther than would otherwise be possible without a common understanding and mechanisms for shared planning. This foundational work needs to continue and is seen to be making very good progress. It also sets the stage for bringing the economic development lens to the Growth Plan with more aligned, focused commitments and a collaborative approach.

The CMRB provided important convening power and a platform to discuss shared strategies around collaborative regional economic development, with the guiding question of “How can regional thinking lead to greater success for all members?” The purpose of regional collaborative economic development is not to duplicate or replace individual member economic development

activities, but to augment them while enhancing capacity across the region so that regionally significant opportunities are not missed. Regional economic development ought to look different than individual member economic development activities to harness its greatest potential.

Defining economic development is complex as it encompasses many aspects of the functions across all orders of government, a number of public agencies, non-profits, and industry. For the purpose of this project, Economic Development is defined as the *process* – including developing policies, investing in education and technology, and developing infrastructure – that intends to improve a community’s wealth, well-being, and quality of life. In turn, successful economic development leads to growth in the economy.

The components of economic development can be thought of as the stages of building a house: Foundation, Supporting Functions, and Activities and Tactics.



A strong **Foundation** must be set for economic development to be successful. This includes, but is not limited to:

- Planning that will support desired outcomes (e.g. Growth Plan, Joint Planning Areas, etc.);
- Policies and legislation that allow for the creation of businesses, movement of goods, people, and ideas (e.g. Servicing Plans, Transportation Planning);
- Infrastructure (roads, servicing, internet) in place to support growth;
- A quality of life that supports the attraction and retention of citizens and workers; and,
- Regional coordination to ensure communication among all stakeholders.



The framing, or **Supporting Functions** for economic development, come from:

- Existing business owners and entrepreneurs;
- Economic development enablers, such as post-secondary institutions or airports which help to maintain the conditions and quality of life for growth; and,
- Economic development organizations that seek to promote investment.



The **Activities and Tactics** used by enablers and organizations are the finishings of the house. These tactics can be bucketed into four focus areas:

- Business Retention and Expansion (e.g., Business Scale Up programs);
- Innovation (e.g., Start Up programs, Research grants);
- Investment Attraction (e.g., investment tax credits, marketing material, international conferences); and,
- Business Advocacy and Convening functions (e.g., Chambers of Commerce).

Having a common definition provides clarity in how the CMRB and its members interpret the mandate for promoting economic well-being and understand the critical elements that encompass what is understood to be “economic development.”

As a shared meaning of economic development is formed, it then becomes beneficial to understand the current regional context. While economic development can be understood theoretically, there are real-world strengths to leverage, challenges to overcome, and over a century of policy path-dependency that has informed how the region evolved as it has, and where it can go from here. After all, this initiative undertaken by the CMRB is not a theoretical exercise. Rather, it serves to advance a practical agenda by identifying alignment with leading practices, members' interests, stakeholder perceptions and the Board's mandate.

Collaborative regional economic development is how a cluster of neighbouring municipalities come together to work together in areas that align across mutual interests. Typically, this involves a region establishing:



The common purpose, which is built “on a foundation of trust, reciprocity, and transparency,” recognizes that the individual participants will benefit as the region does, and recognizes that regional success leads to individual success.

MNP facilitated a process of guiding the CMRB Board towards developing:

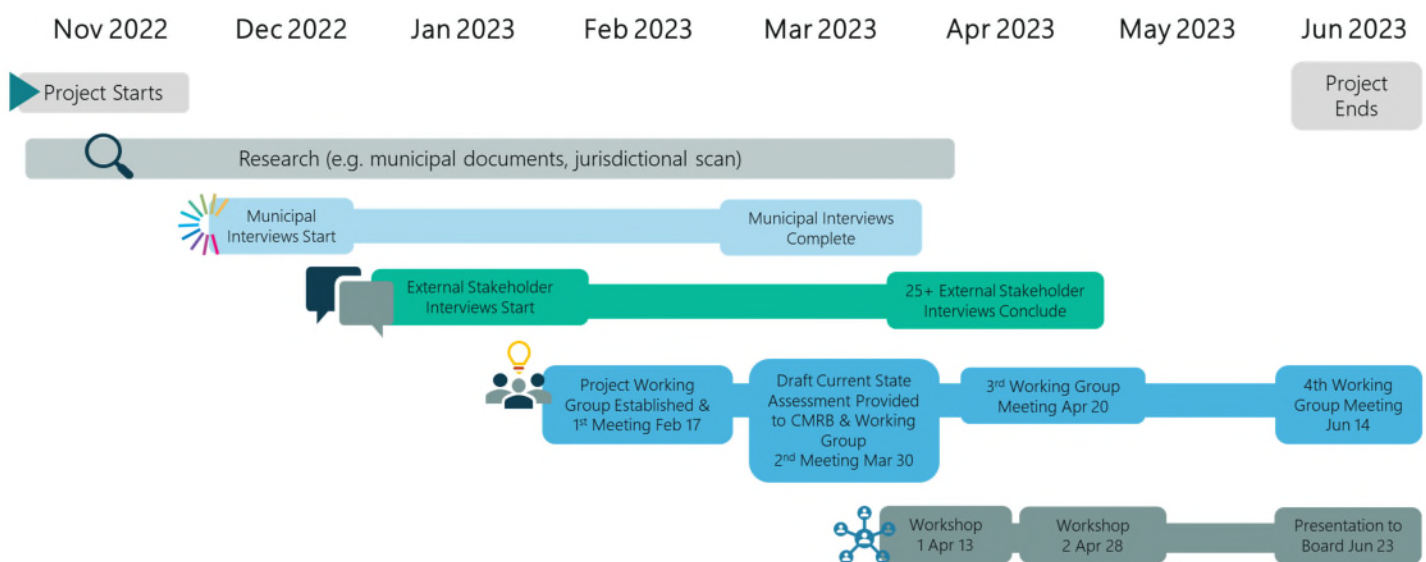
- A Common Purpose through the defining of a Purpose Statement;
- Shared Objectives that support the common purpose have also been defined through stakeholder engagement and workshop discussions; and
- Recommended Mutual Commitments to achieve the Shared Objectives, were discussed.

Based on this framework, to advance the collaborative regional economic development initiative, the CMRB and its members would endorse the Common Purpose and Shared Objectives and decide which, if not all, of the recommended Mutual Commitments they wish to pursue.

## 2.0 | PROJECT PROCESS

The MNP project began in November 2022 and is scheduled to end by the end of June 2023 (Figure 1). A multi-method approach was used to gather information that captured a comprehensive picture of the current state of economic development across the CMR. The approach sought to navigate through the universe of possibilities that could exist under the umbrella of collaborative regional economic development and identify tangible practical steps forward that are informed by the themes that came through research and stakeholder engagement.

Figure 1: Project Process Key Dates



Extensive desktop research and interviews with over 30 stakeholders were used to develop an understanding of the regional context. This work culminated with a series of findings and observations explained in the Current State Assessment, which was presented to the Board in April 2023. These findings served to guide the discussions during the Board Workshops for how the CMRB and its members, by focusing on areas of alignment and addressing misalignment, can set the stage for a focused discussion with the CMRB members to define how they wish to work together to improve the socioeconomic standing of the region.

These findings were also used by MNP to draft purpose statements and objectives that were presented to the Board during the workshops for their feedback and refinement.

A working group made up of economic development officers and experts from each of the CMRB member municipalities was established to help guide the project. The working group met on four occasions to review drafts and provide feedback and direction to MNP to ensure that there was alignment with municipal priorities for this framework.

By considering the research, previous CMRB projects, best practices, and stakeholder feedback (including that of the workshops and working group), the findings can be summarized into four key themes: Align, Commit, Collaborate, and Focus. The purpose statement and objectives reflect these four identified principles:



### Align

This theme conveys the need for alignment across several dimensions including alignment among members, alignment among stakeholders, and alignment of economic development activities with the foundational plans of the CMRB already committed to by the members of the Board. Further, Economic development stakeholders and industry stakeholders raised that they would like to see some services, processes, and policies streamlined in the region to make it easier to do business in multiple municipalities. It was acknowledged that there is a difference between policy and regulatory alignment and complete harmonization which may not necessarily recognize the unique circumstances of each member.



### Commit

CMRB members should formalize a commitment to the purpose and objectives of collaborative regional economic development so that long-term visions can be achieved. Commitments build trust among members and give confidence to investors. There is a concern that without formal commitments the momentum for this initiative may get lost in political cycles.



### Collaborate

The CMRB members have done a lot of work to build up trust among each other through collaborative projects, such as the Growth Plan. It is important to continue this momentum and continue to collaborate and build trust on initiatives related to economic development. Collaboration was chosen deliberately to articulate that each member brings their unique strengths to the table and that regional economic development will be most successful when members work together out of shared purpose and commitment rather than by directives or mandates. In this context, the associated actions and activities may not always require all eight members at the table.



### Focus

There is a clear desire from the CMRB members to focus their efforts to target up to one or two regionally significant sectors to leverage limited resources to generate immediate impact and momentum. Focusing on investment attraction in a limited number of sectors at first, it will allow the members to properly develop the foundation and trust to pursue longer-term and broader initiatives in the future.

One topic of discussion that was raised in relation to the purpose statement was the inclusion of “quality of life.” There was no clear consensus on whether the purpose statement should refer directly to the connection between quality of life and economic development or how this connection should be defined. Given the desire of workshop participants to focus efforts, quality of life was taken as implicit within the context of regional significance. Quality of life initiatives will both contribute to, and benefit from, regional economic development.

These themes underpin the recommended purpose statement, objectives, and recommended commitments the CMRB could pursue in their effort toward collaborative regional economic development. This can become the strategy for the CMRB to align around the activities and tactics that drive economic development.

## 3.0 | THE PURPOSE STATEMENT

The purpose statement provides the overarching strategic direction for the framework. It articulates the Common Purpose and sandbox in which the region will collaborate and which opportunities and challenges it wants to address collectively. This means it will also clarify what is out of scope for the emerging regional economic development collaboration framework, as well as set the stage for a discussion on what commitments each municipality is prepared to make to achieve the purpose.

The Common Purpose of collaborative economic development for the CMRB is to:

**Position the CMR as the most attractive place in North America to invest and grow businesses in our regionally significant sectors.**

### ***Defining Regionally Significant***

The definition of “Regionally Significant” for collaborative regional economic development will align with the definition established in the CMRB’s Regional Evaluation Framework (“REF”) as described below:

- “Regionally Significant means:
  - a) Of a scale or scope that may impact or benefit two or more municipal members as the context may apply; and,
  - b) Development of scale, scope, or proximity that it will benefit or have impact on regional transit and transportation corridors, energy corridors and utility corridors, natural systems and/or infrastructure.”

The “regionally significant” sectors are industries, such as film, agrifood, and manufacturing, that the CMRB members feel will have the opportunity to drive outsized economic impact across multiple municipalities, (See Objective 1 recommended commitments and actions in the next section for further exploration of which sectors to consider).

The CMRB members discussed defining a purpose to focus on regionally significant sectors, such as film, versus specific businesses so that member municipalities can target specific businesses or components of the sector that best match their identity. Regionally significant sectors may change over time though they are intended to be based on a long-term vision for the region. Drawing on previous work done for the CMRB by Hatch Consulting, “municipal economic development

functions inevitably focus on short-term pressures as dictated by political cycles.” Therefore, Hatch Consulting notes, “There is an opportunity for the CMRB to take a longer-term view on behalf of the region. Part of this role is to focus on regional economic priorities that will safeguard the future economy, prosperity and wellbeing of future residents.”

## 4.0 | OBJECTIVES, RECOMMENDED COMMITMENTS, AND ACTIONS

The following section translates the overarching purpose into more tangible and practical steps. Objectives define *what* needs to be done to achieve the purpose. To articulate *how* to achieve the Objectives, a series of recommended Mutual Commitments, each accompanied by an action, are presented as a means of demonstrating that commitment, and to guide where to begin as a Board.

The objective and recommended commitments were developed based on research and the stakeholder feedback heard throughout the project. As part of the research completed, the previous work done by the CMRB related to regional planning, servicing, and economic development was leveraged to reflect and build upon. In this previous work, the CMRB Board agreed that further consideration should be given to regional coordination, trade and investment, and innovation and growth. The previous work aligns with what was heard from stakeholders for this project:

- **Regional Coordination** – Specifically around land use planning, transit, infrastructure, housing, and employment. These are the foundations for economic development as defined by this project and are key areas the CMRB can effectively play a part.
- **Business Services** – The CMRB member stakeholders indicated that they believe that municipal economic development agencies and departments are best suited to manage business retention within their borders. However, in contrast to past discussions had by the Board, the economic development stakeholders and industry representatives interviewed noted that they see room for alignment of some business regulations and services in the region to improve the ease of doing business.
- **Trade and Investment** – As it pertained to trade and investment, the CMRB members and the working group aligned on focusing their efforts on investment attraction specifically and recognized that the potential to collaborate in support of regionally significant industries varies and may include industry-specific regional marketing plans and attraction strategies.
- **Innovation and Growth** – This is important to CMRB members, especially in the regionally significant sectors. Interest in a shared-investment-for-shared-benefit model was brought up in many conversations with CMRB member municipalities as a means of facilitating regional growth. The idea of a regional equity investment fund was brought up in previous work completed for the CMRB; however, it was not defined nor discussed in any further detail during this project. Further research indicates that the Calgary Region has natural advantages that can also provide a basis for innovation and growth in regionally significant



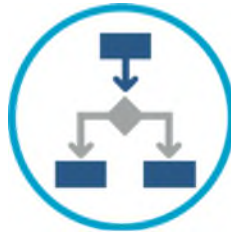
sectors such as agriculture. More detailed and focused identification of those opportunities and potential returns for investments are recommended to be pursued.

Leveraging both the previous work commissioned by CMRB with the insights generated from this project’s research, engagement, and facilitation exercises, the following three objectives are proposed:



**Objective 1**

Focus on and Pursue Regionally Significant Opportunities



**Objective 2**

Coordinate Our Policy and Regulatory Environment to Increase the Ease of Doing Business Across the CMR for Our Regionally Significant Sectors



**Objective 3**

Collaborate with Economic Development Stakeholders to Leverage Shared Resources to Attract Regionally Significant Opportunities

These objectives are further described in the following section. A series of recommended commitments have been identified through stakeholder engagement, workshop discussions, and research as means to support the CMRB members achieve the objectives are also provided.

Commitments have been assigned estimated timelines as either Short (up to 6 months to complete), Medium (6 months – 18 months to complete), or Long Term (18 months – 3 years to complete).

While each commitment is recommended, these are provided in a format whereby the Board, faced with finite resources, could accept all or some of the commitments and still advance toward the purpose of collaborative regional economic development.



## Objective 1: Focus on and Pursue Regionally Significant Opportunities

### *Understanding the Intention*

This objective establishes the parameters for member municipalities to collaboratively pursue identified economic development opportunities. Feedback received from the CMRB members during interviews and workshops suggests that there is a shared interest in pursuing collaborative economic development activities that are significant and beneficial to the region.

However, there is concern from elected leaders and administration staff that without formalizing what this commitment to collaboration should look like, the momentum may get lost in the election cycle. Formalized commitments will keep the CMRB members accountable to the purpose and each other and strengthen trust. Framing the commitments around the regionally significant sectors and opportunities will also help focus the collaborative regional economic development efforts.

Economic and strategic plans from each member municipality suggest that the CMRB members share many of the same priorities and target sectors for economic development and are fairly aligned in the sectors they believe are regionally significant. This can be further refined to align with the Government of Alberta's priority sectors as well.

Using the declared economic development priorities of each CMRB municipality, as identified through municipal documents and/or the CMRB Board Workshop, it is clear that Film and Digital Media is an area of political alignment, momentum, and potential for quick wins. Agriculture is also an area of regional alignment, especially as the individual member municipalities establish how they can best contribute to the whole value chain from primary production, value-add processing, and ag-tech. Manufacturing stands out as a potential third opportunity, especially heavy industrial manufacturing which can benefit the region but faces site-suitability limitations as a sector. Manufacturing may also still be very general in its definition and would need further clarification and precision. A starting point could relate to the ability to support niches in regionally significant manufacturing where members contribute different aspects to a singular initiative such as supportive sites like industrial parks or zones.

## Recommended Commitments

1.a. Identify one or two regionally significant sectors to focus on attraction for the next three to five years.

Timeline: Short-Term

The CMRB members discussed defining a purpose to focus on regionally significant sectors versus specific businesses so that municipalities can target specific businesses or components of the sector that best match their identity.

The film industry can be an immediate priority for collaborative regional economic development. All members seem aligned to this priority and the complexities may allow it to be a faster, easier priority to gain traction on collaborative commitments. Agriculture and Manufacturing industries have the next most common alignment and can be the next future priorities.

By agreeing to focus on a smaller number of sectors at first, members will be able to properly develop the foundation and trust to pursue “bigger fish” in the future. Regionally significant sectors may change over time but should be based on a long-term vision for the region.

**Action:** *Adopt a motion within the CMRB Board to agree to pursue Film and Television as well as Agriculture and Agrifood as regionally significant sectors for collaborative regional economic development.*

1.b. Agree on a definition of success for the two focus regionally significant sectors, including measures of success.

Timeline: Short-term

Once the regionally significant sectors are identified, the CMRB members will need to develop a process for how they will identify, attract, and manage regionally significant economic development opportunities that come up. This can include formally leveraging existing economic development organizations and enablers through protocol agreements.

This would formalize a process that would be repeatable and could be passed on through election cycles. A formal process would also help to keep members accountable to each other.

**Action:** *Strike CMRB working groups for each regionally significant sector chosen to focus on to define success and develop a performance measurement framework*

1.c. Investigate a shared-investment-for-shared-benefit framework to support Regionally Significant initiatives.

Timeline: Medium-Term

Many of the member municipalities expressed interest in developing a shared-investment-for-shared-benefit (“SISB”) framework that could support participation in Regionally Significant opportunities. Member municipalities indicated that such a framework could be used when members want to diversify their tax base but may not have the appropriate land or servicing available in their borders to support a project. In this situation, the member could invest in and receive revenue from a project within another member’s border. The Edmonton Metropolitan Region Board has developed an SISB framework that could be used as an example for the CMRB.

The discussion from CMRB members was an idea that all members would be involved in developing the framework, which would support the formalization of commitments. However, when it comes to utilizing the framework for a regionally significant project, not all CMRB members would have to be involved in the agreement, they would choose to participate based on the priorities of their municipality. CMRB would be involved as the facilitator of agreements between members to ensure that the framework is adhered to.

Formalizing an approach to co-investment, members establish professional alignment on the management and benefits of taking on a project.

**Action:** Direct the CMRB administration to investigate models for shared investment for shared revenue that would best suit the CMRB members and regionally significant sector priorities.



## Objective 2: Coordinate Our Policy and Regulatory Environment to Increase the Ease of Doing Business Across the CMR for Our Regionally Significant Sectors

### ***Understanding the Intention***

Objective 2 creates an environment in the CMR that is easy for businesses and employees that support the identified target region sectors to thrive. This includes CMRB members working to coordinate tools, policy and regulatory processes that enable business growth in key priority sectors. It also involves the members working together to strengthen foundational elements of economic development such as land use planning, infrastructure and servicing planning, regional transportation and transit, housing, and talent attraction, which help to promote the region's high quality of life.

Previous relationships between the CMRB members have left a negative perception of members to stakeholders. Many comments were made by stakeholders about the perceived dysfunction of the region and municipalities not getting along. This has led to reported trepidation and avoidance by stakeholders in pursuing some opportunities if there are multiple municipalities involved. Some stakeholders shared stories of opportunities falling through due to frustration with municipal partners who could not collaborate on servicing or transportation and transit. These negative experiences not only have a negative impact on stakeholders currently operating in the region but are believed to impact new stakeholders from entering the market.

Stakeholders noted experiences of spending over \$200,000 in obtaining secondary opinions, waiting over two years for approvals, and requiring different documentation for obtaining business licences and planning permits in each municipality. There were also comments made regarding the various bylaws that enable growth in some jurisdictions but have not been updated in others such as fire and occupancy permits, and parking lot size limitations that hinder access to businesses, events, and hotels.

Many stakeholders noted that while a business may set up in one municipality, their staff, customers, or their materials, may be located in another. In this way, stakeholders do not always see municipal borders when thinking about their operations and are excited about the prospect of regional collaboration. They hope for more coordination and harmonization of processes across the region. There was an appetite from stakeholders for the CMRB to create an environment where businesses feel that their needs, including the needs of their staff, will be met no matter which side of the border they are on.

Further, creating an environment for businesses to thrive also includes ensuring that the talent they need is supported in the region. This is at the convergence of economic development to promote business, and economic development to promote quality of life. Stakeholders discussed that talent attraction and retention is a top-of-mind challenge in the region. Stakeholders noted that the municipalities provide many different lifestyles to suit the needs of most people, which is a selling point for the region. However, housing availability and high costs, and a lack of regional

transportation were raised as significant concerns. Stakeholders cited needing to appeal to the growing diversity of the region, including multi-generational families and immigrants. Additionally, as the region grows, interconnection will only become more critical to ensure that talent pools are not isolated from potential regionally significant investments.

This is especially true for many employment types relied upon to support key industries, which the region relies upon to attract and retain talent. Providing housing options for individuals like these, as well as providing affordable and reliable regional transit systems, were noted as priorities the region should be focusing on. While the CMRB Regional Transportation and Transit Master Plan intends to address this concern, the application of a regional economic development lens further reinforces the importance of this work and work like it.

All members highlighted the development challenges they face when it comes to water. They also all expressed the need to “shop smart” when it comes to business attraction to ensure that available water is managed responsibly. Access to water remains one of the biggest challenges for the region. It directly impacts economic development in terms of industries that can be attracted, construction of homes, and infrastructure development. Water disputes have been part of historical issues between member municipalities, and some legacy of these issues linger today. As the region prepares for growth and responds and adapts to climate change, there must be collaboration and coordination in water resource planning.

Coordination does not mean that each municipality would have to meet the lowest or highest standard for a process. Rather, coordinating the policy and regulatory environment means all members of the CMR are working together to recognize each other’s systems to effectively support key sector business growth in the region. Through this coordination, policies and processes that are directly relevant to the regionally significant sectors identified would be reviewed and coordinated in a way that allows businesses to easily operate throughout the region and ultimately grow within the CMR. This would increase investment attraction opportunities for the region and the long-term economic growth of each regionally significant sector.

Work needs to be done to showcase to stakeholders that there is regional collaboration. The CMRB is best positioned to facilitate and convene regional coordination especially as it relates to land and infrastructure planning, which are foundational for economic development. Getting the foundational elements, such as policy and infrastructure, right can enable regionally significant sectors to envision the ease of doing business in the region. A role of facilitating this coordination for ease of doing business can build the trust needed to gain traction for collaboration.

A coordinated policy and regulatory environment is not only beneficial for businesses and residents but could benefit the CMRB members’ advocacy work to the provincial and federal governments that may address policy and regulatory matters beyond their control. This would also provide capacity or efficiency gains for individual municipalities as the policy intended for common or coordinated practice might be developed by different municipalities individually and then used by several or all.

## Recommended Commitments

2.a. Ensure that an economic development perspective is included in all future CMRB initiatives, including the development and implementation of regional plans, studies, and strategies.

Timeline: Short-term

Economic development can touch on many aspects of what the CMRB does or is planning to do. The inclusion of an economic development perspective or impact analysis in future work can help the CMRB align initiatives and commit to regional collaboration. This could be enabled through discussions with stakeholders during new project development, the economic impact analysis of a project, or the establishment of a CMRB economic development committee or working group to review all work.

**Action:** Pass a motion that any future studies, strategies, and assessments undertaken by the CMRB include a section articulating how this work can support the economic development focus areas of the region, including the chosen targeted regionally significant sectors.

2.b. Assess the necessary requirements for regionally significant sectors to succeed and coordinate policies and regulatory processes to support the relevant businesses.

Timeline: Short-Term

Once the CMRB members have identified the regionally significant sectors they want to attract, they will need to ensure that the relevant policy and regulatory environment in the region will allow the businesses to establish and grow.

**Action:** Direct the regionally significant sector working groups to engage further with representatives of those sectors to understand the policy and regulatory environments gaps and opportunities, and report back to the Board with findings.

2.c. Align regional water availability, management, and infrastructure planning with regional economic development priorities.

Timeline: Medium-Term

As the CMRB continues to develop context studies for joint planning areas and other regional development initiatives, the role the region could play in the delivery of water servicing and regional water management should be further explored, with economic development as a key consideration.

Water Stewardship is a policy area in the Growth Plan and the CMRB Servicing Plan outlines the Long-Term Water Strategy. Using these two guiding documents, water must be part of the conversation about all regional economic development and could be looked at from the requirements of regionally significant sector opportunities as a means to start this alignment.

**Action:** Direct CMRB Administration to establish principles as to how the regionally significant sector growth can align with the Growth Plan's Water Stewardship policy area and Long-Term Water Strategy, once available.



2.d. Develop a regional housing strategy that is aligned with the Regional Transit and Transportation Master Plan (“RTTMP”).

Timeline: Long-Term

There will be a growing demand for housing in the region as the population grows, which will need to be aligned with regional transit and transportation infrastructure, and joint planning areas, as well as the anticipated talent attraction within each regionally significant sector. This will need to be supported by a regional housing strategy that addresses affordable housing needs and enables a range of housing options to meet the needs of a growing region and aligns with the identified regionally significant opportunities.

**Action:** Direct CMRB administration to establish a project charter for a regional housing strategy that aligns with the RTTMP and the regionally significant sectors. This action assumes that the RTTMP is fully completed before aligning its strategic initiatives with the regional housing strategy.

2.e. Establish a relevant regional talent attraction and development strategy that is aligned with the identified regionally significant opportunities.

Timeline: Long-Term

The CMRB can use insights from talent development stakeholders and community employment demands or trends to establish a relevant regional talent attraction and development strategy that is aligned with the identified regionally significant opportunities.

Stakeholders are looking to young people and thinking about how to keep them from leaving the region. Specifically, they are looking for attractive education and training options, job opportunities, affordability of housing and transit, and culture and entertainment options that young people want.

Additionally, investors are increasingly looking at doing and expanding business in jurisdictions that have desirable ESG and DE&I-friendly stances. This can include steps taken to address climate change, policies that support women and visible minorities, and structures that support inclusion.

By working with the regional talent development stakeholders and community, the CMRB can position the region to attract, retain, and develop the talent needed for the growth expected.

**Action:** Direct CMRB administration to review the Calgary Economic Development (“CED”) talent strategy and identify areas of alignment and opportunity with a regional focus to determine if a distinct regional talent attraction strategy is required.



### Objective 3: Collaborate with Economic Development Stakeholders to Leverage Shared Resources to Attract Regionally Significant Opportunities

#### ***Understanding the Intention***

Economic development and industry stakeholders consistently noted that there is an opportunity and desire for more collaboration between them and the CMRB members to maximize mutual benefits from economic development activities. In short, the region needs a facilitator to guide collaboration among the municipalities and stakeholders in order to efficiently and effectively achieve the first two objectives.

The ecosystem of economic development across Canada is complex. From governments and their agencies/ organizations to research institutions and non-profit associations, numerous players are responding to economic trends to advance federal, provincial, regional, and local economic interests. With so many players in the ecosystem, it is important to find some collaborative alignment. It is also important to have a strong foundation of policies and infrastructure to encourage the economic development the region wants to see.

The essential role these stakeholders play in the success of the region's economic development activities indicates that mutual long-term benefits that can be attained from collaborating and leveraging shared resources. Shared resources, in this case, refers to the assets, data, and knowledge that can be used by stakeholders or CMRB members to meet economic development objectives. By establishing methods for collaborating with economic development stakeholders, the CMR can better identify, attract, and facilitate economic development activities in a way that effectively meets or exceeds the desired outcomes of regionally significant economic development activities.

## Recommended Commitments

3.a. Bring together stakeholders for quarterly coordinating meetings to foster collaboration.

Timeline: Short-Term

The CMRB could establish quarterly meetings and channels of formal communications with key economic development stakeholders to share insight and resources that maximize the benefit from identified or implemented economic development activities.

Many stakeholders were thankful for the opportunity to provide their input into this project as they are supportive of the region collaborating more. Stakeholders indicated that they see the role of the CMRB as one to promote and facilitate collaboration with the region. Stakeholders view the CMRB as a platform to bring together ideas, which could include providing more opportunities for stakeholders to meet jointly with all Board members.

Stakeholders indicated that the CMRB could serve as a facilitator and platform for members and industry representatives to share ideas. Some stakeholders hoped that they could present to the Board in a joint format and want to be involved in future engagement for the development of CMRB strategies.

**Action:** Direct CMRB administration to convene, on a quarterly basis, a coordinating meeting with key regional stakeholders, organizations, and institutions (Indigenous Nations, YYC, PSIs, CED, etc) to share priorities and discuss areas of alignment across the region for topic-specific discussions (e.g., Discussion on the Film and Television Industry, or Discussion of Talent Attraction).

3.b. Develop protocol agreements with economic development stakeholders that clarify roles and maximize resources among external partners.

Timeline: Short-Term

Establish regional protocols or agreements on how identified economic development stakeholders, such as Travel Alberta, Invest Alberta, the Calgary Airport, and CED, will collaborate with members of the CMRB on regionally significant opportunities. These protocols would outline the expectations of all parties for participating in a collaborative partnership.

**Action:** Using the Edmonton Region's protocols as a template, convene proactive discussions with Invest Alberta, Calgary Economic Development, CMRB, and Municipal Economic Development professionals to clearly articulate who is responsible for what functions across the region.

**3.c. Investigate the potential to implement a regional certified site program focusing on the regionally significant sectors.**

**Timeline:** Medium-Term

The CMRB would determine the strategic benefit of available sites and formalize a site identification process that can be used by regionally significant business opportunities to identify locations that meet their operational needs. The certified site program would be aligned with the CMRB Growth and Servicing Plans, including Joint Planning Areas, as well as future regional plans such as the RTTMP.

Jurisdictions, such as Ontario, Atlantic Canada and the State of Tennessee, have established versions of Certified Site Programs meant to facilitate a smoother site selection experience for potential investors. These programs involve identifying investment-ready sites (typically including pre-zoned, pre-serviced) sites that meet a set of predetermined standards and are promotable and navigable through a certified site portal.

**Action:** *Undertake a scoping exercise to determine the resources required, lessons learned from comparable jurisdictions, and stakeholder sentiment to better inform a Board decision on further investment in a certified site program.*

**3.d. Develop a regional marketing plan that showcases the region's value proposition and is used by all CMRB members.**

**Timeline:** Medium-term

To promote the CMR, CMRB members and working group participants expressed interest in developing a unified and consistent message describing the region's value proposition to effectively market the region. This could involve creating a regional marketing plan that will provide the guiding marketing channels and communication for all member municipalities to promote the region to the priority regionally significant sectors.

**Action:** *Incorporate data and information sharing into the protocol agreements and coordinate with Calgary Economic Development and Invest Alberta to establish a regional marketing strategy and plan that ensures the CMR story is understood by those already working in national and international markets to identify potential investors.*

**3.e. Continue to build the CMRB open data portal**

**Timeline:** Long-Term

The CMRB has developed an open data portal to share information publicly, and some data has been added. This portal is to be more comprehensive with additional regional data added from each municipality and relevant provincial and federal information. While this is a project that is already ongoing, it requires an additional commitment to align with economic development goals. The intention is to provide relevant, fact-based information to municipalities, researchers, and stakeholders, to support all regional collaborative economic development decision-making

**Action:** *Reinforce the CMRB's commitment to further developing regional datasets and the open data portal by formally recognizing the economic development benefits of shared data.*

## 4.4 Overarching Commitments

### *Understanding the Intention*

To ensure that this framework can be actioned, and objectives achieved, the CMRB will need to endorse the purpose and objectives of the collaborative economic development framework and vision. Once that is agreed upon, the Board will need to determine which of the proposed commitments they want to pursue, the resource requirements to pursue them, and how they will fund and resource those projects.

<b>Accept the purpose and objectives of the collaborative regional economic development framework and vision at the CMRB Board.</b>	<b>Timeline:</b> Short-Term
<i>Action: The CMRB Board adopts a motion to endorse the purpose and objectives of the collaborative economic development framework and vision.</i>	
<b>Endorse the purpose and objectives of the collaborative regional economic development framework and vision in each members' council.</b>	<b>Timeline:</b> Short-Term
<i>Action: CMRB members each adopt a motion to endorse the purpose and objectives of the collaborative regional economic development framework and vision in their councils.</i>	

## 5.0 | NEXT STEPS

The CMRB has ventured into this journey of collaborative regional economic development from a place of strength. There are tremendous assets in the region and the findings outline that the opportunities ahead involve building on those strengths, and the momentum at hand.


With a defined collective purpose for regional collaboration in economic development, the region can pursue even greater ambition than any member could achieve on its own. The challenge ahead is not whether there is a path forward, but rather which of several paths forward can create the optimal level of collaboration for the region. The level to which the participating municipalities will want to foster a borderless regional experience and economic growth will be faced with the competing realities of municipal identity, regional legacies, and priority alignment.


The framework balances the priorities of each municipality with the opportunities in the region, ultimately setting the stage for practical impacts. By aligning on the Common Purpose, focusing on Shared Objectives, and agreeing to Mutual Commitments, this framework can become the strategy for the CMRB to commit to the activities that drive collaborative regional economic development.




## Summary of Objective and Recommended Commitments and Actions

To ensure that action can be taken based on this framework, and objectives achieved, the CMRB Board will need to endorse the purpose and objectives of the collaborative economic development framework and vision. Once that is agreed upon the Board will need to determine which, if not all, of the recommended commitments they wish to pursue, their resource requirements and timelines for achievement, and how they will resource those commitments. It is important to note that there are multiple courses of action the CMRB Board can follow to implement the determined commitments and their resourcing requirements. The actions that are the best fit to meet the CMRB Board’s desired outcomes will need further exploration prior to implementing the determined commitments for delivering on the framework and vision. The recommended commitments to action the framework and vision are summarized in the tables below

 <b>Overarching Commitments</b>	Recommended Commitments	Action
	<ul style="list-style-type: none"> <li>Accept the purpose and objectives of the collaborative regional economic development vision and framework at the CMRB Board.</li> </ul>	<ul style="list-style-type: none"> <li>The CMRB Board adopts a motion to endorse the purpose and objectives of the collaborative economic development framework and vision.</li> </ul>
	<ul style="list-style-type: none"> <li>Endorse the purpose and objectives of the collaborative regional economic development framework and vision in each members’ council.</li> </ul>	<ul style="list-style-type: none"> <li>CMRB members each adopt a motion to endorse the purpose and objectives of the collaborative regional economic development framework and vision in their councils.</li> </ul>

Objective	Recommended Commitments	Action
 <b>Objective 1</b> <b>Focus on and Pursue Regionally Significant Opportunities</b>	1.a Identify one or two regionally significant sectors to focus on attraction for the next three to five years.	1.a Adopt a motion within the CMRB Board to agree to pursue Film and Television as well as Agriculture and Agrifood as regionally significant sectors for collaborative regional economic development.
	1.b Agree on a definition of success for the two focus regionally significant sectors, including measures of success.	1.b Strike CMRB working groups for each target regionally significant sector to define success and develop a performance measurement framework.

Objective	Recommended Commitments	Action
	1.c Investigate a shared-investment-for-shared-benefit framework to support Regionally Significant initiatives.	1.c Direct the CMRB administration to investigate models for shared investment for shared revenue that would best suit the CMRB members and regionally significant sector priorities.

 <p><b>Objective 2</b>  <b>Coordinate Our Policy and Regulatory Environment to Increase the Ease of Doing Business Across the CMR for Our Regionally Significant Sectors</b></p>	2.a Ensure that an economic development perspective is included in all future CMRB initiatives, including the development and implementation of regional plans, studies, and strategies.	2.a Pass a motion that any future studies, strategies, and assessments undertaken by the CMRB include a section articulating how this work can support the economic development focus areas of the region.
	2.b Assess the necessary requirements for regionally significant sectors to succeed and coordinate policies and regulatory processes to support the relevant businesses.	2.b Direct the regionally significant sector working groups to engage further with representatives of those sectors to understand the policy and regulatory environments gaps and opportunities, and report back to the Board with findings.
	2.c Align regional water availability, management and infrastructure planning with regional economic development priorities.	2.c Direct CMRB Administration to establish principles as to how the regionally significant sector growth can align with the Growth Plan's Water Stewardship policy area and Long-Term Water Strategy, once available.
	2.d Develop a regional housing strategy that is aligned with the RTTMP.	2.d Direct CMRB administration to establish a project charter for a regional housing strategy that aligns with the RTTMP and the regionally significant sectors. This action assumes that the RTTMP is fully completed before aligning its strategic initiatives with the regional housing strategy.
	2.e Establish a relevant regional talent attraction and development strategy that is aligned with the identified regionally significant opportunities.	2.e Direct CMRB administration to review the Calgary Economic Development talent strategy and identify areas of alignment and opportunity with a regional focus to determine if a distinct



		regional talent attraction strategy is required.
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**Objective 3  
Collaborate with  
Economic  
Development  
Stakeholders to  
Leverage Shared  
Resources to Attract  
Regionally  
Significant  
Opportunities**

<p>3.a Bring together stakeholders for quarterly coordinating meetings to foster collaboration.</p>	<p>3.a Direct CMRB administration to convene, on a quarterly basis, a coordinating meeting with key regional stakeholders, organizations and institutions (Indigenous Nations, YYC, PSIs, CED, etc.) to share priorities and discuss areas of alignment across the region for topic-specific discussions (e.g., Discussion on the Film and Television Industry, or Discussion of Talent Attraction).</p>
<p>3.b Develop protocol agreements with economic development stakeholders that clarify roles and maximize resources among external partners.</p>	<p>3.b Using the Edmonton Region’s protocols as a template, convene proactive discussions with Invest Alberta, Calgary Economic Development, CMRB, and Municipal Economic Development professionals to clearly articulate who is responsible for what functions across the region.</p>
<p>3.c Investigate the potential to implement a regional certified site program focusing on the regionally significant sectors.</p>	<p>3.c Undertake a scoping exercise to determine the resources required, lessons learned from comparable jurisdictions, and stakeholder sentiment to better inform a Board decision on further investment in a certified site program.</p>
<p>3.d Develop a regional marketing plan that showcases the region’s value proposition and is used by all CMRB members.</p>	<p>3.d Incorporate data and information sharing into the protocol agreements and coordinate with Calgary Economic Development and Invest Alberta to establish a regional marketing strategy and plan that ensures the CMR story is understood by those already working in national and international markets to identify potential investors.</p>
<p>3.e Continue to build the CMRB open data portal</p>	<p>3.e Reinforce the CMRB’s commitment to further developing regional datasets and the open data portal by formally recognizing the economic development benefits of shared data.</p>

## ***Conclusion***

Through thorough analysis and open dialogue, a clear picture has formed of what is needed, desired, and possible for the Calgary Metropolitan Region Board to advance collaborative regional economic development. Beyond an understanding of what is needed and desired by member municipalities to advance economic development throughout the region, this framework demonstrates a mutual understanding that the sum of the region is greater than its individual parts. By engaging in collaborative economic development, the region will be positioned to attract and grow economic development in a way that is unified, mutually beneficial and exceeds what could be accomplished individually. The framework gives the Calgary Metropolitan Region Board and its member municipalities the foundation of how to align, commit, collaborate, and focus on collaborative economic development activities.

By building off the foundation, this work can transform the way the members of the region work together, build momentum in the short term, and advance their larger ambitions in the longer term. This is what is needed to maximize and sensibly manage the growth we want and know is coming.

<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>Stories of the Land Pilot Project</b>
<b>Meeting Date</b>	<b>June 23, 2023</b>

*Motion that the Board approve the project charter for the Stories of the Land pilot project*

### **Summary**

- The 2022/2023 Indigenous Relations Phase 2 project was approved by the Board in July 2022 and has four themes: Dialogue, Learning, Co-create and Celebrate.
- The fourth deliverable from that project is a project charter for a Stories of the Land pilot project.
- Actions in the Celebrate theme for 2022/2023 saw the set-up of a Working Group consisting of member municipality staff to support investigation and research into options for the Stories of the Land project.
- The Stories of the Land project would result in documenting at least two culturally significant stories from Indigenous Elders and Knowledge Keepers about sites in the CMR. These stories will help member municipalities and the general public in the CMR to deepen their understanding of the history and Indigeneity of the land.
- If approved by the Board, CMRB Administration will retain Forum Community Relations to support the project as described in the charter. Approval of the project charter would allow CMRB Admin and Forum Community Relations to use the site criteria, with input from the Working Group, to document Stories of the Land on sites where there is interest from Indigenous Elders and Knowledge Holders.
- Approval of this project charter will authorize CMRB Administration to spend \$44,000 this year to retain Forum Community Relations to produce at least two, and up to six, Stories of the Land with Indigenous Elders and Knowledge Holders with support from the Working Group.
- CMRB Admin will reallocate a portion of unused budget from the Dialogue theme to the Celebrate theme as there has been less interest than anticipated from Indigenous Nations in the Dialogue theme. Consequently, if this project charter is approved by the Board, the budget for the Dialogue theme will be reduced by \$10,000 and the budget for the Celebrate theme

will be increased by \$10,000.

- Forum Community Relations will also prepare grant funding applications with the objective of partnering with other project sponsors to add Stories from additional sites in the region.
- Through this project charter, CMRB Administration is requesting that the \$34,000 net project cost will be transferred from the \$75,000 contingency in the 2023 Board-approved budget.

**Attachments:** Deliverable 4: Indigenous Relations Phase 2 Celebrate Theme - Stories of the Land Pilot Project Charter

**Deliverable 4: Indigenous Relations Phase 2  
Celebrate Theme - Stories of the Land Pilot Project**

**Project Charter**

*Draft 2023-06-16*

DRAFT

Agenda Item 8i



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# 1. CHARTER INTRODUCTION

## 1.1. DOCUMENT CHANGE CONTROL

Revision No.	Date of Issue	Author	Brief Description of Change
1			

## 1.2. EXECUTIVE SUMMARY

- The overall objective is to utilize the CMR forum of member municipality leaders to advance Truth and Reconciliation in the CMR. Specifically, this project aims to celebrate the Indigeneity of the CMR through video recordings of Indigenous Stories that will be available to the public.
- The pilot project will take place over 2023/2024 and is related to Action Area Four in the Indigenous Relations Plan, approved by CMRB July 22, 2022:
  - **Celebrate** the Indigeneity of the CMR by working with local Indigenous Elders and Knowledge Holders to share Stories of this land
- The pilot project will occur in two stages:
  - Stage 1: two or three Stories produced at identified sites of cultural significance for local Indigenous Nations (by Q4 2023)
  - Stage 2: an additional two or three Stories produced at different sites, contingent on grant funding being received (by Q2 2024)
- The sites of significance for Stage 1 and Stage 2 will be determined based on the following criteria, which will be applied by the working group of staff from member municipalities:
  - Sites that are publicly accessible and within the boundaries of the CMR
  - Sites where there is interest and willingness from relevant and appropriate Indigenous Knowledge Holders to share Stories that will be publicly available
  - Sites where there is interest and willingness from member municipalities to promote and share Stories
  - Sites where there is not already Indigenous Stories or cultural teachings available to the public
- Outreach has occurred with Knowledge Holders and cultural mediators from Blackfoot, Métis, Stoney Nakoda, and Tsuut’ina to determine potential interest and appropriate processes for participation of Elders and Knowledge Holders
  - Confirmed interest and process for participation has been identified by Blackfoot and Métis



- o Process for participation yet to be confirmed with Stoney Nakoda and Tsuut'ina

### 1.3. PROJECT APPROVAL

Document and Authorizing body	Date
Stories of the Land Pilot Project by Board	DATE, 2023
Project Charter: Indigenous Relations Phase 2 by Board	July 22 <sup>nd</sup> , 2022

## 2. PROJECT OVERVIEW

### 1.1. PROJECT SUMMARY

#### 2.1.1. Project Objectives and Outcomes

No.	Objective	Outcome
1	Increase awareness and understanding about the land-based history and experiences of Indigenous Peoples in the CMR	Members of the public and visitors to the CMR are able to experience Stories of the Land through an easily accessible platform to connect with our shared history
2	Create content to support member municipalities' reconciliation activities	Member municipalities are able to integrate the content created (videos) into their communications and reconciliation programming
3	Strengthen relationships between the CMRB and local Indigenous Nations and communities	Stronger relationships will foster a better ability to work together in the future

### 2.1.2. Project Scope

This is a high-level description of the features and functions that characterize the product, service, or result to be delivered by the project.

In Scope	Out of Scope
Preparing partnership/grant applications for <i>Stories</i> project activities	Use of platforms other than YouTube for online video hosting
Selection of sites based on identified criteria	Administration of procuring, installing, and maintaining the sign connecting visitors to the Story
Connections and meetings with local Indigenous Elders and Knowledge Holders, honoraria, and protocol for <i>Stories</i>	Ensuring accessibility of physical location
Work with videographer to record and produce videos of Knowledge Holders sharing <i>Stories</i>	Virtual or augmented reality add-ons
Consultant guidance and advising on appropriate cultural protocol and engagement approaches	Public engagement
Loading approved videos of <i>Stories</i> to CMRB Youtube channel and creating a QR code for each video to support public access	Public awareness or marketing campaign to promote videos
Ensuring OCAP™ (Ownership, Control, Access, and Possession) Principles are followed to address Indigenous intellectual property considerations	

**1.2. PROJECT DELIVERABLES**

<b>Project Deliverable: Production of up to six video recordings that share Indigenous Stories of significant sites within the CMR</b>	
<b>Description</b>	<p>Activities for video production include:</p> <ul style="list-style-type: none"> <li>• Selection of two to three Stage 1 sites and identification of appropriate Knowledge Holders to share Stories</li> <li>• Procure vendor to manage Stage 1 video production</li> <li>• Apply for grant funding for Stage 2</li> <li>• Site visits, filming, and audio recording on location with Knowledge Holders</li> <li>• Video production and editing</li> <li>• Validation of final video with Knowledge Holder and confirmation of appropriate uses of what was shared</li> <li>• Posting video for public viewing</li> </ul>
<b>Acceptance Criteria</b>	At least two videos are posted to the CMRB’s Youtube channel in which appropriate Knowledge Holders share Indigenous Stories about significant cultural sites within the Region
<b>Output Data Classification</b>	Open data
<b>Due Date</b>	<p>Stage 1 - Q4 2023</p> <p>Stage 2 - Q2 2024 (pending grant funding approval)</p>

**1.3. PROPOSED DATA CLASSIFICATION**

Library of Stories of the Land on CMRB Youtube channel – OPEN DATA

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

### **2.2.1. Project Cost Estimate**

The total estimated fee for the Stories Project (Stage 1) is approximately \$44,000 as follows:

- \$10,000 for the consultant to confirm with interested cultural groups the sites, coordinate with appropriate Indigenous Elders and Knowledge Holders, and connect with member municipality staff in which the sites are located
- \$10,000 – \$17,000 per site, budgeting for 2 to 3 sites which includes culturally appropriate engagement with Knowledge Holders, consultant support for coordination, and video production (estimated at \$1,000/minute for 5 minute video)

CMRB is proposing to retain the services of Forum Community Relations.

If grant funding is received, the number of sites will increase (Stage 2), however costs are estimated to be similar.

### **2.2.2. Additional Support from Member Municipalities**

CMRB Administration requests the support of member municipalities in the form of:

- Member municipality staff to participate in a Working Group and apply the approved criteria to select the initial 2 to 3 sites
- Internal coordination for the procurement and placement of QR code for Stories sign in publicly accessible park within those municipalities where interested Elders and Knowledge Keepers share a Story from the Land
- Promotion of Stories through existing municipal communication channels once the videos are live
- Municipalities may choose to enhance the created content (i.e. with augmented reality or target image text overlay) at their cost, ensuring engagement with Knowledge Holders, as and where necessary

### 2.2.3. Additional Sources of Funding

Additional funding sources may be available from Government of Alberta Cultural Heritage Initiatives Grant. There is an intake submission deadline approaching (September 15, 2023). Notification can be expected within approximately 6 months of the corresponding intake date (before March 15, 2024). Maximum contribution through the grant is \$25,000, matching applicant contributions at least equal to the grant.

<https://open.alberta.ca/dataset/4a81da00-1df0-4add-aa08-c5d6d920d6a3/resource/a77d1f52-3097-4290-86f2-7998b101f4b2/download/cultural-heritage-initiatives-grant-2023.pdf>

*Eligible projects include projects that:*

*Support the documentation of stories, histories, and cultural practices of one or more Alberta-based ethnocultural or Indigenous communities.*

*Increase sharing, as appropriate, of the information captured through a wide variety of media, such as audio-visual experiences, storytelling, artifacts, transcriptions and video recordings; or*

*Increase accessibility, as appropriate, via a broad range of approaches not limited to new or existing web platform'*

Other potential funding sources may include:

- Province of Alberta Heritage Awareness matching grant (up to \$25,000, annual deadline of February 1) <https://www.alberta.ca/heritage-awareness-grants.aspx#jumplinks-2>
- Others

### 1.4. DEPENDENCIES

Dependencies for the project include:

Dependency Description	Critical Date	Contact
Potential grant funding application outcomes	September 15, 2023	Forum
Video production company available to complete project within budget	September 30, 2023	CMRB Admin
Signage permitting and production in provincial and municipal jurisdictions	December 31, 2023	CMRB Admin

## 2.3. PROJECT RISKS, ASSUMPTIONS AND CONSTRAINTS

### 2.3.1. Risk

This is an initial risk assessment. For each risk, a level of impact and the degree of probability (high, medium, low) has been identified along with possible mitigation actions needed during the project to lessen the impact or lower the probability of the risk involved.

No.	Risk Description	Probability H/M/L	Impact H/M/L	Planned Mitigation
1	Indigenous Nations and Knowledge Holders having competing priorities resulting in slower than desired progress	M	H	Utilize existing contacts to maintain momentum. Be respectfully persistent. Set realistic milestones and goals.
2	Participating Elders and Knowledge Holders may have specific health requirements / needs	M	L	Consider accessibility challenges, ask questions early regarding timelines and special circumstances. Working at the pace of the Elders and Knowledge Holders.
3	Delays in funding due to grant opportunity timelines	M	M	Seek alternative options. Adjust schedule. Check application level of detail requirements.
4	Nations may have additional processes or protocols to assess the Stories sites which may fall outside the budget or timeline described here	M	H	Work first with willing Nations and Knowledge Holders who have expressed interest in Stories project and are ready to go.
5	Stories that Elders and Knowledge Holders want to share may be longer or more complex than has been budgeted for here	M	H	Engage Elders and Knowledge Holders early to ensure scope and budget are realistic to maintain cultural integrity of the project.
6	Weather or seasonal considerations may delay filming	M	M	Engage Elders and Knowledge Holders early to address seasonal considerations in project planning. Adjust schedule if needed.

7	Host municipality may not be willing to permit, build, and maintain signage	L	M	Work with member municipalities early to identify signage requirements, clarify expectations, and adjust project accordingly.
8	Further engagement with Elders and Knowledge Holders may reveal that there are not Stories that are appropriate to be shared that align with the project objectives	M	H	Early engagement has resulted in significant interest in the project, however further discussion may uncover a lack of alignment, resulting in cancellation of the pilot project.

### 2.3.2. 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	OCAP™ Principles will be respected when engaging with Elders and Knowledge Holders
2	Costs for scope activities for the project are consulting fees and video/audio support services
3	Audio and visual support services will be required to record and produce the Stories
4	Audio and visual support service companies that are Indigenous owned will be given preference in the procurement process
5	There are Indigenous Elders and Knowledge Holders who have been transferred rites for certain Stories who want to share those Stories for the proposed <i>Stories of the Land</i> pilot project



No.	It is assumed that:
6	Connecting through the consultation offices of the Nations is the most appropriate way to connect to Elders and Knowledge Holders for the Stories
7	Sites will be located on publicly accessible lands, marked with a plaque linking the user with a QR code to a Youtube video on CMRB's Youtube channel.
8	Permitting and approvals for signage can be achieved for selected sites that fall within provincial jurisdiction (i.e. provincial parks within the CMR) or municipal jurisdiction
9	Representatives from member municipalities on the working group will apply the identified criteria and agree on the selected sites for each stage of the project
10	Grant organizations will not have overly onerous reporting processes conditional on grant award. These details will be discussed with the Working Group if additional project sponsor / grant funding opportunities arise with reporting requirements.

### 2.3.3. Constraints

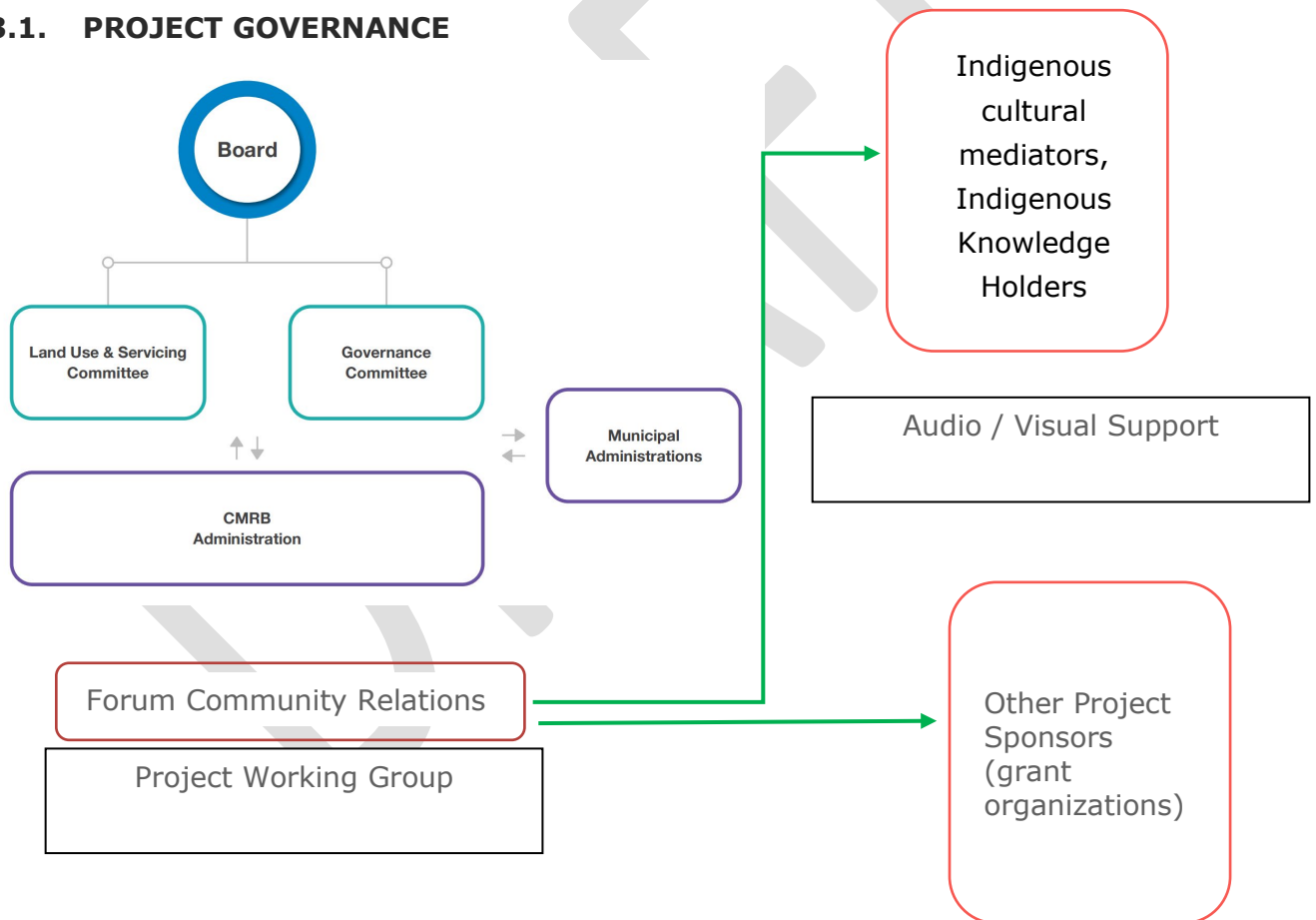
The following table lists the conditional factors within which the project must operate or fit.

No.	Category	Constraints
1	Cultural competence	Level of comfort working through and within a cross-cultural context
2	Privacy considerations	Appropriate processes need to be developed for collection and sharing of Indigenous knowledge
3	Resourcing / Schedule	Availability of leadership and representatives within multiple organizations

4	Schedule	Project must incorporate and work within existing availabilities of Elders, Knowledge Holders, and tech supports
5	Budget	Proposed scope includes additional engagement to clarify appropriate protocols and processes, which may result in new information that affects cost of delivery

### 3. PROJECT ORGANIZATION

#### 3.1. PROJECT GOVERNANCE



### 3.2. ROLES AND RESPONSIBILITIES

- CMRB Board – Approve project charter, participate and actively engage in the project outputs.

Note that the Board will accept the project outputs, once complete, as the Stories are not open to input. The Stories celebrate the indigeneity of the CMRB.

- Indigenous leaders, Elders, Knowledge Holders and Indigenous-led businesses are interested and affected parties. Roles of each Indigenous Nation’s administration and leadership to be determined on a case by case basis depending on the scope of engagement. Indigenous-led businesses will be given preference in a competitive procurement process for audio and visual services.
- Indigenous cultural mediators - Knowledge Holders or identified community members who have agreed to connect CMRB with appropriate Elders and Knowledge Holders
- CMRB Administration - Project Sponsor (on behalf of CMRB)
- Project Sponsor of pilot project may include other parties, such as senior orders of government grants, or other funding partners.
- Consultant - project coordination and engagement lead with Indigenous Nations, Elders, Knowledge Holders, audio/visual support contractor, provincial park managers and working group
- Audio/Visual support – will be retained by CMRB Admin and work with the Elders and Knowledge Holders

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

Activity	Board	Consul- tant	CMRB Admin	Working Group	Munici- palities
Receive direction from Knowledge Holders	I	R	A	E	I
Site selection (apply criteria)	I	R	R	A	E
Grant research and applications	I	R	A	E	I

Activity	Board	Consultant	CMRB Admin	Working Group	Municipalities
Procure A/V services	NA	R	A	E	NA
Record and produce Story videos	NA	R	A	E	I
Signage design	NA	R	A	E	E
Signage permitting and infrastructure (municipal jurisdictions)	NA	E	R/A	E	R/A
Signage permitting and infrastructure (provincial jurisdictions)	NA	R	A	I	I

Where: R = Responsible; A = Accountable; E = Engaged; I = Informed; NA = Not Applicable

Responsible: Party who is completing the task

Accountable: Party who is making decisions and taking actions on the task(s)

Engaged: Party who will be communicated with regarding the decision-making process and specific tasks

Informed: Party who will be updated on decisions and actions during the project

### 3.3. FACILITIES AND RESOURCES

- Meetings will be held either virtually or in-person at the agreement of the parties depending on subject matter.
- Consulting services and audio/visual and other support services
- Transportation and meals may be required for Elders and Knowledge Holders. Honoraria and cultural protocol will be required.

### 3.4. PROJECT INTERESTED & AFFECTED PARTIES

- Blackfoot Confederacy
- Stoney Nakoda First Nations
- Tsuut'ina Nation
- Métis Nation of Alberta

- Indigenous community Elders, Knowledge Holders, cultural mediators and leaders, as informed by initial engagement and recommended by consultant

**Note:** Roles of Indigenous Nations to be determined on case by case basis depending on the scope of engagement.

CMRB Policy on [External Stakeholder Participation](#)

#### 4. PROJECT REFERENCES

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

Document Title	Date	Status	Body
CMRB Vision	May 21, 2021	Approved	CMRB
CMRB Growth Plan	August 15, 2022	Approved by Ministerial Order	GoA
Project Charter – Indigenous Relations Phase 2 (Celebrate Theme)	July 22, 2022	Approved	CMRB

#### 5. GLOSSARY AND ACRONYMS

The following terms and acronyms are to interpret the Project Charter properly.

Term/Acronym	Definition
CMRB	Calgary Metropolitan Region Board
CMR	Calgary Metropolitan Region
MNA	Métis Nation of Alberta

## 6. ATTACHMENTS

CMRB Growth Plan Truth and Reconciliation policy:

3.7.1.1 The CMRB will seek to build meaningful and mutually beneficial long-term relationships with Indigenous Nations and communities in and around the Region.

Amazing Quilt of Rural and Urban Vision Element	
CMRB Vision Elements	Growth Plan Objectives
<ul style="list-style-type: none"> <li><i>The Calgary Metropolitan Region is known globally for having the best of both urban and rural life successfully thriving side-by-side to everyone’s benefit.</i></li> <li><i>Our residents are proud of each of the unique parts of the region and the opportunities this diversity provides. It is at the heart of our quality of life and prosperity.</i></li> <li><i>Our municipalities have well defined boundaries and planned transitions that provide a strong unique identity and a sense of arrival.</i></li> </ul>	<p>a) Provide policy tools to create a diverse range of urban and rural places for people to live, work and play.</p> <p>(b) Establish agricultural, environmental, and open space areas as integral components of our regional system to be conserved.</p>

<b>Agenda Brief</b>	<b>10</b>
<b>Submitted to</b>	<b>CMRB Board</b>
<b>Purpose</b>	<b>For Decision</b>
<b>Subject</b>	<b>CMRB Member Funding Model</b>
<b>Meeting Date</b>	<b>June 23, 2023</b>

*Motion:*

*That the population-based funding model be adopted for the 2024 CMRB Budget year should the Board choose to requisition funds from the member municipalities during the budget process, and direct CMRB administration to explore other funding formulas with interested member municipalities to determine if a more appropriate formula exists for future years.*

Background

- Discussions with the Government of Alberta (GoA) have indicated that Municipal Affairs intends to continue funding the CMRB into the future at \$1 million/year.
- CMRB Administration solicited feedback on potential funding models during Q3 2019 from member CAOs to inform the fall meeting of the Governance Committee. No consensus was reached, however CAOs agreed on two principles for the formula, it should be simple and fair.
- In Q4 2019, the Governance Committee directed CMRB Administration to stop work on the development of a CMRB Member funding model.
- In Q4 2020, the Governance Committee directed CMRB Administration to complete a CMRB member funding model by year-end 2021, with Administration to restart work after the Growth and Servicing Plans were submitted to the GoA.
- The Board decided to leave this decision on a funding model to the next Board, following the 2021 municipal election.
- At the Board Strategy session in January 2023, CMRB Administration raised the need for a funding model as the reserve funds policy requirements coupled with the GoA grant of \$1 million/year will not be sufficient to cover forecast Budget 2024 expenses.
- CMRB Administration laid out a plan to consult with member CAOs and bring a proposed funding model to the Governance Committee for review.
- CMRB Administration met with member CAOs on March 15 and April 3, 2023 to get feedback on potential funding models.
- During the April 14 meeting of the Governance Committee, two motions were passed. First that the Governance Committee recommends that the CMRB continue advocacy efforts for the GoA to reinstate funding to the CMRB and second, that, in the event a requisition is required for the 2024 Budget year,

the Board approve the population-based funding model and direct Administration to continue exploring a different funding model.

- The Board discussed this item at the April 28, 2023, meeting and decided to table the discussion on the funding model.

#### Attachments

- Sheet 1: Potential Funding Models
- Sheet 2: Other Models Discussed
- 2023 CMRB Approved Budget

## 1. Introduction

CMRB has been funded since inception through the ACP (Alberta Community Partnership) Grant program. The Government of Alberta has reduced annual grant levels from \$2 million in 2019 to \$1 million in 2022/23. CMRB annual expenditure has varied, but the average has been less than \$2 million per year.

EMRB and CMRB are funded to the same level each year. EMRB has had a member requisition in place for several years. This requisition is used to fund EMRB activities beyond what the provincial grant covers. EMRB activities are determined by the Board.

CMRB Administration has compiled a number of potential funding models for consideration, which are attached to this document. Each of the models is predicated on the two pillars of fairness and simplicity which were agreed to by the CAOs in previous meetings. Each of the models look at different ways to balance population, ability to pay, growth rates and recognition of each member's participation on the Board.

There are several key inputs to note in reviewing the funding models:

1. The population figures are drawn from the 2021 federal census.
2. Employment and population growth projections for the 2018-2048 horizon were approved by the Board and published in the CMRB Growth Plan (page 33).
3. The equalized assessment figures were sourced from Municipal Affairs, Government of Alberta.
4. The requisition value of \$1 million is used for ease of reference – budget approval lies solely with the CMRB Board of Directors.

## 2. FAQ

CMRB Administration solicited feedback during August 2021 from member administrations and received some clarifying questions which are answered below.

*Q1: The examples of different funding models (except for the CRP (Calgary Regional Partnership) Models) illustrate a fundraising goal of \$1 million. It is assumed this was done for simplicity and ability to compare models. However, this begs the question, how much money is needed to fundraise?*



A: The amount needed to fundraise will be determined by the Board based on the work the Board wishes to pursue. Should the Board choose an aggressive agenda, higher levels of funding will be required.

*Q2: Does the CMRB propose that municipal funding would accompany Provincial funding? What portion of the budget would municipal funding support?*

A: Municipal funding would accompany provincial funding. The portion of the budget covered would be determined by the overall budget set by the Board.

*Q3: How and when does the CMRB propose that municipal funding commence?*

A: The current CMRB reserve funds will cover funding requirements through to December 31, 2023, at current budgeted levels while meeting the requirements of the CMRB Reserve Fund Policy. However, the forecast 2024 budget expenses would not be covered by GoA grant funds alone, assuming the grant funding remains consistent.

*Q4: What budgetary efficiencies (e.g., office space) can the CMRB realise to reduce budget needs?*

A: CMRB has achieved budgetary efficiencies with a move to all committee meetings being held online, reducing travel and meeting venue expenses. The meeting efficiencies are important and result in savings of roughly \$40,000 per year. CMRB Administration is currently in search of additional budgetary efficiencies including investigating a more cost-effective administration office space.

### **3. Update from CAO Meetings on March 15 and April 3, 2023**

At the meeting on March 15, 2023, the following two questions were posed to the group:

1. What, if any, are your top two preferred funding models?
2. What opportunities or challenges do you see with implementing member funding of CMRB operations?

The following bullets summarize the conversation.

- CMRB Chief Officer gave a summary of the work which had been done to date to develop a funding model, noting that all but one of the meeting participants were new to the discussion.
  - Following out of previous work, five funding models were circulated to spark conversation.
- A discussion about principles of the funding formula arose and the participants were updated on previous work of CAO group where simplicity, fairness and ability to pay were the key principles which had been previously identified
  - This sparked a conversation that perhaps another principle could be added; value of the CMRB to member municipalities

- While the majority of participants in the meeting stated they preferred the population formula (it should be noted this was not unanimous) as the preferred model a discussion sparked proposing two alternative funding models – a tiered approach and a more nuanced population formula based on the Alberta Municipalities funding model.

At the meeting on April 3, 2023, the proposed tiered formula and the formula based on the Alberta Municipalities funding model were discussed. CAOs appreciated the tiered formula approach, and wanted to see if there were some formulas to substantiate the proposed tiered model.

It was agreed that most of the formulas discussed would be workable – and there was continued support for the population-based formula, recognizing that it is simple, easy to administer and that the formula can be changed at the discretion of the Board at any time in the future.

From the guidance of these meetings, three top funding formulas were identified. Those funding formulas are listed in the accompanying spreadsheets as:

- Option 1 – 100% of requisition is population based
- Option 2 – 50% requisition based on projected population growth, 50% requisition based on projected employment growth
- Option 5 – 50% requisition based on population. 50% requisition based on projected employment growth

## 4. Pros and Cons of Top 3 Funding Formulas

Funding Formula	Pro	Con
Option 1 Population Based	<ul style="list-style-type: none"> <li>• Simple</li> <li>• Fair</li> <li>• Easy to administer</li> </ul>	<ul style="list-style-type: none"> <li>• Does not account for employment growth</li> <li>• Not every municipality updates population annually</li> </ul>
Option 2 50% population growth 50% employment growth	<ul style="list-style-type: none"> <li>• Simple</li> <li>• Easy to administer</li> <li>• Based on Growth Plan projections</li> </ul>	<ul style="list-style-type: none"> <li>• Municipalities with smaller populations bear more weight per capita</li> </ul>
Option 5 50% population 50% employment growth	<ul style="list-style-type: none"> <li>• Relatively simple</li> <li>• Easy to administer</li> <li>• Based on Growth Plan projections</li> </ul>	<ul style="list-style-type: none"> <li>• Not every municipality updates population annually</li> </ul>

## **5. Update from Governance Committee meeting on April 14, 2023**

On April 14<sup>th</sup>, 2023, the Governance Committee had a broad conversation about provincial funding of municipalities.

CMRB Administration noted that there are a number of funding formulas which could be supported by all member municipality administrations – it depends on the rationale. During the discussion with CAOs a desire to support the CMRB financially to see it succeed was expressed by a number of CAOs, and that this desire should be a factor. However, this desire is difficult to quantify via formula. The desire for a formula-based approach was strongly expressed by the group.

In light of this, CMRB Administration recommended that the Governance Committee recommend to the Board that the population-based funding model be adopted starting the 2024 CMRB Budget year. Further, CMRB Administration recommended that the Board direct CMRB administration to explore other funding formulas with interested member municipalities to determine if a more appropriate formula exists.

During the discussion, Gary Sandberg from the Department of Municipal Affairs gave a history on the funding of Growth Management Boards, stretching back to the so-called Radke Report through to the current state.

After a fruitful discussion, the Committee passed the following two motions:

A: That the governance committee recommend that the Board revisit advocating to the provincial government to increase the ongoing investment in CMRB.

B: Should the Board choose to request funds from the member municipalities, the Governance Committee recommends the population-based model as set out in the attached agenda for the 2024 budget year as recommended by CMRB Administration. Governance committee further recommends that the Board consider other models for future years as per the report.

## **6. CMRB 2024 Budget Timeline**

CMRB Budget timeline is outlined below, this budget timeline has been selected so that member municipalities are aware what, if any, impact the CMRB budget will have on municipalities in advance of their budget periods.

Q1: Board priorities confirmed via Strategy Session

Early Q3: CMRB Administration compiles draft budget based on progression of priority projects identified by Board through Strategy Session and ongoing dialogue during Board meetings.

September: Draft budget presented to Governance Committee for review and feedback.

September/ October: Draft budget present to Board for approval.

## **7. Recommendation**

*That the population-based funding model be adopted for the 2024 CMRB Budget year should the Board choose to requisition funds from the member municipalities during the budget process, and direct CMRB administration to explore other funding formulas with interested member municipalities to determine if a more appropriate formula exists for future years.*

**Option 1:** by population from 2021 Census data

Total Requisition of \$1,000,000

	Population (2021 StatsCan Census)	Percentage of regional population (%)	Requisition (\$)	Cost Per Capita (2021 Census)
Airdrie	74,100	4.80	\$ 47,985.95	\$0.648
Calgary	1,306,784	84.63	\$ 846,251.98	\$0.648
Chestermere	22,163	1.44	\$ 14,352.40	\$0.648
Cochrane	32,199	2.09	\$ 20,851.55	\$0.648
Foothills	23,199	1.50	\$ 15,023.29	\$0.648
High River	14,324	0.93	\$ 9,275.99	\$0.648
Okotoks	30,405	1.97	\$ 19,689.78	\$0.648
Rocky View	41,028	2.66	\$ 26,569.06	\$0.648
<b>Total</b>	<b>1,544,202</b>	<b>100.00</b>	<b>\$ 1,000,000.00</b>	<b>\$0.648</b>

**Option 2:** 50% projected population growth, 50% projected employment growth (horizon assumed: 2018-2048 Rennie 2018, from approved Growth Plan)

Total Requisition of \$1,000,000

	Population Growth (2018- 2048 horizon, source GP)	Employment Growth (2018- 2048 horizon, Source GP)	Share of projected Regional Pop Growth (GP) (%)	Share of projected Regional Emp Growth (GP) (%)	Requisition (\$)	Cost Per Capita (2021 Census)
Airdrie	63,420	23,500	7.2	4.8	\$59,903	\$0.81
Calgary	686,650	337,660	77.6	69.2	\$733,834	\$0.56
Chestermere	28,030	8,050	3.2	1.6	\$24,082	\$1.09
Cochrane	25,520	9,140	2.9	1.9	\$23,780	\$0.74
Foothills	14,400	22,230	1.6	4.6	\$30,910	\$1.33
High River	14,840	8,590	1.7	1.8	\$17,184	\$1.20
Okotoks	27,300	9,840	3.1	2.0	\$25,503	\$0.84
Rocky View	24,960	69,010	2.8	14.1	\$84,804	\$2.07
<b>Total</b>	<b>885,120</b>	<b>488,020</b>	<b>100.0</b>	<b>100.0</b>	<b>\$1,000,000</b>	<b>\$0.65</b>

**Option 3** 50% by population, 50% by projected population growth (2021 census pop, GP 2018-2048 population projections from approved Growth Plan)

Total Requisition of \$1,000,000

	Percentage of regional population (from Option 1) (%)	Requisition for population (\$500,000)	% Share of Regional Pop Growth (from Option 2) (%)	Requisition for population growth (\$500,000)	Total Requisition (\$1,000,000) (\$)	Cost Per Capita (2021 Census)
Airdrie	4.8	\$ 23,993	7.2	\$35,826	\$ 59,819	\$0.81
Calgary	84.6	\$ 423,126	77.6	\$387,885	\$ 811,011	\$0.62
Chestermere	1.4	\$ 7,176	3.2	\$15,834	\$ 23,010	\$1.04
Cochrane	2.1	\$ 10,426	2.9	\$14,416	\$ 24,842	\$0.77
Foothills	1.5	\$ 7,512	1.6	\$8,134	\$ 15,646	\$0.67
High River	0.9	\$ 4,638	1.7	\$8,383	\$ 13,021	\$0.91
Okotoks	2.0	\$ 9,845	3.1	\$15,422	\$ 25,267	\$0.83
Rocky View	2.7	\$ 13,285	2.8	\$14,100	\$ 27,384	\$0.67
Total	100.00	\$ 500,000	100.0	\$500,000	\$ 1,000,000	\$0.65

**Option 4** 33% by population, 33% projected population growth, 33% projected employment growth (2021 census pop, GP 2018-2048 population projections from approved Growth Plan)

Total Requisition of \$1,000,000

	Percentage of regional population (from Option 1) (%)	Requisition for population (\$333,333)	% Share of Regional Pop Growth (from Option 2) (%)	Requisition for population growth (\$333,333)	Share of projected Regional Emp Growth (GP) (%)	Requisition for employment growth (\$333,333)	Total Requisition (\$1,000,000) (\$)	Cost Per Capita (2021 Census)
Airdrie	4.80	\$15,995	7.2	\$23,884	4.8	\$16,051	\$ 55,930	\$0.75
Calgary	84.63	\$282,084	77.6	\$258,590	69.2	\$230,632	\$ 771,306	\$0.59
Chestermere	1.44	\$4,784	3.2	\$10,556	1.6	\$5,498	\$ 20,839	\$0.94
Cochrane	2.09	\$6,951	2.9	\$9,611	1.9	\$6,243	\$ 22,804	\$0.71
Foothills	1.50	\$5,008	1.6	\$5,423	4.6	\$15,184	\$ 25,615	\$1.10
High River	0.93	\$3,092	1.7	\$5,589	1.8	\$5,867	\$ 14,548	\$1.02
Okotoks	1.97	\$6,563	3.1	\$10,281	2.0	\$6,721	\$ 23,565	\$0.78
Rocky View	2.66	\$8,856	2.8	\$9,400	14.1	\$47,136	\$ 65,392	\$1.59
Total	100.00	\$333,333	100.0	\$333,333	100	\$333,333	\$ 999,999	\$0.65

**Option 5** 50% population, 50% employment growth (2021 census pop, GP 2018-2048 population projections from approved Growth Plan)

Total Requisition of \$1,000,000

	Percentage of regional population (from Option 1) (%)	Requisition for population (\$500,000)	Share of projected Regional Emp Growth (GP) (%)	Requisition for employment growth (\$500,000)	Total Requisition (\$1,000,000) (\$)	Cost Per Capita (2021 Census)
Airdrie	4.8	\$23,993	4.8	\$24,077	\$48,070	\$0.65
Calgary	84.6	\$423,126	69.2	\$345,949	\$769,075	\$0.59
Chestermere	1.4	\$7,176	1.6	\$8,248	\$15,424	\$0.70
Cochrane	2.1	\$10,426	1.9	\$9,364	\$19,790	\$0.61
Foothills	1.5	\$7,512	4.6	\$22,776	\$30,287	\$1.31
High River	0.9	\$4,638	1.8	\$8,801	\$13,439	\$0.94
Okotoks	2.0	\$9,845	2.0	\$10,082	\$19,926	\$0.66
Rocky View	2.7	\$13,285	14.1	\$70,704	\$83,989	\$2.05
<b>Total</b>	<b>100.00</b>	<b>\$500,000</b>	<b>100.0</b>	<b>\$500,000</b>	<b>\$1,000,000</b>	<b>\$0.65</b>

**Option 6** 66% population, 33% employment growth (2021 census pop, GP 2018-2048 employment projections from approved Growth Plan)

Total Requisition of \$1,000,000

	Percentage of regional population (from Option 1) (%)	Requisition for population (\$666,666)	Share of projected Regional Emp Growth (GP) (%)	Requisition for employment growth (\$333,333)	Total Requisition (\$999,999) (\$)	Cost Per Capita (2021 Census)
Airdrie	4.8	\$31,991	4.8	\$16,051	\$48,042	0.65
Calgary	84.6	\$564,167	69.2	\$230,632	\$794,800	0.61
Chestermere	1.4	\$9,568	1.6	\$5,498	\$15,067	0.68
Cochrane	2.1	\$13,901	1.9	\$6,243	\$20,144	0.63
Foothills	1.5	\$10,016	4.6	\$15,184	\$25,199	1.09
High River	0.9	\$6,184	1.8	\$5,867	\$12,051	0.84
Okotoks	2.0	\$13,127	2.0	\$6,721	\$19,848	0.65
Rocky View	2.7	\$17,713	14.1	\$47,136	\$64,849	1.58
<b>Total</b>	<b>100.0</b>	<b>\$666,666</b>	<b>100.0</b>	<b>\$333,333</b>	<b>\$999,999</b>	<b>0.65</b>

## Other Models Discussed

### Funding model #7 (Assessment and Population based)

Total Requisition of \$1,000,000

	Population	50% based on Assessment	50% based on Population	Total	Per Capita
Airdrie	74,100	\$19,133.94	\$ 18,499.37	\$37,633.30	\$0.51
Calgary	1,306,784	\$427,436.21	\$ 413,260.41	\$840,696.61	\$0.64
Chestermere	22,163	\$6,472.54	\$ 6,257.88	\$12,730.42	\$0.57
Cochrane	32,199	\$9,556.33	\$ 9,239.40	\$18,795.73	\$0.58
Foothills	23,199	\$12,861.26	\$ 12,434.72	\$25,295.97	\$1.09
High River	14,324	\$3,304.99	\$ 3,195.38	\$6,500.37	\$0.45
Okotoks	30,405	\$8,373.48	\$ 8,095.78	\$16,469.26	\$0.54
Rocky View	41,028	\$ 29,017.07	\$ 12,861.26	\$41,878.33	\$1.02
<b>Total</b>	<b>1,544,202</b>	<b>\$516,155.82</b>	<b>\$ 483,844.18</b>	<b>\$ 1,000,000.00</b>	



## Other Models Discussed

### Funding model #8 (Population based)

Total Requisition of \$1,000,000

	Population	Percentage of total population	Total	Per Capita Cost
Airdrie	74100	4.80	\$ 47,985.95	\$0.648
Calgary	1306784	84.63	\$ 846,251.98	\$0.648
Chestermere	22163	1.44	\$ 14,352.40	\$0.648
Cochrane	32199	2.09	\$ 20,851.55	\$0.648
Foothills	23199	1.50	\$ 15,023.29	\$0.648
High River	14324	0.93	\$ 9,275.99	\$0.648
Okotoks	30405	1.97	\$ 19,689.78	\$0.648
Rocky View	41028	2.66	\$ 26,569.06	\$0.648
Total	1544202	100.00	\$ 1,000,000.00	

## Other Models Discussed

### Funding Model #9 (10% divided equally - 45% based on population - 45% based on assessment)

Total Requisition of \$1,000,000

	Population	10% Divided Equally	45% Assessment	45% Population	Total	Per Capita
Airdrie	74100	\$ 12,500.00	\$ 16,649.43	\$ 21,593.68	\$ 50,743.11	\$ 0.68
Calgary	1306784	\$ 12,500.00	\$ 371,934.37	\$ 380,813.39	\$ 765,247.76	\$ 0.59
Chestermere	22163	\$ 12,500.00	\$ 5,632.09	\$ 6,458.58	\$ 24,590.67	\$ 1.11
Cochrane	32199	\$ 12,500.00	\$ 8,315.46	\$ 9,383.20	\$ 30,198.65	\$ 0.94
Foothills	23199	\$ 12,500.00	\$ 11,191.24	\$ 6,760.48	\$ 30,451.73	\$ 1.31
High River	14324	\$ 12,500.00	\$ 2,875.84	\$ 4,174.19	\$ 19,550.04	\$ 1.36
Okotoks	30405	\$ 12,500.00	\$ 7,286.20	\$ 8,860.40	\$ 28,646.60	\$ 0.94
Rocky View	41028	\$ 12,500.00	\$ 26,115.36	\$ 11,956.08	\$ 50,571.44	\$ 1.23
TOTAL	1544202	\$ 100,000.00	\$ 450,000.00	\$ 450,000.00	\$ 1,000,000.00	

## Other Models Discussed

### Funding Model #10 (flat fee per capita, not targeted to a budgeted value)

Option 1 - flat cost per capita with a \$500.00 minimum

Option 7 - flat cost per capita doubled

	Population	Multiplier	Total	Multiplier	Total
Airdrie	74100	\$ 0.40	\$ 30,140.00	\$ 0.80	\$ 59,280.00
Calgary	1306784	\$ 0.20	\$ 523,213.60	\$ 0.40	\$ 522,713.60
Chestermere	22163	\$ 0.40	\$ 9,365.20	\$ 0.80	\$ 17,730.40
Cochrane	32199	\$ 0.40	\$ 13,379.60	\$ 0.80	\$ 25,759.20
Foothills	23199	\$ 0.40	\$ 9,779.60	\$ 0.80	\$ 18,559.20
High River	14324	\$ 0.40	\$ 6,229.60	\$ 0.80	\$ 11,459.20
Okotoks	30405	\$ 0.40	\$ 12,662.00	\$ 0.80	\$ 24,324.00
Rocky View	41028	\$ 0.40	\$ 16,911.20	\$ 0.80	\$ 32,822.40
<b>Total</b>			\$ 621,680.80		\$ 712,648.00

\* NOTE: This model is based on the CRP funding formula and was not intended to fund a specific budgetary need, but rather was an annual contribution.

### Funding Model #11 (Tiered model)

Tiers	Municipalities	# of Municipalities	Contribution	Contribution percentage	Total Contribution	
U4	Calgary	1	\$ 650,000.00	65%	\$ 650,000.00	65%
U3	Airdrie	1	\$ 100,000.00	10%	\$ 100,000.00	10%
U2	Cochrane, Okotoks, Chest	3	\$ 40,000.00	4%	\$ 120,000.00	12%
U1	High River	1	\$ 15,000.00	2%	\$ 15,000.00	1%
R2	Rocky View	1	\$ 100,000.00	10%	\$ 100,000.00	10%
R1	Foothills	1	\$ 20,000.00	2%	\$ 20,000.00	2%
		<u>8</u>			<u>\$ 1,005,000.00</u>	

## Other Models Discussed

### Funding Model #12 (differential population cost)

	Flat Fee	Population 0-3500 0.8863	Population 3501-10,000 0.9728	Population 10,001 - 20,000 0.7351	Population 20,000 - 30,000 0.4552	Population 30,001 - 600,000 0.3026	Population 600,001 + 0.1514	Total	
Airdrie	\$ 650.00	\$ 3,080.00	\$ 6,322.23	\$ 7,350.26	\$ 4,551.54	\$ 13,344.35	\$ -	\$ 35,298.38	8%
Calgary	\$ 650.00	\$ 3,080.00	\$ 6,322.23	\$ 7,350.26	\$ 4,551.54	\$ 172,481.70	\$ 107,006.95	\$ 301,442.68	66%
Chestermere	\$ 650.00	\$ 3,080.00	\$ 6,322.23	\$ 7,350.26	\$ 984.60	\$ -	\$ -	\$ 18,387.09	4%
Cochrane	\$ 650.00	\$ 3,080.00	\$ 6,322.23	\$ 7,350.26	\$ 4,551.54	\$ 665.41	\$ -	\$ 22,619.44	5%
Foothills	\$ 650.00	\$ 3,080.00	\$ 6,322.23	\$ 7,350.26	\$ 1,456.18	\$ -	\$ -	\$ 18,858.67	4%
High River	\$ 650.00	\$ 3,080.00	\$ 6,322.23	\$ 3,178.57	\$ -	\$ -	\$ -	\$ 13,230.80	3%
Okotoks	\$ 650.00	\$ 3,080.00	\$ 6,322.23	\$ 7,350.26	\$ 4,551.54	\$ 122.55	\$ -	\$ 22,076.58	5%
Rocky View	\$ 650.00	\$ 3,080.00	\$ 6,322.23	\$ 7,350.26	\$ 4,551.54	\$ 3,337.07	\$ -	\$ 25,291.10	6%
<b>TOTAL</b>	<b>\$ 5,200.00</b>	<b>\$ 24,640.00</b>	<b>\$ 50,577.84</b>	<b>\$ 54,630.39</b>	<b>\$ 25,198.48</b>	<b>\$ 189,951.08</b>	<b>\$ 107,006.95</b>	<b>\$ 457,204.74</b>	<b>1</b>

### Equalized Assessment Worksheet

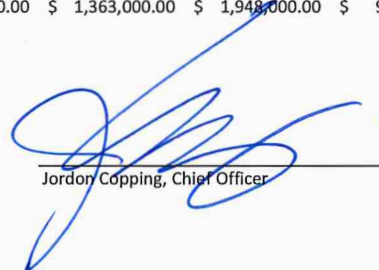
Total Requisition of \$1,000,000

	Total 2023 Assessment	Percentage of CMR Assessment	Assessment Based Levy (45%)	Assessment Based Levy (50%)
Airdrie	12,650,351,776	3.699873024	\$ 16,649.43	\$ 18,499.37
Calgary	282,598,321,110	82.65208141	\$ 371,934.37	\$ 413,260.41
Chestermere	4,279,304,163	1.251576424	\$ 5,632.09	\$ 6,257.88
Cochrane	6,318,142,661	1.84787949	\$ 8,315.46	\$ 9,239.40
Foothills	8,503,184,952	2.486943065	\$ 11,191.24	\$ 12,434.72
High River	2,185,086,429	0.639076484	\$ 2,875.84	\$ 3,195.38
Okotoks	5,536,106,645	1.619155894	\$ 7,286.20	\$ 8,095.78
Rocky View	19,842,635,347	5.803414209	\$ 26,115.36	\$ 29,017.07
<b>TOTAL</b>	<b>3.41913E+11</b>	<b>100</b>	<b>\$ 450,000.00</b>	<b>\$ 500,000.00</b>

	2021 Actual	2022 Budget	2022 Estimated	2023 Forecast	2024 Forecast
<b>REVENUE</b>					
GoA Grant	\$ 1,500,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00
Interest on GIC	\$ 17,965.55	\$ -	\$ -	\$ -	\$ -
Withdrawal from Reserves	\$ -	\$ 937,000.00	\$ 352,000.00	\$ 973,000.00	\$ 375,000.00
8 member contribution	\$ -	\$ -	\$ -	\$ -	\$ 614,000.00
<b>TOTAL Revenue</b>	<b>\$ 1,517,965.55</b>	<b>\$ 1,937,000.00</b>	<b>\$ 1,352,000.00</b>	<b>\$ 1,973,000.00</b>	<b>\$ 1,989,000.00</b>
<b>EXPENDITURES</b>					
<b>CAPITAL EXPENSES</b>					
Computers & Hardware	\$ 687.97	\$ 6,000.00	\$ 5,000.00	\$ 6,000.00	\$ 6,000.00
Office Furniture	\$ -	\$ 6,000.00	\$ -	\$ 6,000.00	\$ 6,000.00
Phone/Internet Hardware	\$ -	\$ 3,000.00	\$ -	\$ 3,000.00	\$ -
<b>TOTAL CAPITAL EXPENSES</b>	<b>\$ 687.97</b>	<b>\$ 15,000.00</b>	<b>\$ 5,000.00</b>	<b>\$ 15,000.00</b>	<b>\$ 12,000.00</b>
<b>OPERATING EXPENSES</b>					
<b>STAFFING</b>					
Salary	\$ 649,641.33	\$ 655,000.00	\$ 655,000.00	\$ 690,000.00	\$ 705,000.00
Benefits	\$ 113,733.20	\$ 124,000.00	\$ 124,000.00	\$ 136,000.00	\$ 140,000.00
Board Chair	\$ 119,412.11	\$ 110,000.00	\$ 100,000.00	\$ 110,000.00	\$ 110,000.00
<b>TOTAL STAFFING</b>	<b>\$ 882,786.64</b>	<b>\$ 889,000.00</b>	<b>\$ 879,000.00</b>	<b>\$ 936,000.00</b>	<b>\$ 955,000.00</b>
OFFICE LEASE	\$ 73,456.99	\$ 87,000.00	\$ 80,000.00	\$ 87,000.00	\$ 87,000.00
<b>OFFICE OPERATION</b>					
General Operating	\$ 37,291.90	\$ 36,000.00	\$ 36,000.00	\$ 40,000.00	\$ 40,000.00
Professional Fees	\$ 21,002.24	\$ 30,000.00	\$ 20,000.00	\$ 30,000.00	\$ 30,000.00
<b>TOTAL OFFICE OPERATION</b>	<b>\$ 58,294.14</b>	<b>\$ 66,000.00</b>	<b>\$ 56,000.00</b>	<b>\$ 70,000.00</b>	<b>\$ 70,000.00</b>
TRAVEL & STAFF DEVELOPMENT	\$ 1,768.03	\$ 30,000.00	\$ 12,000.00	\$ 30,000.00	\$ 30,000.00
<b>MEETING</b>					
Meeting Venue/Catering	\$ 3,743.36	\$ 40,000.00	\$ 15,000.00	\$ 30,000.00	\$ 30,000.00
Per Diem	\$ 39,598.28	\$ 55,000.00	\$ 40,000.00	\$ 50,000.00	\$ 50,000.00
<b>TOTAL MEETING</b>	<b>\$ 43,341.64</b>	<b>\$ 95,000.00</b>	<b>\$ 55,000.00</b>	<b>\$ 80,000.00</b>	<b>\$ 80,000.00</b>
<b>CONSULTANT</b>					
Growth/ Servicing Plan	\$ 250,000.00	\$ -	\$ -	\$ -	\$ -
Regional Initiatives	\$ 53,601.55	\$ 600,000.00	\$ 175,000.00	\$ 600,000.00	\$ 600,000.00
REF Consultants	\$ 50,476.72	\$ 80,000.00	\$ 25,000.00	\$ 80,000.00	\$ 80,000.00
<b>TOTAL CONSULTANT</b>	<b>\$ 354,078.27</b>	<b>\$ 680,000.00</b>	<b>\$ 200,000.00</b>	<b>\$ 680,000.00</b>	<b>\$ 680,000.00</b>
CONTINGENCY	\$ 47,417.21	\$ 75,000.00	\$ 65,000.00	\$ 75,000.00	\$ 75,000.00
<b>TOTAL EXPENDITURE</b>	<b>\$ 1,461,830.89</b>	<b>\$ 1,937,000.00</b>	<b>\$ 1,352,000.00</b>	<b>\$ 1,973,000.00</b>	<b>\$ 1,989,000.00</b>
Reserves at Year End	\$ 2,300,000.00	\$ 1,363,000.00	\$ 1,948,000.00	\$ 975,000.00	\$ 600,000.00

As approved at the 2022-11-18 Board meeting

  
 \_\_\_\_\_  
 Greg Clark, Board Chair

  
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 Jordan Copping, Chief Officer

Agenda Item 10ii