

Calgary Metropolitan Region Board
Governance Committee Meeting Agenda
 September 15, 2023 – 9:00 AM, Go-To Meeting

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The purpose of this meeting is to convene, discuss and make decisions regarding recommendations to be made to the Calgary Metropolitan Region Board.

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|--|---|---------|-----------|
| 1. Call to Order | | Clark | |
| 2. Land Acknowledgment | | Colvin | |
| 3. Adoption of Agenda | | All | |
| | <i>For Decision: Motion to adopt and/or revise the Agenda</i> | | |
| 4. Approval of Minutes | (Attachment) | All | 3 |
| | <i>For Decision: Motion that the Committee approve the Minutes of the April 14, 2023 meeting</i> | | |
| 5. Closed Session Pursuant to Section 23 of FOIP | | | |
| 6. Q2 Actuals 2023 | (Attachment) | Copping | 7 |
| | <i>For Recommendation: Motion that the Committee receive for information and recommend for review by the Board the 2023 Q2 Actuals</i> | | |
| 7. Salary Adjustments 2024 | (Attachment) | Copping | 9 |
| | <i>For Decision: See agenda item for recommendation options</i> | | |
| 8. Proposed Budget 2024 | (Attachment) | Copping | 12 |
| | <i>For Decision: Motion that the Committee review and recommend approval to the Board the proposed 2024 CMRB Budget</i> | | |
| 8. Roundtable | | All | |
| 9. Next Meeting: December 8, 2023 | | Clark | |
| 10. Adjournment | | | |

Governance Committee Members:

Mayor Peter Brown (Airdrie) Vice Chair	Reeve Delilah Miller (Foothills)
Councillor Gian-Carlo Carra (Calgary)	Councillor Kelly Smit (High River)
Mayor Jeff Colvin (Chestermere)	Mayor Tanya Thorn (Okotoks)
Mayor Jeff Genung (Cochrane)	Councillor Kevin Hanson (Rocky View)

Upcoming Meetings:

Board Meeting	Friday Oct 13 @ 9:30 AM	Town of Okotoks
CMRB Land Use & Servicing Committee	Thursday Sept 21 @ 9:30 AM	GoTo Meeting
Governance Committee	Friday Dec 8 @ 9:00	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 Meeting of the Governance Committee
of the Calgary Metropolitan Region Board on
April 14, 2023, by Go-To Meeting

Delegates in Attendance:

Mayor Peter Brown – City of Airdrie
Councillor Gian-Carlo Carra – City of Calgary
Mayor Jeff Colvin – City of Chestermere
Reeve Delilah Miller – Foothills County
Councillor Kelly Smit – Town of High River
Councillor Brent Robinson – Town of Okotoks
Councillor Kevin Hanson – Rocky View County
Gary Sandberg – Assistant Deputy Minister, Municipal Affairs

CMRB Administration:

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

1. Call to Order

Chair Greg Clark called the meeting to order at 9:00 AM and Councillor Smit provided a land acknowledgment.

2. Approval of Agenda

Moved by Mayor Brown, **Seconded by** Councillor Hanson, accepted by Chair.

Motion: That the Committee approve the agenda.

Motion carried unanimously.

3. Approval of Minutes

Moved by Councillor Smit, **Seconded by** Councillor Robinson, accepted by Chair.

Motion: That the Committee approve the Minutes of the October 28, 2022 meeting.

Motion carried unanimously.

4. Vice Chair Election

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

Motion: That the Committee elect Mayor Peter Brown as Vice Chair of the Governance Committee.

Motion carried unanimously.

5. Q4 Actuals 2022

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

Motion: That the Committee receive for information and recommend for review by the Board the 2022 Q4 Actuals.

Motion carried unanimously.

6. Q1 Actuals 2023

Moved by Councillor Hanson, **Seconded by** Mayor Brown, accepted by Chair.

Motion: That the Committee receive for information and recommend for review by the Board the 2023 Q1 Actuals.

Motion carried unanimously.

7. 2021 Draft Audited Financial Statements

Calvin Scott from Avail Chartered Accountants reviewed the draft Financial Statements and noted they are introducing a clean opinion which is presented in accordance with Canadian Public Sector Accounting Standards. There was nothing significant to bring to the Committee's attention and Calvin thanked CMRB Administration for their cooperation during the audit. He answered a question about vacation accruals and advised that they had no concerns about the carry forward amount. Jordon noted that COVID and the heavy workload during the creation of the Growth & Servicing Plan contributed to less holiday time being taken by staff, however the accumulation of holidays is now going down.

Moved into closed session @ 9:20 AM. Returned to public session @ 9:30 AM.

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

Motion: That the Committee recommend for approval by the Board the 2022 Audited Financial Statements.

Motion carried unanimously.

8. Member Funding

Jordon Copping introduced this item and answered questions. Assistant Deputy Minister Gary Sandberg was in attendance to share his perspective and answer questions. Concerns and issues discussed included:

- Impacts of ongoing reductions in funding to municipalities
- Value of regional work CMRB is doing which translate to savings for the Province of Alberta
- Funding formulas in the EMRB
- Considerations for planning and taking into account individual member budget cycles. If a funding formula is approved, it would have to go before member councils first.

- CMRB's internal administrative operating costs are already very lean and efficient. Consultants are brought on for projects as needed.
- Members are already investing in CMRB by way of significant administrative time commitment contributions.
- Suggestion that fees could be charged for Regional Evaluation Frameworks
- Repercussions of not approving a funding model.

A motion arising was put forward not to approve a funding model and instead revisit lobbying the provincial government to recognize the importance and significance of ongoing investment in CMRB. A friendly amendment to remove "not approve a funding model" was proposed and accepted.

Motion Arising A:

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

Motion: That the Committee recommend that the Board revisit advocating to the provincial government to increase the ongoing investment in CMRB.

Motion carried unanimously.

The motion set out in the agenda package was discussed and amendments were made. By way of a motion arising, an addition to the original motion was suggested. Chair Clark directed the Committee to vote on each motion separately as follows:

Motion B as amended:

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

Motion: 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.

Motion carries.

Motion B Arising:

Moved by Councillor Hanson **Seconded by** Councillor Carra, accepted by Chair.

Motion: The Governance committee further recommends that the Board consider other models for future years as per the report.

Motion carries.

9. Roundtable

Jordon Copping noted the upcoming election and the Province of Alberta's election communications policy. Gary Sandberg confirmed that CMRB does not fall under this policy, but encouraged members to be thoughtful of the policy.

10. Next Meeting Friday September 15, 2023.

11. Adjourned @ 11:00 AM.

CMRB Chair, Greg Clark

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Agenda Item	6
Submitted to	Governance Committee
Purpose	Present to the Governance Committee for Recommendation
Subject	CMRB 2023 Q2 Actuals
Meeting Date	September 15, 2023
<i>That the Committee receive for information and recommend for review by the Board the 2023 Q2 actuals</i>	
<p>Background</p> <ul style="list-style-type: none"> The CMRB has been funded by the Government of Alberta through the Alberta Community Partnership grant program. 	
<p>Attachments</p> <ul style="list-style-type: none"> Q2 Actuals 	

1. Introduction

CMRB Administration has compiled the Q2 Actuals for review by the Governance Committee.

2. Recommendation

That the Governance Committee receive for information and recommend for review by the Board the 2023 Q2 Actuals.

	2023 Budget	2023 Q2 Budget	2023 Q2 Actuals	Q2 Variance	YTD Budget	YTD Actual	YTD Variance
REVENUE							
GoA Grant	\$1,000,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Interest on GIC	\$0.00	\$0.00	\$46,191.90	\$46,191.90	\$0.00	\$46,191.90	\$46,191.90
Withdrawal from Reserves	\$937,000.00	\$200,000.00	\$399,388.33	\$199,388.33	\$537,000.00	\$707,039.32	\$170,039.32
TOTAL Revenue	\$1,937,000.00	\$200,000.00	\$445,580.23	\$245,580.23	\$537,000.00	\$753,231.22	\$216,231.22
EXPENDITURES							
CAPITAL EXPENSES							
Computers & Hardware	\$6,000.00	\$1,500.00	\$0.00	\$1,500.00	\$3,000.00	\$2,645.07	\$354.93
Office Furniture	\$6,000.00	\$1,500.00	\$0.00	\$1,500.00	\$3,000.00	\$0.00	\$3,000.00
Phone/Internet Hardware	\$3,000.00	\$750.00	\$0.00	\$750.00	\$1,500.00	\$0.00	\$1,500.00
TOTAL CAPITAL EXPENSES	\$15,000.00	\$3,750.00	\$0.00	\$3,750.00	\$7,500.00	\$2,645.07	\$4,854.93
OPERATING EXPENSES							
STAFFING COSTS							
Salary	\$690,000.00	\$175,000.00	\$176,246.10	-\$1,246.10	\$355,000.00	\$356,617.41	-\$1,617.41
Benefits	\$136,000.00	\$34,000.00	\$29,602.44	\$4,397.56	\$68,000.00	\$58,357.28	\$9,642.72
Board Chair	\$110,000.00	\$27,500.00	\$26,198.99	\$1,301.01	\$55,000.00	\$47,237.00	\$7,763.00
TOTAL STAFFING COSTS	\$936,000.00	\$236,500.00	\$232,047.53	\$4,452.47	\$478,000.00	\$462,211.69	\$15,788.31
OFFICE LEASE	\$87,000.00	\$21,750.00	\$19,871.88	\$1,878.12	\$43,500.00	\$39,743.76	\$3,756.24
OFFICE OPERATING COST							
General Operating Costs	\$40,000.00	\$10,000.00	\$5,637.77	\$4,362.23	\$20,000.00	\$12,169.42	\$7,830.58
Professional Fees	\$30,000.00	\$7,500.00	\$10,250.00	-\$2,750.00	\$15,000.00	\$10,250.00	\$4,750.00
TOTAL OFFICE OPERATION COSTS	\$70,000.00	\$17,500.00	\$15,887.77	\$1,612.23	\$35,000.00	\$22,419.42	\$12,580.58
TRAVEL & STAFF DEVELOPMENT	\$30,000.00	\$7,500.00	\$1,350.51	\$6,149.49	\$15,000.00	\$1,613.39	\$13,386.61
MEETING COSTS							
Meeting Venue/Catering	\$30,000.00	\$7,500.00	\$3,812.84	\$3,687.16	\$15,000.00	\$6,399.53	\$8,600.47
Per Diem	\$50,000.00	\$12,500.00	\$4,200.00	\$8,300.00	\$25,000.00	\$4,200.00	\$20,800.00
TOTAL MEETING COSTS	\$80,000.00	\$20,000.00	\$8,012.84	\$11,987.16	\$40,000.00	\$10,599.53	\$29,400.47
CONSULTANT COSTS							
Growth/ Servicing Plan	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Regional Initiatives	\$600,000.00	\$150,000.00	\$150,581.45	-\$581.45	\$300,000.00	\$196,170.11	\$103,829.89
REF Consultants	\$80,000.00	\$20,000.00	\$17,828.25	\$2,171.75	\$40,000.00	\$17,828.25	\$22,171.75
TOTAL CONSULTANT COSTS	\$680,000.00	\$170,000.00	\$168,409.70	\$1,590.30	\$340,000.00	\$213,998.36	\$126,001.64
CONTINGENCY	\$75,000.00	\$18,750.00	\$0.00	\$18,750.00	\$37,500.00	\$0.00	\$37,500.00
TOTAL EXPENDITURE	\$1,973,000.00	\$495,750.00	\$445,580.23	\$50,169.77	\$996,500.00	\$753,231.22	\$243,268.78

NOTES

1. When Budget 2023 was drafted, interest rates were still quite low - that changed significantly in the past 12 months.
2. CMRB's accounting is done on a cash basis. As we have yet to receive the 2023/24 ACP Grant all spending is drawn from reserves.
3. Total salary will be within budget - CPP and EI contribution limits will be reached in Q3.
4. Payment to AVAIL for audit services was made in Q2.
5. While overbudget for Q2, Regional Initiatives spending will be on or under budget for the year.

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Agenda Item	7
Submitted to	CMRB Governance Committee
Purpose	For Recommendation
Subject	Proposed Salary Adjustment
Meeting Date	September 15, 2023
Motion: See recommendation options under #7.	
<p>Background</p> <ul style="list-style-type: none"> • The CMRB is a not-for-profit provincial crown corporation funded by the Government of Alberta through the Alberta Community Partnership grant program. • CMRB currently has four employees but has budget for five FTEs. • Since the corporation was created on January 1, 2018 employees have received two raises: Five percent in 2022 and 1.5 percent in 2023. • In Q4, 2021, the Government of Alberta removed its salary freeze for management and opted out employees. • Since January, 2018, the consumer price index has risen 17.72%. • From January, 2018 to May, 2023, Alberta's average weekly earnings rose 13.55% 	
<p>Attachments</p> <ul style="list-style-type: none"> • none 	

1. Introduction

Human resources consulting firms estimate organizations should aim for 10% for an employee turnover rate, but most fall into the range of 12% to 20% per every 12 months. The CMRB maintained an employee turnover rate of 0% for 67 months. Recently CMRB had a staff member leave the organization to return to school.

This low staff turnover is beneficial to the organization as employee turnover is estimated to cost a business about 50% of an entry level employee's annual salary and losing a technical or senior-level employee costs a business about 125% of the employee's annual salary.

While there are multiple factors which contribute to employee retention, salary is a key piece of the puzzle. Appropriate salary increases recognize employee's contribution to the organization and reduce the chances they will leave the organization.

2. Inflation

According to the Bank of Canada, since 2018, inflation has increased at an average of 3.32% annually for a total of 17.72%. As noted above, while salary is not the only factor in employee retention, it is a significant factor.

3. Average Weekly Earnings

According to the Government of Alberta's Economic Dashboard, Alberta's average weekly earnings have increased 13.55% from January of 2018 to May of 2023.

4. Government of Alberta & Other Government Organizations

In December 2021, the Government of Alberta ended its salary freeze for non-union, management and opted out employees. The Government of Alberta gave a COLA increase of 1.25% on April 1, 2022 and 1.5% on April 1, 2023 for all above employees. In addition, management employees who were in range for salary received, or will receive, 3% pay increases on December 31, 2021, April 1, 2022 and April 1, 2023.

Other Agencies, Boards and Commissions have applied for exemptions to increase staff salaries. A sampling of these shows that approved maximum increases have ranged from 3.5% to 8% for different roles within organizations.

5. Proposed Salary Adjustment

Given the prevailing market conditions, inflation, the increase of average weekly earnings and the importance of CMRB retaining staff, the below is proposed.

CMRB has a high performing team and each individual contributes to the success of the organization. Recognizing that there already exist salary differences among staff members, it is recommended that all staff be treated the same and there be a blanket 2% salary increase for the organization.

The proposed pay raise would result in the salary budget for 2024 being \$24,000 higher than the salary budget in Budget 2023.

The pay increase over three years would be 5%, 1.5% and, if approved, 2% for a cumulative total of 8.7% pay increase since 2018.

This would be in line with Government of Alberta and other government agencies, is less than half of inflation since 2018 and is almost 5% lower than the increase in average weekly earnings since January, 2018.

6. Budget Implications

CMRB has consistently budgeted conservatively and, when the project remains in scope, has always delivered projects on or under budget. Prudent fiscal management is at the core of CMRB Administration delivery.

The proposed Budget 2024 includes the proposed 2% salary increase as noted above.

7. Recommendation Options

- A) Motion that the Committee recommend that the Board approve a salary increase of 2% effective January 1, 2024 for all CMRB staff.

OR

- B) Motion that the Committee recommend to the Board staff salaries be increased as per discussions in the closed session.

Agenda Item	8
Submitted to	Governance Committee
Purpose	For Recommendation
Subject	CMRB 2024 Budget
Meeting Date	September 15, 2023
<i>That the Committee review and recommend approval to the Board the proposed 2024 CMRB Budget</i>	
<p>Background</p> <ul style="list-style-type: none"> • The CMRB is funded by the Government of Alberta through the Alberta Community Partnership (ACP) grant program. • The Government of Alberta’s Budget 2019/2020 reduced funding to the CMRB as per the below chart. • The gift of \$1,800,000 from the Calgary Regional Partnership provides a reserve against the reduced funding in upcoming years. • Budget 2024 includes a requisition from the CMRB’s eight member municipalities – the first time this has happened. 	
<p>Attachments</p> <ul style="list-style-type: none"> • Proposed Budget 2024 	

1. Background

The Minister has approved the Growth and Servicing Plans and they have been in effect since August 15, 2022. The Board has given direction for future work, including and outside of the implementation of the Growth and Servicing Plans.

The proposed budget, and in particular the line item for “Regional Initiatives” contains flexibility to support the implementation of the Growth and Servicing Plans, as well as other efforts of the Board.

In January 2021, the Board approved the Reserve Funds Policy, which directs that CMRB Administration shall, in each budget year, determine a reserve fund minimum, below which reserve funds are not allowed to fall. The reserve fund

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minimum will represent six (6) months of the average of budgeted core operating expenses of the current fiscal year and the upcoming fiscal year. Based on the policy, the reserve funds for 2024 budget are \$650,000. The proposed budget respects the Reserve Policy of the CMRB. The Reserve Funds Policy can be found on the CMRB website [here](#).

2. Funding Summary

Funded Activity	Grant Total
2017/18 CMRB Start-up and Core Administration	\$2,070,000
	(\$1,500,000 + \$570,000 (CRP Surplus))
2019/20 CMRB Core Administration Costs	\$2,000,000
2020/21 CMRB Core Administration Costs	\$1,750,000
2021/22 CMRB Core Administration Costs	\$1,500,000
2022/23 CMRB Core Administration Costs	\$1,000,000

Total CMRB Core Administration Approved Funding	\$8,320,000
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Future Estimated Funding

2023/24 CMRB Core Administration Costs	\$1,000,000
	Application submitted– waiting for Approval
2024/25 CMRB Core Administration Costs	\$1,000,000
	Estimate – subject to Approval
2025/26 CMRB Core Administration Costs	\$1,000,000
	Estimate – subject to Approval

3. CMRB Account Balances at August 25, 2023

Current Account	~	\$290,000
<u>GIC</u>	~	<u>\$1,305,000</u>
Total	~	\$1,595,000

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4. Recommendation

That the Committee review and recommend approval to the Board the proposed 2024 CMRB Budget.

	2022 Actual	2023 Budget	2023 Estimated	2024 Budget	2025 Forecast	2026 Forecast
REVENUE						
GoA Grant	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00
Interest on GIC	\$ 1,183.14	\$ -	\$ 80,000.00	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00
Withdrawal from Reserves	\$ 580,291.97	\$ 973,000.00	\$ 738,000.00	\$ 660,984.00	\$ -	\$ -
8 member contribution		\$ -	\$ -	\$ 234,016.00	\$ 915,000.00	\$ 931,000.00
TOTAL Revenue	\$ 1,581,475.11	\$ 1,973,000.00	\$ 1,818,000.00	\$ 1,955,000.00	\$ 1,975,000.00	\$ 1,991,000.00
EXPENDITURES						
CAPITAL EXPENSES						
Computers & Hardware	\$ 4,923.04	\$ 6,000.00	\$ 4,000.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00
Office Furniture	\$ -	\$ 6,000.00	\$ 6,000.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00
Phone/Internet Hardware		\$ 3,000.00	\$ -		\$ 1,000.00	\$ 1,000.00
TOTAL CAPITAL EXPENSES	\$ 4,923.04	\$ 15,000.00	\$ 10,000.00	\$ 5,000.00	\$ 6,000.00	\$ 6,000.00
OPERATING EXPENSES						
STAFFING						
Salary	\$ 688,409.65	\$ 690,000.00	\$ 682,000.00	\$ 710,000.00	\$ 719,000.00	\$ 730,000.00
Benefits	\$ 102,414.21	\$ 136,000.00	\$ 136,000.00	\$ 140,000.00	\$ 143,000.00	\$ 146,000.00
Board Chair	\$ 102,468.88	\$ 110,000.00	\$ 110,000.00	\$ 110,000.00	\$ 112,000.00	\$ 114,000.00
TOTAL STAFFING	\$ 893,292.74	\$ 936,000.00	\$ 928,000.00	\$ 960,000.00	\$ 974,000.00	\$ 990,000.00
OFFICE LEASE	\$ 78,254.45	\$ 87,000.00	\$ 65,000.00	\$ 75,000.00	\$ 75,000.00	\$ 75,000.00
OFFICE OPERATION						
General Operating	\$ 42,377.63	\$ 40,000.00	\$ 40,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00
Professional Fees	\$ 18,839.50	\$ 30,000.00	\$ 18,000.00	\$ 30,000.00	\$ 35,000.00	\$ 35,000.00
TOTAL OFFICE OPERATION	\$ 61,217.13	\$ 70,000.00	\$ 58,000.00	\$ 80,000.00	\$ 85,000.00	\$ 85,000.00
TRAVEL & STAFF DEVELOPMENT	\$ 2,236.04	\$ 30,000.00	\$ 17,000.00	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00
MEETING						
Meeting Venue/Catering	\$ 14,545.54	\$ 30,000.00	\$ 20,000.00	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00
Per Diem	\$ 17,861.36	\$ 50,000.00	\$ 30,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00
TOTAL MEETING	\$ 32,406.90	\$ 80,000.00	\$ 50,000.00	\$ 70,000.00	\$ 70,000.00	\$ 70,000.00
CONSULTANT						
Regional Initiatives	\$ 164,068.49	\$ 600,000.00	\$ 545,000.00	\$ 600,000.00	\$ 600,000.00	\$ 600,000.00
REF Consultants	\$ 22,050.97	\$ 80,000.00	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00
TOTAL CONSULTANT	\$ 186,119.46	\$ 680,000.00	\$ 605,000.00	\$ 660,000.00	\$ 660,000.00	\$ 660,000.00
CONTINGENCY	\$ 12,566.26	\$ 75,000.00	\$ 10,000.00	\$ 75,000.00	\$ 75,000.00	\$ 75,000.00
TOTAL EXPENDITURE	\$ 1,271,016.02	\$ 1,973,000.00	\$ 1,743,000.00	\$ 1,955,000.00	\$ 1,975,000.00	\$ 1,991,000.00

Reserves at Year End \$ 2,028,984.00 \$ 1,055,984.00 \$ 1,285,984.00 \$ 625,000.00 \$ 625,000.00 \$ 625,000.00

- Notes
1. This is the first year where the proposed budget requests a member contribution, if necessary.
 2. Contains proposed salary increases which separately need to be confirmed by the Committee and the Board.
 3. Reduced to reflect savings from moving offices.
 4. Increased to reflect inflation.
 5. CMRB Reserve Policy is adhered to in out years

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Project Budgets	2022 Actual	2023 Estimated	2024 Budget	2025 Forecast	2026 Forecast	2027 Forecast	
Economic Dev phase 2	\$ 52,500.00	\$ 130,000.00	\$ -	\$ -	\$ -	\$ -	\$ 182,500.00
Ec Development phase 3	\$ -	\$ 40,000.00	\$ 120,000.00	\$ -	\$ -	\$ -	\$ 160,000.00
DEAL Update	\$ -	\$ -	\$ -	\$ -	\$ 50,000.00	\$ -	\$ 50,000.00
ESA Database	\$ 45,000.00	\$ 170,000.00	\$ 10,000.00	\$ -	\$ -	\$ -	\$ 225,000.00
Indigenous Engagement	\$ 15,000.00	\$ 45,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 220,000.00
Water Roadmap Update	\$ -	\$ 75,000.00	\$ -	\$ -	\$ -	\$ -	\$ 75,000.00
RTTMP Scoping	\$ -	\$ 70,000.00	\$ 10,000.00	\$ -	\$ -	\$ -	\$ 80,000.00
RTTMP	\$ -		\$ 20,000.00	\$ 175,000.00	\$ 175,000.00	\$ 175,000.00	\$ 545,000.00
Placetype monitoring	\$ -	\$ -	\$ 50,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 125,000.00
Regional Water Strategy	\$ -	\$ 10,000.00	\$ 260,000.00	\$ 235,000.00	\$ 190,000.00	\$ 150,000.00	\$ 845,000.00
KPI Development	\$ -	\$ 15,000.00	\$ 50,000.00	\$ 65,000.00	\$ -	\$ -	\$ 130,000.00
Population & Employer	\$ -	\$ -	\$ -	\$ 20,000.00	\$ 80,000.00	\$ -	\$ 100,000.00
5 year GP and SP Update	\$ -	\$ -	\$ -	\$ -	\$ 15,000.00	\$ 200,000.00	\$ 215,000.00
Regional Rec TOR	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-regional collab/JPAs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Comms/Strategy/Other	\$ 52,000.00	\$ -	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 212,000.00
Total	\$ 164,500.00	\$ 555,000.00	\$ 600,000.00	\$ 600,000.00	\$ 615,000.00	\$ 630,000.00	\$ 3,164,500.00

Notes

1. This is budgeted, if necessary. Work in Q3/Q4 2023 will determine necessity
2. Budgeted, if necessary. Future staffing will determine necessity.
3. Able to accelerate the work schedule, completing much of the work in 2023
4. Due to a variety of factors, beginning the RTTMP is likely delayed - need approval from LUSC
5. Due to delay of RTTMP able to accelerate this work - based on ARUP's roadmap
6. Assumes no creation of a model

Agenda Item 8i