

**Calgary Metropolitan Region Board Agenda**  
**October 13, 2023, 9:30-12:30**  
**Town of Okotoks - 5 Elizabeth Street, Okotoks**

- |   |               |         |           |
|---|---------------|---------|-----------|
| 1. Call to Order & Opening Remarks  |               | Clark   |           |
| 2. Land Acknowledgment  |               | Genung  |           |
| 3. Adoption of Agenda   |               | All     |           |
| <b><i>For Decision: Motion to adopt and/or revise the Agenda</i></b>  |               |         |           |
| 4. Consent Agenda:  | (Attachments) | Clark   |           |
| <b><i>Motion to approve the Consent Agenda</i></b>  |               |         |           |
| A. Minutes July 21, 2023  | <b>3</b>      |         |           |
| B. Q2 Actuals for 2023  | <b>6</b>      |         |           |
| 5. Town of Okotoks Community Update   | (Verbal)      | Thorn   |           |
| <b><u>Closed Session pursuant to Section 21 &amp; 23 of FOIP</u></b>  |               |         |           |
| <b><u>Return to Public Session</u></b>  |               |         |           |
| 6. Board Strategic Initiatives Update   | (Attachment)  | Graves  | <b>8</b>  |
| <b><i>For Information: Motion that the Board receive for information an update on Board Initiatives</i></b>                     |               |         |           |
| 7. Salary Adjustments 2024  | (Attachment)  | Copping | <b>14</b> |
| <b><i>For Decision: Motion that the Board approve a salary increase of 2% effective January 1, 2024, for all CMRB staff</i></b> |               |         |           |
| 8. Member Funding   | (Attachment)  | Copping | <b>17</b> |
| <b><i>For Decision: As per the briefing package</i></b>   |               |         |           |
| 9. Budget 2024  | (Attachment)  | Copping | <b>31</b> |
| <b><i>For Decision: Motion that the Board approve the 2024 CMRB Budget</i></b>  |               |         |           |
| 10. Proposed 2024 Board & Committee Meeting Dates   | (Attachment)  | Copping | <b>35</b> |
| <b><i>For Decision: Motion that the Board approve the proposed 2024 Board and Committee meeting dates</i></b>                   |               |         |           |
| 11. Roundtable  |               |         |           |
| o Update on Speaker Series November 24, 2023  |               | Tipman  |           |
| o Infrastructure Canada Permanent Transit Fund Regional Application   |               | Graves  |           |
| o Other   |               |         |           |

12. Next Meeting: Board & Speaker Series Friday November 24, 2023 @ Fort Calgary

13. Adjournment

UPCOMING MEETINGS:

Land Use & Servicing Committee	Thursday Oct 19 @ 9:00 AM	GoTo Meeting
Board Meeting	Friday Nov 24 @ 9:30 AM	Fort Calgary-Gallery
Speaker Series	Friday Nov 24 @ 1:00 PM	Fort Calgary-Theatre
Governance Committee	Friday Dec 8 @ 9:00 AM	GoTo Meeting

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

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

### **Delegates in Attendance**

Mayor Peter Brown – City of Airdrie  
Mayor Jyoti Gondek – City of Calgary  
Mayor Jeff Colvin – City of Chestermere  
Mayor Jeff Genung – Town of Cochrane  
Deputy Reeve Rob Siewert – Foothills County  
Mayor Craig Snodgrass – High River  
Mayor Tanya Thorn - Town of Okotoks  
Councillor Kevin Hanson – Rocky View County (Vice Chair)  
Steve Murphy - Municipal Affairs

### **CMRB Administration:**

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

### **1. Call to Order & Opening Comments**

Called to order at 9:30 AM. Chair Clark welcomed Steve Murphy who was attending on behalf of Municipal Affairs.

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

Chair Clark noted that Mayor Gondek had been briefly delayed and suggested the order of agenda items could be amended to start with the DEAL item first. Board members agreed to the change.

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

**Motion:** That the Board approve the agenda of the July 21, 2023 meeting.

**Motion carried unanimously.**

Mayor Gondek arrived at 9:35.

### **3. Completion of Digitization of Existing & Approved Land Use (DEAL) V2**

Jean-Paul Leclair introduced this item and noted the Land Use & Servicing Committee recommended approval to the Board at the July 6, 2023 meeting.

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

**Motion:** Motion that the Board approve the DEAL (Version 2) Dataset.

**Motion carried.**

M 2023-20

M 2023-21

#### 4. Approval of Minutes

M 2023-22

**Moved by** Councillor Hanson **Seconded by** Deputy Mayor Foat, accepted by Chair.

**Motion:** That the Board approve the Minutes of the June 23, 2023 Board Meeting.

**Motion carried unanimously.**

#### **Closed session**

The Board moved into a closed session at 9:40 AM and returned to public session at 10:35 AM.

#### 5. Regional Economic Development Framework Update

M 2023-23

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

**Motion:** That the Board receive for information an update on the Regional Economic Development Framework.

**Motion carried unanimously.**

#### 6. Board Strategic Update

Jordon Copping reviewed this item, highlighting the Additions to Reserve (ATR) Framework draft is currently out for feedback to member municipalities. One member municipality has requested more time to provide feedback, delaying the project to an upcoming Board meeting.

M2023-24

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

**Motion:** That the Board receive for information the Board Strategic Initiatives Update.

**Motion carried unanimously.**

Mayor Gondek left the meeting at 10:40 AM.

#### 7. Presentation – Commonwealth Games

David Legg presented to the Board and answered questions about volunteerism, purpose of a possible support letter, budget, and public endorsement. He confirmed that a letter of support from the Board would essentially be an endorsement of the concept in principle moving forward. His team will be presenting to the City of Calgary Council in September 2023, and members felt that providing a letter of support prior to Calgary Council having an opportunity to hear the presentation would be premature.

Mayor Snodgrass arrived at 11:04 AM.

Direction was given to Jordon Copping to gain feedback from the members on this subject and report back by email. A letter of support could be drafted and voted upon by email, which is allowed for in our policies.

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

M2023-25

**Motion:** That the Board receive for information a presentation from the Alberta 2030 Commonwealth Games Corp.

**Motion carried unanimously.**

## 8. Roundtable

- Jordon Copping advised that the advocacy direction given during the closed session of the June 23, 2023 Board meeting will be undertaken once the mandate letter from Municipal Affairs is posted.
- Jordon also updated the Board on a staffing change. Jean-Paul Leclair will be leaving CMRB at the end of August to pursue a master's degree in Edmonton. Jordon and Chair Clark thanked Jean-Paul for his contributions to CMRB.
- Chair Clark encouraged members to attend the upcoming Agricultural Tour in Rocky View County on August 31. An invitation was circulated to members a few weeks ago, and he is planning to attend. Chair welcomed members to send invitations for these types of future community events to Jordon or Shelley for circulation.

## 9. Next Meeting

Friday October 13, 2023 @ 9:30 AM, Town of Okotoks.

## 10. Adjournment at 11:20 PM.

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Greg Clark, Chair

<b>Agenda Item</b>	<b>4B</b>
<b>Submitted to</b>	<b>Board</b>
<b>Purpose</b>	<b>For Information</b>
<b>Subject</b>	<b>CMRB 2023 Q2 Actuals</b>
<b>Meeting Date</b>	<b>October 13, 2023</b>
<i>Motion that the Board review and receive for information the 2023 Q2 Actuals</i>	
<p>Background</p> <ul style="list-style-type: none"> <li>• The CMRB has been funded by the Government of Alberta through the Alberta Community Partnership grant program.</li> <li>• The Governance Committee met on September 15, 2023, and recommended the Board review and receive for information the 2023 Q2 Actuals.</li> </ul>	
<p>Attachments</p> <ul style="list-style-type: none"> <li>• Q2 Actuals</li> </ul>	

## 1. Introduction

CMRB Administration has compiled the Q2 Actuals for 2023. At the September 15, 2023, meeting the Governance Committee recommended the Board review and receive for information the Q2 Actuals for 2023.

## 2. Recommendation

That the Board review and receive for information the 2023 Q2 Actuals.

	2023 Budget	2023 Q2 Budget	2023 Q2 Actuals	Q2 Variance	YTD Budget	YTD Actual	YTD Variance
<b>REVENUE</b>							
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
<b>TOTAL Revenue</b>	<b>\$1,937,000.00</b>	<b>\$200,000.00</b>	<b>\$445,580.23</b>	<b>\$245,580.23</b>	<b>\$537,000.00</b>	<b>\$753,231.22</b>	<b>\$216,231.22</b>
<b>EXPENDITURES</b>							
<b>CAPITAL EXPENSES</b>							
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
<b>TOTAL CAPITAL EXPENSES</b>	<b>\$15,000.00</b>	<b>\$3,750.00</b>	<b>\$0.00</b>	<b>\$3,750.00</b>	<b>\$7,500.00</b>	<b>\$2,645.07</b>	<b>\$4,854.93</b>
<b>OPERATING EXPENSES</b>							
<b>STAFFING COSTS</b>							
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
<b>TOTAL STAFFING COSTS</b>	<b>\$936,000.00</b>	<b>\$236,500.00</b>	<b>\$232,047.53</b>	<b>\$4,452.47</b>	<b>\$478,000.00</b>	<b>\$462,211.69</b>	<b>\$15,788.31</b>
OFFICE LEASE	\$87,000.00	\$21,750.00	\$19,871.88	\$1,878.12	\$43,500.00	\$39,743.76	\$3,756.24
<b>OFFICE OPERATING COST</b>							
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
<b>TOTAL OFFICE OPERATION COSTS</b>	<b>\$70,000.00</b>	<b>\$17,500.00</b>	<b>\$15,887.77</b>	<b>\$1,612.23</b>	<b>\$35,000.00</b>	<b>\$22,419.42</b>	<b>\$12,580.58</b>
TRAVEL & STAFF DEVELOPMENT	\$30,000.00	\$7,500.00	\$1,350.51	\$6,149.49	\$15,000.00	\$1,613.39	\$13,386.61
<b>MEETING COSTS</b>							
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
<b>TOTAL MEETING COSTS</b>	<b>\$80,000.00</b>	<b>\$20,000.00</b>	<b>\$8,012.84</b>	<b>\$11,987.16</b>	<b>\$40,000.00</b>	<b>\$10,599.53</b>	<b>\$29,400.47</b>
<b>CONSULTANT COSTS</b>							
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
<b>TOTAL CONSULTANT COSTS</b>	<b>\$680,000.00</b>	<b>\$170,000.00</b>	<b>\$168,409.70</b>	<b>\$1,590.30</b>	<b>\$340,000.00</b>	<b>\$213,998.36</b>	<b>\$126,001.64</b>
CONTINGENCY	\$75,000.00	\$18,750.00	\$0.00	\$18,750.00	\$37,500.00	\$0.00	\$37,500.00
<b>TOTAL EXPENDITURE</b>	<b>\$1,973,000.00</b>	<b>\$495,750.00</b>	<b>\$445,580.23</b>	<b>\$50,169.77</b>	<b>\$996,500.00</b>	<b>\$753,231.22</b>	<b>\$243,268.78</b>

**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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<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>Board Initiatives Progress Update</b>
<b>Meeting Date</b>	<b>October 13, 2023</b>
<i>That the Board receive for information a progress update on Board initiatives</i>	
<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> <li>○ Stories of the Land Pilot Project</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> </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 Bears paw First Nation for their Chief to come to a future board meeting and share information about the Nation and its interests.
	Learning	Next opportunity for learning to be identified.
	Co-create	Additions to Reserve (ATR) Framework - Delay impacting project schedule - one member municipality requested more time to provide feedback on the draft document.  Anticipate having a draft ATR framework to the Board in Q4 2023.
	Celebrate	Project charter for Stories of the Land pilot project approved by the Board in June 2023. See Initiative 1 a) below.
	Summary Report Overall project status	Not Applicable Project delayed (ATR).
1 a) Stories of the Land pilot project	Stage 1	Outreach to cultural groups ongoing. Confirmation of Working Group complete.
	Stage 2	Not Applicable

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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	Workshops with Board and summary report complete. Board approved Purpose Statement and Objectives on June 23, 2023.
	Communications	Communications with interested and affected parties complete.
	Overall project status	Project Complete.

Table 1: 2022/2023 Board Initiatives Update

CMRB Initiative	Phase(s)	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. TAG met and provided feedback on draft objectives. LUSC recommended draft objectives for approval June 2023.  June 23, 2023, Board approved objectives.
	Finalize Scope, Sched and approx. budget	Investigating tools and resources ongoing. TAG meetings continue. Scoping project ongoing. CMRB Admin recommended to LUSC a delay in procurement of qualified consultants for RTTMP. CMRB Admin recommended progress of interim policy work among TAG. Committee tabled this agenda item to October 19th LUSC meeting.
	Overall project status	Project delayed.

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	Arup draft findings discussion with TAG in July.
	Gap Analysis - Role	Arup draft findings discussion with TAG in July and August. Reporting Complete.
	Finalize Roadmap Update	Ongoing - September 21 LUSC requested additional information to strengthen Water Roadmap. CMRB Admin preparing report to address request and reporting back to LUSC by Q1 2024.
5. Environmentally Sensitive Areas Database	Procurement	Complete. O2 Planning and Design were the successful proponent.
	Available Datasets	Municipal Administrations and external organizations have provided data to the consultant.  Phase I project summary delivered at June 8 2023 LUSC meeting.
	Data Gap Analysis	O2 is completing a gap analysis and presented results to TAG in September.
	Database Framework	Not Applicable
	Database	First iteration of database circulated to member municipalities for review and comment.
	Reporting	Ongoing
	Overall project status	

Table 1: 2022/2023 Board Initiatives Update

CMRB Initiative	Phase(s)	Status
6. DEAL v2 dataset	GIS update (internal to CMRB)	Complete.
	Municipal Feedback	Feedback received. Updates Complete.
	Level 2 Data (approved, planned land use)	Feedback received. Updates Complete.
	Finalization	Complete. Board approved Dealv2 at July 21, 2023 Board meeting. Dealv2 was posted to CMRB Open Data Portal.
	Overall project status	Project Complete.

<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>Proposed Salary Adjustment</b>
<b>Meeting Date</b>	<b>October 13, 2023</b>
<i>That the Board approve a salary increase of 2% effective January 1, 2024, for all CMRB staff</i>	
<p>Background</p> <ul style="list-style-type: none"> <li>• The CMRB is a not-for-profit provincial crown corporation funded by the Government of Alberta through the Alberta Community Partnership grant program.</li> <li>• CMRB currently has four employees but has budget for five FTEs.</li> <li>• Since the corporation was created on January 1, 2018 employees have received two raises: Five percent in 2022 and 1.5 percent in 2023.</li> <li>• In Q4, 2021, the Government of Alberta removed its salary freeze for management and opted out employees.</li> <li>• Since January, 2018, the consumer price index has risen 17.72%.</li> <li>• From January, 2018 to May, 2023, Alberta’s average weekly earnings rose 13.55%</li> <li>• At the September 15, 2023, Governance Committee meeting members recommended the Board approve a salary increase of 2% for all CMRB staff effective January 1, 2024.</li> </ul>	
<p>Attachments</p> <ul style="list-style-type: none"> <li>• none</li> </ul>	

## 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.

At the September 15, 2023, Governance Committee meeting members recommended the Board approve a salary increase of 2% for all CMRB staff effective January 1, 2024.

## **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.

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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**

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



<b>Agenda Brief</b>	<b>8</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>October 13, 2023</b>

*That the Board adopt proposed funding formula Option 1 for one year and revisit the funding formula in Q4, 2024.*

-OR-

*That the Board adopt proposed funding formula Option 5 for one year and revisit the funding formula in Q4, 2024.*

-OR-

*That the Board adopt proposed funding formula Option 6 for one year and revisit the funding formula in Q4, 2024.*

#### 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, 2023, meeting of the Governance Committee, two motions were passed. First that the Governance Committee recommended 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.
- At the June 23, 2023 meeting the Board tabled discussion of the funding model to a future Board meeting. The recommended funding formulas are based on the Board conversation at that meeting.

#### Attachments

- Sheet 1: Potential Funding Models
- 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.

If the Board approves the 2024 Budget as proposed by Administration, the total requisition would be \$234,016.00

## **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 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 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, and securing a new lease at a reduced rate. The meeting efficiencies are important and result in savings of roughly \$40,000 per year. CMRB has moved offices, saving 16% over the lifetime of the lease.

## **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</li> </ul>

		<ul style="list-style-type: none"> <li>• Not every municipality updates population annually</li> </ul>
Option 5 50% population growth 50% equalized assessment	<ul style="list-style-type: none"> <li>• Relatively simple</li> <li>• Easy to administer</li> <li>• Fair</li> <li>• Based on combination of population and economic activity</li> </ul>	<ul style="list-style-type: none"> <li>• Municipalities with smaller populations bear more cost per capita</li> </ul>
Option 6 10% flat fee 45% population 45% equalized assessment	<ul style="list-style-type: none"> <li>• Easy to administer</li> <li>• Based on a mixture of factors</li> </ul>	<ul style="list-style-type: none"> <li>• Municipalities with smaller populations bear significantly more cost per capita</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 2024 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.

First quarter: Board priorities confirmed via Strategy Session

Early Third Quarter: 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 presented to Board for approval.

## 7. Recommendation

*That the Board adopt proposed funding formula Option 1 for one year and revisit the funding formula in Q4, 2024.*

-OR-

*That the Board adopt proposed funding formula Option 5 for one year and revisit the funding formula in Q4, 2024.*

-OR-

*That the Board adopt proposed funding formula Option 6 for one year and revisit the funding formula in Q4, 2024.*

Option 1: by population from 2021 Census data

Total Requisition of \$234,016

	Population (2021 StatsCan Census)	Percentage of regional population (%)	Requisition (\$)	Cost Per Capita (2021 Census)
Airdrie	74,100	4.80	\$ 11,229.48	\$0.152
Calgary	1,306,784	84.63	\$ 198,036.50	\$0.152
Chestermere	22,163	1.44	\$ 3,358.69	\$0.152
Cochrane	32,199	2.09	\$ 4,879.60	\$0.152
Foothills	23,199	1.50	\$ 3,515.69	\$0.152
High River	14,324	0.93	\$ 2,170.73	\$0.152
Okotoks	30,405	1.97	\$ 4,607.72	\$0.152
Rocky View	41,028	2.66	\$ 6,217.59	\$0.152
Total	1,544,202	100.00	\$ 234,016.00	\$0.152

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Option 2:

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

Total Requisition of \$234,016

	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	\$14,018	\$0.19
Calgary	686,650	337,660	77.6	69.2	\$171,729	\$0.13
Chestermere	28,030	8,050	3.2	1.6	\$5,635	\$0.25
Cochrane	25,520	9,140	2.9	1.9	\$5,565	\$0.17
Foothills	14,400	22,230	1.6	4.6	\$7,233	\$0.31
High River	14,840	8,590	1.7	1.8	\$4,021	\$0.28
Okotoks	27,300	9,840	3.1	2.0	\$5,968	\$0.20
Rocky View	24,960	69,010	2.8	14.1	\$19,845	\$0.48
Total	885,120	488,020	100.0	100.0	\$234,016	\$0.15



### 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 \$234,016

	Percentage of regional population (from Option 1)(%)	Requisition for population (\$117,008)	% Share of Regional Pop Growth (from Option 2) (%)	Requisition for population growth (\$117,008)	Total Requisition (\$234,016)(\$)	Cost Per Capita (2021 Census)
Airdrie	4.8	\$ 5,615	7.2	\$8,384	\$ 13,999	\$0.19
Calgary	84.6	\$ 99,018	77.6	\$90,771	\$ 189,790	\$0.15
Chestermere	1.4	\$ 1,679	3.2	\$3,705	\$ 5,385	\$0.24
Cochrane	2.1	\$ 2,440	2.9	\$3,374	\$ 5,813	\$0.18
Foothills	1.5	\$ 1,758	1.6	\$1,904	\$ 3,661	\$0.16
High River	0.9	\$ 1,085	1.7	\$1,962	\$ 3,047	\$0.21
Okotoks	2.0	\$ 2,304	3.1	\$3,609	\$ 5,913	\$0.19
Rocky View	2.7	\$ 3,109	2.8	\$3,300	\$ 6,408	\$0.16
<b>Total</b>	<b>100.00</b>	<b>\$ 117,008</b>	<b>100.0</b>	<b>\$117,008</b>	<b>\$ 234,016</b>	<b>\$0.15</b>

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 \$234,016

	Requisition for population (\$78,006)	Requisition for population growth (\$78,006)	Share of projected Regional Emp Growth (GP)(%)	Requisition for employment growth (\$78,006)	Total Requisition (\$234,016)(\$)	Cost Per Capita (2021 Census)
Airdrie	\$3,743	\$5,589	4.8	\$3,756	\$ 13,089	\$0.18
Calgary	\$66,013	\$60,515	69.2	\$53,972	\$ 180,500	\$0.14
Chestermere	\$1,120	\$2,470	1.6	\$1,287	\$ 4,877	\$0.22
Cochrane	\$1,627	\$2,249	1.9	\$1,461	\$ 5,337	\$0.17
Foothills	\$1,172	\$1,269	4.6	\$3,553	\$ 5,994	\$0.26
High River	\$724	\$1,308	1.8	\$1,373	\$ 3,404	\$0.24
Okotoks	\$1,536	\$2,406	2.0	\$1,573	\$ 5,515	\$0.18
Rocky View	\$2,073	\$2,200	14.1	\$11,031	\$ 15,303	\$0.37
Total	\$78,006	\$78,006	100	\$78,006	\$ 234,018	\$0.15

Option 5

50% population, 50% assessment

Total Requisition of \$234,016

	Percentage of regional population (from Option 1)(%)	Requisition for population (\$117,008)	Percentage of CMR Assessment	Requisition for assessment (\$117,008)	Total Requisition (\$234,016)(\$)	Cost Per Capita (2021 Census)
Airdrie	4.8	\$5,615	3.7	\$4,329	\$9,944	\$0.13
Calgary	84.6	\$99,018	82.7	\$96,710	\$195,728	\$0.15
Chestermere	1.4	\$1,679	1.3	\$1,464	\$3,144	\$0.14
Cochrane	2.1	\$2,440	1.8	\$2,162	\$4,602	\$0.14
Foothills	1.5	\$1,758	2.5	\$2,910	\$4,668	\$0.20
High River	0.9	\$1,085	0.6	\$748	\$1,833	\$0.13
Okotoks	2.0	\$2,304	1.6	\$1,895	\$4,198	\$0.14
Rocky View	2.7	\$3,109	5.8	\$6,790	\$9,899	\$0.24
Total	100.00	\$117,008	100	\$117,008	\$234,016	\$0.15

## Option 6

10% divided equally - 45% based on population - 45% based on assessment

Total Requisition of \$234,016

	Population	10% Divided Equally	45% Assessment	45% Population	Total	Per Capita
Airdrie	74100	\$2,925.20	\$3,896.23	\$5,053.27	\$11,874.70	\$0.16
Calgary	1306784	\$2,925.20	\$87,038.59	\$89,116.43	\$179,080.22	\$0.14
Chestermere	22163	\$2,925.20	\$1,318.00	\$1,511.41	\$5,754.61	\$0.26
Cochrane	32199	\$2,925.20	\$1,945.95	\$2,195.82	\$7,066.97	\$0.22
Foothills	23199	\$2,925.20	\$2,618.93	\$1,582.06	\$7,126.19	\$0.31
High River	14324	\$2,925.20	\$672.99	\$976.83	\$4,575.02	\$0.32
Okotoks	30405	\$2,925.20	\$1,705.09	\$2,073.48	\$6,703.76	\$0.22
Rocky View	41028	\$2,925.20	\$6,111.41	\$2,797.91	\$11,834.53	\$0.29
TOTAL	1544202	\$23,401.60	\$105,307.20	\$105,307.20	\$234,016.00	

# Equalized Assessment Worksheet


Total Requisition of \$234,016

	Total 2023 Assessment	Percentage of CMR Assessment	Assessment Based Levy (45%)	Assessment Based Levy (50%)
Airdrie	12,650,351,776	3.699873	\$ 3,896.23	\$ 4,329.15
Calgary	282,598,321,110	82.652081	\$ 87,038.59	\$ 96,709.55
Chestermere	4,279,304,163	1.2515764	\$ 1,318.00	\$ 1,464.44
Cochrane	6,318,142,661	1.8478795	\$ 1,945.95	\$ 2,162.17
Foothills	8,503,184,952	2.4869431	\$ 2,618.93	\$ 2,909.92
High River	2,185,086,429	0.6390765	\$ 672.99	\$ 747.77
Okotoks	5,536,106,645	1.6191559	\$ 1,705.09	\$ 1,894.54
Rocky View	19,842,635,347	5.8034142	\$ 6,111.41	\$ 6,790.46
<b>TOTAL</b>	<b>3.41913E+11</b>	<b>100</b>	<b>\$ 105,307.20</b>	<b>\$ 117,008.00</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

  
 Jordan Copping, Chief Officer

Agenda Item 8ii

<b>Agenda Item</b>	<b>9</b>
<b>Submitted to</b>	<b>Board</b>
<b>Purpose</b>	<b>For Decision</b>
<b>Subject</b>	<b>CMRB 2024 Budget</b>
<b>Meeting Date</b>	<b>October 13, 2023</b>
<i>That the Board approve the proposed 2024 CMRB Budget</i>	
<p><b>Background</b></p> <ul style="list-style-type: none"> <li>• The CMRB is funded by the Government of Alberta through the Alberta Community Partnership (ACP) grant program.</li> <li>• The Government of Alberta’s Budget 2019/2020 reduced funding to the CMRB as per the below chart.</li> <li>• The gift of \$1,800,000 from the Calgary Regional Partnership provides a reserve against the reduced funding in upcoming years.</li> <li>• Budget 2024 includes a requisition from the CMRB’s eight member municipalities – the first time this has happened.</li> <li>• The Governance Committee reviewed the Budget on September 15, 2023, and recommended the Board approve it as proposed.</li> </ul>	
Attachments: 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 minimum will represent six (6) months of the average of budgeted 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](#).

On September 15, 2023 the Governance Committee reviewed the Budget and recommended the Board approve it as proposed.

## 2. Funding Summary

<b>Funded Activity</b>	<b>Grant Total</b>
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
<b>Total CMRB Core Administration Approved Funding</b>	<b>\$8,320,000</b>

### 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

## 4. Recommendation

That the Board approve the proposed 2024 CMRB Budget.

Agenda Item 9



	2022 Actual	2023 Budget	2023 Estimated	2024 Budget	2025 Forecast	2026 Forecast
<b>REVENUE</b>						
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
<b>TOTAL Revenue</b>	<b>\$ 1,581,475.11</b>	<b>\$ 1,973,000.00</b>	<b>\$ 1,818,000.00</b>	<b>\$ 1,955,000.00</b>	<b>\$ 1,975,000.00</b>	<b>\$ 1,991,000.00</b>
<b>EXPENDITURES</b>						
<b>CAPITAL EXPENSES</b>						
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
<b>TOTAL CAPITAL EXPENSES</b>	<b>\$ 4,923.04</b>	<b>\$ 15,000.00</b>	<b>\$ 10,000.00</b>	<b>\$ 5,000.00</b>	<b>\$ 6,000.00</b>	<b>\$ 6,000.00</b>
<b>OPERATING EXPENSES</b>						
<b>STAFFING</b>						
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
<b>TOTAL STAFFING</b>	<b>\$ 893,292.74</b>	<b>\$ 936,000.00</b>	<b>\$ 928,000.00</b>	<b>\$ 960,000.00</b>	<b>\$ 974,000.00</b>	<b>\$ 990,000.00</b>
<b>OFFICE LEASE</b>	<b>\$ 78,254.45</b>	<b>\$ 87,000.00</b>	<b>\$ 65,000.00</b>	<b>\$ 75,000.00</b>	<b>\$ 75,000.00</b>	<b>\$ 75,000.00</b>
<b>OFFICE OPERATION</b>						
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
<b>TOTAL OFFICE OPERATION</b>	<b>\$ 61,217.13</b>	<b>\$ 70,000.00</b>	<b>\$ 58,000.00</b>	<b>\$ 80,000.00</b>	<b>\$ 85,000.00</b>	<b>\$ 85,000.00</b>
<b>TRAVEL &amp; STAFF DEVELOPMENT</b>	<b>\$ 2,236.04</b>	<b>\$ 30,000.00</b>	<b>\$ 17,000.00</b>	<b>\$ 30,000.00</b>	<b>\$ 30,000.00</b>	<b>\$ 30,000.00</b>
<b>MEETING</b>						
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
<b>TOTAL MEETING</b>	<b>\$ 32,406.90</b>	<b>\$ 80,000.00</b>	<b>\$ 50,000.00</b>	<b>\$ 70,000.00</b>	<b>\$ 70,000.00</b>	<b>\$ 70,000.00</b>
<b>CONSULTANT</b>						
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
<b>TOTAL CONSULTANT</b>	<b>\$ 186,119.46</b>	<b>\$ 680,000.00</b>	<b>\$ 605,000.00</b>	<b>\$ 660,000.00</b>	<b>\$ 660,000.00</b>	<b>\$ 660,000.00</b>
<b>CONTINGENCY</b>	<b>\$ 12,566.26</b>	<b>\$ 75,000.00</b>	<b>\$ 10,000.00</b>	<b>\$ 75,000.00</b>	<b>\$ 75,000.00</b>	<b>\$ 75,000.00</b>
<b>TOTAL EXPENDITURE</b>	<b>\$ 1,271,016.02</b>	<b>\$ 1,973,000.00</b>	<b>\$ 1,743,000.00</b>	<b>\$ 1,955,000.00</b>	<b>\$ 1,975,000.00</b>	<b>\$ 1,991,000.00</b>

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

Agenda Item 9i

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	1
DEAL Update	\$ -	\$ -	\$ -	\$ -	\$ 50,000.00	\$ -	\$ 50,000.00	2
ESA Database	\$ 45,000.00	\$ 170,000.00	\$ 10,000.00	\$ -	\$ -	\$ -	\$ 225,000.00	3
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	4
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	5
KPI Development	\$ -	\$ 15,000.00	\$ 50,000.00	\$ 65,000.00	\$ -	\$ -	\$ 130,000.00	6
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

<b>Agenda Item</b>	<b>10</b>
<b>Submitted to</b>	<b>Board</b>
<b>Purpose</b>	<b>For Decision</b>
<b>Subject</b>	<b>Board &amp; Committee Dates 2024</b>
<b>Meeting Date</b>	<b>October 13, 2023</b>
<b><i>Motion that the Board approve the 20234 Board and Committee Dates</i></b>	
<p><b>Summary</b></p> <ul style="list-style-type: none"> <li>• Board and Committee dates are scheduled in advance of the coming year.</li> <li>• A list of dates, as well as a monthly calendar of dates (including holidays and other conflicts), is attached for reference.</li> </ul>	
<b>Attachment: 2024 Proposed CMRB Board &amp; Committee Meetings in list form and calendar form.</b>	

**Proposed CMRB Board & Committee Dates – 2024**

<b>Meeting Type</b>	<b>2024 Dates</b>
Land Use & Servicing Committee	○ Thursday January 18
Board	○ Friday February 9
Governance Committee	○ Friday March 8
Land Use & Servicing Committee	○ Thursday March 14
Land Use & Servicing Committee	○ Thursday April 11
Board	○ Friday April 26
Land Use & Servicing Committee	○ Thursday May 9
Land Use & Servicing Committee	○ Thursday June 6
Board	○ Friday June 21
Land Use & Servicing Committee	○ Thursday July 4
Board	○ Friday July 19 (virtual)
	<b>No meetings in August</b>
Land Use & Servicing Committee	○ Thursday September 5
Governance Committee	○ Friday September 20
Land Use & Servicing Committee	○ Thursday October 3
Board	○ Friday October 18
Land Use & Servicing Committee	○ Friday November 1
Governance Committee	○ Friday November 8
Board	○ Friday November 22
Land Use & Servicing Committee	○ Thursday December 5
Board	○ Friday December 13

\*Committee meetings start at 9:30 AM and are virtual.

\*Board meetings start at 9:00 AM and are in-person (except for the July meeting.)

Agenda Item 10i

# January 2024

**Committee meetings start at 9:00 AM virtually**  
**Board meetings start at 9:30 in-person**

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1 New Year's Day	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18 Land Use & Servicing Committee (LUSC)	19	20
21	22	23	24	25	26	27
28	29	30	31			

# February 2024

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
4	5	6	7	8	9 <b>BOARD</b>	10
11	12	13	14	15	16	17
18	19 Family Day	20	21	22	23	24
25	26	27	28	29		

# March 2024

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	4	5	6	7	8 <b>GOVERNANCE</b>	9
10	11	12	13	14 <b>LUSC</b>	15	16
17	18 <b>RMA</b>	19 <b>RMA</b>	20 <b>RMA</b>	21	22	23
24	25	26	27	28	29 Good Friday	30
31						

# April 2024

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1 Easter Monday	2	3	4	5	6
7	8	9	10	11 <b>LUSC</b>	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26 <b>BOARD</b>	27
28	29	30				

# May 2024

Sun	Mon	Tue	Wed	Thu	Fri	Sat	
				1	2	3	4
5	6	7	8	<b>LUSC</b>	9	10	11
12	13	14	15	16	17	18	
19	20 Victoria Day	21	22	23	24	25	
26	27	28	29	30	31		

# June 2024

Sun	Mon	Tue	Wed	Thu	Fri	Sat	
						1	
2	3	4	5	<b>LUSC</b>	6	7	8
9	10	11	12	13	14	15	
16	17	18	19	20	21 <b>BOARD</b>	22	
23	24	25	26	27	28	29	
30							

# July 2024

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1 CANADA DAY	2	3	4 LUSC	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19 BOARD (Virtual)	20
21	22	23	24	25	26	27
28	29	30	31			

# August 2024

Sun	Mon	Tue	Wed	Thu	Fri	Sat
<b>No Meetings in August</b>					1	2
4	5 Holiday	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31



# September 2024

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2 Labour Day	3	4	5 LUSC	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20 GOVERNANCE	21
22	23	24	25	26	27	28
<b>AB Municipalities Conference this week</b>						
29	30 National Day for Truth & Reconciliation					

# October 2024

Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1	2	3 LUSC	4	5
6	7	8	9	10	11	12
13	14 Thanksgiving	15	16	17	18 BOARD	19
20	21	22	23	24	25	26
27	28	29	30	31		

# November 2024

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1 <b>LUSC</b>	2
3	4 <b>RMA until Nov 7</b>	5	6	7	8 <b>GOVERNANCE</b>	9
10	11 Remembrance Day	12	13	14	15	16
17	18	19	20	21	22 <b>BOARD</b>	23
24	25	26	27	28	29	30

# December 2024

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5 <b>LUSC</b>	6	7
8	9	10	11	12	13 <b>BOARD</b>	14
15	16	17	18	19	20	21
22	23	24	25 Christmas Day	26 Boxing Day	27	28
29	30	31				