

2011 – 12

**Funding proposal and
Workplan submitted to
Alberta Finance and Enterprise**



CALGARY REGIONAL PARTNERSHIP

VISION & MISSION

The **Calgary Regional Partnership (CRP)** revised its vision and mission to reflect a new desire to achieve a sustainable region. The following outlines a new vision for the region and economic aspirations for the region. This is followed by the organizations' contribution (mission) to reaching the vision.

VISION

We are **working together** to live in **balance**,
with a **healthy environment**, in **enriched communities**,
with **sustainable infrastructure** and a **prosperous economy**

Calgary Regional Partnership will have connected diversified urban and rural economies with a workforce that is globally competitive. Our vibrant economy provides sustainable livelihood opportunities. Development patterns are environmentally, socially and financially sustainable.

MISSION

Community owned and regionally inspired the Calgary Regional Partnership shapes and champions a regional vision. We invent, incubate, and work together to achieve a

- healthy environment;
- enriched communities;
- sustainable infrastructure, and a
- prosperous economy.

The Calgary Regional Partnership's Vision for the region is based on four sustainable cornerstones that link it to the community visions approved by each of the municipalities and jurisdictions in the region. The regional vision supports local authority while emphasizing that local goals can often best be facilitated through regional cooperative approaches. The vision encourages regional thinking within the context of local decision making. The four pillars of **Sustainable Infrastructure, Healthy Environment, Enriched communities, and Prosperous Economy** continue to guide the Partnership and its Business Plans. The pillars of the Partnership remain strong and are the reasons the Partnership exists.

CALGARY REGIONAL PARTNERSHIP GOVERNANCE AND STRUCTURE

The governance structure of Calgary Regional Partnership is relatively simple. Each of the member municipalities (currently 15) has representatives to vote at the **General Assembly**. The General Assembly meets twice a year to consider annual business plans and broader policy or major issues.

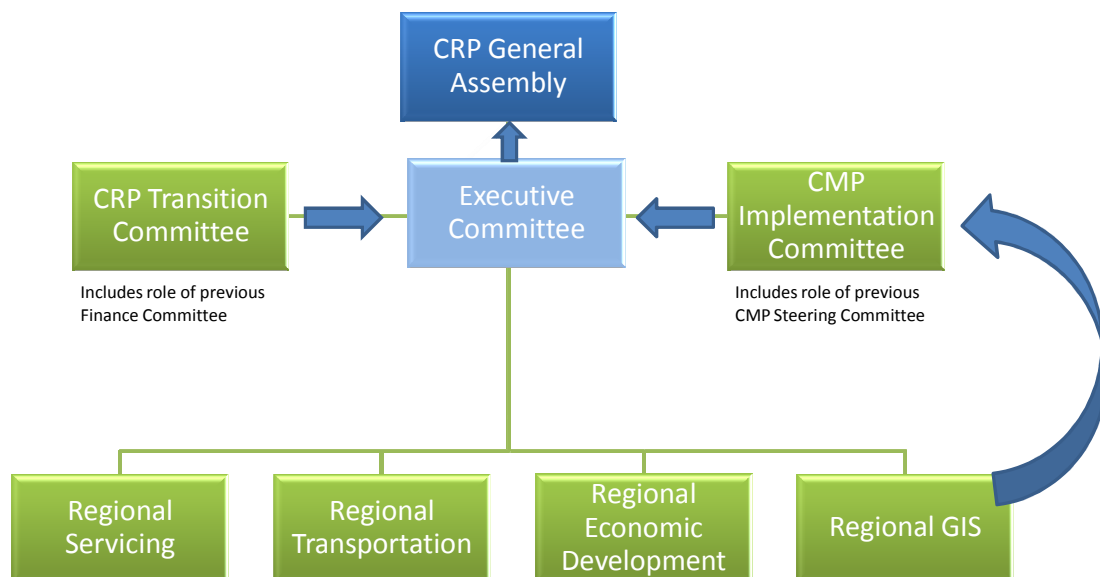
CRP GENERAL ASSEMBLY

- Two General Assemblies held per year;
- Designated representatives from each stakeholder community attend;
- Approves budget and the business plan;
- Votes on important issues to the CRP;
- Highlights the key work that's been accomplished.

At the General Assembly held December 9th, 2010 in Calgary the following elections took place.

- Truper McBride, Mayor of Cochrane, was elected Chair
- Patricia Matthews, Mayor of Chestermere, was elected Vice-Chair
- Bill Robertson, Mayor of Okotoks was elected Secretary Treasurer of CRP

CRP Committee Structure Approved at November 2009 General Assembly



CRP Project Committees are accountable to report directly to CRP Executive but their work flows through the CMP Implementation & Integration Committee first to ensure alignment and coordination

CALGARY REGIONAL PARTNERSHIP EXECUTIVE COMMITTEE

The Executive Committee of Calgary Regional Partnership acts under the guidance and on behalf of the General Assembly. The Executive Committee is comprised of one elected representative from each member community, appointed by their respective Councils. The Executive Committee is at the heart of CRP’s “operation” and guides CRP projects, initiatives, and oversees the work of two standing committees:

- Integration and Implementation Committee, and
- Transition Committee.

The Executive Committee also oversees four project committees:

- Regional Servicing,
- Regional Transportation,
- Regional Economic Prosperity, and
- Regional GIS.

The Executive Committee meets on a monthly basis, except during the summer months.

CALGARY REGIONAL PARTNERSHIP EXECUTIVE COMMITTEE MEMBERS:

Community	Representative
Airdrie	Peter Brown
Banff	Karen Sorensen
Black Diamond	Michel Jackson
Calgary	Jim Stevenson
Canmore	Ron Casey
Chestermere	Patricia Matthews, Vice-Chair
Cochrane	Truper McBride, Chair
Crossfield	Nathan Anderson
High River	Emile Blockland
Irricana	Frank Dusome
Nanton	Bill Szabon
Okotoks	Bill Robertson, Secretary-Treasurer
Redwood Meadows	John Welsh
Strathmore	Steve Grajczyk
Turner Valley	Kelly Tuck

CMP INTEGRATION & IMPLEMENTATION COMMITTEE

The Integration and Implementation Committee was instituted in January 2010 following approval of a new interim management structure at the November 2009 General Assembly. The role of this committee is to guide and ensure alignment and coordinated action of project committees to support the implementation of the Calgary Metropolitan Plan (CMP). This Committee provides a focus for ensuring connection between each sub-committee's work (i.e. regional servicing, transit, economic development and GIS) and for creating overall approaches for implementation, priority-setting, monitoring and reporting.

The Integration and Implementation Committee is comprised of the Chair of CRP and the Chairs of the four project committees often referred to as sub-committees.

The overall function of this committee is to act as a filter for the other committees, ensuring CMP integration, guiding implementation and acting as a stop before the Executive Committee. Committee meets bi-monthly or as needed prior to Executive Committee and is supported by staff.

Each CRP subcommittee is responsible to run key plans and project actions through the Integration and Implementation Committee to ensure that they are aligned and properly connected. Individual subcommittees however are still directly accountable to the Executive Committee for delivering and reporting on their work programs. The Implementation and Integration Committee itself may take the lead on a number of priority work actions and will be responsible to report directly to the Executive Committee on these matters.

CRP TRANSITION COMMITTEE

The Calgary Metropolitan Plan was approved by CRP members on June 19, 2009, and forwarded to the Provincial Government for review and approval. On September 18, 2009, the Minister of Municipal Affairs expressed his intent to conduct a cross-ministry review of the CMP, leading to a formal sanctioning of the Plan. In December 2010, the Province of Alberta recommended some amendments to the CRP to be implemented by December 31, 2011.

In preparing for that eventuality CRP has decided to develop a "transition plan" to guide and action the changes required to align the anticipated legislation and regulations affecting both the CMP and the CRP as an organization. At the November 2009 General Assembly CRP members approved the establishment a "Transition Committee" to chart a path to guide the evolution of the CRP to a more formalized governing body. This committee reports directly to CRP's Executive Committee and is comprised of:

- Chair of CRP
- Past CRP Chair,
- Vice Chair CRP,
- Secretary Treasurer of CRP and
- Mayor City of Calgary.

This Committee will remain in place until such time as CRP's transition has been completed.

CALGARY REGIONAL PARTNERSHIP - MEMBERS

Population of Calgary Regional Partnership member communities and their contribution to CRP is noted in the table below.

MUNICIPALITY	2009 Population *	Contribution Rate	2011 Contribution
Airdrie	38,091	40 cents	\$15,236.40
Banff	8,721	40 cents	\$3,488.40
Black Diamond	2,308	40 cents	\$923.20
Calgary	1,065,455	20 cents	\$213,091.00
Canmore	12,226	40 cents	\$4,890.40
Chestermere	13,760	40 cents	\$5,504.00
Cochrane	15,424	40 cents	\$6,169.60
Crossfield	2,648	40 cents	\$1,059.20
High River	11,346	40 cents	\$4,538.40
Irricana	1,243	Flat Fee	\$500.00
Nanton	2,124	40 cents	\$849.60
Okotoks	21,690	40 cents	\$8,676.00
Redwood Meadows	1,150	Flat Fee	\$500.00
Strathmore	11,838	40 cents	\$4,735.20
Turner Valley	2,022	40 cents	\$808.80
TOTAL	1,210,856		\$270,970.20

*Data source: Alberta Municipal Affairs 2009 Official Population List (Revised September 1, 2009)

REGIONAL ECONOMIC PROSPERITY

The “**Prosperous Economy**” pillar of Calgary Regional Partnership is carried out through the Regional Economic Prosperity Committee which as noted in the section on CRP Governance and Structure is one of the four committees that reports directly to Executive Committee of CRP. Thirteen mayors and councilors volunteer on this committee that meets a minimum of 4 times per year.

The main purpose of this committee is to guide the CRP and CREP with economic development projects with the main purpose of implementing the CMP. In this regard, regional project are required to meet this requirement.

In all other CRP project areas a sub-committee of elected officials guides and approves the pillar's actions and directions and is supported by a committee of staff and other technical resources. Ultimately the elected sub-committee reports to the CRP Executive Committee who makes final decisions on key actions. The approved strategy proposes a new model of integration of economic development activities with all other pillars including regional planning. Guidance and discussion between the CRP Executive and the CREP technical expertise needs to be nurtured to ensure the prosperity pillar be relevant to the CMP.

The CRP General Assembly has approved the creation of a Regional Economic Prosperity Committee to explore and explore the future relationships with other CRP committees that overlap in nature, and ensure integration and alignment with the Calgary Metropolitan Plan. Current membership of the Regional Economic Prosperity Committee:

Community	Representative		Alternate	
Airdrie	Peter Brown	Mayor	Glenda Alexander	Councillor
Calgary	Jim Stevenson	Councillor		
Canmore	Jim Ridley	Councillor		
Chestermere	Christopher Steeves	Councillor		
Cochrane	Joann Churchill	Councillor		
Crossfield	Jason Harvey	Councillor	Nathan Anderson	Mayor
High River	Tim Whitford	Councillor		
Irricana	Larry Martin	Councillor	Frank Dusome	Councillor
Nanton	John Blake	Mayor	Dave Mitchell	Councillor
Okotoks	Ray Watrin	Councillor		
Redwood Meadows				
Strathmore	Dave Hamilton	Councillor		
Turner Valley	Gerald Pfief	Councillor		
CED	Monica Kohlhammer	Board member		

Prosperity Principles

CRP believes that regional economic prosperity initiatives should be based on the following principles:

- The economic strength of area municipalities and jurisdictions is substantially enhanced by a cooperative approach to regional economic prosperity;
- Economic prosperity models that bring government, business and community leaders together to work on common issues and to pursue mutual goals should be supported;
- The development of a market targeted economic identity will provide the region with a competitive advantage; and

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- The creation of jobs where people live to foster more efficient land use and decrease the burden on transportation and other infrastructure.

To support CRP's vision for a prosperous economy the Calgary Metropolitan Plan (CMP) approved at the June 19, 2009 General Assembly recognizes that economic development is foundational to the other pillars of the CRP and to proceed with development of a regional economic development strategy that

“will help identify local economic opportunities for our municipalities that are best suited to effective, collaborative regional efforts. The strategy will build on our existing strengths, as well as identify new and emerging opportunities. Perhaps most importantly, the strategy will help us address a fundamental challenge of our regional plan – creating jobs where people live to foster more efficient land use and decrease the burden on transportation and other infrastructure.” (Page 2 Calgary Metropolitan Plan)

A fundamental challenge of the CMP is the idea of fostering jobs where people live in complete compact communities with the associated efficient transportation and servicing infrastructure. The concomitant regional economic development strategy will help address this challenge – how can new jobs be encouraged in conjunction with population growth?

CALGARY REGION ECONOMIC PARTNERSHIP

In the fall of 2009 the Calgary Economic Development Forum committee of Calgary Regional Partnership was rebranded as Calgary Region Economic Partnership (CREP).

The Calgary Region Economic Partnership is uniquely structured to include Economic Development Officers or other designated representatives from CRP member municipalities along with representatives of provincial and federal government departments and Community Futures Economic organizations. The Chair of the Economic Partnership is Councillor Joann Churchill of Cochrane.

CREP is in essence a technical committee that encourages information sharing, networking and use of economic development expertise on projects of shared interest. The CREP structure is very successful as it ensures implementation of approved projects. By default, CREP has also been making strategic decisions independently from the interests of other CRP pillars. In 2010, the decision making model shifted to include elected officials in the Regional Economic Prosperity Committee.

The CRP encourages the Calgary Region Economic Partnership to:

- Facilitate the implementation of the CMP;
- Employ a cooperative approach to regional economic development, emphasizing the significant benefits associated with integrating local strategies within a regional context;
- Support business retention and expansion activities;

- Develop a market targeted identity based on complementary strengths;
- Provide a vehicle for local governments to partner with economic development stakeholders; and
- Provide a venue, through the Economic Development Forum where best practices can be shared and economic development knowledge can be increased.

The CREP:

- meets on a regular basis except during the summer months;
- includes economic development practitioners from each municipality with some participation from elected officials;
- includes resources and support people (federal and provincial representatives, Community Future Development Corporations) that participate in meetings;

Participation is voluntary. Municipalities can delegate as many volunteers as they wish.

CALGARY REGION ECONOMIC PARTNERSHIP PRIMARY PARTICIPANTS

MUNICIPALITY	REPRESENTATIVE(S)	
▪ City of Airdrie	Kent	Rupert
▪ Town of Banff	Robert	Earl
▪ Town of Black Diamond	Cathy	Hutcheson
▪ Calgary Economic Development	Karen	Chown
▪ Canmore Economic Development Authority	Teresa	Mullen
▪ Town of Chestermere	Karen	Allan
▪ Town of Cochrane (<i>elected official</i>)	Joann	Churchill
▪ Town of Cochrane	Maggie	Armstrong
▪ Town of Crossfield	Adena	Cheverie
▪ Town of High River	Marilyn	MacArthur
▪ Town of Irricana	Brenda	Campbell
▪ Town of Nanton	Georgina	Sharpe
▪ Town of Okotoks	Shane	Olson
▪ Townsite of Redwood Meadows	Tim	Anderson
▪ Town of Strathmore	Dwight	Stanford
▪ Town of Turner Valley	Monique	LeBlanc

Since 2005, a representative of the Town of Drumheller, Ray Telford, has occasionally participated on CRP initiatives as a project partner. The Town of Drumheller is currently not a member of the CRP. Other participants also include:

ECONOMIC DEVELOPMENT FORUM (cont'd)

ORGANIZATION	REPRESENTATIVE(S)	
▪ Calgary Regional Partnership	Colleen	Shepherd
▪ Calgary Regional Partnership	Jean-Marc	Lacasse
▪ Calgary Regional Partnership	Troy	Payne
▪ Western Economic Diversification Canada	Shelley	Cuthbertson
▪ International Trade Canada	Lisa	Huang
▪ Alberta Employment and Immigration	Mona	Kado
▪ Community Futures Wild Rose	Ron	Cox
▪ Community Futures Centre West	Patti-Jay	Powell
▪ Community Futures Centre West	Jodie	Eckert
▪ Community Futures Highwood	John	Lockhart

REGIONAL ECONOMIC DEVELOPMENT STRATEGY

In 2008 the Calgary Region Economic Partnership was directed by Executive Committee to create a regional economic development strategy. The strategy is intended to form the basis for regional economic development work over the next ten years. The Strategy was approved in June 2010.

Development of the strategy has included exhaustive consultation with elected stakeholders, interested business leaders and community residents, as well as government officials at municipal, provincial and federal levels. It considers business retention, growth and attraction strategies that will result in jobs created, facilitated and otherwise enabled where people live - the concept of complete communities wherein residents live, work, and play with the associated efficient transportation, necessary servicing infrastructure and limited ecological footprint.

Strategic priorities are consistent with an initial economic base analysis conducted years earlier and reaffirmed through the strategy consultation process. They are:

- Calgary Metropolitan Plan Integration and Implementation;
- Green Building Products;
- Transportation & Logistics;
- Agri-business and Food Processing;
- Professional and Technical Services;
- Tourism Development;
- Regional Promotion;
- Workforce Development; and

- Entrepreneurial Growth.

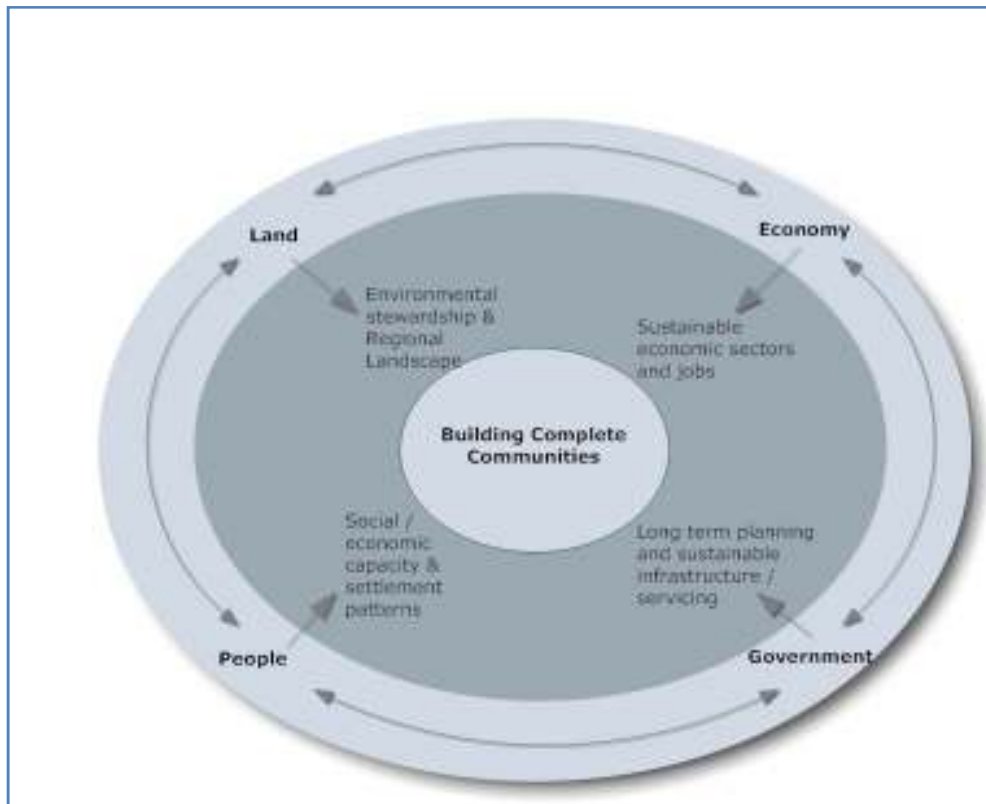
The Regional Economic Development Strategy envisions key roles for Calgary Region Economic Partnership in these activity areas:

- Entrepreneurial Support
- Marketing and Promotion
- Monitoring, Scanning & Intelligence
- Project Support and Partnership Building
- Communications (internal / regional)

The strategy is included in appendix.

INTEGRATING ECONOMIC DEVELOPMENT IN TO THE CMP IMPLEMENTATION PROCESS

The CMP includes a number of policies that are pertinent either directly or indirectly to economic development concepts. The CRP adopts a model of sustainability that can be illustrated in this way:



Beyond policies 3.20 to 3.27 that specifically addresses economic prosperity, other policies either explicitly or implicitly cross-reference with economic development activities. These policies can

be elaborating on such ideas as employment, business / investment retention or attraction, specific industry development, commercial or industrial lands, use of resources for enterprise purposes or other economic trends.

The Economic Development Strategy supports numerous CMP policies. The following table cross-references the content of the CMP with the Economic Development Strategy.

Cross-reference between the CMP and the Strategy (Summary)

STRATEGIC PRIORITIES	Supported CMP policies
Green Building Products	Overarching infrastructure and services. Policies 4.2, 4.3 & 4.5
Transportation and Logistics	Compact urban nodes, Policies 3.8, 3.9, 3.14 & 3.15; Overarching infrastructure and services. Policies 4.2, 4.3 & 4.5.
Agri-Business and Food Industries	Overarching Regional Landscape Policies. Policy 2.4. Overarching infrastructure and services. Policies 4.2, 4.3 & 4.5
Tourism Development	Overarching Regional Landscape Policies. Policy 2.3.
Professional and Technical Services	Compact urban nodes, Policies 3.8, 3.9, 3.14 & 3.15
Regional Promotion	Compact urban nodes, Policies 3.8, 3.9, 3.14 & 3.15 Overarching infrastructure and services. Policies 4.2, 4.3, 4.4 & 4.5
Workforce Development	Compact urban nodes, Policy 3.14 ; Supporting a prosperous economy, policies 3.20 – 3.27; Regional Transportation System, policy 4.15.
Entrepreneurial Growth	Compact urban nodes, Policy 3.14 ; Supporting a prosperous economy, policies 3.20 – 3.27
CMP Implementation and integration	Compact urban nodes, Policies 3.8, 3.9, 3.14 & 3.15; Overarching infrastructure and services. Policies 4.2, 4.3 & 4.5; Regional waste management system. Policy 4.21

Important Note: Supporting a prosperous economy (Policies 3.20 – 3.27), apply to all;

The regional economic prosperity strategy must align with the Calgary Metropolitan Plan, ensure integrity with committees’ work and processes and, build a culture of economic sustainability.



2011 – 12 Workplan

As initiated during the 2010-11 workplan, the 2011-12 workplan continues the shift to focus activities on the implementation of the approved CMP. This year's workplan will conclude its commitment on projects that were initiated in 2009. Activities will continue to support the CREP, facilitate the network's activities and build capacity amongst the smaller communities. Initiatives will also have a combined mix of short term and long term achievements as outlined by the CMP.

Economic Prosperity 2011-12 Outline and AFE supported goals

	Continuation of 2010-11 initiatives	2011-12 Initiatives	AFE Supported Goals by the 2010-11 and 2011-12 initiatives
1. Calgary Metropolitan Plan			
1.1 RGIS		Participation in the implementation of the Regional GIS Strategy. Includes a pilot project and the studying the feasibility of a web based tool.	<ul style="list-style-type: none"> ▪ Support the attraction, retention and growth of business enterprises ▪ Support strategic economic development planning ▪ Identify opportunities to streamline regulatory processes to enhance regional competitiveness ▪ Identify opportunities to streamline regulatory processes to enhance regional competitiveness
1.2 Information and intelligence		Support and integration with other CRP pillars: <ul style="list-style-type: none"> - Transit - Regional Transportation - Transit Oriented Developments 	<ul style="list-style-type: none"> ▪ Facilitate regional cooperation and collaboration ▪ Support strategic economic development planning ▪ Identify and communicate new investment opportunities ▪ Demonstrate inclusiveness of regional stakeholders in planning processes and establishment of priorities ▪ Engage in the exchange of regional economic information
1.3 Regional capacity		Explore capacity building project as the need arises.	<ul style="list-style-type: none"> ▪ Support strategic economic development planning
1.4 Regional Economic Prosperity Committee		Manage and coordinate all the activities of the committee comprised of elected officials.	<ul style="list-style-type: none"> ▪ Demonstrate inclusiveness of regional stakeholders in planning processes and establishment of priorities ▪ Facilitate regional cooperation and collaboration ▪ Identify opportunities to streamline regulatory processes to enhance regional competitiveness

	Continuation of 2010-11 initiatives	2011-12 Initiatives	AFE Supported Goals by the 2010-11 and 2011-12 initiatives
2. Collaboration and Partnerships			
2.1 Networking & Information Exchange		8 to 10 Partnership meetings to which 20 participants will attend on average. Sharing of best practices and learning opportunities.	<ul style="list-style-type: none"> ▪ Facilitate regional cooperation and collaboration ▪ Demonstrate inclusiveness of regional stakeholders in planning processes and establishment of priorities ▪ Engage in the exchange of regional economic information
2.2 Professional development		<ul style="list-style-type: none"> ▪ Best practices shared at the Partnership meeting from conferences, and how they apply to the CRP/ ▪ Knowledge gained Attendance at economic development conference. 	<ul style="list-style-type: none"> ▪ Identify and communicate new investment opportunities
3. Marketing and Facilitation			
3.1 Investment attraction CREP Website		Continue to upload and update content. Future initiatives should be identified in the marketing plan.	<ul style="list-style-type: none"> ▪ Support the attraction, retention and growth of business enterprises
3.2 Marketing Plan		Facilitate the preparation of a collaborative marketing plan and the associated agreements necessary for successful implementation. Goals included in ICCI proposal are general awareness and the expansion of the Transportation and Logistics sector.	<ul style="list-style-type: none"> ▪ Support the attraction, retention and growth of business enterprises ▪ Identify and communicate new investment opportunities ▪ Facilitate regional cooperation and collaboration
3.3 Employer Workshops		Approximately 12 workshops in selected CRP member communities. There are six workshop topics that CRP member communities can select from. NOTE: This initiative is at risk because of a lack of administrative support. Alternatives are being considered.	<ul style="list-style-type: none"> ▪ Support the attraction, retention and growth of business enterprises

	Continuation of 2010-11 initiatives	2011-12 Initiatives	AFE Supported Goals by the 2010-11 and 2011-12 initiatives
3.4 Green Building Products Sector	Promoting the use of Calgary's green building technologies by piloting a pathway finding program with qualified companies (6) in a position to grow and expand. Project in partnership with SAIT. Project to be completed by September 30, 2011.		<ul style="list-style-type: none"> ▪ economic diversification and value added sector development
3.5 Transportation & Logistics Sector	Finalize the T&L reports. Project to be completed by September 30, 2011.		<ul style="list-style-type: none"> ▪ Support the attraction, retention and growth of business enterprises
3.6 Productivity / LEAN	Donald Cooper 2 day workshop to be held in May 2011. Partnership with CED.		<ul style="list-style-type: none"> ▪ Enhance Alberta's competitiveness by promoting innovation and productivity

Calgary Regional Economic Partnership 2011 – 2012 - Work Plan	
CORE BUSINESS - 1	Calgary Metropolitan Plan
INITIATIVE - 1.1	Regional GIS
GOAL	<ul style="list-style-type: none"> ▪ Implement a pilot project to bring online an interactive investment attraction tool, focused on commercial and industrial lands, to be integrated in the current website. ▪ This is a multi-year initiative.
ACTION REQUIRED	<ul style="list-style-type: none"> ▪ Select 2 municipalities that have resources to assist in the project. ▪ Lead and coordinate municipal staff and stakeholders, including GIS and economic development specialist. ▪ Analyze requirements, Scoping of web tool functionality, off the shelves software, existing tools, and make recommendations on future development. ▪ Participate in the implementation of the Regional GIS Strategy and data sharing agreement.
EXPECTED OUTCOMES AND MEASURABLES	<ul style="list-style-type: none"> ▪ Identification of challenges in integrating different municipal systems ▪ Proposed solutions to the identified challenges ▪ Hosting solutions.
PERSONNEL INVOLVED	CRP Staff, CRP Member Municipalities identified in the pilot project: Town of Cochrane, City of Airdrie, and City of Calgary.
SCHEDULE	April 2011 – June 2011; October 2011 – March 2012
BUDGET (estimate)	\$ 26,500, excluding the web based tool. Cost include mostly consulting fees.
RISK MANAGEMENT (Issues & Solutions)	Data integrity can be more complicated than expected.
ADDITIONAL COMMENTS (if necessary)	
APE SUPPORTED GOALS	<ul style="list-style-type: none"> ▪ Support the attraction, retention and growth of business enterprises ▪ Support strategic economic development planning ▪ Identify opportunities to streamline regulatory processes to enhance regional competitiveness ▪ Identify opportunities to streamline regulatory processes to enhance regional competitiveness

Calgary Regional Economic Partnership 2011 – 2012 - Work Plan	
CORE BUSINESS - 1	Calgary Metropolitan Plan
INITIATIVE - 1.2	Information and Intelligence
GOAL	<ul style="list-style-type: none"> ▪ Provide economic expertise in assessing economic benefits of relevant CMP projects and use CMP objectives to establish subsequent economic development projects. ▪ This is an ongoing initiative.
ACTION REQUIRED	<p>Attend CRP technical committees:</p> <ul style="list-style-type: none"> - Transit and Regional Transportation - Transit Oriented Developments - Regional GIS <p>Research and document economic benefit of CRP initiatives as required. Participate in CMP toolkit preparation. Provide results to committees and elected officials when required. Current identified initiative: TODs.</p>
EXPECTED OUTCOMES AND MEASURABLES	<ul style="list-style-type: none"> ▪ Economic benefits documented. ▪ Economic benefits of TODs
PERSONNEL INVOLVED	CRP Staff, CRP Member Municipalities, RGIS committee, Transportation Committee, TOD toolbox committee.
SCHEDULE	April 2011 – June 2011; September 2011 – March 2012
BUDGET (estimate)	\$ 9,000. Mostly consulting costs.
RISK MANAGEMENT (Issues & Solutions)	Delays in other committees' progress. No solutions possible.
ADDITIONAL COMMENTS (if necessary)	
APE SUPPORTED GOALS	<ul style="list-style-type: none"> ▪ Facilitate regional cooperation and collaboration ▪ Support strategic economic development planning ▪ Identify and communicate new investment opportunities ▪ Demonstrate inclusiveness of regional stakeholders in planning processes and establishment of priorities ▪ Engage in the exchange of regional economic information

Calgary Regional Economic Partnership 2011 – 2012 - Work Plan	
CORE BUSINESS - 1	Calgary Metropolitan Plan
INITIATIVE - 1.3	Regional Capacity
GOAL	<ul style="list-style-type: none"> ▪ Assist smaller communities with minimal resources with planning and implementation of economic development projects that are consistent with the regional CMP.
ACTION REQUIRED	<ul style="list-style-type: none"> ▪ Explore capacity building projects with communities as needed. Examples of capacity building exercise are strategic planning processes, setting up committees, etc. ▪ Assist the Town of Irricana with the approval of their economic development strategy.
EXPECTED OUTCOMES AND MEASURABLES	<ul style="list-style-type: none"> ▪ A minimum of one expertise report to communities.
PERSONNEL INVOLVED	CRP Staff, CRP Member Municipalities
SCHEDULE	Ongoing
BUDGET (estimate)	\$9,500. Mostly consulting fees.
RISK MANAGEMENT (Issues & Solutions)	None
ADDITIONAL COMMENTS (if necessary)	
APE SUPPORTED GOALS	<ul style="list-style-type: none"> ▪ Support strategic economic development planning

Calgary Regional Economic Partnership 2011 – 2012 - Work Plan	
CORE BUSINESS - 1	Calgary Metropolitan Plan
INITIATIVE - 1.4	Regional Economic Prosperity Committee
GOAL	<ul style="list-style-type: none"> ▪ Ensure an effective functioning committee of elected officials.
ACTION REQUIRED	<ul style="list-style-type: none"> ▪ Manage and coordinate all the activities of the committee comprised of elected officials. ▪ Includes preparation of meeting agendas and minutes, coordination of speakers, etc. ▪ Preparation of a 3-year business plan (integrated in the CRP 3-year business plan)
EXPECTED OUTCOMES AND MEASURABLES	<ul style="list-style-type: none"> ▪ A minimum of 4 meetings per year. ▪ 3 year business plan.
PERSONNEL INVOLVED	CRP Staff, CRP Member Municipalities identified in the pilot project
SCHEDULE	April 2011 – March - 2012
BUDGET (estimate)	\$12,000. Mostly coordination costs, reports to the Elected representatives, and hosting costs. Municipalities are responsible for per diem costs.
RISK MANAGEMENT (Issues & Solutions)	None
ADDITIONAL COMMENTS (if necessary)	
APE SUPPORTED GOALS	<ul style="list-style-type: none"> ▪ Demonstrate inclusiveness of regional stakeholders in planning processes and establishment of priorities ▪ Facilitate regional cooperation and collaboration ▪ Identify opportunities to streamline regulatory processes to enhance regional competitiveness

Calgary Regional Economic Partnership 2011 – 2012 - Work Plan	
CORE BUSINESS - 2	Collaboration and Partnerships
INITIATIVE - 2.1	Networking and Information Exchange
GOAL	<ul style="list-style-type: none"> ▪ Achieve effective communications, information exchange, training activities and strong working relationships between economic development professionals in the region.
ACTION REQUIRED	<ul style="list-style-type: none"> ▪ Manage and coordinate all the activities of the CREP. ▪ Hold a minimum of 9 meetings of economic development professionals. ▪ Includes preparation of meeting agendas and minutes, coordination of speakers, etc. ▪ Ensure communications between CRP executive, Prosperity committee and EDOs. ▪ Plan for at least one information exchange meeting between EDOs and elected officials. ▪
EXPECTED OUTCOMES AND MEASURABLES	<ul style="list-style-type: none"> ▪ 8 to 10 Partnership meetings to which 20 participants will attend on average. ▪ A minimum of 4 training activities. ▪ A report on Partnership progress at every Executive meeting (approximately 9) ▪ Level of satisfaction of member municipalities. ▪ At least the continuation of 2 initiative or the initiation of 2 new initiatives.
PERSONNEL INVOLVED	CRP Staff, CRP Member Municipalities identified in the pilot project
SCHEDULE	April 2011 – March - 2012
BUDGET (estimate)	\$20,000, mostly consulting fees and coordination costs.
RISK MANAGEMENT (Issues & Solutions)	Poor relevance of training materials. Poor attendance.
ADDITIONAL COMMENTS (if necessary)	
AFE SUPPORTED GOALS	<ul style="list-style-type: none"> ▪ Facilitate regional cooperation and collaboration ▪ Demonstrate inclusiveness of regional stakeholders in planning processes and establishment of priorities ▪ Engage in the exchange of regional economic information

Calgary Regional Economic Partnership 2011 – 2012 - Work Plan	
CORE BUSINESS - 2	Collaboration and Partnerships
INITIATIVE - 2.2	Professional Development
GOAL	<ul style="list-style-type: none"> ▪ Ensure CRP contractors and staffs are up to date in the latest best practices.
ACTION REQUIRED	<ul style="list-style-type: none"> ▪ Attend a minimum of two conferences targeted to economic development professionals that will enable further cooperation and a better implementation of the workplan. ▪ Attend events to gain knowledge that will lead to enhanced efficiencies, effectiveness and outcomes.
EXPECTED OUTCOMES AND MEASURABLES	<ul style="list-style-type: none"> ▪ Best practices shared at the Partnership meeting from conferences, and how they apply to CREP projects. ▪ Knowledge gained Attendance at economic development conference.
PERSONNEL INVOLVED	CRP Staff, CRP Member Municipalities identified in the pilot project
SCHEDULE	April 2011 and Fall 2011
BUDGET (estimate)	\$6,500
RISK MANAGEMENT (Issues & Solutions)	None
ADDITIONAL COMMENTS (if necessary)	
AFE SUPPORTED GOALS	<ul style="list-style-type: none"> ▪ Identify and communicate new investment opportunities

Calgary Regional Economic Partnership 2011 – 2012 - Work Plan	
CORE BUSINESS - 3	Marketing and Facilitation
INITIATIVE – 3.1	Investment Attraction / CREP website
GOAL	<ul style="list-style-type: none"> ▪ Ensure the regional call to action provides up to date information for investors and site locators. ▪ (this initiative is implemented jointly with the Regional GIS initiative.
ACTION REQUIRED	<ul style="list-style-type: none"> ▪ General web maintenance activities. ▪ Annual updates of community profiles.
EXPECTED OUTCOMES AND MEASURABLES	<ul style="list-style-type: none"> ▪ Website with content targeted specifically to newcomers and investors with current information. ▪ Community profiles for each member community that presents 2011 information. ▪ A yearly 20% increase in visitors to the website.
PERSONNEL INVOLVED	CRP Staff, CRP Member Municipalities
SCHEDULE	April 2011 – March - 2012
BUDGET (estimate)	\$7,500, mostly webmaster fees.
RISK MANAGEMENT (Issues & Solutions)	None
ADDITIONAL COMMENTS (if necessary)	
AFE SUPPORTED GOALS	<ul style="list-style-type: none"> ▪ Support the attraction, retention and growth of business enterprises

Calgary Regional Economic Partnership 2011 – 2012 - Work Plan	
CORE BUSINESS - 3	Marketing and Facilitation
INITIATIVE – 3.2	Marketing Plan
GOAL	<ul style="list-style-type: none"> ▪ Prepare a regional marketing plan that is consistent with business and investment attraction, community capacity, regional priorities and the 10-year economic development strategy, and will include specific tactics for enhancing the T&L sector.
ACTION REQUIRED	<ul style="list-style-type: none"> ▪ Prepare terms of reference for consultant ▪ Coordination of ad hoc focus group of EDOs for marketing and T&L interests. ▪ Hiring of contractor with the associated terms of references. ▪ Interaction with regional stakeholders such as the Van Horne Institute. ▪ Stakeholders buy-in the guiding principles for members.
EXPECTED OUTCOMES AND MEASURABLES	<ul style="list-style-type: none"> ▪ Marketing Plan ▪ Guiding principles
PERSONNEL INVOLVED	CRP Staff, CRP Member Municipalities
SCHEDULE	February 2012
BUDGET (estimate)	\$56,000 DFAIT is contributing \$25,000 to this initiative.
RISK MANAGEMENT (Issues & Solutions)	None
ADDITIONAL COMMENTS (if necessary)	
APE SUPPORTED GOALS	<ul style="list-style-type: none"> ▪ Support the attraction, retention and growth of business enterprises ▪ Identify and communicate new investment opportunities ▪ Facilitate regional cooperation and collaboration

Calgary Regional Economic Partnership 2011 – 2012 - Work Plan	
CORE BUSINESS - 3	Marketing and Facilitation
INITIATIVE – 3.3	Employer workshops
GOAL	<ul style="list-style-type: none"> ▪ Deliver labor force strategies to local businesses by partnering with economic development agencies in the region.
ACTION REQUIRED	<ul style="list-style-type: none"> ▪ Partner with Alberta Employment & Immigration to implement CRP labor force strategy; ▪ Liaise with participating communities to decide workshop dates and venues; ▪ Attend planning meetings with Alberta Employment and Immigration to finalize logistics and marketing strategies; ▪ Create online registration, develop workshop information posters, press releases, and mayor speaking notes for each event; ▪ Summarize feedback of workshop evaluation forms.
EXPECTED OUTCOMES AND MEASURABLES	<p>Approximately 9 workshops in selected CRP member communities. There are six workshop topics that CRP member communities can select from:</p> <ul style="list-style-type: none"> • Finders Keepers: Employee Recruitment • Make a Good Match: Employee Selection • Beyond Pay and Benefits: Employee Retention • Skills by Design: Employee Development • Better Balance, Better Business: Employee Work-Life Balance • Let’s Talk: Workplace Conflict Resolution
PERSONNEL INVOLVED	CRP Staff, CRP Member Municipalities , Alberta Employment & Immigration – Delivery Services ,
SCHEDULE	April – may 2010. September 2011 – March - 2012
BUDGET (estimate)	\$15,000, mostly coordination costs.
RISK MANAGEMENT (Issues & Solutions)	None
ADDITIONAL COMMENTS (if necessary)	Successful implementation remains a challenge with limited human and financial resources. Maintaining a strong partnership with CRP member communities and Alberta Employment & Immigration – Delivery Services will be key to successful implementation.
APE SUPPORTED GOALS	<ul style="list-style-type: none"> ▪ Support the attraction, retention and growth of business enterprises

Calgary Regional Economic Partnership 2011 – 2012 - Work Plan	
CORE BUSINESS - 3	Marketing and Facilitation
INITIATIVE – 3.4	Green Building Products Sector - Continuation of project
GOAL	<ul style="list-style-type: none"> ▪ Develop an understanding of barriers that manufacturers face with marketing their green building products and services. ▪ This is the conclusion of a multi-year initiative.
ACTION REQUIRED	<ul style="list-style-type: none"> • In cooperation with SAIT, pilot a pathway finding program for qualified businesses to encourage growth and expansion on domestic and international markets. • Coordinate the marketing of the program on behalf of SAIT and the CRP. • A minimum of 4 companies with relevant issues will be visited and analyzed. • Data, information and analysis that will prepare the production of pathway document that will assist regional companies that manufacture green products; leading to better access to markets and increased use. • Communicate the findings to EDOs so they can in turn communicate the results to their business network. •
EXPECTED OUTCOMES AND MEASURABLES	<ul style="list-style-type: none"> • Report by SAIT polytechnic with recommendations for businesses to penetrate the market.
PERSONNEL INVOLVED	CRP Staff, CRP Economic Development Forum, CRP Member Municipalities, Calgary Economic Development,
SCHEDULE	April 2011 – October 2011
BUDGET (estimate)	\$48,000. Additional funds were secured from RCAP in 2009.
RISK MANAGEMENT (Issues & Solutions)	Confidentiality expected from companies. Establish MOU with clear understanding that results will be shared with economic development partners.
ADDITIONAL COMMENTS (if necessary)	The development of this sector has been identified as a priority in the Economic Development Strategy. It is also a key alignment strategy with the Calgary Metropolitan Plan. Approval pending in June 2010
AFE SUPPORTED GOALS	<ul style="list-style-type: none"> ▪ Economic diversification and value added sector development

Calgary Regional Economic Partnership 2011 – 2012 - Work Plan	
CORE BUSINESS - 3	Marketing and Facilitation
INITIATIVE – 3.5	Transportation and Logistics Sector
GOAL	<ul style="list-style-type: none"> ▪ Facilitate with member communities a comprehensive approach to developing this sector in the Calgary Region. ▪ This is the conclusion of a multi-year initiative.
ACTION REQUIRED	<ul style="list-style-type: none"> ▪ Prepare TOR for marketing and lead generation. ▪ Recruit consultant. ▪ Coordinate and manage the ad hoc regional focus group. ▪
EXPECTED OUTCOMES AND MEASURABLES	<ul style="list-style-type: none"> ▪ Final lead generation strategy and marketing tactics report.
PERSONNEL INVOLVED	CRP Staff, CRP Economic Development Forum, CRP Member Municipalities Calgary Economic Development, Alberta International and Intergovernmental Affairs
SCHEDULE	April 2011 – December - 2011
BUDGET (estimate)	\$26,448 Additional funds were secured from RCAP in 2009.
RISK MANAGEMENT (Issues & Solutions)	
ADDITIONAL COMMENTS (if necessary)	The Transportation and Logistics Sector has been identified as a priority for the CRP in 2008. This is a continuance of Phases 1, 2 and 3 implemented in the previous workplan.
APE SUPPORTED GOALS	<ul style="list-style-type: none"> ▪ Support the attraction, retention and growth of business enterprises

Calgary Regional Economic Partnership 2011 – 2012 - Work Plan	
CORE BUSINESS - 3	Marketing and Facilitation
INITIATIVE – 3.6	Productivity / LEAN - - Continuation of project
GOAL	<ul style="list-style-type: none"> ▪ Recommend an effective and efficient process to implement productivity tools with regional companies and stakeholders. ▪ This is the conclusion of an initiative initiated in 2010.
ACTION REQUIRED	<ul style="list-style-type: none"> ▪ Gather findings and present report to EDOs. ▪ Host a regional workshop.
EXPECTED OUTCOMES AND MEASURABLES	<p>Final report with recommendations to increase awareness of Productivity Alberta.</p> <p>Number of attendees to event.</p>
PERSONNEL INVOLVED	CRP Staff, CRP Economic Development Forum, Calgary Economic Development, SAIT Polytechnic , Canadian Manufacturers and Exporters, Alberta Employment and Immigration, AFE; AFE –Productivity Alberta
SCHEDULE	April 2011 – July 2011
BUDGET (estimate)	<p>\$21,448</p> <p>Funds secured from Productivity Alberta in 2010.</p>
RISK MANAGEMENT (Issues & Solutions)	
ADDITIONAL COMMENTS (if necessary)	
AFE SUPPORTED GOALS	<ul style="list-style-type: none"> ▪ Enhance Alberta’s competitiveness by promoting innovation and productivity

BUDGET FORECAST 2011 – 2012

BUDGET FORECAST 2011– 2012 INITIATIVES	Budget 2011 – 2012 *	CRP 2011 - 2012	AFE REDA 2011 - 2012	Other 2011 - 2012	Other In- Kind 2011 - 2012	Budget TOTALS**
1. Calgary Metropolitan Plan						
1.1 Regional GIS	26,500	11,000	15,500			26,500
1.2 Information and Intelligence	9,000	4,500	4,500			9,000
1.3. Regional Capacity	9,500	4,500	5,000			9,500
1.34 Regional Economic Prosperity Committee	12,000	6,000	6,000			12,000
TOTAL ESTIMATED CORE 1	57,000	26,000	31,000			57,000
2. Collaboration and Partnerships						
2.1 Networking and Information Exchange	20,000	5,000	15,000			20,000
2.2 Professional Development	6,500	2,000	4,500			6,500
TOTAL ESTIMATED CORE 2	26,500	7,000	19,500			26,500
2. Marketing and Facilitation						
3.1 Investment Attraction / CREP Website	7,500	3,000	4,500			7,500
3.2 Marketing Plan	56,000	25,000	6,000	25,000 ¹		56,000
3.3 Employer Workshops	15,000	10,000	5,000		50,000	65,000
3.4 Green Building Products Sector	48,000	4,000	4,000	40,000 ²		48,000
3.5 Transportation and Logistics Sector	26,448		5,000	21,448 ²		26,448
3.6 Productivity	18,606			18,606		18,606
TOTAL ESTIMATED CORE 3	171,554	42,000	24,500	105,054	50,000	221,554
TOTAL ESTIMATED BUDGET	255,054	75,000	75,000	105,054	50,000	305,054

Notes

* Excludes the in-kind contribution.

** Includes in-kind contribution.

¹ Department of Foreign Affairs and International Trade

² RCAP

PROJECT SUMMARY & TIMELINES

	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
1. Calgary Metropolitan Plan												
1.1 Regional GIS	√	√	√				√	√	√	√	√	√
1.2 Information and Intelligence	√	√	√			√	√	√	√	√	√	√
1.3 Regional Capacity	√					√						
1.4 Regional Economic Prosperity Committee	√	√				√	√	√	√			
2. Collaboration and Partnerships												
2.1 Networking and Information Exchange	√		√			√	√	√	√	√	√	√
2.2 Professional Development	√	√			√	√	√	√	√	√	√	√
3. Regional Marketing												
3.1 Investment Attraction / CREP Website		√	√		√	√	√	√	√	√	√	√
3.2 Marketing Plan		√	√		√	√	√	√	√	√	√	√
3.3 Employer Workshops	√	√	√	√								
3.4 Green Building Products Sector	√	√	√	√	√	√						
3.5 Transportation and Logistics Sector	√	√	√	√	√	√						
3.6 Productivity	√	√										

