

**2004 – 2006 BUSINESS PLAN**



**MUNICIPAL SERVICES  
SUSTAINABLE ENVIRONMENTS  
PROSPERITY**



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## INTRODUCTION

**A**s noted in the following sections of the 2004 Business Plan, the Calgary Regional Partnership (the Partnership) continues to achieve many of the goals established in previous business plan processes. This has occurred, in no small measure, due to the commitment, effort and time that has been invested by elected officials and administrative staff members throughout the region.

The 2004 Business Plan anticipates funding from a combination of sources including residual funding obtained from previous business plan processes, municipal contributions and funding from project partners including Alberta Municipal Affairs, Alberta Economic Development, other Provincial departments, Federal Government and other agencies. It is presented within a three year planning framework to demonstrate anticipated projects and funding needs for 2005 and 2006. In considering this Business Plan, participating municipalities and jurisdictions are asked only to approve the 2004 component.

### **PARTICIPANTS**

The participating municipalities and jurisdictions in the CRP include:

Airdrie	M.D. of Foothills
Black Diamond	M.D. of Rocky View
Calgary	Okotoks
Canmore	Strathmore
Chestermere	Townsite of Redwood Meadows
Cochrane	Tsuu T'ina Nation
High River	Turner Valley
M.D. of Big Horn	

## **VISION**

As the Calgary Regional Partnership (CRP) convenes to plan key implementation steps for the next three years (2004 to 2006), it is valuable for its members to reflect upon the Partnership's vision for the future:

*As a community of unique municipalities and jurisdictions, the Calgary region leads the nation in economic opportunity. The region is recognized as an outstanding place to live and do business, and is acclaimed for its social, economic and environmental sustainability. Residents enjoy an exceptional quality of life in a healthy natural environment.*

The Calgary Regional Partnership's vision for the region is based on three sustainable cornerstones that link it to the community visions approved by each of the municipalities and jurisdictions in the region:

- **Municipal Services**
- **Sustainable Environments**
- **Prosperity**

The regional vision supports local autonomy 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.

With the Partnership's vision in mind, it is important to reflect on the Partnership's successes over the past year and to "think big" about what the Partnership can achieve in the future. This Business Plan has been organized to link partnership activities to each of the vision cornerstones – municipal services, sustainable environments, and prosperity.

## BUILDING ON RECENT SUCCESSES

**T**he 2004 Business Plan for the CRP has been developed through a process of interviews and meetings with Partnership participants and discussions with key funding partners. This process was designed to:

- gain insight into the evolution of the Partnership’s projects;
- identify logical next steps (e.g. implementation items) that should occur as a result of the Partnership’s work completed to date and funding available from various sources; and
- define potential “Ideas for the Future”: projects of regional significance that the Partnership’s membership may wish to consider for inclusion in subsequent Business Plans; and
- provide a plan that might partner with various government agencies, and their funding priorities and programs, in order to further lever limited CRP dollars.

The Partnership has undertaken seven pilot projects to date. Two of these projects were required to build a solid organizational foundation for the CRP. These projects included:

### **Building a Solid Foundation**

- Working Toward an Organization
- Communications Strategy

The five remaining projects are organized under the Partnership’s vision cornerstones as follows:

### **Municipal Services**

- Emergency Response Enhancement
- Regional Transportation Model

### **Sustainable Environments**

- Watershed Information Management
- Regional Waste Management Study

### **Prosperity**

- Regional Economic Development Strategy

Interviews with elected officials and administrative staff members involved in the Regional Partnership and subsequent meetings with the CRP Steering/Executive Committee indicate that there are a number of key “action items for the future” that the Partnership should pursue as a result of work completed on the seven pilot projects. Consultation also suggests that there are a number of key initiatives with wide reaching regional benefits yet to be undertaken by the Partnership which need to be actively pursued in the upcoming years. The 2004 Business Plan has been developed to focus attention and partnership investments in these areas.

For the purposes of Business Plan organization, the projects are organized within each vision cornerstone. Projects are organized as follows:

### **TIER 1**

Initiatives are high priority projects that should be completed in 2004 and 2005. Many of these projects have been identified as action items through the studies and initiatives completed to date by the Partnership, and most have received some commitment of funding by provincial departments..

### **TIER 2**

Projects may include “new initiatives” that the Partnership may wish to pursue in 2006 and beyond. These projects do not have any provincial or other substantial financial commitment at this time.

It is important to note at the outset that this Business Plan is primarily focused on 2004 and 2005 action items that are “do-able” and supported by funding from provincial and other agencies. Future action items and “shadow budgets” have been included for projects that could potentially occur in 2006 and beyond. These budgets have been included to paint the larger financial picture for the Partnership and its future funding needs.

## **BUILDING A SOLID FOUNDATION**

**T**he CRP is committed to advancing the shared interests of the region's communities. The projects and initiatives that are being pursued by the Partnership could not occur without a solid framework and foundation for decision making.

The Partnership recognizes the value of having a solid foundation and plans to continue strengthening it over time. In that regard, the Partnership intends to explore or undertake the following initiatives between 2004 and 2006 to ensure a solid organizational foundation for years to come.

## **WORKING TOWARD AN ORGANIZATION**

### **About the Project**

As the complexity and cost of the projects undertaken by the Partnership increase, so too does the need for active collaboration and involvement by the partners. The CRP has historically operated with member municipalities and jurisdictions meeting on a voluntary basis. The Partnership has determined that a greater degree of formal organization and dedicated administrative resources would be beneficial to ensure that the Partnership continues to move forward in pursuit of its goals.

### **Diary of Accomplishment**

Over the past two years, the CRP has made significant progress in “working toward an organization”. In 2002, members of the Partnership completed Phase 1 of the project: “Building a Community/Regional Vision”. In 2003, the CRP completed Phase 2 of the project: “Developing a Model for Regional Cooperation”. A draft proposal outlining a governance framework for the

Partnership was submitted on June 3, 2003. Subject to approval by all member municipalities and jurisdictions, the CRP will employ the governance framework for an 18 month trial period to determine its effectiveness in fostering cooperation and enhancing decision making. In addition, given approval at the May 2004 General Assembly of the Partnership, this governance framework will be incorporated into a “constitution and bylaws” for Calgary Regional Partnership Inc. – a non-profit corporation incorporated under the Companies Act.

## **TIER 1 – ACTION ITEMS**

### **A) Maintain Funding for the Partnership Administrator**

The Partnership Administrator is a key resource person for the Regional Partnership. The Administrator will function under the general direction of the CRP Executive Committee and will provide a wide range of resource services such as:

- supporting both the Partnership Executive/Steering Committee and the General Assembly;
- providing assistance to project teams;
- supporting strategic business planning practices for the Partnership;
- developing communications initiatives designed to inform internal stakeholders and engage external stakeholders; and
- building partnerships with external agencies and senior levels of government.

Annual funding of \$90,000 is required to maintain a partnership administrator and provide minimal secretarial and other support. For budgeting purposes, this funding requirement will also be carried over into annual budgets for 2005 and 2006.

**B) Develop a Framework to Engage New Members in the Partnership**

The vitality of the CRP and the value created by the regional initiatives that it is undertaking have generated interest from communities adjacent to the Partnership’s present geographic boundaries. Some of these communities may seek to become “sustaining partners” – new full time members of the Partnership. Others may also wish to become “project partners” – municipalities or jurisdictions who contribute financially toward a specific Partnership project in an amount corresponding to a benefit they may receive through its completion. In both cases, the Partnership requires a framework to admit new members either on a project or permanent basis.

**C) Complete a Review of the Governance Framework**

As noted previously, the draft governance framework, once established by the Partnership’s member municipalities and jurisdictions, will be monitored over an 18 month period. At the end of the trial period, a review and evaluation of the governance framework will need to be completed to determine its overall effectiveness.

<b>BUDGET</b> Working Toward an Organization 2004 – 2006				
ITEM	ACTION	2004	2005	2006
A	Funding for the Partnership Administrator	\$90,000	\$90,000	\$90,000
B	Framework to Engage New Members	Internal Resources		
C	Review of the Governance Framework		\$25,000	
	<b>TOTAL</b>	<b>\$90,000</b>	<b>\$115,000</b>	<b>\$90,000</b>

**PROJECT TEAM**

**Elected Officials**

- Mayor Bill McAlpine, Okotoks
- Mayor Tim Anderson, Townsite of Redwood Meadows

**Administration**

- Ernie Park, City of Calgary
- Paul Schulz, City of Airdrie

## **COMMUNICATIONS STRATEGY**

### **About the Project**

The purpose of the Communications Strategy project is to build an identity for the CRP. This identity will be built through activities which increase public awareness of the Partnership and the successes it has achieved through collaborative efforts. The key communications strategy targets include:

- citizens of the region
- member communities
- First Nations
- senior levels of government
- businesses, and
- project and funding partners.

### **Diary of Accomplishment**

In 2003, the CRP completed the development of its communications plan.

Two of the key initiatives of the plan, development of a web site, was completed in 2003 ([www.calgaryregion.ca](http://www.calgaryregion.ca)). In addition, a communications strategy was drafted to raise the profile of the partnership with levels of government and residents and in the region. This strategy includes a number of initiatives including a logo and visual image and a special section in the Calgary Herald and/or other newspapers.

### **TIER 1 – ACTION ITEMS**

Project steering committee members have indicated that a number of key future action items must be completed in order to further the goals outlined in the communications strategy.

#### **A) Increase Internal Communications**

The appointment of an administrator for the CRP represents a positive step in achieving improved and ongoing communications between the Partnership's members (elected officials and administrative staff). The new administrator will be required to develop and execute a strategy that will ensure ongoing and active engagement of internal stakeholders.

Communications Strategy continued...

### **B) Increase Communications to the Region**

A communications strategy and public involvement protocol is required to effectively promote the CRP and its activities to citizens from across the region. This process is necessary to provide broader education to citizens about the local value that can be achieved through regional collaboration.

### **C) Prepare a First Nations Communications Protocol**

The CRP seeks to develop a strong relationship with area First Nations. The Partnership's goal is to develop an active partnership and to collaborate with First Nations on current and future projects. An approach to communicating actively and consistently with First Nations leaders in the region is required in order to build trust and interest in the Partnership and its activities.

### **D) Engage Potential New Partners in the Partnership**

Following the implementation of the governance model, an opportunity exists to engage new "sustaining partners", jurisdictions that will form part of the CRP and "project partners", jurisdictions who may wish to work collaboratively and share costs of projects with mutual benefits.

### **E) Prepare a Senior Government Engagement Strategy**

Much of the CRP's funding is obtained through partnerships with senior levels of government and other funding agencies. The Partnership needs to develop a strategy to engage senior levels of government in order to provide them with a better understanding of its goals and key projects. Engagement with the provincial "Calgary Caucus", attendance at the annual Premier's dinner, and presentations to key federal MPs will serve as a platform necessary to build stronger partnerships with senior governments.

**BUDGET**

Building a Solid Foundation Communications Strategy Project 2004 – 2006

ITEM	ACTION	2004	2005	2006
A	Increase Internal Communications	Internal Resources		
B	Increase Regional Communications	\$50,000	\$10,000	\$10,000
C	First Nations Communications Protocol	\$20,000		
D	Engage New Partners	Internal Resources		
E	Senior Government Engagement Strategy	Internal Resources		
<b>TOTAL</b>		<b>\$70,000</b>	<b>\$10,000</b>	<b>\$10,000</b>

**BUDGET SUMMARY**

Building a Solid Foundation 2004 – 2006

ACTIVITY	2004	2005	2006
Working Toward an Organization	\$90,000	\$115,000	\$90,000
Communications Strategy	\$70,000	\$10,000	\$10,000
<b>TOTAL</b>	<b>\$160,000</b>	<b>\$125,000</b>	<b>\$100,000</b>

**PROJECT TEAM****Elected Officials**

- Mayor Tim Anderson, Townsite of Redwood Meadows
- Mayor Kelly Tuck, Town of Turner Valley

**Administration**

- Lorie Pesowski, MD of Rocky View
- Ernie Park, City of Calgary

## **MUNICIPAL SERVICES**

**T**he Partnership provides a forum that encourages regional municipalities and jurisdictions to discuss regional or inter-municipal service delivery initiatives. The Partnership examines opportunities to reduce costs and improve services through regional and sub-regional service delivery mechanisms and encourages local governments to enter into shared service agreements where appropriate.

With this vision cornerstone in mind, the following section highlights “municipal services” projects that the CRP intends to explore or undertake between 2004 and 2006.

### **EMERGENCY RESPONSE ENHANCEMENT**

#### **About the Project**

The Emergency Response Enhancement team has been working toward the goal of developing and maintaining regional mapping systems required to provide regional emergency response services. Further, the team seeks to assess options and to implement an appropriate solution that will allow for seamless emergency response communications across the region.

The team has completed and is now maintaining regional mapping systems. In 2003, a request for proposal was issued for a needs analysis required to support the development of a seamless regional emergency response communication system. Once complete In 2004, the needs analysis will serve as the basis for communication system design and development.

## **TIER 1 – ACTION ITEMS**

The future action items required for the Emergency Response Enhancement project are as follows:

### **A) Regional Communications Needs Analysis**

A request for proposal to complete a regional communications analysis was issued in October 2003. The analysis will include a review of the current emergency response system situation, an identification of alternative recommendations for a future integrated emergency response system and the preparation of tender documents for the next step in the process – communication system design.

### **B) Mapping Maintenance**

As noted in the 2003 Business Plan, \$60,000 is required as an annual allocation to fund the maintenance of the emergency response mapping system. A further \$10,000 annual allocation is required to ensure that a sufficient supply of hard copy mapping can be prepared and distributed to member municipalities and jurisdictions.

### **C) Design a Regional Communications System for Emergency Response**

The Emergency Response Enhancement team is in the process of completing a needs analysis that will identify an appropriate course of action for regional upgrades to communications systems and communications centres. The cost of designing a “seamless” communication solution for emergency response in the region is unknown at this time. For budgeting purposes, however, a preliminary budget figure has been included for the design of an appropriate “seamless” communication solution.

Energy Response Enhancement continued...

**TIER 2 – ACTION ITEM**

**D) Develop a Regional Communications System for Emergency Response**

Once the system is designed, funding resources will be required for development. It is too early in the process to determine the budget allocation that will be required for the development of a regional communication system for emergency response. However, budget room should be maintained in 2005 for this item.

<b>BUDGET</b> Emergency Response Enhancement Project 2004 – 2006				
ITEM	ACTION	2004	2005	2006
A	Regional Communications Needs Analysis	\$50,000		
B	Mapping Maintenance	\$70,000	\$70,000	\$70,000
C	Analyze and Design a Regional Communications System for Emergency Response	\$50,000		
D	Develop a Regional Communications System for Resources Emergency Response		\$400,000	To be determined
<b>TOTAL</b>		<b>\$170,000</b>	<b>\$470,000</b>	<b>\$70,000+</b>

**PROJECT TEAM**

**Elected Officials**

- Councillor Brenda Goode, MD of Rocky View
- Councillor Ron Laycraft, MD of Foothills

**Administration**

- Darren Sandbeck, Foothills Regional Emergency Services Commission
- Paul Kaiser, Regional Emergency Medical Services, Town of Okotoks

## **REGIONAL TRANSPORTATION INITIATIVE**

### **About the Project**

The City of Calgary is presently working on the development of an integrated land use and transportation model which will include travel and land use pattern data for a broad region extending well beyond the City of Calgary's corporate limits. The combination of existing and future land use data will enable the development of a transportation model which can be used to provide estimates of demand on the region's transportation systems.

### **Diary of Accomplishment**

In 2003, the City of Calgary has been working toward the calibration of the regional transportation model. Put simply, this process includes systematic review and adjustment of the transportation model to ensure that it reflects existing roadway conditions (e.g. traffic volumes, traffic turning movements, etc.) In 2004, this calibrated data will be used, in conjunction with future land use analysis, as a baseline to complete 5, 10, 15, 20, and 30 year forecasts necessary to determine transportation system impacts. Ultimately, these forecasts will be included in the update of the City of Calgary's Go Plan.

## **TIER 1 – ACTION ITEMS**

Members of the project steering committee have identified a number of opportunities associated with the progress being made on the regional transportation model. Some of the action items span beyond modelling and move more toward actual transportation related initiatives.

### **A) Specialized Transportation Initiative**

Some preliminary discussions between members of the Partnership have been completed to determine whether there may be interest in extension of public or private transit service that would actively link Calgary with regional communities. There are presently private operators who provide this service to outlying areas. The members of the Partnership have indicated that further study is required to determine if there is a broader transportation need (e.g. elderly or special needs transportation) to connect the outlying regional communities with Calgary.

Regional Transportation Initiative continued...

### **B) Regional Needs Analysis**

As the City of Calgary continues to build the regional transportation model, it will be important for the CRP to identify its issues, goals and potential initiatives related to regional transportation. Project steering committee members have suggested that a “step back” is required to gather insights into regional needs that may be addressed in the transportation plan.

### **C) Regional Data Collection**

Once the regional needs are better understood, a standardized data framework will need to be developed and a consultant will likely need to be retained to collect the relevant regional data for input into the Regional Transportation Model and Plan.

### **D) Regional Pathway System Strategy**

Many of the communities in the region have excellent local pathway networks for pedestrians and cyclists. The CRP may wish to consider the preparation of a strategy and key initiatives designed to result in the development of a regional pathway system. The outcomes of this process may include a reduction in greenhouse gas emissions, increased transportation options for residents in the region, and improved environmental sustainability.

## TIER 2 – ACTION ITEM

### E) Regional Transportation Plan

Much of the transportation work completed to date by the CRP includes transportation modelling – computer simulation designed to assist in forecasting and decision making associated with future growth and land use decisions. Once the transportation modelling is completed in 2004/2005, the Partnership may wish to evaluate the benefits associated with the preparation of a Regional Transportation Plan which would identify 5, 10, 15, 20, and 30 year major transportation network elements required to ensure sustainability and economic prosperity in regional communities.

<b>BUDGET</b> Regional Transportation initiative 2004 – 2006				
ITEM	ACTION	2004	2005	2006
A	Specialized Transportation Initiative	\$40,000		
B	Regional Transportation Needs Analysis	\$10,000		
C	Regional Data Collection		\$20,000	
D	Regional Pathway System Strategy		\$50,000	
E	Regional Transportation Plan			\$250,000
<b>TOTAL</b>		<b>\$50,000</b>	<b>\$70,000</b>	<b>\$250,000</b>

**PROJECT TEAM**

**Elected Officials**

- Alderman Dale Hodges, City of Calgary

**Administration**

- Stan Schwartzberger, MD of Rocky View
- Vern Hart, City of Calgary

Regional Transportation Initiative continued...

## **ADDITIONAL MUNICIPAL SERVICES PROJECTS**

Members of the Partnership have identified a number of additional municipal services projects which may offer region wide benefits to the Partnership's members.

### **TIER 1 – ACTION ITEMS**

#### **A) Regional Water Strategy**

The province has recently released a draft provincial water strategy known as Water for Life: Alberta's Strategy for Sustainability. This strategy recommends that water quality and quantity issues should be addressed and managed at a regional level. Planning that has been completed in the region (e.g. Sustainable Okotoks) has been developed based on the premise that area watercourses have a finite ability to provide water for residents. The growth in the Calgary region begs the question: "At what point will we run out of water to service the population?" The CRP is considering a Regional Water Strategy designed to ensure a sustainable supply of quality water for the region's residents.

### **TIER 2 – ACTION ITEM**

#### **B) Regional Fire Training Cooperation**

An opportunity for cooperation exists in training the region's fire fighters. This training could result in standardized certification, reduced costs for participating municipalities, and potentially greater specialized skills training (e.g. HazMat, water rescue, etc.). A preliminary scoping study should be completed to determine areas of opportunity with respect to this item.

#### **C) Regional Infrastructure Servicing Plan Framework**

Watershed management, environmental protection, and water resource planning are gaining importance as a result of growth in the region. Regional sustainability will be predicated on the availability of infrastructure required to support existing and future residents. The Partnership may wish to consider the development of a framework necessary to guide the exploration of opportunities related to a Regional Infrastructure Servicing Plan.

## D) Regional Safety Services

The administration of safety codes and other safety related services is becoming increasingly complex. At the present time, individual municipalities are responsible for the administration of safety codes. There may be potential to establish a group which could share technical information on safety codes, develop best practices and apply for pilot project funding for demonstration projects.

### BUDGET

Additional Municipal Services Projects 2004 – 2006

ITEM	ACTION	2004	2005	2006
A	Regional Water Strategy	Internal Resources	Internal Resources	
B	Regional Fire Training Cooperation			\$20,000
C	Regional Infrastructure Servicing Plan Framework			\$50,000
D	Regional Safety Service			\$50,000
<b>TOTAL</b>				<b>\$120,000</b>

### BUDGET SUMMARY

Municipal Services 2004 – 2006

ACTIVITY	2004	2005	2006
Emergency Response Enhancement	\$170,000	\$470,000	\$70,000+
Regional Transportation	\$50,000	\$70,000	\$250,000
Additional Municipal Services Projects	Internal Resources	Internal Resources	\$120,000
<b>TOTAL</b>	<b>\$220,000</b>	<b>\$540,000</b>	<b>\$440,000+</b>

## **SUSTAINABLE ENVIRONMENTS**

**T**he CRP strives to wisely integrate land use, infrastructure, economic development and environmental strategies and objectives. The Partnership respects the autonomy of local municipal plans and the authority local governments have for planning within their jurisdictions. A primary concern of the Partnership is the protection of the natural environments in the face of significant growth in the region.

The following section of the Business Plan highlights “sustainable environments” projects that the CRP intends to explore or undertake between 2004 and 2006.

### **WATERSHED INFORMATION MANAGEMENT SUPPORT SYSTEM**

#### **About the Project**

The Watershed Information Management Support System (WIMSS) project involves the development of Geographic Information Systems (GIS) based applications designed to assist with land use and other land based activity related decision making associated with area watersheds.

#### **Diary of Accomplishment**

The technical advisory team for the WIMSS has completed a model and associated processes which define the information gathering needs for watersheds in the region. The Town of Okotoks has developed a WIMSS for the Sheep River. In 2003, the technical advisory team completed a WIMSS for the Elbow River watershed.

## Tier 1 – Action Items

The WIMSS developed for the Sheep and Elbow Rivers represent only a portion of the watershed information required for effective decision making in the region. Future project needs are identified below.

### A) WIMSS Training and Maintenance

The first WIMSS project has been completed. It will be important for the WIMSS team to introduce the project deliverables and to explain the decision making value associated with the tool to member municipalities. Training sessions on WIMSS use for member municipalities would be included in this project. In addition, a half time equivalent staff person is required to develop and maintain the WIMSS.

### B) Develop New WIMSS

Budget allowances in 2004 through 2006 should be made to complete WIMSS for the Highwood River and Bow Watersheds.

## Budget

Funding has not yet been secured for Bow River Watershed.

<b>BUDGET</b> WIMSS 2004 – 2006				
ITEM	ACTION	2004	2005	2006
A	Develop New WIMSS	\$75,000	\$150,000	\$150,000
B	WIMSS Training and Development	\$35,000	\$35,000	\$35,000
<b>TOTAL</b>		<b>\$110,000</b>	<b>\$185,000</b>	<b>\$185,000</b>

  

<b>PROJECT TEAM</b>
<b>Elected Officials</b>
• Mayor Dan Campbell, Town of High River
<b>Administration</b>
• Steve Fediow, City of Calgary • Richard Quail, Town of Okotoks

## **REGIONAL WASTE MANAGEMENT STUDY**

### **About the Project**

A number of municipalities and waste management commissions in the region have been meeting informally since 2001 to discuss regional recycling and waste management issues. An outcome of these discussions has been the commissioning of a Waste Management Study. The study is designed to:

- determine existing waste generation rates;
- determine and illustrate the flow of waste; recycling and organics;
- forecast future waste production; and
- identify opportunities for regional cooperation in waste management.

The results from the study, including suggested steps, will help members of the CRP to better manage the waste stream experienced presently while planning for sustainability in future regional waste management.

### **Diary of Accomplishment**

The Regional Waste Management Study is nearing completion and its results are expected to be delivered during the fall of 2003. Outcomes from the study will be used to refine the future action items included in this Business Plan.

## **TIER 1 – ACTION ITEMS**

In advance of receiving the final Regional Waste Management Study findings, project steering committee members have suggested that there are a number of future action items that could be undertaken by the Regional Partnership to further regional waste management efforts:

### **A) Waste Management Study –Implementation Strategy**

The first draft of the Waste Management Study was submitted to the project team in September 2003. The study data and findings are varied and complex. An Implementation Strategy will be required to advance the Study's findings from concepts to reality.

## B) Facility Analysis – Organic Waste

The provincial government is in the process of preparing a 10 year Waste Action Plan. Preliminary indications suggest that the Waste Action Plan will call for zero disposal of organic materials (e.g. turf, leaves, yard waste, etc.) in landfills. If this action plan is implemented, municipalities in the region will require a specialized facility designed to process organic waste. A feasibility study to determine the potential scope, siting and business case implications associated with a regional organic waste processing facility will be an important project for the CRP.

## C) Waste Resource Tracking Study

The Regional Waste Management Study that is presently being prepared does not include a detailed analysis of waste flow – where waste is generated vs. the location where it is finally stored. A study of regional waste flow can represent a valuable decision making tool for regional waste management, partnerships in regional waste service delivery, and regional waste transportation.

### BUDGET

Regional Waste Management Study 2004 – 2006

ITEM	ACTION	2004	2005	2006
A	Waste Management Study – Implementation Strategy	\$10,000		
B	Facility Analysis – Organic Waste	\$80,000		
C	Waste Resource Tracking Study		\$69,000	
<b>TOTAL</b>		<b>\$90,000</b>	<b>\$69,000</b>	

### PROJECT TEAM

#### Elected Officials

- Alderman Linda Bruce, City of Airdrie
- Ron Laycraft, MD of Foothills

#### Administration

- Julian deCocq, Town of Cochrane
- Rick Valdarchi, City of Calgary

Sustainable Environments continued...

## **SUSTAINABLE ENVIRONMENTS – FUTURE PROJECTS**

Members of the Partnership have identified a number of future sustainable environments projects which may offer region wide benefits to the Partnership's members.

### **TIER 1 – ACTION ITEMS**

#### **A) Regional Sustainability Strategy**

The population in the Calgary region continues to grow at an incredible rate. Growth pressures create a wide range of environmental, social, economic, infrastructure, and built form issues in the region. The concept of a “Regional Sustainability Strategy” has been identified as a project by a number of CRP participants. A starting point will include a study and regional forum to examine regional sustainability strategies from other jurisdictions throughout the world to determine if they have applicability for the Calgary region. A subsequent step would include the development of a framework, to be endorsed by the CRP, which would outline an acceptable approach to developing a Regional Sustainability Strategy for the Calgary Region.

### **TIER 2 – ACTION ITEMS**

#### **B) Brownfield Redevelopment**

As the “greenfield” or undeveloped land base continues to be absorbed by new development in the region, communities are increasingly faced with the challenge of encouraging or facilitating redevelopment of brownfield sites (e.g. potentially contaminated or often former industrial locations). Many of these sites are highly visible and located within the core areas in our municipalities. There are considerable tax base, environmental, health and aesthetic benefits associated with site remediation and redevelopment. The CRP may consider the preparation of a strategy or joint standards designed to encourage brownfield redevelopment.

### C) REGIONAL GROUNDWATER PROJECT

Protection of surface and groundwater are paramount to ensuring safe water supplies for regional residents. The Partnership may wish to consider the development of standards for land-based activities that are designed to protect area watersheds, surface water and groundwater.

<b>BUDGET</b> Sustainable Environments Future Projects 2004 – 2006				
ITEM	ACTION	2004	2005	2006
A	Regional Sustainability Strategy		\$75,000	
B	Brownfield Redevelopment			\$50,000
C	Regional Groundwater Project			\$75,000
<b>TOTAL</b>			<b>\$75,000</b>	<b>\$125,000</b>

<b>BUDGET SUMMARY</b> Sustainable Environments 2004 – 2006			
ACTIVITY	2004	2005	2006
Watershed Information Management	\$110,000	\$185,000	\$185,000
Regional Waste Management	\$90,000	\$69,000	
Sustainability Projects		\$75,000	\$125,000
<b>TOTAL</b>	<b>\$200,000</b>	<b>\$329,000</b>	<b>\$310,000</b>

## PROSPERITY

**T**he CRP recognizes and respects municipalities' and jurisdictions' economic development strategies and plans. It emphasizes that there are significant benefits associated with integrating local strategies within a regional context and provides a forum for area municipalities and jurisdictions to develop and implement regional approaches to economic development.

The following section of the Business Plan highlights "prosperity" projects that the CRP intends to explore or undertake between 2004 and 2006.

### **REGIONAL ECONOMIC DEVELOPMENT STRATEGY**

#### **About the Project**

Recent thinking in economic development circles suggests that economic development strategies and initiatives which focus on the benefits accruing from regional cooperation are stronger than the sum of individual community economic development efforts. In this vein, the CRP, in collaboration with Calgary Economic Development, Alberta Economic Development, and Western Economic Diversification has prepared a region-based economic strategy. The strategy that is focused on accelerating the region's economic drivers. These drivers are accelerated through a "sector" approach which brings together businesses linked by common themes. The process encourages businesses in the region to come together to identify challenges that need to be overcome and competitive advantages in the region that are instrumental in forming strategies necessary for business attraction and retention.

#### **Diary of Accomplishment**

Calgary Economic Development with the participation of the CRP completed the C-Prosperity strategy in 2003. The process of collaboration involved in the development of C-Prosperity and follow up meetings have resulted in enhanced relationships between the region's municipalities and Calgary Economic Development. A web site promoting the CRP was also developed and unveiled in 2003; and a regional economic development forum took place in January 2004 to develop a cooperative economic development framework for the region.

## **TIER 1 – ACTION ITEMS**

A number of economic development initiatives are being pursued by the Partnership.

### **A) Contribute Staff and Other Resources Toward the Tri-Lateral Summit on Technology**

The City of Calgary and the CRP have been involved in the Tri-Lateral Summit on Technology with the communities of San Antonio, Texas and Monterrey, Mexico. The City of Calgary will host the Tri-Lateral Summit on Technology in 2004. The summit offers an excellent opportunity for regional promotion and business development. Given the success of this summit in past years, the Partnership should consider an annual funding allocation in its budget for this project.

### **B) Develop a Framework for Collaboration with Calgary Economic Development, Alberta Economic Development, and Regional Community Futures Groups**

The members of the CRP have a significant vested interest in the success of a regional economic development strategy. Others such as Alberta Economic Development and regional Community Futures groups will work actively with the Partnership to promote regional economic development interests. Accordingly, the Partnership is developing a framework for collaboration with Calgary Economic Development, Alberta Economic Development and Regional Community Futures groups to further regional connectivity and to promote regional interests.

### **C) Resource the Framework for Collaboration**

Once the framework for collaboration described above is established, the Partnership will seek to hire a resource person (e.g. a Business Development Officer) to work with Calgary Economic Development to ensure that the region and regional interests are being actively promoted within a regional framework.

### **D) Complete a Regional Economic Asset Inventory**

The CRP is pursuing, with the assistance of Alberta Economic Development and regional Community Futures groups, the development of a Regional Economic Asset Inventory. This Inventory will serve as foundation for regional business development attraction and retention, better marketing of communities, businesses and the region.

### **E) Calgary Film Commission**

The CRP has been involved in the provision of funding to explore the development of a film production facility located between Okotoks and High River in the M.D. of Foothills (Saddlebrook). The Calgary Film Commission promotes and markets the Calgary region as a competitive and attractive location for film production. The CRP will support the Film Commission in this work.

## TIER 2 – ACTION ITEM

### F) Obtain the Services of an Economist

Economic forecasting for the region is an important service that impacts regional and local decision making at economic, financial and strategic levels. The CRP may wish to contribute funds to “purchase” the time of an existing City of Calgary economist. This economist would be responsible for completing regional forecasts for members of the Regional Partnership.

### G) Develop and Implement a National and International Marketing Campaign

There is a need for the Calgary region to promote itself on national and international stages. The Partnership should consider the need for trade missions, newspaper advertising, other media advertising in selected markets, etc., to promote the competitive advantages associated with business location in the region.

<b>BUDGET</b> Regional Economic Development Strategy 2004 – 2006				
ITEM	ACTION	2004	2005	2006
A	Tri-Lateral Summit on Technology	\$10,000	\$10,000	\$10,000
B	Develop a Framework for Collaboration	Internal Resources		
C	Resource the Framework for Collaboration		\$30,000	\$60,000
D	Regional Economic Asset Inventory	\$75,000		
E	Calgary Film Commission	\$10,000		
F	Obtain the Services of an Economist			\$40,000
G	Develop and Implement a National and International Marketing Campaign			\$250,000
<b>TOTAL</b>		<b>\$95,000</b>	<b>\$40,000</b>	<b>\$360,000</b>

**PROJECT TEAM**

**Elected Officials**

- Alderman Linda Bruce, City of Airdrie
- Councillor Truper McBride, Town of Cochrane

**Administration**

- Maggie Armstrong, City of Airdrie
- Rob Miller, Town of Okotoks

## FUTURE PROSPERITY PROJECTS

Members of the Partnership have identified a number of future prosperity projects which may offer region wide benefits to the Partnership’s members.

## TIER 2 – ACTION ITEMS

### A) Regional Affordable Housing Strategy Research

The cost of living in Alberta communities is increasing as a result of continued strong economic activity in the province. Although unemployment in the province is low, housing affordability remains a critical issue for municipalities.

The Partnership, in conjunction with the province and CMHC, may wish to consider the need for research that could lead toward the development of a regional affordable housing strategy.

### B) Employment Centre Strategy

Siting employment opportunities near places of residence throughout the region has a number of transportation, greenhouse gas emission, quality of life, and financial benefits for municipalities and their residents. Members of the Partnership may wish to consider greater involvement in the City of Calgary’s “Employment Centre Strategy” to ensure that benefits associated with the Strategy continue to accrue to the broader region.

### C) Calgary Sister Cities Commission

The Sisters Cities Commission offers an opportunity to connect regional businesses with Calgary’s six sister cities. As part of the Regional Economic Development project, the Partnership may wish to consider opportunities to enhance involvement with the Calgary Sister Cities Commission.

### D) Regional “Safe City” Community Initiative

The City of Calgary has been designated as a member of the international “Safe Community” network by the World Health Organization and has received the national Safe Community designation from the Safe Communities Foundation of Canada. Regional involvement in creating safe communities and a safe region may be of considerable benefit to residents.

<b>BUDGET</b> Future Prosperity Projects 2004 – 2006				
ITEM	ACTION	2004	2005	2006
A	Regional Affordable Housing Strategy Research		\$100,000	
B	Employment Centre Strategy		\$30,000	
C	Calgary Sister Cities Commission			\$10,000
D	Regional “Safe City” Community Initiative			\$10,000
	<b>TOTAL</b>		<b>\$130,000</b>	<b>\$20,000</b>

<b>BUDGET SUMMARY</b> Municipal Services 2004 – 2006			
ACTIVITY	2004	2005	2006
Regional Economic Development Strategy	\$95,000	\$40,000	\$360,000
Future Economic Development Strategy Projects		\$130,000	\$20,000
<b>TOTAL</b>	<b>\$95,000</b>	<b>\$170,000</b>	<b>\$380,000</b>

## FUNDING THE 2004 BUSINESS PLAN

In 2001 and 2002, the Partnership's Business Plan was primarily funded through resources secured through senior levels of government. In 2003, the Business Plan included a jurisdictional contribution whereby all member jurisdictions were asked to make a financial contribution designed to assist the Partnership in its pursuit of projects of regional benefit.

The contribution funding model, was developed based on an approach employed by the Alberta Capital Region Alliance (ACRA). This model results in the following funding formula:

- Jurisdictions with populations over 100,000 pay \$0.20 per capita.
- Jurisdictions with populations up to 100,000 pay \$0.40 per capita.
- Jurisdictions with populations under 1,250 (villages) pay a flat rate of \$500.

While initially proposed to assist in funding the 2003 Business Plan only, the contribution is now included as a core annual component of the funding strategy for the Partnership's upcoming projects.

## ANNUAL JURISDICTIONAL CONTRIBUTION

JURISDICTION	POPULATION (2001 Census)	REQUISITION RATE (\$ Per Capita)	TOTAL REQUISITION (\$ Amount)
Airdrie	20,382	\$0.40	\$8,152
Black Diamond	1,866	\$0.40	\$746
Calgary	876,519	\$0.20	\$175,303
Canmore	11,458	\$0.40	\$4,583
Chestermere	3,414	\$0.40	\$1,365
Cochrane	11,798	\$0.40	\$4,719
High River	9,345	\$0.40	\$3,738
MD of Big Horn	1,298	\$0.40	\$519
MD of Foothills	16,764	\$0.40	\$6,705
MD of Rocky View	30,688	\$0.40	\$12,275
Okotoks	11,664	\$0.40	\$4,665
Strathmore	7,621	\$0.40	\$3,048
Redwood Meadows	1,150	Flat Rate	\$500
Tsuu T'ina Nation	830	Flat Rate	\$500
Turner Valley	1,608	\$0.40	\$643
<b>TOTAL</b>	<b>\$1,006,405</b>		<b>\$227,461</b>

The jurisdictional contribution represents only a portion of the total funding required for the projects proposed in the 2004 Business Plan. The Business Plan, in conjunction with previous work completed by the Partnership has been presented to senior government funding partners – Alberta Municipal Affairs has committed a total of \$700,000 to the Business Plan based on a 75%/25% (AMA/CRP) match. Alberta Economic Development is considering a significant annual contribution.

Other departments and agencies will also be solicited for funding partnerships. These include: Alberta Environment, Alberta Transportation, Western Economic Diversification, Indian and Northern Affairs Canada, Prairie Farm Rehabilitation Administration, Canada Mortgage and Housing Corporation, Federation of Canadian Municipalities, and others.

## 2004-2006 BUDGET SUMMARY

<b>BUDGET SUMMARY</b> Estimate Only 2004 – 2006			
VISION ELEMENT	2004 BUDGET	2005 BUDGET	2006 BUDGET
Building a Solid Foundation	\$160,000	\$125,000	\$100,000
Municipal Services	\$220,000	\$540,000	\$440,000+
Sustainable Environments	\$200,000	\$329,000	\$310,000
Prosperity	\$95,000	\$170,000	\$380,000
<b>TOTAL</b>	<b>\$675,000</b>	<b>\$1,164,000</b>	<b>\$1,230,000</b>

As noted previously, the 2006 component and parts of the 2005 component of the Business Plan is aspirational based on the anticipation of acquiring funding from a combination of sources including residual funding from previous business plan activities, municipal contributions, and future funding from project partners. On a general basis, not including grants received to date and funds remaining from previous grants, the Partnership’s annual contribution of approximately \$227,000 will require the Partnership to obtain over \$3.1 million in senior government and other funding over the next three years to fund the Business Plan priorities.

It is important to place the Business Plan in context and to recognize the aspirational nature of this Plan – especially in the third year 2006. Should the Partnership find itself in a funding short fall position, the Steering Committee would re-evaluate the projects contained in the 2004 Business Plan, prioritize them and determine those projects which may have to be postponed to some future business plan when appropriate funding is more readily available. However, in the spirit of the Business Plan, the CRP aspires to aggressively pursue funding from various partners in order to achieve its objectives.



**MUNICIPAL SERVICES  
SUSTAINABLE ENVIRONMENTS  
PROSPERITY**



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