

## **FINAL REPORT**

### **2004-07 AMAH IMPLEMENTATION GRANT**

#### **1. Public Communication Strategy**

(Project cost: \$135,000)

Business plans from 2003 onward along with various strategic planning processes recommended that an identity for the Calgary Regional Partnership be developed. This was to include activities to increase public awareness, increase internal communications, engage potential new partners and prepare a senior government engagement strategy. Alberta Municipal Affairs approved its 75% funding towards these communications goals.

The project delivered the following communications methods, materials and outcomes:

- A new CRP logo, visual image, refined web site and promotional communications items and tools.
- Two Calgary Herald supplements were published in the spring of 2004 and 2005 . Called "Report to the Calgary Region" these newspaper pull-outs outlined the activities, plans, projects and members of the CRP in 2004, 2005.
- More specific media efforts including newspaper columns and over forty public presentations were made in 2006-7 to various conferences, stakeholder groups, and service clubs.
- A wholesale upgrade of the CRP website was completed in Jan-2007.
- A regular on-line newsletter to internal and external stakeholders was developed, and
- Partnerships, financial and otherwise, were developed with a number of government agencies including, besides Alberta Municipal Affairs & Housing, Alberta infrastructure and Transportation, Alberta Economic Development, Alberta Sustainable Resources Development, Alberta Solicitor General and Calgary Health Region (re emergency communications) and Federation of Canadian Municipalities Green Fund

All these initiatives proved successful in raising the CRP's profile. For example media articles over the last years have gone from approximately 10 in 2003 to an average of 30 in each of the years 2004, 2005 and 2006 to 2007 where we have over 40 as at October 7<sup>th</sup> and are estimating well over 60. CRP Web site visits went from 1,250 average visits per month in January to April to regular highs of 4,000 visits per month in 2004 and 2005. Numbers for our new site are being obtained.

#### **Appendix 1 provides all the above documents and media articles**

The following documents are available on our web site as noted:

- News articles <http://www.calgaryregion.ca/crp/inthenews/articlesclips.aspx?catid=1772>

- 2004 Report to the Region  
<http://www.calgaryregion.ca/crp/media/16893/report%20to%20the%20region%20-%202004.pdf>
- 2005 Report to the Region  
<http://www.calgaryregion.ca/crp/media/16884/report%20to%20the%20region%20-%202005.pdf>

calgaryregion.ca has a huge array of other documents and communications pieces

## 2. Emergency Regional Communications

(Project cost \$4,700)

A 2000-04 Alberta Municipal Affairs RPI Exploration Grant funded a study to explore inter-operability or seamless communications throughout the Calgary Region amongst ground ambulance and fire responders. The study author's, IP Plus Inc., identified a number of options including an 800 MHz Trunking System Extension of the City of Calgary's emergency communications system throughout the region. This extension of the City of Calgary's communications system was considered the most cost effective option.

Alberta Municipal Affairs approved an RPI Implementation Grant of \$333,000 (75%) based on a CRP contribution of \$111,000 (25%) for a total commitment of \$444,000. The Emergency Communications Project was intended to design and implement a state-of-the-art communications system that would promote safe, seamless and efficient emergency communications amongst fire protection and ground ambulance responders across the CRP Region. The project was to include engineering and planning activities to implement a regional communication system. More specifically, the intended outcomes were:

- Regional communication system design and engineering.
- Development of partnerships with various agencies for the financing of the project. These include Calgary Health Region, Emergency Preparedness Canada and various provincial agencies.
- Site and equipment preparation and development, and limited pilot tower purchase and construction costs.
- Preparation of a Regional Communications System Request for Proposal (RFP) and award contract.

Motorola Inc. completed a detailed design of the system on speculation at no cost to the project. **Please see Appendix 2 or click on**  
<http://www.calgaryregion.ca/crp/members/communicationcommittee/presentations.aspx>

In addition earlier reports are available at  
<http://www.calgaryregion.ca/crp/members/communicationcommittee/presentations.aspx?catid=1674>

Estimated Costs of System:

Capital costs:

Equipment for entire region..... \$11.1 Million  
Site Development – Shelters, electrical, mechanical,  

- Approx 8 sites require new shelter – (\$80k each) .....\$640k
- Approx 11 sites require electrical/mechanical upgrades

- (avg. \$15k each).....\$165k
  - To cover beyond CRP area to cover CHR area.....\$ ?\_
- \$12+ Million**

Operating Costs:

- Site leasing
  - \$1000 per month per site (typical per Cellular site)
  - 10 site leases required.....\$120k per year
- T1 leasing
  - Four T1's required – approximately \$700 per month....\$34k per year
- Maintenance support – from City of Calgary
  - Motorola maintenance support (from City of Calgary)
    - \$xx per month per site = \$xxx per year.....\$\_\_\_/year
- Microwave network support from Motorola.....\$53k/year

**\$207,000/year**

Many opportunities for funding/revenue generation were pursued including user-pay or partnerships with third parties including Provincial Emergency Preparedness and Fish & Wildlife, and Police services. Special efforts were focused on the Calgary Health Region given the proposed ground ambulance transfer to CHR. CRP worked with CHR to determine the extent of CHR Partnership and funding. However, the Provincial decision to defer the Ambulance Transfer process indefinitely postponed these discussions.

The Province is currently considering a province-wide system that could embrace or integrate with the CRP's plans. It was decided by CRP Executive Committee and ratified by its General Assembly (May 26, 2006) that CRP would await progress on any Provincial or CHR initiative before proceeding further. The CRP General Assembly also agreed to request reallocation of the remaining funds to various other implementation projects including Specialized Transportation.

Here is a summary of reallocated funding from the Emergency Communications Project:

- +\$4,747 was spent on actual Emergency Communications Project. This includes reports and meetings with the CHR, the Province and Federal Government / Deputy Prime Minister regarding possible funding partnerships.
- +\$241,000 reallocated in June 2005 to Public Communications Strategy, Organics Waste Management and specialized Transportation
- +\$198,253 June 2006 reallocation request to specialized transportation
- = \$444,000 total original project funding

### **3. Regional Waste Management Study** (Project cost: \$10,000) & **4. Program and Facility Analysis – Organic Waste Diversion** (Project cost: \$125,000)

The CRP initiated a regional approach to waste management by proceeding to implement the Calgary Regional Partnership's 2003 Waste Management Study findings and recommendations. The CRP study into regional solid waste management determined that organics (defined as yard and leaf, food waste, and other organics) and paper constitutes approximately 50% of the current overall solid waste stream in equal percentages by weight (25% organics / 25% paper). Strategic planning sessions were then held, a communications plan and waste minimization strategy was implemented. The fundamental component of CRP's strategy was to explore the diversion and reuse of organics – as not only a valuable waste stream, but to preserve current regional landfill space.

The CRP commissioned a study to evaluate the feasibility of establishing a regional Organics and Paper Recovery Strategy and Processing Facility. CH2M Hill was retained to undertake this regional study. Its objective was to develop a business case for diversion of organics and paper waste, leading to the design and implementation of Regional Organics and Paper Recovery Strategies and Processing System.

This first step of the study **updated regional organic and paper waste information** including generation, disposal, and diversion rates, current facilities for collecting and processing paper and organic waste. Organic and paper waste generation and future growth in each waste sector (Residential, ICI and C&D) within the region were updated. Bio-solids and agricultural waste generation were also reviewed based on potential impacts to current and future solid waste management practices within the region. A suitable land inventory was also completed within the region based on land application of bio-solids, municipal sludges and Ag waste.

A stand alone **best management practices paper** was also prepared as part of the study which focused on various methods and technologies suited for managing organic and paper waste collection and processing in other municipalities and jurisdictions in Canada, United States and Europe. The analysis concluded that composting was the most appropriate method of organics processing for the Calgary Region. It also concluded that paper waste would be best managed through recycling. Where it would not be practical to recycle a source separated paper stream, the paper could be processed in a mixed waste composting facility. **The Best Practices Paper forms part of the Final Report in Appendix 3 and is available on**

<http://www.calgaryregion.ca/crp/media/16260/crp%20organics%20study%20-%20final%20report.%20jan%202007.pdf>

Regarding **paper diversion**, the Best Practices paper identified recycling as the “highest and best use” of paper. Composition estimates indicate that the current system recovers approximately 30% of the paper available. In the future (by 2015), the amount of paper generated in the CRP will reach 125,240 tonnes. Should recovery of 70% of this paper be achieved, it would result in 87,668 tonnes requiring processing capacity. CRP members are now considering whether they want to maintain their current paper processing and marketing arrangements, or whether they want to combine with their neighbours and achieve some (but not many) economies of scale related to jointly marketing higher amounts. The option of trucking directly to the new City of Calgary MRF(s) is likely available to all CRP members, individually or jointly, but sharing trucking arrangements is considerably more cost-effective. **Please refer to Appendix 3 TM-1A for further analysis of paper recycling options** or go to <http://www.calgaryregion.ca/crp/media/16260/crp%20organics%20study%20-%20final%20report,%20jan%202007.pdf>

**Options for potential sites for regional composting facilities** were reviewed through workshops and presented along with the updated data results in a technical memo (Please see Appendix 3 TM-1). The facility siting options included candidate locations, the associated preliminary costing and social/environmental decision analysis based on an objective value hierarchy. Organics to be processed for each facility included residential waste and a portion of the ICI and bio-solids waste streams.

Approval was then received from the April 2006 CRP Executive Committee and ratified at the May 2006 Spring General Assembly for the recommended four organics processing facilities to be located in Calgary area, MD of Foothills, Canmore/Banff area and Airdrie. The potential for partnering with local Agricultural waste processing operations for the MD of Foothills and Airdrie facilities to reduce the overall facility peak design capacity was also approved.

A technical memorandum (TM-2), outlining **the business case and implementation strategy** for the four organics processing facilities was then prepared for review by the technical committee.

Table 1 shows the preliminary economics with overall facility size, capital cost and estimated unit cost per tonne to process. Cost estimates are order-of-magnitude based on enclosed facility (independent of technology type) and enclosed processing times. Unit costs represent breakeven fees required to service capital and operating costs.

TABLE 1 FACILITY CAPACITY AND CAPITAL COST - PRELIMINARY

<b>Facility Location</b>	<b>Size (tpy)</b>	<b>Capital (\$MM)</b>	<b>Unit Cost (\$/t)</b>
East Calgary Landfill*	162,000	55	44
FRSC Landfill**	7,200	3.2	77
Canmore/Banff**	5,800	2.6	80
Airdrie**	4,200	2.0	76

Notes:

\* 50 day enclosed facility

\*\* 21 day enclosed facility (with 28 day windrow)

The study also discussed **facility and equipment ownership options** including publicly owned, privately owned, or a combination referred to as a “public-private-partnerships” (3P). Facility ownership was determined to be affected by jurisdiction’s differing goals in relation to feedstock & end product as well as technology selection based on area. It was determined that jurisdictions would need to address the collection system which will include container type and pick-up frequency, rate incentives, and allowable organics. It was made clear that a single regional approach was not applicable to the Calgary Region and rural areas will rely on more self hauling and drop-off.

**Revenue streams** for organics recycling include tipping fees, disposal taxes, and end product sales were assessed. A user-based fee structure has proven to be effective in raising awareness and participation in recycling programs (in this case the disposal system must also be on a user-based fee structure). The fee creates an incentive to source-separate waste materials for diversion. If financing is done with general obligation bonds or non-specific taxes, it is difficult for participants to understand the cost of disposal and the avoided costs that can be realized by recycling. For this reason, it is advantageous to finance capital costs with user fees and/or disposal taxes. User fees can include waste tipping fees for self-hauled organic wastes delivered and variable rates for curbside recycling collection based on container size and collection frequency.

It was also determined that **partnering with Agricultural (Ag) waste composting facilities** provided a direct benefit in a reduced municipal facility design capacity required, as the seasonal peak month residential organics (leaf and yard waste) would be shipped to a private organics processing facility. Benefit for the private agricultural facility is in the supply of structural amendments as well as creating an increased revenue stream for local agriculture. Each benefit must be reviewed separately based on the private Agriculture facility priority. There are currently a number of Ag waste composting operations that exist within the MD of Rocky View, Wheatland County and the MD of Foothills which could be approached. Some of have already expressed interest in reviewing potential partnering options. Note that partnering options would be restricted to the Airdrie and Foothills operations only.

The initial elements of the product **marketing plan** for the Calgary Region were also determined

### **Go forward plans**

A regional composting committee has been formed made up of members from the CRP. The committee is formulating next steps toward implementation of regional approach for organics management.

The City of Calgary is currently moving ahead with an implementation schedule for organics processing based on the City's approval of curbside recyclables and SSO organics collection to begin early in 2009.

Although preliminary implementations schedules were identified in the study business case, each jurisdiction and participating members are establishing individual implementation schedules which will work locally as well as regionally. It has been concluded that it would be very difficult for the other potential regional facilities to move ahead with any major expansion plans until the overall costs can be defined in comparison to the City's new organics processing facility.

At present:

- Foothills Regional Services Commission is moving ahead with their expansion of the composting facility at the landfill near Okotoks.
- Canmore/Banff are currently evaluating feedstock options and reviewing siting options for a bio-solids and MSW organics processing facility.
- Airdrie is looking at a potential expansion of their existing leaf and yard composting pad and also at a pilot curbside study for organics and recyclables.

The Calgary Regional Partnership has recently received funding from FCM towards implementing the Organic Waste Facility. This funding is being used to develop a system of regional organic waste facilities. Please go to the following link for implementation plans going forward.

<http://www.calgaryregion.ca/crp/media/16250/rfp%20-%20%20regional%20composting%20implementation.doc>

The final comprehensive regional composting report is available on:

<http://www.calgaryregion.ca/crp/media/16260/crp%20organics%20study%20-%20final%20report,%20jan%202007.pdf>

## 5. Waste Resource Tracking Study

(Project cost \$17,000; Request reallocation of balance of \$52,000 to Regional Land Use Planning Project )

This project, as conceived in 2003, was to study and report on data collection methods used by the Partnership's members; data collection requirements; and diversion practices used in the region; including an identification of current waste transportation and future options. This was started and a data layer related to waste facilities was developed. However, it was determined that anymore specific GIS applications such as this be deferred until strategic steps were taken regarding GIS. It was determined that the Regional GIS Plan (being funded by AMA Exploration funding) needed to provide the broader GIS strategy; and that more critically needed regional land use planning GIS data needed to be collected as a first priority as part of that broader GIS and CRP strategy. The remaining \$57,000 for this project should be reallocated to these GIS and Regional planning related projects

## 6. Governance Review

(Project cost: \$16,000; Request reallocation of balance of \$9,000 to Regional Land Use Planning Project )

This project reviewed and evaluated the 2003 Calgary Regional Partnership's governance framework as it had operated over an 18-month period. The objective was to determine its effectiveness, and identify and recommend changes. To this end, Bill MacMillan, of Equus Consulting in Edmonton, was contracted and conducted interviews of elected people, then issued a report on October 21, 2005. He then facilitated a workshop of all elected members on January 5-6, 2007. **Both these reports are contained in Appendix 4 and are available at**

[http://www.calgaryregion.ca/crp/media/23781/governance%20review%20report%20october%2021,%202005\\_05.pdf](http://www.calgaryregion.ca/crp/media/23781/governance%20review%20report%20october%2021,%202005_05.pdf)

<http://www.calgaryregion.ca/crp/media/18239/jan%205-6%20governance%20workshop%20notes.pdf>

In summary, it was unanimously agreed at the January 5-6th CRP Governance Workshop that:

*In support of the CRP's Sustainable Environment Vision, now therefore be it resolved that the Executive of the CRP move forward to develop a framework for regional planning issues through a sub-committee to be comprised of 6 members 2 from cities, 2 villages/towns, and 2 rural municipalities.*

It was also agreed that the foundation and guiding principles for this project would be based on the Sustainable Environments Vision and Principles of the 2002 Vision Report. The subcommittee was to be made up of elected representatives from Calgary (Mayor Bronconnier), Airdrie (Mayor Bruce), Cochrane (Mayor Bech), Chestermere (Mayor Mikkelsen), MD of Rocky View (Councillor Branson) and MD of Foothills (Councillor Laycraft). Okotoks was identified as an alternate. A parallel staff committee was also formed.

On March 3, 2006 the elected subcommittee of the Regional Growth and Sustainability Framework unanimously agreed to the following which was subsequently ratified at the May 26, 2007 General Assembly:

- “endorse the Regional Growth and Sustainability Framework action plan with the recommended changes and approve the recommendation to move forward with a formal project funding proposal to the Province” and,
- “approve the recommendation to formally name the project, the - Regional Growth and Sustainability Framework”.

It was also agreed that the purpose of the Regional Growth and Sustainability Framework was to:

- provide guidance to regional growth, economic development, transportation, municipal servicing, social wellbeing and the environment, over a 30-50 year time horizon – in support of the region’s long-term vision and goals,
- foster more effective inter-municipal relationships,
- investigate a number of sustainable regional growth scenarios that address the issues identified by the CRP Executive at the 2006 governance review,
- strategically integrate CRP projects,
- help CRP to agree upon some broad, high level concepts for regional land use, or sustainable growth management, at the level of principles and values, and to,
- ensure consistency with CRP’s long-term vision and with the plans and aspirations of the CRP’s autonomous member municipalities.

The Regional Growth and Sustainability Framework was to include:

- A long-term vision, principles, goals and targets for a sustainable region
- Region-wide sustainable growth scenarios - high level regional land use concepts
- Terms of agreement in principle for working together on regional planning issues
- Integration and alignment with municipal plans and key CRP projects
- Technical planning and support tools
- Regional sustainability indicators

## 7. Geographical Information System Emergency (RoadNet) Mapping

(Project Cost \$30,000)

This project prepared and distributed hard copy mapping to upgrade the 2002 exploration grant's mapping activity to include data for two new CRP members: the Town of Canmore, and the Municipal District of Big Horn. Subsequent new members Banff, Nanton, and Crossfield were later added as they joined the CRP. This project was completed very efficiently by staff from the City of Calgary.

It is expected that this emergency mapping project, now called Regional RoadNet will not only play a critical role in emergency and 911 response for the entire region but that it will also form a fundamental part of a more sustainable GIS plan. **Please see Regional RoadNet report in Appendix 5 or go to**

<http://www.calgaryregion.ca/crp/media/19082/nancy's%20presentation%2021.11.06.pdf>

## 8. Regional Transportation Needs Study

(Project cost: \$30,000)

The purpose of this project was to combine existing and future land-use data with information from an integrated land use and transportation model that the City of Calgary was working on. This was expected to provide travel and land use pattern data, and estimates of demand on the transportation systems for the broad region extending beyond the City of Calgary's corporate limits. The ultimate outcomes for this project exceeded those projected at the outset. We went beyond assembling data, which was ultimately assembled by the regional Water & waste Water Servicing study (please go to the following link for details: <http://www.calgaryregion.ca/crp/projects/projects/regionalwater/documents.aspx>)

This project laid the ground work for actual regional transportation planning which has been started as part of the regional and use planning process.

**A first report for this project provided a community by community needs assessment rolled into a broader regional context** as input into the City of Calgary's update of its Transportation Plan. Municipal councilors, planners, engineers, and administrators were interviewed from fifteen CRP members over the period of December 2004 and January 2005. The context of the City of Calgary's plan was broadened in this effort to include "a chapter" on the region and municipalities surrounding Calgary. In addition the assessment addressed how the region, Calgary and other member municipalities, Alberta Transportation and various stakeholders would work to advance the recommendations contained in the Report.

This first report called for a long-term vision that will include the reservation of rights-of-way for major transportation corridors that will facilitate traffic movements throughout the city and the region; that the need for a more integrated approach to transportation planning and implementation amongst CRP member municipalities. This kind of thinking - ensuring that the shared transportation objectives of the region are addressed while at the same time protecting the local interests of individual municipalities – carried through to regional transportation planning as a fundamental component of the Calgary Regional Land Use Plan.

A second **report provided a broader multi modal transportation needs assessment** and was presented in a special meeting regarding the Pacific Gateway Strategy to The Honourable Anne McLellan, Deputy Prime Minister and Minister of Public Safety and Emergency Preparedness at the time. The Report noted the importance of multi-modality and all facets of the supply chain, beginning with measures to better facilitate goods movement within and through the Calgary Region. The priorities identified specific needs around regional roads highways, railways, inter-modal opportunities, West Coast Ports, air cargo, trade development, human resources and border inspection.

**The two reports are in Appendix 6 or go to**

<http://www.calgaryregion.ca/crp/media/4579/regional%20transportation%20assessment%20-%20march%202005.pdf>

<http://www.calgaryregion.ca/crp/media/4595/regional%20transportation%20&%20pacific%20gateway%20strategy%20-%20dec%202005.pdf>

A **third report** was started with the remaining dollars from this project and the Regional Growth & Sustainability Framework project. The report, still in draft form, presents critical strategic information and data for the regional transportation planning component in the regional land use plan. Please see this Report posted at

[http://www.calgaryregion.ca/crp/media/23841/transportation%20discussion%20paper\\_draft.pdf](http://www.calgaryregion.ca/crp/media/23841/transportation%20discussion%20paper_draft.pdf)

## **9. First Nation Protocol**

(Project cost \$4,000; Request reallocation of remaining funds of \$16,000 to go to Regional Planning )

This project attempted to contract with a specialized first nation facilitator to develop and manage a process to establish a communications and participation protocol with area First Nations. After some efforts here, it was believed that a more hands on effort should be undertaken to facilitate meetings and relationships with regional First Nations chiefs and municipal mayors.

Several meetings were held with Tsuu T'ina councilors and staff and a special meeting with the three bands of the Stoney Nakoda First Nation (Please go to the following link

<http://www.calgaryregion.ca/crp/media/23811/notes%20to%20april%2019%20mtg%20with%20stoney%20nation.doc>

Although a formal "First Nations Participation and Communications Protocol" was not executed the following developments are moving forward:

- Tsuu T'ina Nation participated in the region's sustainability and visioning process and has been given, at their request, special and unique mention in the Terms of Agreement for Working Together to complete a regional land use plan.
- Tsuu T'ina Nation representatives (elected and staff) attended a Lincoln Institute Regionalism Conference in Seattle with CRP Representatives.
- The CRP Executive Director has been appointed by the Stoney Nation to sit on its Economic Development Authority (along with former Alberta Premier Ralph Klein).
- Tsuu T'ina and Stoney Nations have expressed interest to work together on GIS, economic development and water/wastewater servicing issues.
- The CRP's approach and relationships was written up in a best practises manual for relationship building between municipalities and first nations. Please go to

<http://www.calgaryregion.ca/crp/media/23821/best%20practices%20-%20see%20page%2034.pdf>

## **10. Regional Sustainability Strategy (RSS)**

(Project cost \$153,000)

This project began as a study to examine regional sustainability strategies from other jurisdictions in the world for their applicability in the Calgary region; conduct a regional forum; and develop a framework to be endorsed by the Partnership outlining an acceptable approach for a Regional Sustainability Strategy. Through this early phase project, the CRP adopted the Melbourne Principles on Sustainable Cities and adapted them to fit the context of a sustainable 'region', and endorsed a Triple Bottom Line (TBL) approach and methodology for assessing regional issues and opportunities. The project also began an open discussion with citizens and stakeholders around the region to learn about what they valued most about the region – an exercise which contributed to the eventual development of a long term vision for the Region.

The foundational concepts developed through RSS project helped to build the capacity of the partnership to take a more proactive and sustainable approach to

working on the region's most critical issues. The project prepared the CRP for the next stage of discussions which evolved into a more specific difficult issues forum on regional Growth Management and Land Use under the Regional Growth and Sustainability Framework and then a further step into the on-the-ground Calgary Regional Land Use Plan.

In addition to the above, the early RSS project began to develop key partnerships and extended relationships outside of the CRP municipal membership itself with other levels of government, universities, community groups and citizens – all of which have developed over time to become critical ongoing contributors to CRP projects and activities. **Please see Appendix 7 or go to** <http://www.calgaryregion.ca/crp/media/24104/appendix%207%20rgsf%20final%20report.pdf> and <http://www.calgaryregion.ca/crp/media/24114/final%20schedule%20a%20-%20rgsf%20-crlup%20deliverables.pdf>

**for a report of the Sustainability project which morphed into the Regional Growth & Sustainability Framework (RGSF) which further evolved into the Regional Land Use Planning (RLUP) project.**

As of June 20, 2006 the Regional Sustainability Strategy had successfully completed all of its planned activities leading up to the final CRP Executive and member regional visioning session that was held June 23, 2006. Key activities completed included the following:

- extensive CRP Executive and member outreach and awareness building on regional sustainability issues - hosting workshops and discussion forums, presenting at regular CRP Executive meetings participating in projects,
- widespread marketing thought-out the region, both internal and external – local media outreach, formal presentations to municipal councils, attendance at local events etc.
- a comprehensive citizen engagement and visioning input effort including a survey mail out in local utility bills, online website survey, attendance at events
- development of a comprehensive data base for research information,
- integration and alignment with imagineCALGARY activities and processes,
- internal website development,
- research methodology and regional approaches,
- the development of collaborative partnerships with research institutions, the corporate sector and the community at large,
- extensive municipal and First Nations consultation,
- other activities ...

We proposed to Alberta Municipal Affairs that the Regional Sustainability Strategy be closed out as at June 20, 2006 and the remaining project funds of \$6,000 (\$156,000 approved - \$150,000 expended = \$6,000 remaining) be

reallocated to the RGSF project. Please see the RGSF project report for all details of this project that launched the Partnership into regional planning.

## 11. Specialized Transportation

(Project cost: \$278,000 -- \$78,000 for the Initial Study and project facilitation, \$200,000 one-time only seed grant to the lead agency CARTSS to operate service)

This project, formerly called Rural/Urban Transportation Service Needs Assessment was to contract a specialized transportation or transit expert to conduct stakeholder interviews; facilitate focus groups; assess needs; and formulate recommendations.

The Specialized Transportation Project was identified as a priority in the CRP 2004 Business Plan and approved at the fall 2003 GA. The project was then presented, along with other CRP Priorities, to Alberta Municipal Affairs and funding was approved as part of the 2004-07 Implementation Grant.

A contract to complete the Study component was awarded to IBI Consultants in March 2005. The project involved extensive consultations with residents, users, service providers, municipalities and agencies (including CHR, the Province and not-for-profits). The following areas of the region hosted three sets of open houses and meetings:

- Airdrie / Crossfield/ North Rocky View North,
- Strathmore / Chestermere / East Rocky View / Wheatland County
- High River / Okotoks / Black Diamond / Turner Valley / Foothills
- Cochrane / West Rocky / Canmore / Big Horn.

The following consensus emerged from this consultation process:

- A clear and growing need for specialized transportation as an important service. There are currently over 42,000 trips from outside Calgary per year and that will be growing significantly with an aging and rapidly growing population.
- A need to build on existing specialized infrastructure and capacity in the communities and maintaining community autonomy and existing delivery.
- A need to coordinate resources, data bases, information dissemination, referral services.
- A need to enhance and maintain incentive strategies for volunteers.

**The Final Report by IBI Consulting Group presented a recommendation for a demonstration project. Please see Appendix 8 or go to**

<http://www.calgaryregion.ca/crp/media/4587/specialized%20transportation%20-%20crp%20proposal%20for%20a%20demonstration%20project.pdf>

This Report was presented and discussed at the December 2005 CRP Executive Committee. The Demonstration Project was intended to do the following:

- Foster on-going collaboration of existing transportation providers in the Calgary region
- Pilot a central call centre/ dispatch centre that can help existing transportation providers coordinate activity
- Pilot a shuttle service between the above four areas of the region and medical facilities in Calgary
- Pilot a taxi scrip or voucher program to measure enhanced use of existing local taxi services
- Communicate and market the program to participants, local service organizations and Partnership members
- Develop a strategy for transition from pilot/demonstration to a sustainable coordinated service.

In the absence of other alternative agencies/organizations, the Demonstration Project was deemed by the CRP Executive Committee to require oversight and sanction by CRP, who would also act as initial facilitator of the project. The fundamental goal of this plan would be to create a sustainable regional specialized transportation system run by another agency or agencies – clearly not CRP.

Key “Sustainers and Champions” were identified. A committee was struck to begin the process of building a separate governance structure for Specialized Transportation in the region. The Committee included representatives from City of Airdrie, Town of Cochrane, Town of Black Diamond, High River Handi Bus Society, Western Rocky View Community Development Society, Town of Banff, Town of Canmore, and MD of Big Horn.

Expressions of Interest for a lead agency were then called for by the above committee and two qualified agencies expressed strong interest. CRP negotiated with the preferred lead agency, Calgary Regional Transportation Services Society (CARTSS) for project start-up in the fall of 2006. It was apparent that CARTSS had the capacity to make this project work on a sustained basis. Although there was a demonstrated commitment to make the demonstration project a success, it would require a skilled lead agency to properly manage, market and continuously refine the project to meet and balance the many disparate needs.

The eighteen municipal members remained supportive of the ultimate CARTSS proposal to reduce inefficiencies across municipal boundaries and enhance the ability of service providers to meet increasing specialized transportation demands. Barrier free access and aging in place was deemed a fundamental community and socio-economic development need in the Calgary region; and the proposed CARTSS regional delivery model was seen as a fundamental component of any rural development strategy.

The Calgary Regional Partnership remained committed to provide a one-time financial contribution of \$200,000 (75% AMAH/25% CRP) to CARTSS to seed its implementation plans to provide the region's pioneers and persons with disabilities the opportunity to remain in their homes and continue to contribute to their communities. The formal request along with the finalized CARTSS Business plan has been presented to CRP and the \$200,000 payment will be actioned as soon as CRP has an executed amendment agreement with AMAH.

**Please see the Calgary Regional Transportation Services Society (CARTSS) Business Plan in Appendix 9 or go to**

<http://www.calgaryregion.ca/crp/media/12740/cartss%20draft%20business%20plan%20april%20%202007.pdf>

## **12. Regional Pathway System**

(\$37,000 to Regional Pathways GIS map of existing trails and project facilitation \$13,000 requested to go to the Regional pathway planning component of the regional planning project).

This project had originally planned to contract a parks planner or landscape architect to prepare a strategy with key initiatives to develop a regional pathway system. However, as a committee was formed and as it began to move the project forward, the committee soon realized that there was a need to first map the existing pathways and at the same time begin to address some very sensitive land use and jurisdictional issues around the linking of municipal pathways.

**The project proceeded to where it is now, the development of a regional pathways GIS map of all the existing pathways throughout the region. This map is in Appendix 10 or go to**

<http://www.calgaryregion.ca/crp/media/24070/regional%20pathways%20map.pdf>

The map graphically illustrates the amount of work required to create any kind of regional or even sub-regional pathways plan. To move forward, CRP is adding this regional pathways data layer, along with various other maps which outline possible/potential protected areas, into the regional planning process. Then, through the Regional Planning process, we expect to determine possible land use scenarios ahead if we are to move forward on any regional or sub regional pathway or "parks/protected area connectivity" planning.