



Calgary Regional  
Partnership  
FINAL REPORT

2004-07  
Implementation Grant  
Alberta Municipal Affairs



# Final Report

## 2004-07 Alberta Municipal Affairs Implementation Grant

### Introduction

#### Establishing the roots of our Partnership

The 2004-07 Alberta Municipal Affairs Regional Partnership Initiative Implementation Funding was the seed that helped make the Calgary Regional Partnership flourish. With the “learning by doing” associated with the following thirteen projects supported by the province through 75% funding, the Partnership went from a loose network of eleven members to a thriving regional corporation of seventeen. These members have recently charted the course for the region’s sustainable development for the next 70 years. The plan, called the Calgary Metropolitan Plan will do the following:

- Protect our natural environmental systems.
- Guides growth where it should more efficiently go and should not go.
- Integrates efficient infrastructure (regional transit, water, economic development, waste, GIS).

As you read this report describing the thirteen projects that are described, we hope you will see - as we do - how these specific, at the time, seemingly ad hoc projects came together to create the foundations of our partnership and its vision and plan for the region. This plan brings together all the projects that are discussed below. Here they are in summary:

- regional waste management,
- regional transportation,
- regional GIS,
- communications,
- regional sustainability, and
- governance.

#### This Report

This report augments the interim report provided to Municipal Affairs on October 22, 2007 which is available at the following link:

<http://www.calgaryregion.ca/crp/media/24875/report%20-%202004-07%20implementation%20grant%20-%20oct%202007.pdf>

The financial summary for the 2004-07 Implementation funding project is provided in **Appendix 1** of this report. Please also note the Partnership’s audited financial statements since 2006 when the CRP was incorporated under the Companies Act. The attached financial summary in Appendix 1 is verified in all of these annual audits.

CRP's Audited financial statements are available at the following web page:

<http://www.calgaryregion.ca/crp/projects/corporatereports/financialreports.aspx>

This report is presented in a project by project format. Each project is described in terms of its expected outcomes as agreed to in the 2004-07 Alberta Municipal Affairs – CRP Funding Agreement; and its specific accomplishments, which we hope the reader will agree are substantial. This report is best presented and viewed in electronic format because it includes electronic links to various project reports and documents that are available from CRP's web page.

## 1. Public Communication Strategy

(Project cost: \$135,000)

### ***We said we would do this<sup>1</sup>...***

Our public communication strategy will build an identity for the Calgary Regional Partnership (CRP) that will include activities to increase public awareness, increase internal communications, engage potential new partners, and prepare a senior government engagement strategy.

#### Outcomes:

- A new CRP Brochure, logo, visual image, refined web site and promotional communications items and tools.
- Published supplement in the Calgary Herald that outlines the activities, plans, and members of the CRP in 2004 and 2005.
- Media efforts and presentations that promote and market the CRP.
- Develop and implement a regular, bimonthly newsletter to internal and external stakeholders.

An established, ongoing regional general assembly every six months at 100% cost of the CRP.

### ***We did this....***

Business plans and various strategic processes strongly recommended that an identity for the Calgary Regional Partnership needed to be developed including activities to increase public awareness, increase internal communications, engage potential new partners, and prepare a senior government engagement strategy. Alberta Municipal Affairs agreed and approved its 75% AB Mun Affairs / 25% CRP funding towards the project. The project delivered the following communications methods and materials:

- A new CRP logo, visual image, refined web site and promotional communications items and tools. Please go to the following link for our visual identity policy manual

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<sup>1</sup> Taken from the REGIONAL PARTNERSHIPS INITIATIVE ALBERTA MUNICIPAL AFFAIRS AND HOUSING 2007/2008 AMENDING CONDITIONAL GRANT AGREEMENT

<http://www.calgaryregion.ca/crp/inthenews/logoidentity.aspx>

- 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.

Please go to the following link for the 2005 Report to the Region:

<http://www.calgaryregion.ca/crp/media/16884/report%20to%20the%20region%20-%202005.pdf>

Please go to the following link for the 2004 Report to the Region:

<http://www.calgaryregion.ca/crp/media/16893/report%20to%20the%20region%20-%202004.pdf>

- The year 2006 saw more specific media efforts including columns and other more effective public presentations related to new projects. This included a wholesale upgrade of the CRP website which was completed in January 2007.
- The CRP also developed a regular on-line newsletter to internal and external stakeholders. Please go to the following link for copies of e-newsletters:  
<http://www.calgaryregion.ca/crp/projects/corporatereports/annualreports.aspx>

All the above initiatives proved successful in raising the CRP’s profile and preparing some awareness of CRP before the onslaught of some less than positive media coverage regarding the Calgary Metropolitan Plan in 2009. Number of media articles over the last years are as follows:

- 2003 .....10 news articles
- 2004-06.....30 news articles average per year
- 2007..... 40 news articles
- 2008..... 65 articles
- 2009 .....85 articles for first seven months to July 30 only.

CRP has worked to keep track and post all these articles at the following link:

<http://www.calgaryregion.ca/crp/inthenews/articlesclips.aspx>

CRP has regularly issued media releases since 2003. These are posted at the following link:

<http://www.calgaryregion.ca/crp/inthenews/mediareleases.aspx>

CRP has created a wide array of communications documents. They are available at Calgaryregion.ca

Our web site visits continue to increase year over year (July 29 to July 28). Our increased visits from 2008 to 2009 was 39% (14,900 in 2008 to 21,000 visits in 2009) number of unique visitors increased by 45% (6,450 to, 9,400) and page views increased by 34% (64,000 to 88,000).

## 2. Emergency Regional Communications

(Project cost \$4,700)

### ***We said we would do this...***

**Emergency Regional Communications System** that will consider delivery and funding options for a regional emergency communication system.

#### Outcomes:

- Development of potential partnerships with various agencies for the delivery and financing of a regional emergency communication system. These include the Calgary Health Region, Emergency Preparedness Canada and various provincial agencies.

Detailed concept report on regional communications, system design, and engineering.

### ***We did this....***

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 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. In addition earlier reports are available at <http://www.calgaryregion.ca/crp/members/communicationcommittee/presentations.aspx?year=-1>

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.....	\$_?_
	<b>\$12+ Million</b>

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.....	<u>\$53k/year</u>

**\$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 extent of CHR Partnership and funding. However, the Provincial decision to defer the Ambulance Transfer process indefinitely postponed these discussions.

CRP also learned that the Province is considering a province-wide system that could embrace or partner 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 reallocate 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 this reallocation request to specialized transportation  
= \$444,000 total original project funding

### 3. Regional Waste Management Study

(Project cost: \$10,000)

#### ***We said we would do this....***

**Regional Waste Management Study** will initiate a regional approach for waste management by proceeding to implement the CRP's 2003 Waste Management Study findings and recommendations.

Outcomes:

- Strategic planning session.
  - Communication strategy.
- Action plan and implementation.

#### ***We did this...***

The Calgary Regional Partnership used the \$10,000 provided by Municipal Affairs as seed money to continue its work towards reducing waste within the region, and investigating new technologies for recycling and waste reduction.

With funding from the FCM Green Fund, a report from CH2M Hill was received and tabled at the December 14, 2007 General Assembly. This document represents CRP's plan going forward with respect to the Regional Composting Plan in partnership with the four land site owners - City of Airdrie, City of Calgary, Foothills Waste Management Commission and Bow Valley Waste Management Commission. Some of our next steps include a review of the plan with each of the sub regions and determination of next steps and capacity to implement.

### 4. Program and Facility Analysis – Organic Waste Diversion

(Project cost: \$125,000)

#### ***We said we would do this....***

**Program and Facility Analysis – Organic Waste Diversion:** that will contract for a study and report on the potential scope, siting and business case implications of a regional organic waste recovery and processing program, including landfill analysis and options.

Outcomes:

Preparation of the following reports that addresses:

- Landfill Capacities.
- Best Management Practices for Organic Waste Diversion.

Recovery and Processing Options for Paper and Organic Wastes (Agricultural Waste and Bio-Solids).

### ***We did this....***

The CRP initiated a regional approach for 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 part 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 by the CRP 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 on the basis of 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 sludge and Ag waste.

A stand alone best management practices paper was 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 and is available at the following web page:

<http://www.calgaryregion.ca/crp/projects/projects/regionalwastemgmt/documents.aspx?year=2007>

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 go to the following link and click on TM-1A for further analysis of paper recycling options:

<http://www.calgaryregion.ca/crp/projects/projects/regionalwastemgmt/documents.aspx?year=2007>

**Options for potential sites for regional organic management (composting) facilities** were reviewed through workshops and presented along with the updated data results in a technical memo (Please see TM-1 at the above link). 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 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. Using 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.

**Partnering with Agricultural (Ag) waste composting facilities** provides 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 determined to include:

- A benefit statement for the program and products
- An educational website and published documents describing the CRP organic waste recycling program, its benefits, and its products
- A standard specification for the purchase of compost, mulch, and topsoil for residential and commercial use, public works projects and other potential uses.
- Supply of a quality and reliable end product
- A common brand for all jurisdictions with a name that is synonymous with the Calgary Regional Partnership
- Inter-jurisdictional or regional municipal policy to purchase recycled organic waste products for public works projects
- A market assessment to further evaluate the overall demand for the saleable product.

### **Go forward plans**

A regional composting committee was formed of members from the CRP based on the final recommendations of the study. The committee formulated next steps toward implementation of regional approach for organics management.

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 possible organics processing facility.

We have accomplished the following since the above work:

- We have updated the implementation strategy for the regional organics program to reflect changing circumstances. Initial focus will be on the City of Airdrie site and exploration of opportunities east of the City of Calgary.
- We continue to meet with experts offering goods and services related to waste management and recycling in the Region, including several proponents of Waste to Energy technologies.
- Members have worked together to market recyclables and assist one another to work through the effects of the major economic downturn.

The Calgary Regional Partnership has received subsequent 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>

## 5. Waste Resource Tracking Study

(Project cost \$17,000)

### ***We said we would do this...***

**Waste Resource Tracking Study:** that will identify current waste transportation and future options.

Outcome:

Develop a data layer related to waste facilities for inclusion into the regional geographic information system.

### **We did this...**

This project 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 the following strategic steps were taken: First, the proposed Regional GIS Plan (being funded by AMA Exploration funding) needed to provide the broader GIS strategy; and secondly, 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 was reallocated to these GIS projects

## 6. Governance Review

(Project cost: \$16,000)

### ***We said we would do this...***

**Governance Review:** that will contract the implementation and monitor the 2003 Calgary Regional Partnership's governance framework over an 18-month period, including conducting a review and evaluation to determine its effectiveness, and identifying and recommending changes at the end of the trial period in a summary report.

Outcomes:

- Develop Request for Proposals and award contract.
- Governance Framework Review.
- Final report.

### ***We did this...***

This project reviewed and evaluated the 2003 Calgary Regional Partnership's governance framework as it had operated over an 18-month period 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 available at

<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 (Page 5). The subcommittee was to be made up of elected representatives from Calgary, Airdrie, Cochrane, Chestermere, MD of Rocky View and MD of Foothills. Okotoks was identified at the time as an alternate but later joined the committee full time. 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

The above Regional Growth & Sustainability Framework led to the Memorandum of Agreement signed on June 2006 to complete a Regional Land Use Plan Please go the following link for that agreement

<http://www.calgaryregion.ca/crp/aboutus/governance.aspx>

From there, as they say - the rest is history - leading to the development of the Calgary Metropolitan Plan. Please go to calgaryregion.ca for all the exciting details and outcomes of this process. Please go to the above link for further iterations of the governance discussion process to where it is now - a corner stone of the Calgary Metropolitan Plan.

## 7. Geographical Information System Mapping - RoadNet

(Project Cost \$30,000)

### *We said we would do this...*

**Geographical Information System Emergency Mapping** (new members): that will prepare and distribute hard copy mapping to upgrade the 2002 exploration grant's mapping activity to include data for new CRP members.

Outcome:

- Expanded geographical information system data and hard copy mapping.

### *We did this...*

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; and it was recommended and approved by Alberta Municipal Affairs that the remaining \$16,000 in funds go to the broader GIS rationalization project where it is expected that this emergency mapping project will form part of a more sustainable GIS plan. Please see Regional RoadNet report at the following link:

[http://www.calgaryregion.ca/crp/media/19077/basemapping\\_oct13-06.pdf](http://www.calgaryregion.ca/crp/media/19077/basemapping_oct13-06.pdf)

## 8. Regional Transportation Needs Study

(Project cost: \$30,000)

### *We said we would do this....*

**Regional Transportation Needs Study:** that will combine existing and future land-use data with information from an integrated land use and transportation model the partnership is working on, 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 Needs Study includes focusing the regional transportation data gathering for input into a regional transportation model to develop a future regional transportation plan.

Outcomes:

- Regional transportation needs study.
- Report on a broader multi modal transportation needs assessment.

### *We did this....*

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.

**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. The 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 part of the regional land use plan.

The **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, intermodal opportunities, West Coast Ports, air cargo, trade development, human resources and border inspection.

The two reports are at the following web page identified as: March 2005 Regional Transportation Assessment; and December 1, 2005 Report to Deputy Prime Minister:

<http://www.calgaryregion.ca/crp/projects/projects/regionaltransportationplanning/documents.aspx?year=-1>

A **third report** was started with the remaining dollars from this project and the Regional Growth & Sustainability Framework project. The report presents critical strategic information and data for the regional transportation planning component in the regional land use plan. Please see this Report posted at the following web page as *Calgary Region Land Use Study Regional Transportation Discussion Paper - Sept 2007*

<http://www.calgaryregion.ca/crp/projects/projects/regionaltransportationplanning/documents.aspx?year=2007>

## 9. First Nation Protocol

(Project cost \$4,000)

### ***We said we would do this....***

**First Nation Protocol:** that will contract a specialized first nation facilitator to develop and manage a process to establish a communications and participation protocol with area First Nations.

#### Outcomes:

- Meetings of regional First Nations chiefs and municipal reeves and mayors.
- Develop an approach and best practices for relationship building between municipalities and First Nations.

### **We did this...**

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

- Tsuu T'ina Nation participated in the region's sustainability and visioning process and has been given special mention in the Terms of Agreement for Working Together to complete a regional land use plan
- The CRP Executive Director has been appointed by a Stoney Nation Chief to sit on its Economic Development Authority.
- 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.

## 10. Regional Sustainability Strategy

(Project cost \$153,000)

### ***We said we would do this...***

**Regional Sustainability Strategy:** that will contract 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 public input models to collect data and information on a Calgary Region Sustainability Strategy; and develop a framework to be endorsed by the Partnership outlining an acceptable approach for a Regional Sustainability Strategy.

Outcomes:

- Request for Proposal, Terms of Reference, and award contract.
- Literature and Best Practices Review.
- Develop a communications and marketing campaign.
- Undertake visioning and public engagement events across the region.
- Develop an interactive project web site.
- Facilitate stakeholder planning and strategy groups.
- Develop a comprehensive database and analysis system designed to assist in the collection, analysis and dissemination of regional visioning data.
- Regional Forum on Sustainability.
- Final Report and Regional Sustainability Strategy.

***We did this...***

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. Please go to the following reports of the Sustainability project which morphed into the Regional Growth & Sustainability Framework (RGSF) which further evolved into the Regional Land Use Planning (RLUP) project:

<http://www.calgaryregion.ca/crp/media/24104/appendix%20%20rgsf%20final%20report.pdf> and  
<http://www.calgaryregion.ca/crp/media/24114/final%20schedule%20a%20-%20rgsf%20-crlup%20deliverables.pdf>

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 \$3,000 (\$153,000 approved - \$150,000 expended = \$3,000 remaining) be reallocated to the RGSF project.

## **11. Specialized Transportation**

(Project cost: \$278,000)

### ***We said we would do this...***

**Rural/Urban Specialized Transportation Service Needs Assessment:** that will contract a specialized transportation or transit expert to conduct stakeholder interviews; facilitate focus groups; assess needs; and formulate recommendations that will consider next steps and models for advancing sustainable specialized transportation services for the Calgary region.

Conduct a regional specialized transit pilot project to evaluate the delivery aspects of a central call center and dispatch, shuttle service ridership, fee structure and payment methods, and marketing strategies.

#### Outcomes:

- Interviews, Research, and Interim Report.
- Stakeholder Regional Forum.
- Secure a coordinator to manage the specialized transit pilot project.
- Final report with recommendations.

A specialized transportation service agency set up to fill gaps and otherwise provide support to transportation needs of elderly and disabled persons.

### ***We did this...***

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 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 was submitted to Alberta Municipal Affairs and after some time approval was formalized and the \$200,000 payment to CARTSS was executed.

Please see the Calgary Regional Transportation Services Society (CARTSS) Business Plan at the following link:

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

This project, to be better known as Alliance for Simplified Services in Specialized Transportation (ASSIST), is making good progress since CRP/Alberta Municipal Affairs funding provided earlier in June of 2008. The primary focus of ASSIST continues to be research and relationship building in support of creating innovative Service Development Plans for each community. Additionally, the last few months have seen in depth involvement in the construction of the technological backbone for the program to expand. Here are the proposed program elements that will evolve over time:

- Service Development Plans
- Single Point of Contact - Booking and Dispatch Contracts, Trapeze Novus Software, SharePoint Members Portal and front end website
- Brokerage Service
- Subsi-Ride
- Advocacy
- Volunteer Driver Program
- Connection to our potential Regional Bus, Rapid Bus and Commuter Rail Service, and
- ASSIST's New Business Plan.

By way of update, CARTSS has evolved to a core specialized transportation service as outlined in the documents at the following link:

<http://www.calgaryregion.ca/crp/projects/projects/regionaltransportationplanning.aspx>

Please also go to the CARTSS web site at:

<http://www.albertaassist.ca/>

## 12. Regional Pathway System

(Project cost: \$37,000)

### ***We said we would do this...***

**Regional Pathway System:** that will collect GIS mapping details on all existing pathways throughout the region.

Outcome:

GIS data layer of existing regional pathway systems.

### ***We did this...***

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 address some very sensitive land use and jurisdictional issues.

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 at

<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.

## 13. Regional Geographical Information System

(\$93,000 Transferred to Regional GIS Exploration Project)

### ***We said we would do this...***

**Regional Geographical Information System:** that will develop a regional distributed data model, data sharing protocols, and meta data standards.

Outcome:

A web-based regional distributed data model that is fully functional for use with municipality/member, sub-regional, and regional applications and projects.

**We did this....**

This project morphed into the broader CRP's Regional GIS Project and was further funded from the Alberta Municipal Affairs Regional Partnership Initiative Funding. A comprehensive Regional GIS business plan was created and a regional spatial data framework has been designed, developed and implemented. The Regional GIS Business Plan is available at the following web page;

<http://www.calgaryregion.ca/crp/projects/projects/regionalgis.aspx>

The regional data spatial framework itself will be fully available on line for the members and the public soon. A comprehensive report on our Regional GIS system will be provided to Alberta Municipal Affairs by December 30, 2009 as part of the regional GIS Exploration Project which the above funding formed a small part of.

## APPENDIX 1 – FINANCIAL SUMMARY

Calgary Regional Partnership Inc.  
Regional Partnership Implementation Grant  
April 1, 2004 to March 31, 2007

### Financial Summary

	Public Communication Strategy 2A001	Emergency Regional Communication System 2A002	Regional Waste Management Study 2A003	Program & Facility Analysis/ Organic Waste Diversion 2A004	Waste Resource Tracking Study 2A005	Governance Review 2A006	Geographical Information System Emergency Mapping 2A007	Regional Transportation Needs Study 2A008	First Nation Protocol 2A009	Regional Sustainability Study 2A010	Specialized Transportation Demonstration Project 2A011	Regional Pathway System 2A012	TOTAL
<b>Budget</b>													
Revised Implementation Grant	135,000	4,747	10,000	125,000	69,000	25,000	30,000	30,000	20,000	156,000	278,253	50,000	933,000
Transfer to Regional GIS					(52,048)	(8,952)			(16,000)	(3,000)		(13,000)	(93,000)
<b>Final Budget</b>	<b>135,000</b>	<b>4,747</b>	<b>10,000</b>	<b>125,000</b>	<b>16,952</b>	<b>16,048</b>	<b>30,000</b>	<b>30,000</b>	<b>4,000</b>	<b>153,000</b>	<b>278,253</b>	<b>37,000</b>	<b>840,000</b>
<b>Funding Source</b>													
Alberta Municipal Affairs (75%)	101,250	3,560	7,500	93,750	12,714	12,036	22,500	22,500	3,000	114,750	208,690	27,750	630,000
Calgary Regional Partnership (25%)	33,750	1,187	2,500	31,250	4,238	4,012	7,500	7,500	1,000	38,250	69,563	9,250	210,000
<b>Total Funding</b>	<b>135,000</b>	<b>4,747</b>	<b>10,000</b>	<b>125,000</b>	<b>16,952</b>	<b>16,048</b>	<b>30,000</b>	<b>30,000</b>	<b>4,000</b>	<b>153,000</b>	<b>278,253</b>	<b>37,000</b>	<b>840,000</b>
<b>Expenditures</b>													
Salaries/ Wages	29,561	6,034	2,600	14,325	8,625	1,083	863	9,188	2,197	83,554	17,861	14,674	190,565
Professional Fees	21,141	-	7,315	194,551	676	13,536	29,137	20,000	-	43,351	61,837	19,616	411,160
Promotion	70,404	-	-	-	-	-	-	-	-	8,720	896	-	80,021
Telephone/Internet	158	-	-	24	-	-	-	270	-	865	-	-	1,316
Photocopy/ Printing	3,296	-	-	-	-	-	-	-	-	1,542	-	-	4,838
Maintenance & Repair	142	-	-	-	-	-	-	-	-	-	-	-	142
Rent	-	-	-	-	-	-	-	-	-	-	-	-	-
Education/ Conference	490	-	-	-	-	-	-	-	-	1,931	-	-	2,421
Memberships & Subscriptions	-	-	-	-	7,500	-	-	-	-	-	-	-	7,500
Gifts	-	-	-	-	-	-	-	-	479	-	-	-	479
Office Supplies	482	-	50	9	-	-	-	409	-	512	16	-	1,479
Website	4,593	-	-	-	-	-	-	-	-	-	-	-	4,593
Meals & Entertainment	3,434	-	-	322	-	1,404	-	77	778	5,427	1,764	-	13,207
Lodging	-	-	-	-	-	-	-	-	-	714	-	-	714
Meeting Expense	-	-	-	-	-	-	-	159	-	-	-	-	159
Audit/Legal	-	-	-	-	-	-	-	-	-	-	176	-	176
Travel/ Auto	1,132	252	61	881	-	24	-	299	145	3,496	868	331	7,489
Transfer to CARTSS	-	-	-	-	-	-	-	-	-	-	200,000	-	200,000
<b>Total Expenditures 2004-2007</b>	<b>134,834</b>	<b>6,286</b>	<b>10,025</b>	<b>210,113</b>	<b>16,801</b>	<b>16,048</b>	<b>30,000</b>	<b>30,403</b>	<b>3,600</b>	<b>150,111</b>	<b>283,418</b>	<b>34,621</b>	<b>926,260</b>
Less: Contribution from Calgary Health Region											(5,000)		(5,000)
Add: Capital expenditures (computers)	1,823									2,430			4,253
Expenditures transferred <sup>1</sup>				(85,113)									(85,113)
<b>Total Project Expenditures</b>	<b>136,657</b>	<b>6,286</b>	<b>10,025</b>	<b>125,000</b>	<b>16,801</b>	<b>16,048</b>	<b>30,000</b>	<b>30,403</b>	<b>3,600</b>	<b>152,541</b>	<b>278,418</b>	<b>34,621</b>	<b>840,400</b>
<b>Surplus/(deficit) - absorbed by CRP</b>	<b>(1,657)</b>	<b>(1,539)</b>	<b>(25)</b>	<b>-</b>	<b>151</b>	<b>0</b>	<b>-</b>	<b>(403)</b>	<b>400</b>	<b>459</b>	<b>(165)</b>	<b>2,379</b>	<b>(400)</b>

Note 1 - Change in scope of Program & Facility Analysis/Organic Waste Diversion Project. Additional funding received from Federation of Canadian Municipalities (FCM). Expenditures in excess of funding transferred Regional Composting Implementation Project.