

2010 – 11

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



CALGARY REGIONAL PARTNERSHIP

VISION & MISSION

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

VISION

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

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

MISSION

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

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

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

CALGARY REGIONAL PARTNERSHIP GOVERNANCE AND STRUCTURE

The governance structure of Calgary Regional Partnership is relatively simple. Each of the fifteen members (15 municipalities) has three representatives and three votes at the **General Assembly**. The General Assembly meets twice a year to consider annual business plans and broader policy or major issues. The General Assembly is, in effect, the "Board of Directors" of Calgary Regional Partnership.

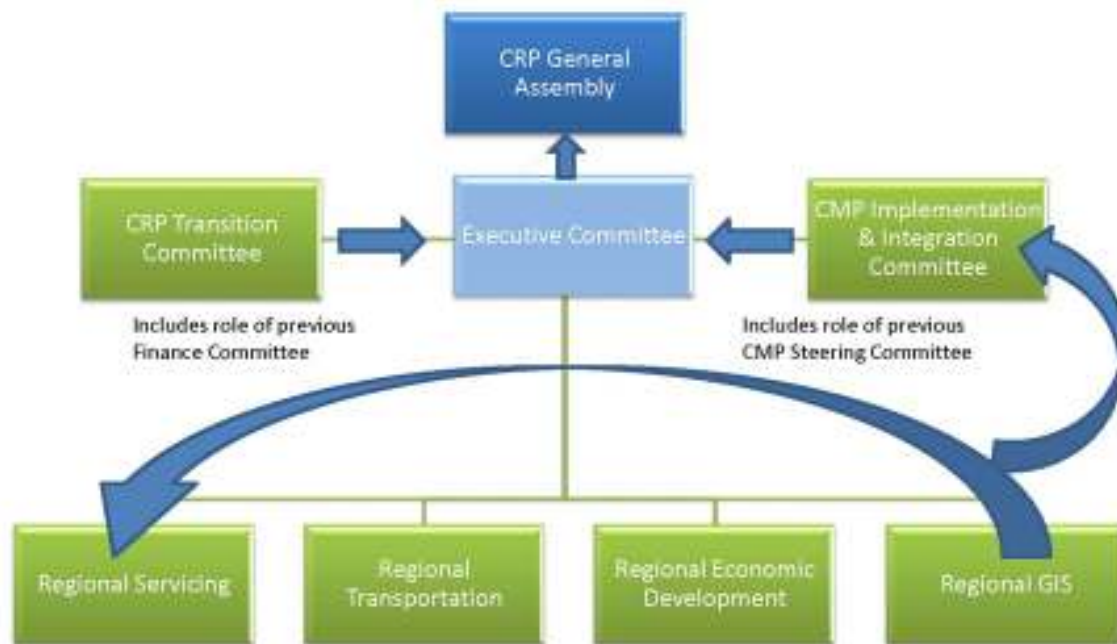
CRP GENERAL ASSEMBLY

- two General Assemblies held per year;
- three approved representatives from each stakeholder community attend;
- approve budget and annual work plan;
- vote on important issues to the CRP;
- highlight the key work that’s been accomplished.

At the General Assembly held November 25th, 2009 in Cochrane the following elections took place.

- Linda Bruce, Mayor of Airdrie, was elected Chair of CRP
- Truper McBride, Mayor of Cochrane, was elected Vice Chair of CRP
- Patricia Matthews, Mayor of Chestermere, was elected Secretary Treasurer of CRP

CALGARY REGIONAL PARTNERSHIP INTERIM COMMITTEE STRUCTURE 2009 - 2011



CALGARY REGIONAL PARTNERSHIP EXECUTIVE COMMITTEE

The Executive Committee of Calgary Regional Partnership acts under the guidance and on behalf of the General Assembly. CRP Executive Committee is comprised of one elected representative from each member community, appointed by their respective Councils. The Executive Committee

is at the heart of CRP’s “operation” and guides CRP projects, initiatives, and oversees the work of two standing committees:

- Integration and Implementation Committee, and
- Transition Committee.

The Executive Committee also oversees four project committees:

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

CALGARY REGIONAL PARTNERSHIP EXECUTIVE COMMITTEE MEMBERS:

COMMUNITY	REPRESENTATIVE
AIRDRIE	Linda Bruce Mayor of Airdrie, Chair of CRP
BANFF	John Stutz, Mayor of Banff
BLACK DIAMOND	Michel Jackson, Black Diamond Town Councillor
CALGARY	Dale Hodges Alderman
CANMORE	Ron Casey, Mayor of Canmore, Chair Regional GIS
CHESTERMERE	Patricia Matthews, Mayor of Chestermere Secretary-Treasurer of CRP
COCHRANE	Truper McBride, Mayor of Cochrane, Vice Chair of CRP and Chair Regional Transportation
CROSSFIELD	Phil McCracken, Mayor of Crossfield
HIGH RIVER	Les Rempel, Mayor of High River
IRRICANA	Josh Taylor, Mayor of Irricana
NANTON	Bill Szabon, Nanton Town Councillor
OKOTOKS	Bill McAlpine, Mayor of Okotoks, Chair Regional Servicing
REDWOOD MEADOWS	Tim Anderson, Mayor of Redwood Meadows
STRATHMORE	George Lattery, Mayor of Strathmore
TURNER VALLEY	Dona Fluter, Mayor of Turner Valley

CMP INTEGRATION & IMPLEMENTATION COMMITTEE

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

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

- Linda Bruce, Chair of CRP
- Mayor Bill McAlpine, Chair Regional Water and Wastewater Servicing
- Mayor Truper McBride, Chair Regional Transportation ();
- Councillor Joann Churchill, Chair Regional Economic Development; and
- Mayor Ron Casey, Chair Regional GIS

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

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

CRP TRANSITION COMMITTEE

The Calgary Metropolitan Plan was approved by CRP members on June 19, 2009, and forwarded to the Provincial Government for review and approval. On September 18, 2009, the Minister of Municipal Affairs expressed his intent to conduct a cross-ministry review of the CMP, leading to a formal sanctioning of the Plan. In anticipation of the Province's formal approval of the CMP and the CRP's establishment as the governing body overseeing the CMP and its implementation, a number of changes to CRP's role and authority, procedures and day-to-day operations are expected.

In preparing for that eventuality CRP has decided to develop a "transition plan" to guide and action the changes required to align the anticipated legislation and regulations affecting both the

CMP and the CRP as an organization. At the November 2009 General Assembly CRP members approved the establishment a “Transition Committee” to chart a path to guide the evolution of the CRP to a more formalized governing body. This committee reports directly to CRP’s Executive Committee and is comprised of:

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

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

CALGARY REGIONAL PARTNERSHIP - MEMBERS

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

MUNICIPALITY	2009 Population*	Contribution Rate	2010 Contribution
AIRDRIE	38,091	40 cents	\$15,236.40
BANFF	8,721	40 cents	\$3,488.40
BLACK DIAMOND	2,308	40 cents	\$923.20
CALGARY	1,065,455	20 cents	\$213,091.00
CANMORE	12,226	40 cents	\$4,890.40
CHESTERMERE	13,760	40 cents	\$5,504.00
COCHRANE	15,424	40 cents	\$6,169.60
CROSSFIELD	2,648	40 cents	\$1,059.20
HIGH RIVER	11,346	40 cents	\$4,538.40
IRRICANA	1,243	Flat Fee	\$500.00
NANTON	2,124	40 cents	\$849.60
OKOTOKS	21,690	40 cents	\$8,676.00
REDWOOD MEADOWS	1,150	Flat Fee	\$500.00
STRATHMORE	11,838	40 cents	\$4,735.20
TURNER VALLEY	2,022	40 cents	\$808.80
TOTAL	1,210,856		\$270,970.20

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

REGIONAL ECONOMIC DEVELOPMENT

The “**Prosperous Economy**” pillar of Calgary Regional Partnership is carried out through the Calgary Region Economic Partnership project committee which as noted in the section on CRP Governance and Structure is one of the four project committees that reports directly to Executive Committee of CRP.

Prosperity Principles

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

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

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

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

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

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

CALGARY REGION ECONOMIC PARTNERSHIP

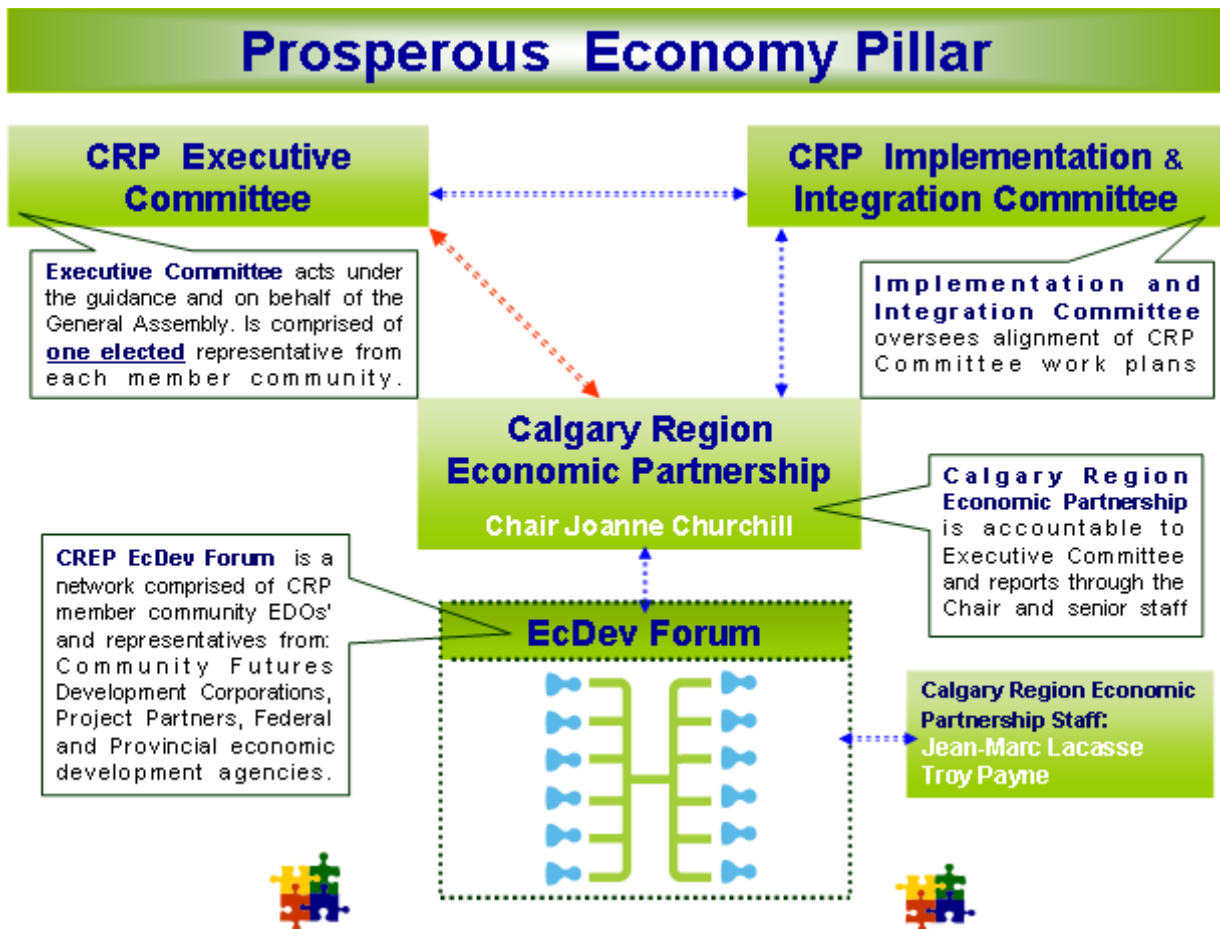
In the fall of 2009 the Calgary Economic Development Forum committee of Calgary Regional Partnership was rebranded as Calgary Region Economic Partnership (CREP).

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

CRP Executive Committee has provided direction and encouraged the Calgary Region Economic Partnership to:

- Employ a cooperative approach to regional economic development, emphasizing the significant benefits associated with integrating local strategies within a regional context,
- Support business retention and expansion activities,
- Develop a market targeted identity based on complimentary strengths,
- Provide a vehicle for local governments to partner with economic development stakeholders, and
- Provide a venue, through the Economic Development Forum where best practices can be shared and economic development knowledge can be increased.

CALGARY REGION ECONOMIC PARTNERSHIP STRUCTURE



The CREP:

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

CALGARY REGION ECONOMIC PARTNERSHIP PARTICIPANTS

MUNICIPALITY	REPRESENTATIVE(S)	
▪ City of Airdrie	Kent	Rupert
▪ City of Airdrie	Leona	Esau
▪ City of Airdrie	Chris	MacIsaac
▪ Town of Banff	Robert	Earl
▪ Town of Black Diamond	Cathy	Hutcheson
▪ Calgary Economic Development	Karen	Chown
▪ Canmore Economic Development Authority	Teresa	Mullen
▪ Town of Chestermere	Christopher	Steeves
▪ Town of Cochrane (<i>elected official</i>)	Joann	Churchill
▪ Town of Cochrane	Maggie	Armstrong
▪ Town of Cochrane	Rob	Kalinovich
▪ Town of Crossfield	Cheryl	Skelly
▪ Town of Crossfield (<i>elected official</i>)	Norma	Lang
▪ Town of Crossfield	Lindsey	Nash
▪ Town of Crossfield	Merel	Jarvis
▪ Town of High River (<i>elected official</i>)	Les	Rempel
▪ Town of High River	Marilyn	MacArther
▪ Town of High River	Heather	Anderson
▪ Town of Irricana	Brenda	Campbell
▪ Town of Nanton	Brad	Mason
▪ Town of Nanton	Georgina	Sharpe
▪ Town of Okotoks	Shane	Olson
▪ Townsite of Redwood Meadows (<i>elected official</i>)	Tim	Anderson
▪ Townsite of Redwood Meadows (<i>elected official</i>)	John	Welsh
▪ Townsite of Redwood Meadows	Pat	Evans
▪ Town of Strathmore	Dwight	Stanford
▪ Town of Turner Valley	Stan	Ogrodniczuk
▪ Town of Turner Valley	Jonathan	Yuen
▪ Town of Turner Valley	Monique	LeBlanc
▪ Town of Drumheller (<i>*Project Partner</i>)	Ray	Telford

Note: * The Town of Drumheller has participated in the Calgary Regional Economic Partnership since 2005.

ECONOMIC DEVELOPMENT FORUM (cont'd)

ORGANIZATION	REPRESENTATIVE(S)
▪ Calgary Regional Partnership	Rick Butler
▪ Calgary Regional Partnership	Colleen Shepherd
▪ Calgary Regional Partnership	Jean-Marc Lacasse
▪ Calgary Regional Partnership	Troy Payne
▪ Western Economic Diversification Canada	Shelley Cuthbertson
▪ International Trade Canada	Barry Schlinker
▪ Alberta Employment and Immigration	Mona Kado
▪ Alberta Finance and Enterprise	Walter Valentini
▪ Alberta Finance and Enterprise	Jacqueline Loke
▪ Alberta Finance and Enterprise	Patricia Fuentes
▪ Community Futures Wild Rose	Ron Cox
▪ Community Futures Wild Rose	Jennifer Brooks
▪ Community Futures Center West	Patti-Jay Powell
▪ Community Futures Center West	Jodie Eckert
▪ Community Futures Highwood	John Lockhart

REGIONAL ECONOMIC DEVELOPMENT STRATEGY

In 2008 the Calgary Region Economic Partnership was directed by Executive Committee to create a regional economic development strategy. The strategy is intended to form the basis for regional economic development work over the next ten years. A Regional Economic Development Strategy Steering Committee of elected officials and key stakeholders was established to oversee the development of the strategy.

Regional Economic Development Strategy Steering Committee Members

- Councillor Joann Churchill (**Chair**) – Town of Cochrane
- Councillor Brenda Sine – Town of Cochrane
- Councillor Norma Lang –Town of Crossfield
- Mayor John Stutz –Town of Banff
- Mayor Tim Anderson/Councillor John Welsh – Redwood Meadows
- Caroline Fairbrother – Regional Director, Alberta Employment and Immigration
- Adam Legge – Vice President, Calgary Economic Development

The Regional Economic Development Strategy Steering Committee was supported in its work by CRP staff, representatives of member communities, and economic development organizations including:

- Kent Rupert – City of Airdrie
- Shane Olson – Town of Okotoks
- Jean-Marc Lacasse – Calgary Regional Partnership
- Troy Payne – Calgary Regional Partnership

- Rick Butler – Calgary Regional Partnership
- Colleen Shepherd – Calgary Regional Partnership
- Walter Valentini – Director, Alberta Finance & Enterprise

Development of the strategy has included exhaustive consultation with elected stakeholders, interested business leaders and community residents, as well as government officials at municipal, provincial and federal levels. It will consider business retention, growth and attraction strategies that will result in jobs created, facilitated and otherwise enabled where people live - the concept of complete communities wherein residents live, work, and play with the associated efficient transportation, necessary servicing infrastructure and limited ecological footprint. The Strategy will be presented for recommendation by the Executive Committee in May 2010 and formal approval of the General Assembly in June 2010.

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

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

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

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



2010 – 11 Workplan

Calgary Regional Economic Partnership 2010 – 2011 - Work Plan	
CORE BUSINESS - 1	Collaboration and Partnerships
INITIATIVE - 1.1	Networking and Information Exchange
ACTION REQUIRED	<p>CREP will hold Partnership meetings and sub-committee meetings during the 2010-2011 timeframe in order to:</p> <ul style="list-style-type: none"> ▪ Promote effective communications and feedback between the CREP and the Executive Committee (through Chair and CRP staff). ▪ Create opportunities for representatives of CRP member communities and key stakeholders to exchange information, network with economic development partners and engage in learning opportunities. ▪ Allow for discussion of key initiatives and potential for new projects to emerge between economic development stakeholders. ▪ Strengthen working relationships with key economic development agencies, in particular CED, develop stronger inter-REDA collaboration, develop and support complementary working relationships with business industry and economic development organizations ▪ Forum members will acquire new economic development knowledge, thereby increasing economic development capacity of the region.
EXPECTED RESULT (s)	<ul style="list-style-type: none"> ▪ 8 to 10 Partnership meetings to which 20 participants will attend on average. ▪ 3 sub-committees to address implement action items. ▪ A minimum of 4 presentations on project progression. ▪ A minimum of 4 training activities. ▪ A report on Partnership progress at every Executive meeting (approximately 9)
PERSONNEL INVOLVED	<p>CRP Staff, CRP Member Municipalities, Community Futures (3), Provincial government - economic development agencies, Federal government – economic development agencies,</p>
SCHEDULE	April 2010 – March - 2011
BUDGET (estimate)	\$17,000
RISK MANAGEMENT (Issues & Solutions)	None identified.
COMMENTS	Aligning the Regional Economic Development Strategy with the Calgary Metropolitan Plan will move the Forum from its traditional project based economic development activity to a more strategic approach.
CRP PERFORMANCE MEASURES	Attendance by CRP member representatives at Partnership meetings.
REDA MOU PERFORMANCE MEASURE	Networking and Collaboration Activity

Calgary Regional Economic Partnership 2010 – 2011 - Work Plan	
CORE BUSINESS - 1	Collaboration and Partnerships
INITIATIVE - 1.2	Integration of the Economic Development Strategy with the CMP
ACTION REQUIRED	<ul style="list-style-type: none"> ▪ Participate in Calgary Regional Partnership (CRP) Integration & Integration Committee meetings to collaborate with the other ‘pillars’/departments within CRP to ensure alignment with the Calgary Metropolitan Plan.
EXPECTED RESULT (s)	<ul style="list-style-type: none"> ▪ Approval of set priorities for the implementation of the Regional Economic Development Strategy. ▪ An increased alignment of implementation activities the Regional Economic Development Strategy and its implementation with the Calgary Metropolitan Plan (from the current 30% to 50%). ▪ Emergence of one new major project, with the assistance of the regional stakeholders, in support of the Calgary Metropolitan Plan’s implementation.
PERSONNEL INVOLVED	CRP Staff, CRP Member Municipalities, Provincial government - economic development agencies, Federal government – economic development agencies,
SCHEDULE	April 2010 – March - 2011
BUDGET (estimate)	\$15,000
RISK MANAGEMENT (Issues & Solutions)	None
COMMENTS	Aligning the Regional Economic Development Strategy with the Calgary Metropolitan Plan will move the Forum from its traditional project based economic development activity to a more strategic approach.
CRP PERFORMANCE MEASURES	<p>“Degree” of alignment of actions / projects with the Calgary Metropolitan Plan.</p> <p><u>NOTE:</u> The 2010-11 Workplan marks a transition year. An important portion of the workplan is to complete projects initiated in previous fiscal years.</p>
REDA MOU PERFORMANCE MEASURE	

Calgary Regional Economic Partnership 2010 – 2011 - Work Plan	
CORE BUSINESS - 1	Collaboration and Partnerships
INITIATIVE - 1.3	Economic Development Conferences and Meetings
ACTION REQUIRED	<ul style="list-style-type: none"> ▪ Attend conferences targeted to economic development professionals that will enable further cooperation and a better implementation of the workplan. ▪ Attend events to gain knowledge that will lead to enhanced efficiencies, effectiveness and outcomes. ▪ Attend a neighboring REDA meeting to gain knowledge of other best practices.
EXPECTED RESULT (s)	<ul style="list-style-type: none"> ▪ Best practices shared at the Partnership meeting from conferences, and how they apply to CREP projects. ▪ Knowledge gained Attendance at economic development conference.
PERSONNEL INVOLVED	CRP Staff and or elected officials
SCHEDULE	April 2010 – March - 2011
BUDGET (estimate)	\$3,000
RISK MANAGEMENT (Issues & Solutions)	None
COMMENTS	Enhance learning and networking opportunities for CRP staff
CRP PERFORMANCE MEASURES	Economic Development Conferences and relevancy of topics.
REDA MOU PERFORMANCE MEASURES	REDA Governance improvement.

Calgary Regional Economic Partnership 2010 – 2011 - Work Plan	
CORE BUSINESS - 2	Entrepreneurial Support & Growth
INITIATIVE – 2.1	Employer Workshops
ACTION REQUIRED	<p>Partner with Alberta Employment & Immigration to implement CRP labour force strategy to inform and increase awareness of employers to labour force issues and best practices in employee retention, employee recruitment, employee development and other specialized workshops.</p> <ul style="list-style-type: none"> ✓ Liaise with participating communities to decide workshop dates and venues ✓ Attend planning meetings with Alberta Employment and Immigration to finalize logistics and marketing strategies ✓ Create online registration, develop workshop information posters, press releases, and mayor speaking notes for each event ✓ Summarize feedback of workshop evaluation forms
EXPECTED RESULT (s)	<p>Approximately 12 workshops in selected CRP member communities. There are six workshop topics that CRP member communities can select from:</p> <ul style="list-style-type: none"> • Finders Keepers: Employee Recruitment • Make a Good Match: Employee Selection • Beyond Pay and Benefits: Employee Retention • Skills by Design: Employee Development • Better Balance, Better Business: Employee Work-Life Balance • Let's Talk: Workplace Conflict Resolution
PERSONNEL INVOLVED	CRP Staff, CRP Member Municipalities , Alberta Employment & Immigration – Delivery Services , AFE – Regional Development
SCHEDULE	April 2010 – March 2011
BUDGET (estimate)	\$20,000 with added in kind contribution \$50,000
RISK MANAGEMENT (Issues & Solutions)	Shifts in the economic climate impacts the relevancy of certain workshop topics for employers. Having a diverse number of topics available will provide employers with options to adapt to changing labour force conditions resulting from economic impacts.
COMMENTS	Successful implementation remains a challenge with limited human and financial resources. Maintaining a strong partnership with CRP member communities and Alberta Employment & Immigration – Delivery Services will be key to successful implementation.
CRP PERFORMANCE MEASURES	<ul style="list-style-type: none"> ✓ Number of workshops held. ✓ Number of attendees at workshops.
REDA MOU PERFORMANCE MEASURES	Economic Delivery Service to CRP member communities.

Calgary Regional Economic Partnership 2010 – 2011 - Work Plan	
CORE BUSINESS - 2	Entrepreneurial Support & Growth
INITIATIVE – 2.2	Green Building Products – Sector Development
ACTION REQUIRED	<ul style="list-style-type: none"> • In cooperation with SAIT, pilot a pathway finding program for qualified businesses to encourage growth and expansion on domestic and international markets. • Work with provincial representatives in building products, international investment specialists for Alberta as well as post officers abroad to effectively market opportunities • Promote the use of green building technologies and materials by piloting a pathway finding program with qualified companies in a position to grow and expand.
EXPECTED RESULT (s)	<ul style="list-style-type: none"> • A minimum of 4 companies with relevant issues will be visited and analyzed. • Data, information and analysis that will prepare the production of pathway document that will assist regional companies that manufacture green products; leading to better access to markets and increased use. • Placement of marketing materials in offices abroad (materials produced in previous fiscal year). • An increased understanding of key factors for success in this sector.
PERSONNEL INVOLVED	CRP Staff, CRP Economic Development Forum, CRP Member Municipalities, Calgary Economic Development, AFE – Regional Development (Director Calgary Region), AFE – Industry Development (Building Product Specialist), Alberta International and Intergovernmental Affairs Consultants
SCHEDULE	Guidelines: May 2010; Selection: September 2010 Completion: March 2011.
BUDGET (estimate)	\$100,000 with added in kind contribution \$60,000
RISK MANAGEMENT (Issues & Solutions)	Confidentiality expected from companies. Establish MOU with clear understanding that results will be shared with economic development partners.
COMMENTS	The development of this sector has been identified as a priority in the Economic Development Strategy. It is also a key alignment strategy with the Calgary Metropolitan Plan. Approval pending in June 2010
CRP PERFORMANCE MEASURES	<ul style="list-style-type: none"> ✓ Number of companies assisted; ✓ Identified pathways in pilot project used as a “best practices”.
REDA MOU PERFORMANCE MEASURE	Major initiative. Economic Delivery Service to CRP member communities.

Calgary Regional Economic Partnership 2010 – 2011 - Work Plan	
CORE BUSINESS - 2	Entrepreneurial Support & Growth
INITIATIVE – 2.3.1	Transportation & Logistics – Sector Development Phase 4 Leads Generation and Marketing
ACTION REQUIRED	Businesses in the transportation and logistics sector will be better informed and aware of the strategic advantages of the Calgary region and CRP member communities as prospective site locations for business operations.
EXPECTED RESULT (s) OUTPUTS and OUTCOMES –	Readiness assessment. Marketing message, strategy and tactics. List of leads adapted to communities.
PERSONNEL INVOLVED	CRP Staff, CRP Economic Development Forum, CRP Member Municipalities Calgary Economic Development, AFE – Regional Development (Director Calgary Region), AFE – Industry Development (Transportation & Logistics Specialist), Alberta International and Intergovernmental Affairs
SCHEDULE	
BUDGET (estimate)	\$50,000
RISK MANAGEMENT (Issues & Solutions)	
COMMENTS	The Transportation and Logistics Sector has been identified as a priority for the CRP in 2008. This is a continuance of Phases 1, 2 and 3 implemented in the previous workplan.
CRP PERFORMANCE MEASURES REDA MOU PERFORMANCE MEASURE	Report outlining potential leads. Major Initiative Economic Delivery Service to CRP member communities.

Calgary Regional Economic Partnership 2010 – 2011 - Work Plan	
CORE BUSINESS - 2	Entrepreneurial Support & Growth
INITIATIVE – 2.3.2	Transportation & Logistics – Sector Development Regional Industrial Lands Inventory
ACTION REQUIRED	<ul style="list-style-type: none"> • Work on the GIS framework with CRP committees to obtain inventory of non-residential lands appropriate for sector development. • Establish the timeline for action in accordance with the GIS framework. • Work on the GIS framework to define investment attraction tool and pursue other sources of funding, including DFAIT. • This project is a multi-year project.
EXPECTED RESULT (s)	Functionality and required design for GIS tool. Terms of reference for development.
PERSONNEL INVOLVED	CRP Staff, CRP Economic Development Forum, Alberta Finance and Enterprise, RGIS Committee Implementation and Integration Committee
SCHEDULE	September 2010 – March 2011, and in to 2012.
BUDGET (estimate)	\$10,000
RISK MANAGEMENT (Issues & Solutions)	
COMMENTS	The mapping and GIS tools has been identified as a priority by the Implementation and Integration Committee. This priority will be in collaboration with the GIS and Servicing Committees that can prepare the data and the interpretive tools. The goal is to understand links, if any, with employment projections and needs in terms
CRP PERFORMANCE MEASURES REDA MOU PERFORMANCE MEASURE	A working relationship with RGIS. Definition of web functionality to achieve with this tool. Major Economic Development initiative

Calgary Regional Economic Partnership 2010 – 2011 - Work Plan	
CORE BUSINESS - 2	Entrepreneurial Support & Growth
INITIATIVE – 2.3.3	Transportation & Logistics – Sector Development Transit Oriented Development
ACTION REQUIRED	<p>Participate on density team : recognize realities of what it takes to actually create a fully-developed TOD's physically and in terms of attracting / accommodating new jobs.</p> <p>Research Transit Oriented Development through best practices and provide communicate findings to the CREP.</p> <p>Contribute to the development of guidelines for developing and staging Transit Oriented Development centres in a way that is both financially feasible and attractive to investors.</p> <p>Engage in an economic opportunity identification process with stakeholders to define specific growth / investment opportunities.</p> <p>Prepare and identify: Steps to bring to the investment readiness stage. Barriers and other impediments with solutions to overcome.</p>
EXPECTED RESULT (s)	<p>Trade Missions and review of at least one metropolitan area that has successfully implemented policies on TODs.</p> <p>Best practices and greater understanding of economic opportunities in regional communities.</p>
PERSONNEL INVOLVED	<p>CRP Staff, CRP Economic Development Forum, CRP Transportation Committee. Alberta Finance and Enterprise,</p>
SCHEDULE	September 2010 – March 2011
BUDGET (estimate)	\$10,000
RISK MANAGEMENT (Issues & Solutions)	
COMMENTS	This is a multi-year project
CRP PERFORMANCE MEASURES REDA MOU PERFORMANCE MEASURE	Definition of a toolkit that will assist EDOs in their endeavour to implement TODs in their communities.

Calgary Regional Economic Partnership 2010 – 2011 - Work Plan	
CORE BUSINESS - 2	Entrepreneurial Support & Growth
INITIATIVE – 2.4	Productivity / LEAN
ACTION REQUIRED	<p>Host one major event that will enhance manufacturers' exposure to Productivity concepts, LEAN principles, Performance Management, and Innovation</p> <p>Implement practical recommendations from the CRP Productivity survey. Provide valuable intelligence into the state of industry within the Calgary region pertaining to productivity challenges, perceptions, and gaps. The assessment will enable economic development agencies to get a better sense of whether companies in their region measure productivity, have concerns about productivity, and how they utilize specific productivity improvement techniques and tools.</p>
EXPECTED RESULT (s)	<p>A minimum of 50 businesses will attend the one-day seminar event.</p> <p>A minimum of 20 businesses will receive one-on-one insight on their own next steps to improve performance.</p>
PERSONNEL INVOLVED	CRP Staff, CRP Economic Development Forum, Calgary Economic Development, SAIT Polytechnic , Canadian Manufacturers and Exporters, Alberta Employment and Immigration, AFE – Regional Development (Director Calgary Region), AFE –Productivity Alberta
SCHEDULE	October March 2010
BUDGET (estimate)	\$83,000
RISK MANAGEMENT (Issues & Solutions)	<p>The third party funding source has yet to be secured.</p> <p>Information giving to businesses (coaching) is confidential and information may not be accessible. In this case, the assessment may have to be done by a general survey.</p>
COMMENTS	
CRP PERFORMANCE MEASURES	<p>Event.</p> <p>Number of businesses attending and assisted.</p>
REDA MOU PERFORMANCE MEASURE	Economic Delivery Service to CRP member municipalities

Calgary Regional Economic Partnership 2010 – 2011 - Work Plan	
CORE BUSINESS - 3	Regional Marketing
INITIATIVE – 3.1	New Standalone CREP Website
ACTION REQUIRED	<ol style="list-style-type: none"> 1. Establish an Advisory Committee to assist in the development, design and content of site. 2. Work with Graphic/Web Designers and Programmers to establish site layout, information architecture, design and content management system. 3. Publish the website
EXPECTED RESULT (s)	<p>Stand alone website for Economic Prosperity Pillar of the organization under the brand “Calgary Region Economic Partnership”. With SEO strategy.</p> <p>An 20% increase of site visitors after 1 year.</p> <p>An 20% increase in time spent on website</p>
PERSONNEL INVOLVED	CRP Staff, CRP Economic Development Forum, Twist Marketing, Alberta Finance and Enterprise, Alberta Employment & Immigration
SCHEDULE	September 2010 – March 2011
BUDGET (estimate)	\$51,000
RISK MANAGEMENT (Issues & Solutions)	Project timelines can be an issue with a project of this scale therefore the timelines will be established at the beginning of the project. CRP will recruit the required resources and contractors to ensure a successful product.
COMMENTS	A stand alone website dedicated to support a prosperous economy supports both the CMP and Regional Economic Strategy by providing accessible information on projects, initiatives and promotions of our target sectors.
CRP PERFORMANCE MEASURES	Website
REDA MOU MEASURE PERFORMANCE MEASURE	Economic Delivery Service to CRP member communities.

Calgary Regional Economic Partnership 2010 – 2011 - Work Plan	
CORE BUSINESS	Regional Marketing
INITIATIVE – 3.2	Enhanced Newcomer and Immigrant Information CREP Website
ACTION REQUIRED	Implement recommendations based on Alberta Employment & Immigration and Twist Marketing’s review of the CRP website’s suitability for immigration and employment attraction Website traffic and inquiries will increase as businesses and individuals will be better able to access information. Content relevant information accessible to Newcomers, prospective immigrants and migrants considering the Calgary Region for relocation.
EXPECTED RESULT (s) OUTPUTS and OUTCOMES –	Website with content targeted specifically to newcomers. A yearly 20% increase in visitors to the website.
PERSONNEL INVOLVED	CRP Staff, CRP Economic Development Forum, Twist Marketing, Alberta Finance and Enterprise, Alberta Employment & Immigration
SCHEDULE	September 2010 – March 2011
BUDGET (estimate)	\$ 40,000
RISK MANAGEMENT (Issues & Solutions)	The risks associated with this activity include failure to gain final consensus among stakeholders. The risk has been mitigated by hiring a well-regarded marketing firm, and extensive consultation with stakeholders. New website so no benchmark visitation data.
COMMENTS	The goal/objective/intent/ of the Calgary Metropolitan Plan and and Economic Development Strategy are designed to strategically integrate new industries and jobs into compact urban nodes. Having relevant and accessible information for Newcomers on living and working in Calgary region communities will assist in filling those jobs.
CRP PERFORMANCE MEASURES REDA MOU PERFORMANCE MEASURE	Website with appropriate content Economic Delivery Service to CRP member communities.

Calgary Regional Economic Partnership 2010 – 2011 - Work Plan	
CORE BUSINESS	Regional Marketing
INITIATIVE – 3.3	Movie Map – Distribution, Promotion & Feedback
ACTION REQUIRED	<ol style="list-style-type: none"> 1. Work with project partners to continue the dissemination of movie maps already produced. 2. Solicit and analyze feedback from participants in this tourist promotion.
EXPECTED RESULT (s)	Travel into the Calgary region will continue to increase, resulting in direct economic benefit to all member communities throughout the region.
PERSONNEL INVOLVED	Movie Map Steering Committee Members (Travel Alberta, Alberta Film Commission (Alberta Culture and Community Spirit), Palliser Economic Partnership, SouthGrow, Alberta Southwest, Calgary Regional Partnership).
SCHEDULE	May 2010 – September 2010
BUDGET (estimate)	\$8,000
RISK MANAGEMENT (Issues & Solutions)	The committee is soliciting feedback from participants. This data will be collected through an on-line survey which will provide feedback from project participants.
COMMENTS	Tourism Development is a sector and priority identified in the Regional Economic Development Strategy. It drives to enhance capacity in the industry, not provide tourism marketing activities. This could be the last year of a multi-year project. This project includes the participation of other REDAs.
CRP PERFORMANCE MEASURES	<ul style="list-style-type: none"> • Results of survey and how it compares to results from the previous year. • Number of visitors that used this new product.
REDA MOU PERFORMANCE MEASURE	

Calgary Regional Economic Partnership 2010 – 2011 - Work Plan	
CORE BUSINESS	Regional Marketing
INITIATIVE – 3.4	Promotional materials and marketing
ACTION REQUIRED	<ul style="list-style-type: none"> • Creation of an ad hoc committee. • Establishment of marketing priorities. • Determine a list of possible tactics. • Establish a budget and a plan of action to execute.
EXPECTED RESULT (s)	A list of long term marketing tactics that can be implemented and leveraged with other partners.
PERSONNEL INVOLVED	The CREP as a whole, through the work of a sub-committee.
SCHEDULE	May 2010 – March 2011
BUDGET (estimate)	\$12,000
RISK MANAGEMENT (Issues & Solutions)	The budget for marketing is very limited. Focus is required. The ad hoc committee will examine how the overall budget can be leveraged with CRP members.
COMMENTS	Marketing tactics are at the core of activities for EDOs.
CRP PERFORMANCE MEASURES	<ul style="list-style-type: none"> • Marketing tactic plan.
REDA MOU PERFORMANCE MEASURE	Networking and collaborative activity with member municipalities.

BUDGET FORECAST 2010 – 2011

BUDGET FORECAST 2010– 2011 INITIATIVES	Budget 2010 – 2011 *	CRP 2010 - 2011	AFE REDA 2010 - 2011	Other 2010 - 2011	Other In- Kind 2010 - 2011	Budget TOTALS**
1. Collaboration & Partnerships						
1.1 Networking & Information Exchange	\$17,000	\$1,000	\$16,000			\$17,000
1.2 Integration of the Economic Development Strategy with the Calgary Metropolitan Plan	\$15,000	\$15,000				\$15,000
1.3 Economic Development Conferences	\$3,000		\$3,000			\$3,000
TOTAL ESTIMATED CORE 1	\$35,000	\$16,000	\$19,000	\$0	\$0	\$35,000
2. Entrepreneurial Support & Growth						
2.1 Employer Workshops	\$20,000	\$9,000	\$11,000		\$50,000 ¹	\$70,000
2.2 Green Building Products Sector	\$100,000	\$8,000	\$28,000	\$64,000 ²	\$60,000 ³	\$160,000
2.3.1 Transportation & Logistics Sector (Phase4)	\$50,000	\$3,000	\$11,000	\$36,000 ⁴		\$50,000
2.3.2 Regional Industrial Lands Inventory	\$10,000		\$10,000			\$10,000
2.3.3 Transit Oriented Development	\$10,000			\$10,000 ⁵		\$10,000
2.4 Productivity / LEAN	\$83,000	\$3,000	\$5,000	\$75,000 ⁶		\$83,000
TOTAL ESTIMATED CORE 2	\$273,000	\$23,000	\$65,000	\$185,000	\$110,000	\$383,000
3. Regional Marketing						
3.1 Stand Alone CREP Website	\$51,000	\$8,000	\$3,000	\$40,000 ⁷		\$51,000
3.2 Newcomer and Immigrant Information	\$40,000	\$3,000	\$3,000	\$34,000 ⁸		\$40,000
3.3 Regional Movie Map	\$8,000	\$8,000				\$8,000
3.4 Promotional Materials	\$12,000	\$2,000	\$10,000			\$12,000
TOTAL ESTIMATED CORE 3	\$111,000	\$21,000	\$16,000	\$74,000	\$0	\$111,000
TOTAL ESTIMATED BUDGET	\$419,000	\$60,000	\$100,000	\$259,000	\$110,000	\$529,000

Notes

* Excludes the in-kind contribution.

** Includes in-kind contribution.

¹ Alberta Employment and Immigration

² Rural Community Adaptation Grant

³ Private sector contributions

⁴ Rural Community Adaptation Grant

⁵ Rural Community Adaptation Grant

⁶ Productivity Alberta

⁷ Alberta Finance and Enterprise

⁸ Productivity Alberta

PROJECT SUMMARY & TIMELINES

	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
1. Collaboration & Partnerships												
1.1 Networking & Information Exchange		√	√	√		√	√	√	√	√	√	√
1.2 Integration of the ED Strategy with CMP	√	√	√			√	√	√	√	√	√	√
1.3 Economic Development Conferences	√					√						
2. Entrepreneurial Support & Growth												
2.1 Employer Workshops	√		√			√	√	√	√	√	√	√
2.2 Green Building Products Sector	√	√			√	√	√	√	√	√	√	√
2.3.1 Transportation & Logistics Sector (Phase 4)										√	√	√
2.3.2 Regional Industrial Lands Inventory							√	√	√	√		
2.3.3 Transit Oriented Development	√	√						√	√	√		
2.4 Productivity / LEAN						√	√	√		√	√	
3. Regional Marketing												
3.1 Stand Alone CREP Website		√	√		√	√	√	√	√	√	√	√
3.2 Newcomer and Immigrant Information		√	√		√	√	√	√	√	√	√	√
3.3 Regional Movie Map	√	√	√	√								
3.4 Promotional Materials			√		√	√	√	√	√	√	√	√

