



Calgary Metropolitan Region Board

UPDATED Agenda - Land Use & Servicing Committee Meeting

April 1, 2021, 9:30 AM, Go-To Meeting/Call-In

MEETINGS ARE RECORDED & LIVE-STREAMED

The purpose of this meeting is to convene, discuss and make decisions regarding recommendations to the Calgary Metropolitan Region Board

- | | | |
|---|--------------------|-----------|
| 1. Call to Order & Opening Remarks | Clark | |
| 2. Adoption of Agenda
For Decision: Motion to adopt and/or revise the agenda | All | |
| 3. Review and Approve Minutes (Attachment)
For Decision: Motion that the Committee review and approve the Minutes of the February 4, 2021 meeting | All | 3 |
| 4. Phase 3 of Public Engagement (Attachment)
For Discussion: Motion that the Committee receive for information an update on Phase 3 of Public Engagement for the Draft Growth Plan | Harding | 7 |
| 5. Growth Plan - Areas for Further Consideration (Attachment)
For Discussion: Motion that the Committee provide feedback on and receive for information the Growth Plan Areas for Further Consideration | Copping/
Tipman | 16 |
| 6. Regional Evaluation Framework (Attachment)
For Information: Motion that the Committee receive the CMRB Regional Evaluation Framework for information | HDRC/
CMRB | 36 |
| 7. Draft Servicing Plan (Attachment)
For Discussion: That the Committee provide feedback on and receive for information the draft Servicing Plan | HDRC/
Graves | 56 |
| 8. Next Meeting: Thursday April 15, 2021 @ 1PM | | |
| 9. Adjournment | Clark | |



Committee Members:

Mayor Peter Brown (Airdrie)
Councillor Gian-Carlo Carra (Calgary)
Mayor Marshall Chalmers (Chestermere)
Mayor Jeff Genung (Cochrane)
Reeve Suzanne Oel (Foothills) *Vice Chair*
Councillor Don Moore (High River)
Councillor Tara McFadden (Cochrane)
Deputy Reeve Scott Klassen (Wheatland)

Mayor Craig Snodgrass (High River)
Mayor Bill Robertson (Okotoks) *Vice Chair*
Reeve Dan Henn (Rocky View)
Reeve Amber Link (Wheatland)
Councillor Bob Sobol (Strathmore)
Mayor Pat Fule (Strathmore)
Councillor Delilah Miller (Foothills)

Greg Clark, Committee Chair
Dale Beesley, GOA Representative

Upcoming Meetings:

Land Use & Servicing Committee	April 15 – 1:00 PM	GoTo Meeting
Board Meeting	Friday April 23 9:30 AM Friday May 6 9:30 AM Friday May 14 9:30 AM Friday May 21 9:30 AM Friday May 28 9:30 AM	GoTo Meeting
Governance Committee	Thurs April 8 – 9:30 AM	GoTo Meeting
Advocacy Committee	TBD	GoTo Meeting



Minutes of the Meeting of the
Land Use and Servicing Committee
of the Calgary Metropolitan Region Board
on Thursday February 4, 2021 by Go-To Meeting

Delegates in Attendance:

Mayor Peter Brown – City of Airdrie
Councillor Gian-Carlo Carra – City of Calgary
Mayor Marshall Chalmers – City of Chestermere
Mayor Jeff Genung – Town of Cochrane
Reeve Suzanne Oel – Foothills County (Vice Chair)
Councillor Delilah Miller – Foothills County
Mayor Craig Snodgrass – Town of High River
Mayor Bill Robertson – Town of Okotoks (Vice Chair)
Reeve Dan Henn – Rocky View County
Mayor Pat Fule – Town of Strathmore
Councillor Bob Sobol – Town of Strathmore
Reeve Amber Link – Wheatland County
Deputy Reeve Scott Klassen – Wheatland County

CMRB Administration:

Christopher Sheard, Chair
Greg Clark, Chair
Liisa Tipman, Project Manager–Land Use
Jaime Graves, Project Manager–Intermunicipal Servicing
JP Leclair, GIS Analyst
Shelley Armeneau, Office Manager

1. Call to Order

Chair Greg Clark called the meeting to order at 9:30 AM and noted this marks his first meeting as the new Chair, and thanked members for the opportunity.

2. Approval of Agenda

Moved by Councillor Carra, **Seconded by** Mayor Brown, accepted by Chair.

Motion: That the Committee amend the agenda to bring the roundtable extended work schedule verbal update to follow approval of the minutes.

Moved by Mayor Robertson, **Seconded by** Reeve Henn, accepted by Chair

Motion: That the Committee approve the agenda as amended.

Motions carried unanimously.



3. Review Minutes

Moved by Mayor Robertson, **Seconded by** Councillor Sobol, accepted by Chair.

Motion: That the Committee approve the Minutes of the January 21, 2021 meeting.

Motion carried unanimously.

4. Update on Extended Work Schedule

Jordon Copping provided an update on this item. Work has begun internally to prepare a revised work plan as per the Board's motion on January 29 to request an extension for completion of the work plan to no later than June 1, 2021. This includes an additional public engagement session, which Anne Harding has indicated she has capacity to conduct, and visioning sessions for the Board. Jordon has reached out to a facilitator for the visioning and has received a proposal. Board members will receive the extended work schedule on February 8, along with a draft letter to the Minister of Municipal Affairs, for an email vote.

5. Preliminary Draft Servicing Plan

Jonathan Schmidt presented the first draft of the preliminary Servicing Plan to the Committee and answered questions. The Committee felt the Plan needed more specifics, including addressing regional corridors, and possibly a reference to the Water Act. In regards to recreation, a member felt the Plan did not move the region forward. Most felt there was a lack of solutions in the Plan, and that it did not meet the requirements of the Regulation.

A suggestion was made to engage in a mock planning exercise to work through the plan. In addition, there was a recommendation for the consultant to engage with licensed service providers in the region for feedback into the Servicing Plan.

In response to a comment about collaboration for servicing in joint planning areas, Liisa Tipman noted that the context studies within the Growth Plan are intended to create and enhance collaborative efforts to understand what's happening, and from those context studies, different memorandums of understanding would unfold. How the region is serviced is largely dependent on *what* is being serviced, which will be contained in the Growth Plan.

The Chair noted the Committee's desire for more ambition and details in the Servicing Plan.

Moved by Mayor Fule, **Seconded by** Councillor Sobol, accepted by Chair.

Motion: That the Committee receive for information the preliminary working draft of the CMR Servicing Plan.

Motion carried.



6. Preliminary Draft Growth Plan

Charlie Hales from HDRC presented the Introduction, Regional Growth Direction, and Implementation chapters of the preliminary draft Growth Plan. Members highlighted errors in the text relating to the description of the members. Specific comments included:

- A request was made to incorporate recently published population numbers.
- Document should be shortened and in more plain language.
- Accuracy issues were identified with photos, descriptions and labelling on map.
- More detail necessary to capture who rural members are, specifically noting that the counties are a blend of rural and urban development.

Chair noted the members concerns over accuracy issues. Text changes may be submitted through TAG, or directly to HDRC.

Moved by Mayor Genung, **Seconded by** Mayor Robertson, accepted by Chair.

Motion: That the Committee receive for information the Introduction, Regional Growth Direction and Implementation Chapters of the working draft of the CMR Growth Plan.

Motion carried.

7. Chapter 3 Regional Policies

Charlie Hales presented the policies section of the draft Growth Plan and noted that no changes had been made since the January 29 Board meeting. Members reiterated their positions on the policies. Work will continue, and the consultant will review all of the submitted comments to ensure they have been considered in the next draft. The updated Draft document will go to the Board for discussion on February 26.

Moved by Mayor Brown, **Seconded by** Mayor Fule, accepted by Chair.

Motion: That the Committee receive for information the policies of the working draft of the CMR Growth Plan.

Motion carried.

8. Roundtable

Members discussed how motions are received for information in their councils, receiving agenda packages late, the Province of Alberta's coal policies, and the City of Calgary's policy on providing servicing. A request was made to provide the City of Calgary's policy to Board members. An additional request was made to refer the Province's coal policy to the Advocacy Committee for discussion.



9. Next Meeting: Thursday March 4, 2021.

10. Adjournment @ 11:58 AM.

CMRB Chair, Greg Clark

DRAFT



Agenda Item	4
Submitted to	Land Use and Servicing Committee
Purpose	For Information
Subject	Phase 3 Public Engagement Update
Meeting Date	April 1, 2021
<i>Motion that the Committee receive for information an update on Phase 3 of Public Engagement for the draft Growth Plan</i>	
<p>Summary</p> <ul style="list-style-type: none"> • The HDR Calthorpe Public Engagement Plan was approved by the Board in February 2020 which involved two phases of public engagement. The first two phases of public engagement are complete and What We Heard Reports were approved by the Board. These reports are available on the CMRB website. • At the February 2021 meeting of the Board, the Board expressed a desire to inform the public about the draft Growth Plan following the receipt of an extension of the timeline by the Minister of Municipal Affairs to June 1, 2021. • Phase 3 of Public Engagement will be open from March 18 to April 8, 2021. • The goal of Phase 3 is to inform the public about the draft Growth Plan while gathering feedback to understand potential impacts, benefits, and levels of support in our communities. • Three virtual open houses have been scheduled, and a variety of engagement tools are operational on the engagement website. • The Communications and Engagement Technical Advisory Group (C&E TAG) met with HDR C on February 25th to discuss Phase 3 of Public Engagement and to discuss timelines for input to draft engagement site content and support development of key engagement tools including FAQs, quick polls, surveys and other engagement tools. The C&E TAG were asked to provide feedback and HDR C circulated a matrix of the feedback with responses including if it was used and if not, why not. • The engagement site went live on March 18, 2021. • To receive current information at the April 1 committee meeting, the participation statistics slide (site visits, etc.) will be updated on March 31, 2021 and circulated to the Committee. 	
<p>Attachments</p> <ul style="list-style-type: none"> • Phase 3 Engagement Update, HDR Calthorpe 	

Agenda Item 4

1. Introduction

Phase 3 of the Public Engagement for the Growth and Servicing Plan will run from March 18 to April 8, 2021. The goal for this phase of the engagement process is to inform the public about the draft plan while gathering feedback to build an understanding of the potential impacts, benefits, and levels of support for the draft Plan in our communities.

HDR|Calthorpe facilitated a meeting with the Communications and Engagement Technical Advisory Group (C&E TAG) in February 2021 to discuss Phase 3 of Public Engagement on the Growth and Servicing Plan. As in Phase 2 of public engagement, proposed questions for Phase 3 of public engagement were circulated to the C&E TAG for high level feedback. The comments were considered in the drafting of the engagement website content.

2. Recommendation

That the Board receive for information an update on Phase 3 of Public Engagement for the draft Growth Plan.

Phase 3 Public Engagement Update

Agenda Item 4i Attachment



Overview | Phase 3 Public Engagement

Goal: to inform the public about the draft plan while gathering feedback to understand potential impacts, benefits, and levels of support in our communities

- Online engagement (March 18 - April 8)
- Virtual open houses (March 30, April 6, April 8)
- Mix of engagement tools to increase response rate (including quick polls, discussion forums, and survey)
- Increased promotion to build awareness, in collaboration with municipalities

Phase 3| Engagement Website Update

1,900 site visits

- 1,356 *aware* visitors
- 799 *informed* visitors
- 449 *engaged* visitors

Open houses

- March 30 (Community Focus)
 - 73 registrants, 63 attendees
- April 6 (Business Focus)
 - 43 registrants
- April 8 (Environment Focus)
 - 30 registrants

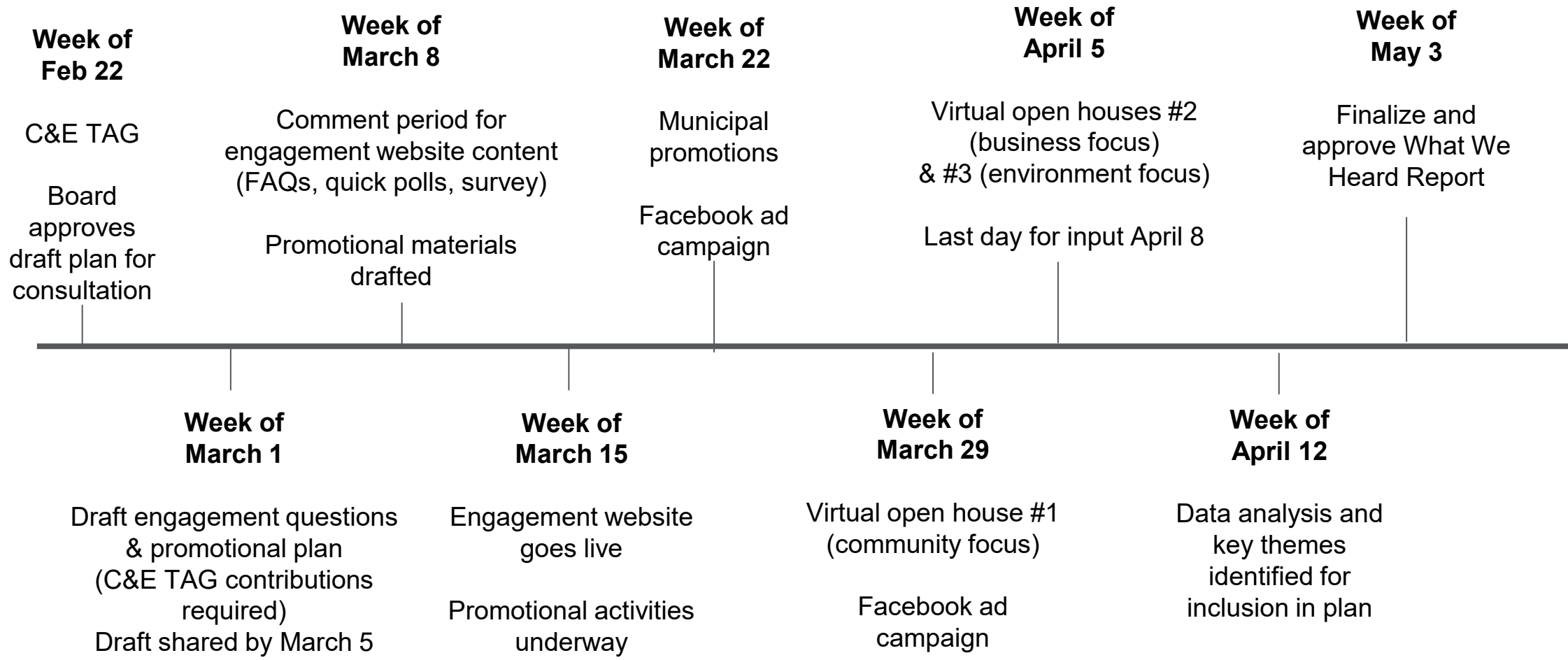
- People who are **aware** have visited the site at least once
- **Informed** visitors have clicked on something on the site
- **Engaged** visitors have contributed to a tool (poll, forum, or survey)

Phase 3| Participant Distribution

Municipality	% of Regional Population	% of Participants in Phase 1	% of Participants in Phase 2	Phase 3	
				% of total responses	% of unique participants
Airdrie	4.21%	4.9%	4%	0.3%	0.3%
Calgary	84.5%	66%	59%	25%	25%
Chestermere	1.36%	2.1%	4%	1%	1%
Cochrane	1.77%	10.2%	7%	8%	11%
Foothills	1.55%	3.5%	11%	33%	34%
High River	0.93%	1.3%	2%	9%	5%
Okotoks	1.98%	5.8%	2%	13%	10%
Rocky View	2.69%	2.6%	10%	7%	8%
Strathmore	0.94%	3.0%	1%	2%	2%
Wheatland (CMR portion)	0.06%	0%	0%	2%	3%

What we're hearing (early results - verbal update)

Phase 3 | Timeline



Questions & Discussion



Agenda Item	5
Submitted to	Land Use & Servicing Committee
Purpose	For Discussion
Subject	Growth Plan – Areas for Further Consideration
Meeting Date	April 1, 2021
<i>Motion that the Committee provide feedback on and receive for information the Growth Plan Areas for Further Consideration</i>	
<p>Summary</p> <ul style="list-style-type: none"> • There are remaining areas around the policies and directions of the Growth Plan and around the priorities of the Board where further direction, decisions, or discussions are necessary. • CMRB Administration and HDR Calthorpe requests direction to support the finalization of the Plan. A summary table that outlines areas of concern has been provided to support Committee discussion. • Some of the items are not proposed for discussion at the April 1 Committee meeting given ongoing public engagement. The draft Growth Plan will be updated to reflect input from the public engagement process and the continued discussions to be had at the Board and TAG level on the draft Growth Plan policies. • There may be other areas of disagreement that are identified as the public engagement process and approval of the Growth and Servicing Plan is completed. 	
<p>Attachments</p> <ul style="list-style-type: none"> • Schedule of Meetings to June 1, 2021 • Examples of the size/acreages of sample employment areas in the CMR 	

1. Background

There are remaining areas around the policies of the Growth Plan around the priorities of the Board where further direction, decisions, or discussions are necessary. As part of moving towards approval of the Growth Plan, Servicing Plan and REF, CMRB Administration would like to begin the conversations around these areas of disagreement.

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On February 26, 2021, the Board approved the release of the draft Growth Plan for a third round of public engagement. The purpose of the engagement is to inform the public about the draft Growth Plan and gather feedback. The Board will consider public feedback for future updates of the Plan.

2. Board Values

Board values include:

Collaboration: We work together to identify opportunities and efficiencies that reduce the costs of growth and help achieve sustained prosperity for our region

Respect: We respect each other, our neighbours, our environment, and the land on which our region is built.

Innovation: We embrace new ideas and the development, testing and iteration of bold solutions to complex regional challenges

Diversity: We embrace our differences and celebrate the diverse people and places that make up our region

Good Governance: We are purposeful and thoughtful in our actions, prioritizing the development of strategies and plans that guide and enhance the work we do

3. Growth Plan Goals, Direction & Priorities

Section 2.6 of the Growth Plan outlines the goals and objectives of the Plan. These goals, directions and priorities are built upon the Board values and form the basis of the policies presented in the Growth Plan.

As stated in Section 2.6 of the Public Engagement version of the Growth Plan (dated March 17, 2021), the goals, directions and priorities of the Growth Plan are:

The CMRB has defined goals organized around six themes to provide vision and direction for the CMRB, and to ultimately track and measure progress. These goals for the CMRB provide overall direction for the Growth Plan.

2.6.1 Growth Management and the Efficient Use of Land

- *The CMR grows in a balanced way that reflects a variety of land uses and capitalizes on growth opportunities.*
- *The CMR grows in a way that reduces the amount of land and resources consumed by development.*
- *The CMR grows in a fiscally sustainable way, including the integration of regional servicing to promote efficient land use.*

2.6.2 Economic Wellbeing

- *The CMR is a globally recognized economy, attracting the best and brightest in a variety of economic sectors to support regional prosperity and a high quality of life.*
- *The CMR has a strong and unified approach to regional economic growth, maximizing the return we will realize from investments in development.*

2.6.3 Environmentally Responsible Land Use

- *The CMR recognizes the important role of natural systems in the Region.*

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- *The CMR is a leader in sustainable regional planning, which avoids and/or minimizes the impacts of development on our land, water and air.*

2.6.4 Water Stewardship

- *The CMR has a water strategy which promotes healthy people, healthy ecosystems and is resilient in times of drought and flood.*
- *The CMR has an evidence based and coordinated approach to water, wastewater, and stormwater management, which provides safe and healthy water for our growing region.*

2.6.5 Shared Services Optimization

- *Residents of the CMR experience borderless delivery of essential services based on a fair cost-benefit model.*
- *The CMR delivers services in a more efficient and sustainable way through shared services optimization.*

2.6.6 Embracing Rural/Urban Differences

- *The CMR has grown in a way which celebrates the individual character of our municipalities, while working together to build a stronger region.*
- *The CMR has worked together to make our developments perform better financially, environmentally and socially.*

4. Summary of Key Growth Plan Policy Tools

HDR|Calthorpe completed a draft Growth Plan using the work plan approved by the Board. The process to develop the draft Growth Plan has included a modeling process, workshops with the Board and TAG groups, public engagement opportunities, stakeholder input, document review and refinement. This agenda item refers to the March 17, 2021 version of the Growth Plan. This version of the draft plan is currently being presented to the public as part of the third round of public engagement.

HDR|Calthorpe has recommended that, given the values of the Board and the requirements of the CMRB Regulation, the CMRB should make Growth Management and Efficient Use of Land the substantial focus of the Growth Plan. HDR|C has identified the benefits to the CMRB, its members and ratepayers, of moving towards a regional planning system where future growth areas are clearly identified. These growth areas are used in the Servicing Plan to support regional collaboration on the efficient and cost-effective delivery of services.

The following table outlines the core elements of the proposed approach to growth management as found in the March 17 version of the Growth Plan.

Growth Management Framework (Location and Scale of Growth)	
Purpose	To establish the location and scale of preferred growth areas for all member municipalities

Description	Growth management creates clear expectations about where growth is preferred and how much growth can be expected in specific locations. This reduces the amount of land consumed by development and creates opportunity to optimize service delivery to growth areas.
Implementation Tools	<ul style="list-style-type: none"> • Regional Growth Structure Map • Growth Areas, which include: locations within existing urban municipal boundaries, Joint Planning Areas, Hamlet Growth Areas, existing Area Structure Plans, and Rural and Country Cluster Residential Areas. • Preferred Growth Areas, which include: locations within existing urban municipal boundaries, Joint Planning Areas, and Hamlet Growth Areas • An understanding of scale of growth (population and employment projections)
Joint Planning Areas	
Purpose	To enhance collaboration between member municipalities
Description	Joint Planning Areas are locations where higher growth pressure is expected (and in some cases already occurring), and it is important that regional infrastructure and services be coordinated to optimize the economic, social, and environmental potential of those areas.
Implementation Tools	<ul style="list-style-type: none"> • Regional Growth Structure Map. Joint Planning Area Boundaries • Context Studies
Placetype Recommendations (Quality and Type of Growth)	
Purpose	To create high quality places in the CMR
Description	Placetypes are based on the premise that the form and character of growth is critically important to achieving identified regional goals, such as reduction in land and resource consumption. Placetypes provide guidance on development type through consideration for character and form. Placetypes include guidance around density, mix of land uses, and quality of place (experience).
Implementation Tools	<ul style="list-style-type: none"> • Placetypes, which include: Infill and Redevelopment, Mixed Use Center/TOD, Masterplan Community, Employment Area, Residential Community and Rural and Country Cluster • Preferred Placetypes, which include: Infill and Redevelopment, Mixed Use Centre/TOD, and Masterplan Community • Implementation Reporting (every two years)



5. Areas for Further Consideration

There are some remaining areas of the Growth Plan where further direction, decisions, or discussions are necessary. These are areas where consensus was not achieved during the planning process. The tables provided below outline areas for further discussion that have been brought forward during the development and review of the Growth Plan. The tables provide information about:

- What is currently being proposed in the March 17 draft version of Growth Plan.
- Provides a brief discussion of the concern that has been raised.
- Offers a recommended path forward that attempts to balance the goals, objectives, and policies directions provided by HDR|Calthorpe in the draft Growth Plan with the concerns that have been raised.

The recommendations presented by CMRB Administration are intended to support the discussion of the Committee on these topics only. CMRB Administration understands that the draft Growth Plan is currently being reviewed by the public and that the outcomes from the public engagement may change the proposed policies of the Growth Plan. CMRB Administration also understands that Committee discussions on these matters will occur over multiple meetings as the Growth Plan is reviewed and that some areas of concern may be resolved through discussion and other areas of concern may be created.

5.1 Growth Management

The following table outlines key areas where further consideration and direction from the Committee is requested. Note that additional TAG meetings will be held to review the policies from a technical perspective. A schedule of meetings has been provided as an attachment for the information of the Committee.

Committee Discussion: CMRB Administration seeks input from the areas for further consideration outlined in items 1 to 6 of Table 1, below.

Table 2 includes items 7 to 12 which have been provided for discussion at a future meeting once input from the third round of public engagement is available. Additional areas where further discussion is required may be brought forward and added to the table as they arise.

Table 1: Areas for Further Consideration – Growth Management (Items 1 to 6 For Discussion on April 1)

Issue	Current Growth Plan Proposal	Feedback	Recommendation
1. Growth Management Strategy that Includes Specific Growth Areas	The Growth Management strategy includes policies that refer to the location, scale and type of growth in the CMR. The proposed regional structure includes specific locations for growth areas. This creates a common understanding amongst the regional partners about where growth will occur and which areas are a priority for collaboration on servicing. This allows for long-term planning for the provision of services in an efficient and effective manner.	The location of growth areas should be identified more broadly, with additional flexibility provided to municipalities to determine their own growth areas (e.g. as per MDPs).	No revision is proposed. The growth management framework is core to the Growth Plan as proposed by HDR C. They are an important suite of policies to create clarity and certainty around where and how growth in the region occurs. It creates benefits around reduced 690 challenges to the Municipal Government Board, increased efficient and cost-effective collaborative servicing delivery, decreases amount of land consumed for development, and other benefits. Some of these benefits have been quantified by HDR Calthorpe in its scenario analysis. As the policies of the growth management framework are weakened, the benefits of the Growth Plan for the region may be reduced.

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Issue	Current Growth Plan Proposal	Feedback	Recommendation
2. Defining Regional Significance/ REF considerations	<p>Regional significance occurs when growth is of a scale that may benefit or impact two or more municipal members of the Region.</p> <p>ASPs and ARPs are currently defined to have regional significance when they are larger than 8 lots or 20 acres of employment and 50 new dwelling units. These plans must be submitted through the REF.</p>	8 lots or 20 acres of employment and 50 new dwelling units is too low	<p>Further discussion with the TAG around the REF will be required. These considerations are outlined in the REF agenda item found in this agenda.</p> <p>Given the feedback received, the following approach is recommended:</p> <p>ASP and ARPs located in Preferred Growth Areas could plan for higher levels of growth before they become regionally significant if they are consistent with the Growth Plan and the relevant MDP. Growth in Preferred Growth Areas that is consistent with the policies of the Growth Plan is strongly encouraged in both the draft Growth Plan and the draft Servicing Plan. Growth in these locations is strongly encouraged because it leads to greatest regional benefit.</p> <p>The proposed criteria of 8 lots and 20 acres of employment and 50 new dwelling units is recommended for areas located outside of Preferred Growth Areas.</p> <p>Specific criteria for regional significance (i.e.- dwelling units and/or acreages) will be further refined with TAG. Examples of employment area sizes/acreages are provided as an attachment for reference.</p>

Issue	Current Growth Plan Proposal	Feedback	Recommendation
3. Defining Regional Significance/ REF considerations	<p>All statutory plans (IDP, MDP, ASP, ARPs) and plan amendments may have regional significance</p> <p>Member to non-member IDPs are proposed to be excluded from REF reviews</p>	<p>ASPs or ARPs that focus on infill and intensification should not be reviewed by the Board</p>	<p>No revision is proposed. ARPs and other statutory plans that propose regionally significant growth should be reviewed through REF.</p> <p>The criteria for when statutory plans become regionally significant may be amended. It is recommended that the criteria for when a statutory plan becomes regionally significant be different if an ARP is located in a Preferred Growth Area versus one located outside a Preferred Growth Area.</p>
4. Defining Regional Significance/ REF considerations	<p>All statutory plans (IDP, MDP, ASP, ARPs) and plan amendments may have regional significance</p>	<p>Statutory plans or plan amendments that achieve a municipal objective that do not affect an adjoining municipality and align with the goals and objectives of the Growth Plan should not be reviewed by the Board</p>	<p>No revision is proposed. Clear criteria (e.g. 20 acres / 50 dwelling units) for when development becomes regionally significant is required and has general support from TAG. Simple criteria to determine regional significance that are easy to understand, create fairness, and build trust in the process.</p> <p>The specific criteria for regional significance may be amended as part of finalizing the Growth Plan and the REF.</p>

Issue	Current Growth Plan Proposal	Feedback	Recommendation
5. Existing ASPs or ARPs	Area Structure Plan or Area Redevelopment Plan amendments outside of a Preferred Growth Area shall not increase the overall projected population within the plan area.	The intensification of existing ASPs or ARPs should be permitted to infill outside of Preferred Growth Areas provided it meets the overall goals of the plan	No revision is proposed. Infill and intensification outside of Preferred Growth Areas increases the number of residents living in areas that may not have access to a high level of services, including recreation, alternative modes of transportation, utility services, and so on. In essence, it may not move the region towards greater use of the Preferred Placetypes, a key goal of the Growth Plan and a key source of regional benefit. The intensification of existing ASPs and ARPs does not necessarily meet with the overall purpose and intent of the growth management policies. Linking growth areas to services is a core element of the draft Growth and Servicing Plans. If an existing ASP or ARP was proposed for significant infill and intensification, it could be approved through Section 3.1.10 Exceptions to the Policy if the ASP or ARP could not be amended to align with the policies of the Growth Plan.

Issue	Current Growth Plan Proposal	Feedback	Recommendation
6. Joint Planning Areas	Growth Plan recommends four Joint Planning Areas, two of which are in the south Aldersyde area	There should be no south Joint Planning Areas as the Aldersyde area is already planned and the costs and benefits of regional services are already shared under intermunicipal agreements.	<p>Joint Planning Areas undertake two key functions of regional planning as proposed in the draft Growth Plan: they are a preferred growth area <i>and</i> they are a location where regional collaboration is critical. These two functions cannot be separated and thus a Joint Planning Area should not be removed because one component (e.g. intermunicipal collaboration) is present but the second JPA function is still required for the benefit of the Region and fulfillment of the goals and objectives of the Growth Plan (as well as the mandate of the Regulation to identify growth areas).</p> <p>Joint Planning Areas provide an opportunity to coordinate the efficient delivery of regional services, including sharing costs and benefits. They are areas with overlapping municipal interests that require a higher level of servicing to support the development of Preferred Placetypes. These areas should be in a JPA and benefit from the development of a Context Study.</p>

Table 2: Areas for Further Consideration – Growth Management (Items 7 to 12 For Discussion at a Future Meeting)

Issue	Current Growth Plan Proposal	Feedback	Recommendation
7. Hamlet Growth Areas	New/additional Hamlet Growth Areas require Board approval	New/additional Hamlet Growth Areas should not require Board approval	<p>No change is proposed. Growth management is a central element of the draft Growth and Servicing Plans. Hamlet Growth Areas are Preferred Growth Areas, and the location of new Hamlet Growth Areas has regional significance. Services must be provided in an efficient and cost-effective way to align with the goals of the Growth and Servicing Plans.</p> <p>New Hamlet Growth Areas may or may not be located near existing services that can be efficiently and cost-effectively provided through the extension of existing services or through collaboration. Given the status of Hamlet Growth Areas as Preferred Growth Areas, other member municipalities may be requested to support the delivery of collaborative regional services. For this reason, the Board should be involved in the approval of new Hamlet Growth Areas. New JPAs require Board approval for the same reasons.</p> <p>Board approval of new Hamlet Growth Areas prior to a REF review reduces the risk that a new Hamlet Growth Area will not be approved during the REF process.</p>

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Issue	Current Growth Plan Proposal	Feedback	Recommendation
8. Hamlet Growth Areas	Specific densities for Placetypes in Hamlet Growth Areas are identified within the Growth Plan	Densities are not appropriate for the rural context	No revision is proposed. The densities for Hamlet Growth Areas have already been reduced by the consultant based on feedback received about needing to ensure contextuality. Further reduction of the densities in Hamlet Growth Areas may not lead to the quality of development that meets the goals and objectives of the Growth Plan, for example mixed-use compact development with services provided locally.
9. Employment Areas	Employment Areas larger than 20 acres must be located in Preferred Growth Areas	Employment Areas should be located where there is a market demand	<p>No revision is proposed. Locating opportunities to live and to work in proximity to each other is a core objective of the draft Growth Plan. This reduces commute times, lowers carbon emissions, increases the livability of urban areas, increases the financial viability of areas where a high level of services is provided, increases the opportunity to provide transit services, and other benefits.</p> <p>Examples of employment area sizes/acreages are provided as an attachment for reference.</p>

<p>10. Local Employment Areas</p>	<p>Local Employment Areas are defined as being smaller than 20 acres as these developments do not have any anticipated transportation impacts</p> <p>Local Employment Areas cannot be located adjacent to an urban municipality (recommended distance of 2km)</p> <p>There is no requirement for Local Employment Areas to be serviced with utility servicing</p>	<p>Local Employment Areas should be larger in size or have no size limitations</p>	<p>The concept of local employment areas was added to earlier versions of the draft Growth Plan based on feedback received. Given additional feedback, the following approach is recommended:</p> <p>Maintain the size of employment areas that do not need to be planned using a statutory plan at a maximum of 20 acres. If a local employment area grows beyond 20 acres in size, it should be planned through a statutory plan. A maximum size for a Local Employment Area should be discussed and determined with TAG on April 9th. Examples of employment area sizes/acreages are provided as an attachment for reference.</p> <ul style="list-style-type: none"> • If larger local employment areas were added to the draft Growth Plan, additional policy would be needed. Larger local employment areas could be allowed provided they are planned through statutory plans, • have additional criteria/requirements that speak to the quality of development or other considerations, and • there are locational criteria limiting the ability to develop larger local employment areas adjacent to urban municipalities or other employment areas. <p>The ability for local employment areas to be unserviced should be maintained. This approach would balance the feedback that more flexibility is required around local employment areas with the growth management requirements to provide identify growth areas.</p>
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Agenda Item 5

Issue	Current Growth Plan Proposal	Feedback	Recommendation
11. Rural and Country Cluster	<p>The Rural and Country Cluster Residential Placetype is encouraged to be developed in a country cluster residential pattern to a maximum of 80 dwelling units, in locations where infrastructure and services can be provided.</p> <p>It can be proposed in any rural municipality.</p>	<p>The low unit count and high open space requirements provide no development incentive to cover the costs of piped regional water and wastewater systems. Increase the maximum number of lots.</p> <p>Suggested policy change:</p> <ul style="list-style-type: none"> • maximum of 1.5 gross units/ac, • a minimum lot size of 0.3 acre, and • at least 50%, of the land (not including roads), be devoted to, and preserved as, open space. <p>Remove the Country Cluster Placetype as it is not financially viable.</p>	<p>Country Cluster residential developments are not a Preferred Placetype in the draft Growth Plan. If increased to allow for a maximum of 200 dwelling units, Country Cluster residential developments would be home to approx. 500 people. While the Growth Plan identifies the need for a range of housing types, these residents would not have local access to services and must drive to meet their needs. This is contrary to the goals of the draft Growth Plan. Financial incentives for development are driven by a market of supply and demand. The popularity of country residential development in the Calgary Region has lowered the demand for this development type. Reducing the prevalence of this development type could have the effect of increasing its value and changing the supply and demand curve. Developers also have many other tools available to them to make a development viable beyond the total number of lots (e.g. added amenities, quality architecture and community design, and location).</p> <p>If the maximum number of lots for Country Cluster were increased or were removed, evidence of market demand and locational criteria should be added to the Placetype requirement in the draft Growth Plan.</p>

Issue	Current Growth Plan Proposal	Feedback	Recommendation
12. Add an Additional Growth Area in RVC	The Growth Plan identifies three Hamlet Growth Areas for Rocky View County (e.g. Bragg Creek, Langdon and Harmony)	Add an additional Growth Area to acknowledge the Harmony hamlet and employment land that: <ul style="list-style-type: none"> • Surrounds the airport to protect its function from residential uses, • Complements existing approved business and institutional uses, • Locates business development adjacent to a regional transportation corridor, and • Leverages existing infrastructure, which includes water and wastewater treatment plants, existing and planned interchanges, and a regional Fire Station. 	<p>No revision is currently proposed. Presently Rocky View County has three identified and mapped Hamlet Growth Areas while Foothills County has three Hamlet Growth Areas to be mapped in the future. These growth areas generally align with the population forecasts used by HDR C to develop the draft Growth Plan. Creating a fourth Hamlet Growth Area for Rocky View County may be viewed as unfair or not in alignment with the goals and objectives of the Growth Plan.</p> <p>However, during discussions there appears to be support for the lands around Springbank airport to be recognized within the Growth Plan. Larger employment areas (if approved), Joint Planning Areas, Hamlet Growth Areas, and exceptions to the policy are policy tools within the draft Growth Plan that may be used to support growth in the Springbank Area. CMRB Administration is available to investigate other potential options with HDR Calthorpe such as combining the Springbank Airport as an Employment Area with the existing Harmony Hamlet Growth Area into a growth area in the draft Growth Plan. The result would be a single large Hamlet Growth Area encompassing the existing Harmony development as the residential component and the Springbank Airport as the employment component.</p>



5.2 Other Areas

HDR|Calthorpe has advised the CMRB that the core purpose of this inaugural Growth Plan should be growth management and the efficient use of land. That said, HDR|Calthorpe acknowledges that there are important considerations needed to complement the growth management strategy.

The following table outlines key areas for further discussion where direction from the Committee is requested. Note that there are other additional technical policy revisions that will need to be addressed at future TAG meetings. These meeting are identified in the attached Table of Meeting.

Table 2: Areas for Further Consideration – Other Areas

Issue	Current Proposal	Feedback	Proposed Revision
Truth and Reconciliation	There is no specific statement on Truth and Reconciliation in the Growth Plan	Suggestion to acknowledge Truth and Reconciliation in the Growth Plan and chart a path to exploring how the Board would further address Truth and Reconciliation Commission Calls to Action at the regional scale	Given the feedback received, the following approach is recommended: Add a statement on Truth and Reconciliation to the Growth Plan, to be developed with TAG.
Growth Plan Coming into Effect	As outlined in the Regulation, the Growth Plan and REF come into effect when ministerial approval is received. The IGP will remain in effect until ministerial approval.	Regionally Significant statutory plans should be reviewed under the Growth Plan rather than the IGP once it is approved by the Board	This item will be the subject of a future Committee meeting agenda after discussion with TAG.



6. Recommendation

Motion that the Committee provide feedback on and receive for information the Growth Plan Areas for Further Consideration.

CMRB Proposed timeline to June 1

Date	Group	Topics of Discussion
March 4	Board	Visioning
March 19	Board	Visioning
March 26	Transportation, Water Table TAG	Review Rev2SP (circulated March 19) for content
April 1	LUSC	Phase 3 Public Engagement Update Draft Regional Evaluation Framework (REF) Draft Servicing Plan Growth Plan – begin discussion on areas of disagreement
April 8	None	Phase 3 Public Engagement closes
April 9	LU TAG	REF feedback from LUSC Apr 1, direction to HDRC Servicing Plan feedback from LUSC April 1, direction to HDRC Growth Plan identify and discuss the substantive policy technical issues in the draft plan
April 12 - Placeholder	Water Table TAG	Servicing Plan water sections detailed review of v3SP, if required
April 15	Add LUSC meeting	Continue discussion of points of disagreement, finalize resolution to these points.
April 16	LU TAG	Line by line tweaks of the Growth Plan Discussion of No-Go REF items Review of Servicing Plan - identify and discuss substantive issues in the draft plan, if applicable
April 23	Board Meeting	Update Board on policy refinement. Close Growth Plan, Servicing Plan and REF

April 30	LU TAG	Close technical issues for Growth Plan Close technical issues for Servicing Plan
May 6	Convert to Board meeting	Vote on Growth Plan by Policy Section (multiple votes) Finalize discussions on Servicing Plan, if required
May 14	Board	Vote on Growth Plan by Policy Section (multiple votes) Finalize discussions on Servicing Plan, if required
May 7-20	Council	Individual municipalities review final draft Growth Plan, final draft Servicing Plan and final draft REF
May 21	Add Board meeting	Vote of the Board on approval of the Growth Plan, Servicing Plan and REF for submission to Minister
May 28	Board	Vote of the Board on approval of the Growth Plan, Servicing Plan and REF for submission to Minister (if necessary)



Select Site

 **Calgary Metropolitan
Region Board**
**Site Examples
in the CMR**

Agenda Item 5ii

Data Sources: AltaLIS, City of Calgary, ESRI
Map Created: 2021-03-23

This map is for reference purposes only. The CMRB provides no warranty, nor accepts any liability arising from any incorrect, incomplete, or misleading information.

Agenda Item	6
Submitted to	Land Use and Servicing Committee
Purpose	For Information
Subject	Draft REF
Meeting Date	April 1, 2021
<i>Motion that the Committee receive the CMRB Regional Evaluation Framework for information</i>	
<p>Summary</p> <ul style="list-style-type: none"> • The Interim Regional Evaluation Framework (IREF) was developed as an interim process to review and approve statutory plans during the development of the Growth Plan. The IREF was intended as a learning opportunity for the REF. • To prepare for the drafting of the REF, CMRB Administration worked with TAG to update the IREF principles and IREF process and timeline. These elements of the REF did not require the draft Growth Plan to complete and will not form part of the Ministerial Order. These updates were approved by the Board in November 2020. The approved documents are attached. • As the draft Growth Plan is now available, a REF document has been drafted. The approved version of this document will form the submission to the Minister of Municipal Affairs and form part of the Ministerial Order. • The REF is being developed collaboratively with TAG. A preliminary version of the REF was reviewed by TAG on March 12, 2021. The preliminary draft was updated in consideration of all feedback and circulated again to TAG for further comment. The comments received have been incorporated into the attached draft REF for the information of the Committee. • The REF is being presented for the information of the Committee. The REF cannot be fully finalized until the Growth Plan is complete and outstanding areas of disagreement have been resolved. • Some areas where further discussion is required that relate to both the Growth Plan and the REF are referenced in other Committee agenda items. 	
<p>Attachments</p> <ul style="list-style-type: none"> • Attachment 1: Approved REF Principles • Attachment 2: Approved REF Application Review Process • Attachment 3: Draft REF • Attachment 4: Approved IREF 	

1. Introduction

The Interim Regional Evaluation Framework (IREF) was developed as an interim process to review and approve statutory plans during the development of the Growth Plan. The IREF provided an opportunity to learn more about how to adapt the principles, process, and timeline of the REF to better match the needs of the CMRB.

Areas of improvement and proposed changes to the IREF were developed in collaboration with the Land Use TAG and presented to the Land Use and Servicing Committee for discussion and review in September and October 2020. Updates to the REF principles, process and timelines were approved by the Board in November 2020.

There are several key parts to the REF:

- The REF principles that have supported the development of the REF (Attachment 1),
- The REF process and timeline (Attachment 2),
- The draft REF document that will be sent to the Minister and will form part of the Ministerial Order (Attachment 3),
- The Interpretation Guide that outlines how the REF operates, including how applications will be received by the CMRB, what the application packages should include, how applications will be processed by CMRB Administration, how recommendations to the Board will be made by CMRB Administration, and how the Board will review and approve applications.

Once approved by the Minister, the REF process will come into effect. Further work will occur, including updating the IREF Interpretation Guide to become the REF Interpretation Guide, updating the process of developing Interpretation Bulletins, and other implementation considerations.

2. IREF Regional Significance and Applications to Date

Under the IREF, the criteria for when statutory plans begin to have regional significance was defined as:

- a. All new Municipal Development Plans (MDPs) and Intermunicipal Development Plans (IDPs);
- b. All new Area Redevelopment Plans (ARPs) and Area Structure Plans (ASPs) proposing employment areas and/or 50 or more new dwelling units;
- c. All amendments to MDPs, IDPs, ARPs and ASPs proposing employment areas and/or 50 or more new dwelling units; and
- d. Amendments and new statutory plans proposing less than 50 new dwelling units and located within 1.6 km of an adjacent municipality or a notification area, unless contained within an IDP.

There are also exceptions provided for when municipalities do not need to submit proposed statutory plans and/or amendments. These included:

- a. Housekeeping amendments to correct or update clerical, technical, grammatical, and/or typographical errors and omissions

- b. Amendments to existing statutory plans that are not substantive in effect, such as small scale amendments to maps, text amendments or land use conversions, or amendments that the member municipality in their discretion has determined to not be regionally significant.

Using the above criteria as to when regional significance occurs, the CMRB has reviewed 20 applications under the IREF to date. This is an average of 10 applications per year.

Table 1: IREF Applications Reviewed by the CMRB to Date

	Application Number	Name	Type	Municipality	Status
1	2019-01	Ironwood Station NSP	ASP Amendment	Airdrie	Approved
2	2019-02	West Highway 1 ASP	ASP Amendment	Wheatland	Approved
3	2019-03	County Plan	MDP Amendment	Rocky View	Refused
4	2019-04	West View ASP	ASP	Calgary	Withdrawn
5	2019-05	Ricardo Ranch ASP	ASP	Calgary	Approved
6	2019-06	West Hills CASP	ASP	Airdrie	Approved
7	2019-07	West View ASP	ASP	Calgary	Approved
8	2019-08	Spruce Meadows ASP	ASP	Foothills	Approved
9	2020-01	Rocky View County - Mountain View County	IDP	Rocky View	Approved
10	2020-02	Rocky View County - Kneehill County	IDP	Rocky View	Approved
11	2020-03	Rocky View County - M.D. of Bighorn	IDP	Rocky View	Approved
12	2020-04	West Okotoks ASP	ASP	Okotoks	Approved
13	2020-05	Calgary-Chestermere IDP	IDP	Calgary, Chestermere	Approved
14/15	2020-06A&B	Chinook Gate NSP	ASP Amendment	Airdrie	Approved
16	2020-07	Providence ASP	ASP	Calgary	Approved
17	2020-08	Davy Creek CASP	ASP	Airdrie	Approved
18	2020-09	East Points CASP	ASP	Airdrie	Approved
19	2020-10	Okotoks MDP	MDP	Okotoks	Approved

	Application Number	Name	Type	Municipality	Status
20	2020-11	Calgary MDP/CTP	MDP Amendment	Calgary	Approved

3. REF Overview

Now that the draft Growth Plan is available, a draft REF document has been created. A preliminary version was reviewed by TAG on March 12, 2021. The draft was updated and recirculated for further TAG feedback. The draft REF has been further updated in consideration of the additional TAG feedback.

Further work on the REF will be completed in collaboration with TAG once input from the Committee and Board on areas for further discussion has been completed and the results of the third round of public engagement are available. The REF cannot be finalized until the Growth Plan is in its proposed version.

The areas where further consideration around the REF is required include, but are not limited to:

- Refining a definition of regional significance. A proposed definition taken from the IGP has been added to the draft REF since its last review by TAG. This definition will be further reviewed and updated.
- Considering the addition of the concept of adjacency and proximity to regionally significant water sources with the interest of mitigating impacts of development on source water quality.
- Reviewing and revising specifics around when a development becomes regionally significant. It was generally agreed at TAG that a straight-forward approach using a dwelling unit count and/or a development area (acreage) to guide the REF is a preferred approach. This approach provides a consistent interpretation of when a municipality should submit a statutory plan for review. Under the draft Growth Plan and REF documents, the current criteria for when a development becomes regionally significant is 8 lots or 20 acres of employment and 50 or more new dwelling units. The current version of the REF has removed the reference to 8 lots. The criteria for regional significance may be further altered to set a different bar for regional significance for development in Preferred Growth Areas versus in for development outside of Preferred Growth Areas.
- Confirming when a member municipality may use its discretion to define regional significance. This criterion has been carried forward from the IREF but may require further discussion with TAG.
- Confirming when a member municipality does not need to refer a statutory plan to the Board. Exceptions have already been added to this version of the REF for member to non-member IDPs and for sub-area plans where there is a guiding area structure plan or area redevelopment plan in place and the sub-area plan is consistent with the greater plan.

- Confirming when statutory plans (ASPs and ARPs) must be used to plan for developments that are regionally significant. Currently is required for developments with more than 8 lots or 20 acres of employment and 50 or more new dwelling units. The IGP required the use of statutory plans for Employment Areas; Expansion of Settlement Areas; New Freestanding Settlement Areas; and Country Residential Development proposing 50 new dwelling units or greater. The requirement proposed in the draft REF would be updated once the draft Growth Plan moves into a more final form. Municipalities are able approve plans and developments that do not have regional significance without the use of a statutory plan and without Board review and approval.
- Confirming submission requirements, including requiring copies of letters provided by member municipalities as part of public hearing submissions. This criterion has been added to this version of the REF.

These considerations will be further discussed at a future meeting of TAG, refined, and brought forward to the Committee for review.

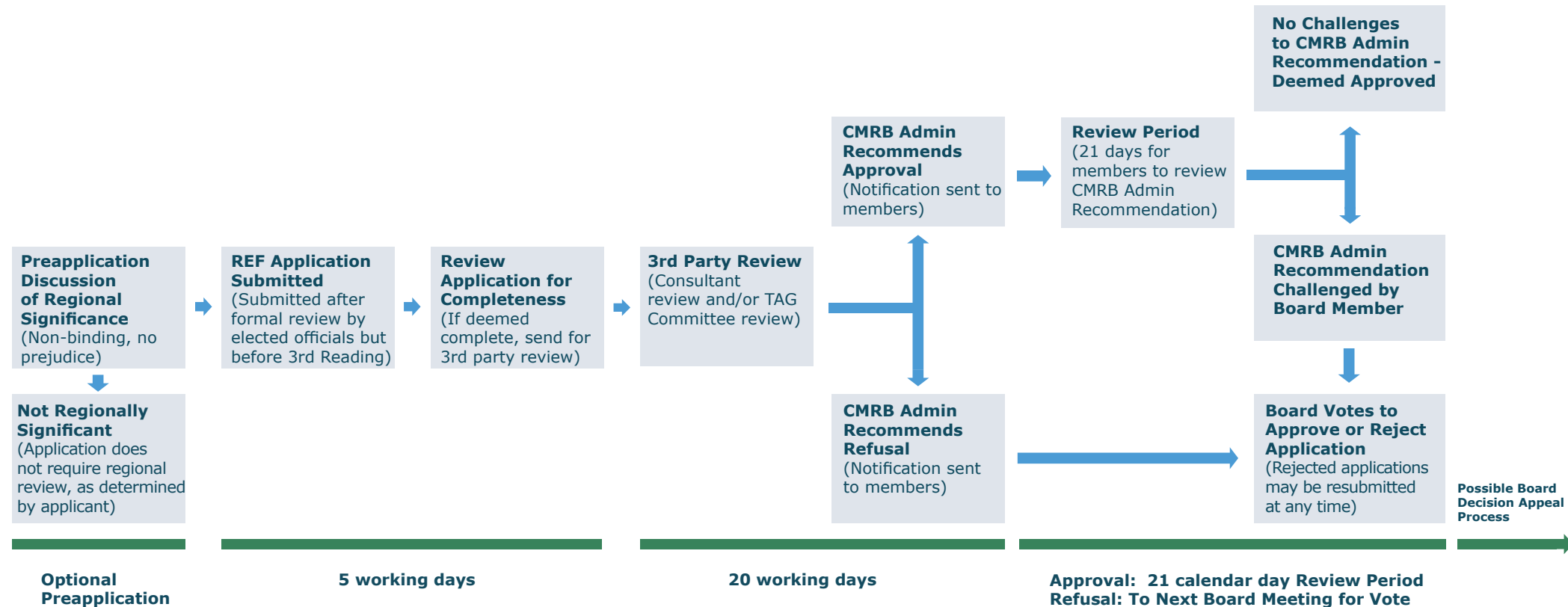
4. Recommendation

The Committee receive the CMRB Regional Evaluation Framework for information.

Attachment 1: Proposed REF Principles (no markup)

	Proposed REF Principles	Objective
1	Certainty and Clarity of Process	All REF applications will be subjected to the same transparent process.
2	Efficiency	The process will be efficient and timely for the Applicant, the CMRB Administration, and the CMRB Members.
3	Respectfulness	All participants in the REF process will be treated, and will treat others, with respect.
4	Demonstrate Cooperation	The process will demonstrate cooperation amongst all ten municipalities.
5	Objectivity	CMRB administrative recommendations and decisions will be objective and respect the technical review process.

Proposed REF Application Review Process



DRAFT REGIONAL EVALUATION FRAMEWORK

VERSION: MARCH 25, 2021

1 INTRODUCTION

The Calgary Metropolitan Region Board (CMRB) has been directed to implement the Calgary Metropolitan Region Growth Plan (Growth Plan) subsequent to its adoption by the Government of Alberta. The Regional Evaluation Framework provides the Board with the authority to evaluate and approve new Statutory Plans and amendments to existing Statutory Plans to ensure alignment with the goals, objectives, and policies of the Growth Plan.

2 PURPOSE

The purpose of the Regional Evaluation Framework is to provide member municipalities with criteria to determine when new municipal Statutory Plans and amendments to existing Statutory Plans shall be submitted to the Board for approval, and procedures for submission. Further, while every development must be consistent with the Growth Plan, the Regional Evaluation Framework provides direction on how the Board will review and approve Statutory Plans and amendments to ensure they are consistent with the long-term regional interests identified in the Growth Plan.

3 DEFINITIONS

- 3.1 In addition to the definitions contained in the CMRB Regulation, words defined in the Growth Plan shall be given the same meaning for the purposes of the Regional Evaluation Framework.

Note – for the sake of clarity, propose bringing in to both the REF and RGP the definition for Regional Significance as stated in the Interim Growth Plan. This definition will be further reviewed and refined in collaboration with TAG as the REF is finalized.

REGIONALLY SIGNIFICANT means

Of a scale and significance such that it may benefit or impact two or more municipal members of the Region by virtue of: adjacency, land-use, infrastructure, and/or servicing requirements. A resource, service, development or opportunity may be

regionally significant where:

- i) it can reasonably be assumed to benefit or impact the wider regional membership, and
- ii) impact to it by natural or human disturbance and disruption could have an adverse effect on the growth and prosperity of the Region.

Proximity to *regionally significant corridors* and reliance on *regional infrastructure* may affect the *regional significance* of a proposed development.

Agenda Item 6iii Attachment

4 SUBMISSION CRITERIA

The Growth Plan defines when member municipalities must use Statutory Plans in planning for future development. Member municipalities, at their discretion, may use Statutory Plans when not required under the Growth Plan; however, all Statutory Plans with the criteria identified in this section of the Regional Evaluation Framework must be referred to the Board.

Statutory plans or Statutory Plan amendments given first or second reading by a Calgary Metropolitan Region (CMR) member must be referred to the Board prior to 3rd reading of a bylaw or bylaws. When evaluating a Statutory Plan or Statutory Plan amendment, the Board must consider whether approval and full implementation of the Statutory Plan or Statutory Plan amendment would result in development that is consistent with the Growth Plan.

4.1 A Municipality shall refer to the Board:

- a) A new Municipal Development Plan.
- b) All amendments to the Municipal Development Plan.
- c) All new Area Structure Plans and Area Redevelopment Plans (see Policy 4.1.1.1 of the Growth Plan pertaining to when Statutory Plans must be used).
- d) All new amendments to Area Structure Plans and Area Redevelopment Plans where the amendments include:
 - i. Employment Areas greater than 20 acres; or
 - ii. Any residential or mixed-use development with greater than 50 dwelling units;
- e) All new or amended member-to-member Intermunicipal Development Plans.

4.2 Notwithstanding section 4.1, municipalities are not required to submit proposed Statutory Plans and/or amendments to existing Statutory Plans in the following circumstances:

- a) Housekeeping amendments to correct or update clerical, technical, grammatical, and/or typographical errors and omissions that do not materially affect the Statutory Plan and/or amendments in principle or substance in accordance with the Municipal Government Act.
- b) Amendments to existing Statutory Plans that are not substantive in effect, such as:
 - i. Small scale amendments to maps;
 - ii. Small scale text amendments;
 - iii. Small scale land use conversions; or
 - iv. Amendments that the member municipality in their discretion has determined not to be regionally significant.
- c) A new sub-Area Structure Plan or sub-Area Redevelopment Plan that is subordinate to and consistent with its higher order Area Structure Plan or Area Redevelopment Plan.
- d) New or amended Intermunicipal Development Plans that involve a CMR member and a non CMR member.

- 4.3 Where an Area Structure Plan or Area Redevelopment Plan amendment is proposed, the Regional Evaluation Framework shall only apply to the proposed amendments to the Area Structure Plan or Area Redevelopment Plan.

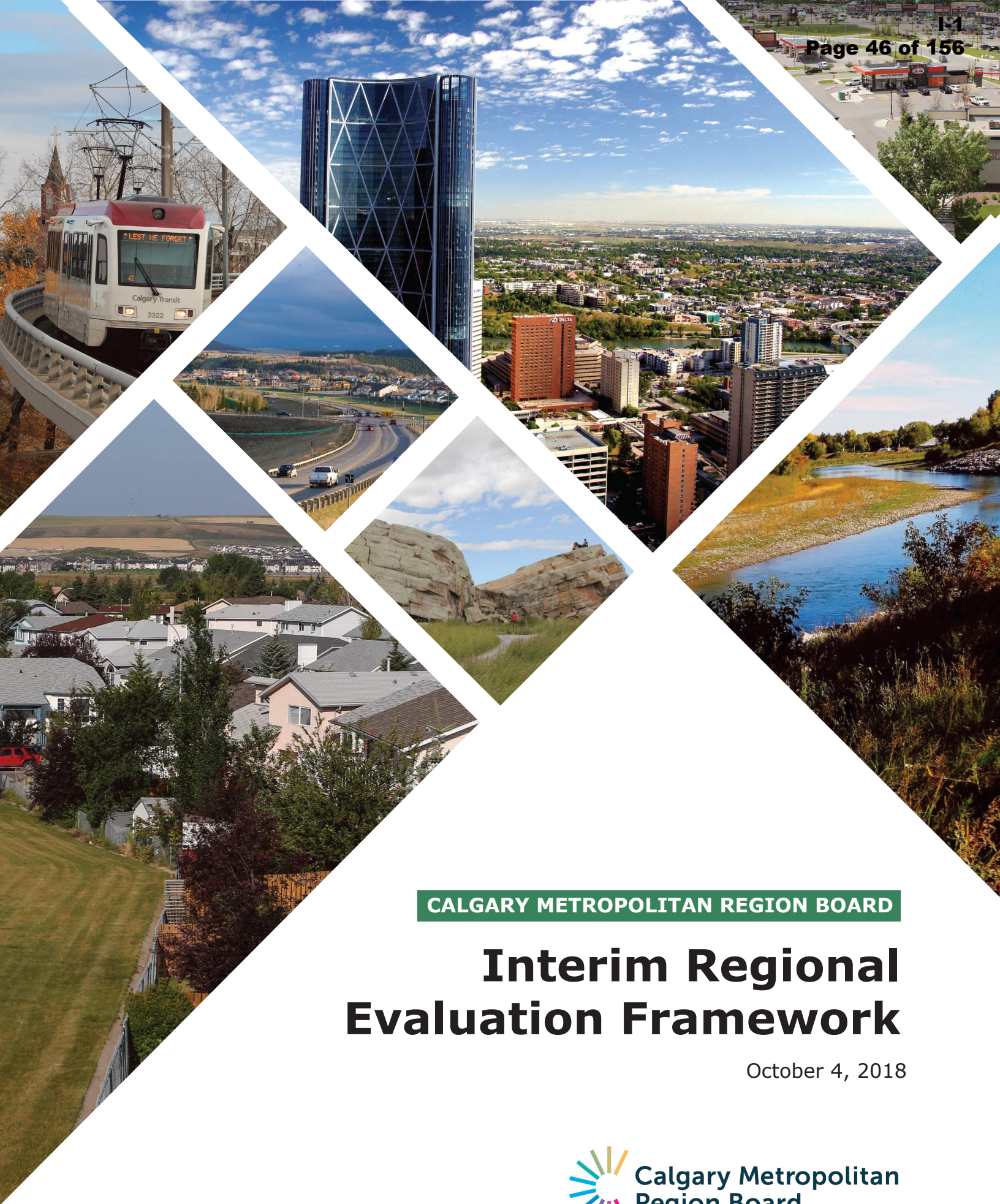
5 SUBMISSION REQUIREMENTS

- 5.1 The submission of a new Statutory Plan or amendment to an existing Statutory Plan referred by a municipality to the Board shall include:
- a) The proposed Statutory Plan or amendment bylaw;
 - b) Sufficient documentation to explain the Statutory Plan or amendment;
 - c) Sufficient information to ensure that the new Statutory Plan or existing Statutory Plan amendment can be evaluated pursuant to the evaluation criteria in Section 6.0 below, such as applicable technical studies and other supporting documents;
 - d) The corresponding GIS data set including, at minimum, the boundary of the new Statutory Plan, its land-use concept and a regional placetype alignment table;
 - e) An updated copy of the Statutory Plan without the proposed amendment;
 - f) Copies of letters provided by member municipalities as part of public hearing submissions.

6 REVIEW

Procedures, protocols, and timelines pertaining to administrative and Board review and decision-making of Regional Evaluation Framework applications will be outlined in supporting documentation of the CMRB. Supporting documentation will also include a Regional Evaluation Framework submission checklist.

- 6.1 The Regional Evaluation Framework will be reviewed and updated simultaneously with the five year and ten year reviews of the Growth Plan, or at the request of the Board or the Minister.



CALGARY METROPOLITAN REGION BOARD

Interim Regional Evaluation Framework

October 4, 2018



Calgary Metropolitan
Region Board

1 INTRODUCTION

The Calgary Metropolitan Region Board (the “Board”) has been directed to implement the Calgary Metropolitan Region Interim Growth Plan (“the IGP”) subsequent to its adoption by the Government of Alberta. The Interim Regional Evaluation Framework (“the IREF”) provides the Board with the authority to evaluate and approve member municipal new *statutory plans* and amendments to existing *statutory plans* to ensure alignment with the Principles, Objectives, and Policies of the Calgary Metropolitan Region Interim Growth Plan.

2 PURPOSE

The purpose of the IREF is to provide member municipalities with criteria to determine when new municipal *statutory plans* and amendments to existing *statutory plans* shall be submitted to the Board for approval and procedures for submission. Further, the IREF establishes evaluation criteria and procedures for the Board to follow in the review and approval of local *statutory plans* and amendments of regional significance to ensure they are consistent with the long-term regional interests identified in the IGP.

3 DEFINITIONS

In addition to the definitions contained in the Regulation, words defined in the IGP shall be given the same meaning for the purposes of the IREF.

4 SUBMISSION CRITERIA

4.1 A Municipality shall refer to the Board:

- a) All new Municipal Development Plans (MDPs) and Intermunicipal Development Plans (IDPs);
- b) All new Area Redevelopment Plans (ARPs) and Area Structure Plans (ASPs) proposing employment areas and/or 50 or more new dwelling units;
- c) All amendments to MDPs, IDPs, ARPs and ASPs proposing employment areas and/or 50 or more new dwelling units; and
- d) Amendments and new *statutory plans* proposing less than 50 new dwelling units and located within 1.6 km of an adjacent municipality or a notification area, unless contained within an IDP.

4.2 Notwithstanding Section 4.1, municipalities do not need to submit proposed *statutory plans* and/or amendments to existing *statutory plans* in the following circumstances:

- 4.2.1** Housekeeping amendments to correct or update clerical, technical, grammatical, and/or typographical errors and omissions that do not materially affect the *statutory plan* and/or amendment in principle or substance in accordance with the Municipal Government Act ("MGA").
- 4.2.2** Amendments to existing *statutory plans* that are not substantive in effect, such as:
 - a. Small scale amendments to maps;
 - b. Small scale text amendments;
 - c. Small scale land use conversions; or
 - d. Amendments that the member municipality in their discretion has determined to not be regionally significant.

5 Submission Requirements

5.1 The submission of a new *statutory plan* or amendment to an existing *statutory plan* referred by a municipality to the Board shall include:

- a) The proposed *statutory plan* or amendment bylaw;
- b) Sufficient documentation to explain the *statutory plan* or amendment;
- c) Sufficient information to ensure that the new *statutory plan* or existing *statutory plan* amendment can be evaluated pursuant to the evaluation criteria in Section 6.0 below, including applicable technical studies and other supporting documents;
- d) The corresponding GIS data set including, at minimum, the boundary of the new *statutory plan*, its land-use concept, and its transportation and servicing concepts, including land-use statistics and residential density; and
- e) A copy of the most recent amended *statutory plan* without the proposed amendment.

6 Evaluation Criteria

- 6.1 **When evaluating a new *statutory plan* or amendment to an existing *statutory plan*, the Board must consider whether approval and full implementation of the *statutory plan* or amendment to an existing *statutory plan* would result in development that is consistent with the Principles, Objectives, and Policies of the IGP using the following evaluation criteria.**

3.2 Region-wide Policies	<i>Statutory plan</i> or <i>statutory plan</i> amendment response
3.2.1 Principles, Objectives, and Policies	Did the proposed <i>statutory plan</i> or existing <i>statutory plan</i> amendment address the Principles, Objectives, and Policies of the IGP?
3.2.2 Demonstrate collaboration to coordinate with other member municipalities	<p>Did the applicant municipality collaborate to coordinate planning for land use, infrastructure, and service provision with other member municipalities:</p> <ul style="list-style-type: none"> <input type="checkbox"/> where appropriate; <input type="checkbox"/> within 1.6 km of the boundaries of the new area structure plan or the existing area structure plan amendment area or an agreed upon notification area between the member municipalities; and <input type="checkbox"/> Is the coordination demonstrated through processes, and/or instruments that comply with all components of Policy 3.2.2 of the IGP, if applicable?
3.2.3 Water, wetlands and stormwater	<p>Does the proposed <i>statutory plan</i> or existing <i>statutory plan</i> amendment:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Protect source water quality and quantity in accordance with federal and provincial legislation and regulation, promote water conservation, and incorporate effective stormwater management; <input type="checkbox"/> Adhere to the provincially identified wetland classification system, and incorporate measures to minimize and mitigate adverse impacts on wetlands; <input type="checkbox"/> Address Regional Corridors Policies 3.5.1.1, and 3.5.2.1 of the IGP, if applicable; and <input type="checkbox"/> Provide mitigation measures and policies to address identified adverse impacts on existing or planned regional infrastructure, regionally significant corridors, and community services and facilities?

3.3 Flood Prone Areas	<i>Statutory plan or statutory plan amendment response</i>
3.3.1 Development in floodways	<p>Does the proposed <i>statutory plan</i> or existing <i>statutory plan</i> amendment protect provincially identified floodways from development (excepting uses with no permanent buildings, such as natural areas, outdoor recreation, parks, roads, bridges, utilities, aggregate extraction, and flood mitigation measures) for the following development types:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Expansion of settlement areas; <input type="checkbox"/> New freestanding communities; <input type="checkbox"/> New country residential development areas; and <input type="checkbox"/> New employment areas?
3.3.2 Flood protection in flood fringe areas	<p>Does the proposed <i>statutory plan</i> or existing <i>statutory plan</i> amendment apply to lands that will result in development in a provincially identified flood fringe area? If so, does the proposed <i>statutory plan</i> or existing <i>statutory plan</i> amendment:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Include flood protection measures to mitigate risk at the 1:100 year flood event level?
3.4.1 Intensification and Infill Development	<i>Statutory plan or statutory plan amendment response</i>
3.4.1.1 Intensification and Infill in existing settlement areas in cities, towns, and villages	<p>Does the proposed <i>statutory plan</i> or existing <i>statutory plan</i> amendment apply to lands within a city, town or village? If so, does the <i>proposed statutory plan</i> or existing <i>statutory plan</i> amendment:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Achieve an efficient use of land; <input type="checkbox"/> Achieve higher density development in the downtown or central core areas, in transit station areas and transit corridors, where appropriate; <input type="checkbox"/> Accommodate residential and/or mixed-use development at a higher density than currently exists; <input type="checkbox"/> Provide for a mix of uses, such as employment, community services and facilities, where appropriate; <input type="checkbox"/> Provide for a range of housing forms and options, where appropriate; <input type="checkbox"/> Make efficient and cost-effective use of existing and planned infrastructure through agreements with service providers; and <input type="checkbox"/> Connect to existing, planned and/or future local and/or regional transit and active transportation networks, where appropriate?

3.4.1.2 Intensification and Infill of existing settlement areas in hamlets and other unincorporated urban communities within rural municipalities

Does the proposed *statutory plan* or existing *statutory plan* amendment apply to lands within an existing settlement area in a hamlet or other unincorporated urban community within a rural municipality? If so, does the *statutory plan* or existing *statutory plan* amendment:

- ☐ Achieve an efficient use of land;
- ☐ Achieve higher density development in central core areas;
- ☐ Accommodate residential and/or mixed-use development at a higher density than currently exists;
- ☐ Provide for a mix of uses including community services and facilities, where appropriate; and
- ☐ Make efficient and cost-effective use of existing and planned infrastructure through agreements with service providers?

3.4.2 Expansion of Settlement Areas

Statutory plan or statutory plan amendment response

3.4.2.1 Expansion of settlement areas in a contiguous pattern

Does the proposed *statutory plan* or existing *statutory plan* amendment apply to lands adjacent to an existing built-up or previously planned settlement area? If so, does the *statutory plan* or existing *statutory plan* amendment:

- ☐ Plan for and result in development in a contiguous pattern;
- ☐ Achieve an efficient use of land;
- ☐ Provide for a mix of uses;
- ☐ Provide access to a community node(s), planned at a scale appropriate to the development;
- ☐ Make efficient and cost-effective use of existing and planned infrastructure through agreements with service providers and connect to municipally-owned, or franchised water and wastewater services; and
- ☐ Provide access to community services and facilities, or make efficient and cost-effective use of existing and planned community services and facilities through applicable municipal agreements with service providers at the appropriate time, where appropriate?

3.4.2.2 Expansion of settlement areas with 500 or greater new dwelling units

Does the proposed *statutory plan* or existing *statutory plan* amendment apply to lands adjacent to an existing built-up or previously planned settlement area, that will result in 500 or greater new dwelling units? If so, does the *statutory plan* or existing *statutory plan* amendment:

- ☐ Comply with all components of Policy 3.4.2.1 of the IGP (above);
- ☐ Provide employment uses, and community services and facilities;
- ☐ Provide access to community node(s) located in proximity to existing, planned and/or future transit;
- ☐ Connect to existing, planned and/or future local and/or regional transit and active transportation networks; and
- ☐ Provide for a range of housing forms and options?

3.4.2.3 Rationale for expansion of settlement areas that do not meet all components of Policy 3.4.2.1 and 3.4.2.2

Did the applicant municipality provide rationale for expansion of a settlement area that does not comply with all components of Policy 3.4.2.1 and 3.4.2.2? If so, does the proposed *statutory plan* or existing *statutory plan* amendment:

- ☐ Provide a rationale for Policy 3.4.2.1 b) of the IGP to address why it is not achievable or appropriate in the local scale and context;
- ☐ Provide a rationale for Policy 3.4.2.1 c) of the IGP to address why it is not achievable or appropriate in the local scale and context;
- ☐ Provide a rationale for Policy 3.4.2.2 a) of the IGP to address why it is not achievable or appropriate in the local scale and context;
- ☐ Provide a rationale for Policy 3.4.2.2 b) of the IGP to address why it is not achievable or appropriate in the local scale and context; and
- ☐ Provide a rationale for Policy 3.4.2.2 c) of the IGP to address why it is not achievable or appropriate in the local scale and context?

3.4.3 New Freestanding Settlement Areas *Statutory plan or statutory plan amendment response*

3.4.3.1 New freestanding settlement areas

Does the proposed *statutory plan* or existing *statutory plan* amendment apply to lands that are not contiguous to existing built or planned settlement areas? If so, does the proposed *statutory plan* or existing *statutory plan* amendment:

- ☐ Achieve an efficient use of land;
- ☐ Provide for a mix of uses;
- ☐ Incorporate a community node, planned at a scale appropriate to the development;
- ☐ Make efficient and cost-effective use of existing, and planned infrastructure through agreements with service providers, and connect to municipally-owned or franchised water and wastewater services; and
- ☐ Provide access to existing or planned community services and facilities, or make efficient and cost-effective use of existing and planned community services and facilities through applicable municipal agreements with service providers at an appropriate time?

3.4.3.2 New freestanding settlement areas with 500 or greater new dwelling units

Does the proposed *statutory plan* or existing *statutory plan* amendment apply to lands that are not contiguous to existing built-up or planned settlement areas, and will result in 500 or greater new dwelling units? If so, does the proposed *statutory plan* or existing *statutory plan* amendment:

- ☐ Comply with all components of Policy 3.4.3.1 of the IGP (above);
- ☐ Provide employment uses, and community services and facilities;
- ☐ Incorporate community node(s) located in proximity to existing, planned and/or future local and/ or regional transit;
- ☐ Connect to existing, planned and/or future local and/or regional transit;
- ☐ Provide for a range of housing forms and options; and
- ☐ Protect environmentally significant areas?

3.4.3.3 Rationale for new freestanding settlement areas with 500 or greater new dwelling units that do not meet all components of Policy 3.4.3.2

Did the applicant municipality provide rationale for a new freestanding settlement area that will result in 500 or greater new dwelling units that does not comply with all components of Policy 3.4.3.2? If so, does the proposed *statutory plan* or existing *statutory plan* amendment:

- ☐ Provide rationale for Policy 3.4.3.2 a) of the IGP to address why it is not achievable or appropriate in the local scale and context;
- ☐ Provide rationale for Policy 3.4.3.2 b) of the IGP to address why it is not achievable or appropriate in the local scale and context; and
- ☐ Provide rationale for Policy 3.4.3.2 c) of the IGP to address why it is not achievable or appropriate in the local scale and context?

3.4.4 Country Residential Development

Statutory plan or statutory plan amendment response

3.4.4 Country Residential Development

Does a proposal for new country residential areas, cluster country residential development, or infill and intensification of an existing country residential area result in development of 50 new dwelling units or greater? If so, does the proposed development:

- ☐ Comply with all applicable components of Region-wide Policies 3.2.1, 3.2.2, and 3.2.3 of the IGP;
- ☐ Comply with Flood Prone Areas Policy 3.3.1 and 3.3.2 of the IGP, if applicable; and
- ☐ Comply with Regional Corridors Policies 3.5.1.1, and 3.5.2.1 of the IGP, if applicable?

3.4.5 Employment Areas

Statutory plan or statutory plan amendment response

3.4.5.1 New employment areas

Does the proposed *statutory plan* or existing *statutory plan* amendment apply to lands that will result in development of a new employment area? If so, does the proposed *statutory plan* or existing *statutory plan* amendment:

- ☐ Make efficient and cost-effective use of existing and planned infrastructure and services?

3.4.5.2 Connections to transit stations and corridors

Does the proposed *statutory plan* or existing *statutory plan* amendment for development that will result in a new employment area:

- ☐ Plan for connections to existing and/or planned transit where appropriate?

3.5 Regional Corridors	Statutory plan or statutory plan amendment response
3.5.1.1 Mobility corridors	<p>Is the proposed <i>statutory plan</i> or existing <i>statutory plan</i> amendment for lands within 1.6 kilometres of a regionally significant mobility corridor identified on Schedule 3 and/or 4 of the IGP? If so, does the proposed <i>statutory plan</i> or existing <i>statutory plan</i> amendment:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Identify the mobility corridor on maps; <input type="checkbox"/> Demonstrate that the proposed land-use, built form and density optimizes the proximity and adjacency to regionally significant mobility corridors; and <input type="checkbox"/> Provide mitigation measures and policies to address identified/potential adverse impacts on regionally significant mobility corridors?
3.5.2.1 Transmission Corridors	<p>Does the proposed <i>statutory plan</i> or <i>statutory plan</i> amendment area include transmission corridor right-of-ways and/or related infrastructure identified on Schedule 5 and/or 6 of the IGP within the <i>statutory plan</i> area boundary? If so, does the proposed <i>statutory plan</i> or existing <i>statutory plan</i> amendment:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Identify the transmission corridor rights-of-way or related infrastructure on maps; <input type="checkbox"/> Provide a rationale, servicing agreements, and supporting policies for crossing, accessing and/or connecting to regionally significant transmission corridor rights-of-way or related infrastructure; and <input type="checkbox"/> Provide mitigation measures and policies to address identified/potential adverse impacts on regionally significant transmission corridor rights-of-way or related infrastructure?



Agenda Item	7
Submitted to	Land Use and Servicing Committee
Purpose	For Discussion & Feedback
Subject	Draft Servicing Plan
Meeting Date	April 1, 2021
<i>That the Committee provide feedback on and receive for information the draft Servicing Plan.</i>	
<p>Summary</p> <ul style="list-style-type: none"> • The draft Servicing Plan is based on background reports and studies to-date, draft Growth Plan policies and discussions and feedback from the Board, Committee and TAGs. • A preliminary working draft was brought to the Land Use and Servicing Committee (LUSC) on February 4, 2021. The working draft did not meet the requirements of the regulation and was sent back for a new approach. • An annotated draft Servicing Plan outline was created and circulated to TAG on March 5, 2021. TAG met with HDR C to review the annotated draft Servicing Plan structure on March 12, 2021. Overall, TAG was supportive of the outline and gave additional feedback for consideration by HDR C. That feedback was incorporated while creating the content of the draft document. • Policies approved by the Board in June of 2020 regarding recreation were incorporated into the new draft document. • A meeting with member municipality subject matter experts for transportation and water servicing has been scheduled (March 26th) to discuss the content of the draft Servicing Plan to receive technical input. • An editorial review will be completed on the document as future revisions are made. 	
<p>Attachments</p> <ul style="list-style-type: none"> • Draft Servicing Plan, HDR Calthorpe <p>Note: An editorial error was made when circulating the draft to TAGs on March 21, 2021. The definition and preamble for Transportation and Transit section was omitted, which has been corrected in this version.</p>	

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1. Background

HDR|Calthorpe is in the process of building draft Growth and Servicing Plan documents. The attached preliminary draft Servicing Plan identifies proposed content based on background reports completed to date, conversations with the Committee, Board and TAGs and in consideration of the draft Growth Plan.

The draft Growth Plan, as released for public engagement on March 18, 2021, represents a significant input to the Servicing Plan (the draft Growth Plan version referenced in this agenda item is dated March 17, 2021). To develop a system and expectations for addressing collaborative regional servicing matters, the pattern of growth in the CMR should be known. Without it, it is difficult to focus efforts and investment in ways that meet the objectives set out by the Government of Alberta in the CMRB Regulation. Those objectives include finding opportunities for optimization and efficiency for servicing new growth in the CMR. The logical first iteration of the Servicing Plan should develop a strong foundation and collaborative process on which to build lasting relationships regarding collaborative regional servicing in the CMR. The Servicing Plan is to be filed with the Minister of Municipal Affairs, as required by the CMRB Regulation.

2. Board Values and Servicing Plan Objectives

Board values include:

Collaboration: We work together to identify opportunities and efficiencies that reduce the costs of growth and help achieve sustained prosperity for our region

Respect: We respect each other, our neighbours, our environment, and the land on which our region is built.

Innovation: We embrace new ideas and the development, testing and iteration of bold solutions to complex regional challenges

Diversity: We embrace our differences and celebrate the diverse people and places that make up our region

Good Governance: We are purposeful and thoughtful in our actions, prioritizing the development of strategies and plans that guide and enhance the work we do

The objectives of the servicing plan outlined in the CMRB Regulation are to:

- identify the services required to support the goals of, and to implement, the Growth Plan;
- support the optimization of shared services to enhance use of ratepayer dollars;
- facilitate orderly, economical and environmentally responsible growth in the Calgary Metropolitan Region.

The Regulation directs the CMRB to revisit the Servicing Plan every five years.

3. Three Pillars

To realize the Servicing Plan objectives, the following three pillars are recommended as components for each service.

- (a) **Servicing Priorities** are required to be identified within each service.
Services include transportation and transit, water and wastewater utility service, long-term water strategy, stormwater and recreation. Initial servicing priorities are recommended to align with the Preferred Growth Areas in the Growth Plan. There may be other region-wide servicing priorities, depending on the service.
- (b) **Working Groups** have a mandate to find cost-effective ways to advance servicing matters across the Region through municipal experts and potentially external stakeholders. Working groups made up of municipal experts are seen as key conduits to supporting the Board's decision making.
- (c) **Evidence Based Decision-Making**, includes defining problems, collecting data, monitoring/reporting and developing strategies and collaborative approaches to solve the Region's most pressing servicing challenges and opportunities.

Question to the Committee:

Are these pillars in alignment with the Committee expectations?

4. Fundamental Assumptions

Recognizing that there is a sliding scale of what collaboration means, and that there are always fine details that need to be worked through, the underlying assumptions about what should be articulated in the Servicing Plan are presented below. CMRB Administration requests Board feedback on these assumptions to guide further review of the Servicing Plan.

a. Preferred Growth Areas Relationship to Servicing

Each service identified in the Servicing Plan has two scales of collaborative planning to consider. They are those related to Preferred Growth Areas, which would involve a sub-regional group of members, and regional scale of planning for collaborative service delivery where the benefits of working together can be realized across the Region. In terms of prioritization, the Servicing Plan suggests a strong focus on sub-regional collaboration to service Preferred Growth Areas.

Context studies provide an opportunity to plan for sub-regional collaborations. Context Studies must be developed for each of the Joint Planning Areas identified in the Growth Plan. The context studies are a clear way for specific municipalities to develop strategies regarding some of the servicing requirements within one of the three Preferred Growth Areas of the Growth Plan. However, growth is expected in all municipalities, not just those participating in a JPA, and not just within a JPA boundary. Preferred Growth Areas also include urban municipalities and hamlet growth areas.

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Question for Committee:

Does the Committee agree the Preferred Growth Areas identified in the draft Growth Plan are also priority servicing locations?

b. Agreed Level of Commitment

The CMRB regulation requires that the Growth Plan promote the social, environmental, and economic wellbeing of the CMR. The third pillar of the Servicing Plan is meant to capture the Board's desire to make informed decisions with careful consideration when evaluating servicing options. The Regional Growth Structure (Schedule 1) of the draft Growth Plan signals that, for the horizon of the plan, in general, the majority of investment in collaborative delivery of services for new growth will be in the areas indicated. This gives a higher degree of certainty for member municipalities than in the past. For hard infrastructure, this often means that municipalities will consider a sub-regional set of servicing options. One could think of the Servicing Plan as a memo of understanding (MOU) of sorts, that signals that the members are interested in working together.

A Hypothetical Example:

If a new ASP in Joint Planning Area 1 is consistent with the Growth Plan and requires water utility servicing, would all subregional members in that area be required to investigate the potential for their infrastructure to provide service?

Evidence based decision making for collaboration on water utility service will require information on a range of variables, including infrastructure capacity, potential operational modifications, water quality and water quantity, water licensing, regulatory and environmental constraints and cost-effectiveness for the ratepayer. It will also require information to understand the existing system, the projected demand, and Board resources to study and objectively weigh the options.

Question for Committee:

Are all member municipalities obligated to come to the table as potential service providers in pursuit of the best option for servicing the planned growth that is in alignment with the Growth Plan?

If so, what criteria should be met to determine the best option?

- a) Cost-effectiveness
- b) Considers environmental outcomes
- c) Respects existing agreements for planned capacities for hard infrastructure
- d) Has agreed upon cost sharing strategies
- e) Others

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These criteria will be discussed with TAG, following the Committee's input.

Alternatives: The words 'obligated to' could be replaced above with 'may', if the agreement among members is that collaboration is entirely voluntary.

c. Equal in Priority

One of the questions that came up in discussion with administrations is the sense of staging of growth among Preferred Growth Areas as it relates to servicing. This question is also fundamental in that some municipalities plan their growth in a way that involves staging, depending on the service in question. Municipal investment in support of a growth node is directed first to one area, then once that is complete or built-out moves to the next. Context Studies should consider staging within Joint Planning Areas as described in the draft Growth Plan. At the Regional scale, given the Board's focus areas and values, and acknowledging that all municipalities are independent entities with their own values, economies, and style of community, it would be difficult to 'stage' regional growth. There may also be unintended consequences to the market, which should be avoided.

Question for Committee:

Does the Committee agree that fundamentally in Preferred Growth Areas, market demand in alignment with Context Studies will determine the order in which the Board responds to collaborative servicing priorities?

5. Next Steps

The draft Servicing Plan document will be further reviewed by TAGs, and the feedback incorporated into the document for review at the next committee meeting on April 15th. The final draft Growth Plan, REF and Servicing Plan documents must be ready for circulation to individual member municipal councils by May 7, 2021 to give each municipality time to review the document prior to the final Board review on May 21, 2021.

6. Recommendation

That the Committee provide feedback on and receive for information the draft Servicing Plan.

Calgary Metropolitan Region Servicing Plan

PRELIMINARY CONTENT DRAFT

Revised March 21, 2021(ver.2)

~~Preliminary Content Draft March 21, 2021 (ver.1)~~

~~Annotated Revised Outline March 4, 2021~~

~~Working Preliminary Draft January 28, 2021~~

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Definitions

(NOTE: FOR THIS DRAFT, THESE DEFINITIONS ONLY INCLUDE THOSE DEFINITIONS NOT IN THE GROWTH PLAN. WHEN COMPLETE, ALL DEFINITIONS USED IN THE SERVICING PLAN WILL BE INCLUDED)

Evidence-Based Decision-Making means basing decisions on information which is accurate and applicable to the context. Accuracy includes proper interpretation of gathered information and/or descriptive statistics keyed to the circumstances, demonstrating cause and effect of proposed actions. The effect of evidence-based decision making is use of “evidence/information” in decision making, which demonstrates “causation” as opposed to “co-relation” of data.

Higher Order Transit is frequent and reliable transit service that is given priority in mixed - traffic, or separated partially or completely from general vehicular traffic and able to maintain higher levels of speed and reliability than can be achieved by operating without priority or separation.

Regional Stormwater Servicing means the collection, conveyance, storage and discharge of stormwater that crosses intermunicipal boundaries through engineered infrastructure or natural drainage.

Servicing means the provision of utility infrastructure, recreation services such as recreation centres, transportation infrastructure, and transit facilities and services.

Stormwater means runoff from rainstorms, hailstorms or melting snow that is shed from urban and rural landscapes. Stormwater picks up pollutants, including trash and suspended and/or dissolved solids that impact the quality of downstream water bodies.

Introduction

This document is the Calgary Metropolitan Region Board's (CMRB) Servicing Plan. It supports the CMRB Growth Plan (Growth Plan) and outlines how the planning and coordination of regional servicing will support the successful implementation of the Growth Plan. It is intended as a key supporting document to the Growth Plan and should be read and interpreted alongside the Growth Plan.

Links to the Growth Plan

The Servicing Plan supports the policy direction of the Growth Plan by identifying opportunities for efficient, cost effective, and collaborative service delivery. The Growth Plan is a policy framework for managing growth for the next million people in the region. Through growth management and the efficient use of land, the Growth Plan sets out to achieve reductions in water consumption, greenhouse gas emissions, infrastructure costs and energy costs per household as the Region accommodates the next million people, in approximately 25 to 30 years. The Growth Plan identifies regionally significant growth areas, including Preferred Growth Areas, to support the future coordination of servicing. By identifying growth areas, the Growth Plan creates clear, focused direction to coordinate service delivery, including cost and benefit sharing, amongst member municipalities.

Providing services to growth areas requires a significant investment of time, capital and other resources. By providing a clear plan for growth, the Growth Plan helps create more certainty for municipalities and developers, allowing for the best economic, environmental and social servicing options to be identified.

The Growth Plan provides direction around forms of development, called Placetypes. Placetypes prescribe the density of development, but they also refer to the quality of development, including higher densities, compact, walkable and mixed-use communities.

As with growth areas, there are Preferred Placetypes in the Growth Plan. These types of developments include:

- Infill and Redevelopment;
- Masterplan Communities; and
- Mixed-Use / Transit Oriented Development.

Preferred Placetypes are important because the more development that occurs as Preferred Placetypes, the greater the reduction in the negative impacts of growth associated with water use, vehicle kilometers travelled, capital investment in infrastructure. The Application of Preferred Placetypes enables creation of more integrated communities with a range of housing types and land uses.

Together, Preferred Growth Areas and Preferred Placetypes encourage an efficient and cost-effective growth pattern, by clearly identifying areas for investment in servicing, and promotes development forms that are higher in density and a mix of uses.

The Growth Plan Regional Structure map is shown as Figure 1.

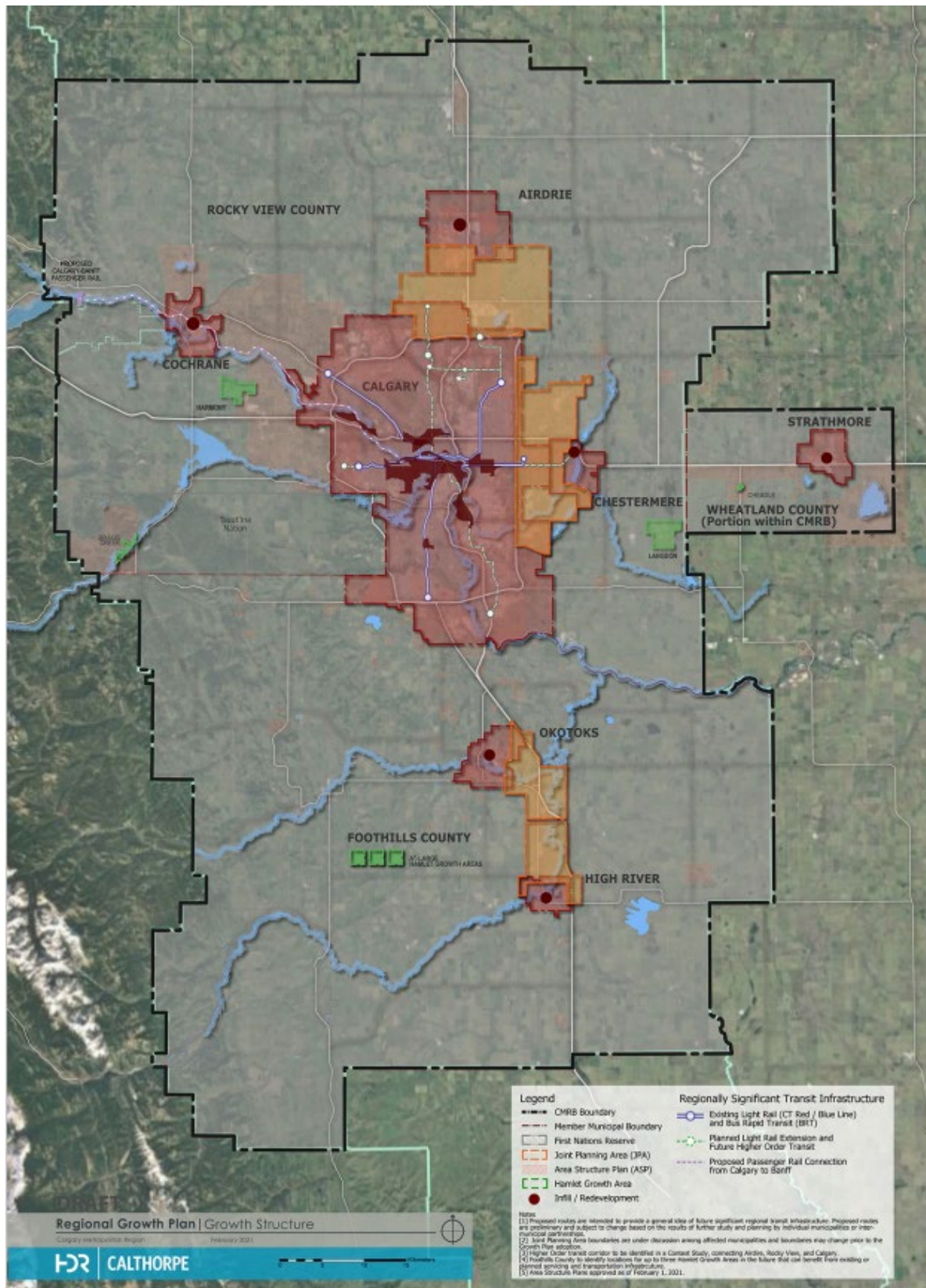


Figure 1: Growth Plan Regional Structure

Regulatory Framework

The Servicing Plan is regulated by the Calgary Metropolitan Region Board Regulation that came into effect on January 1, 2018. The CMRB Regulation stipulates the completion of a Growth Plan and Servicing Plan within three years of the Regulation coming into force. While originally due on January 1, 2021, an extension has been granted for the completion of both plans until June 1, 2021.

The objectives for the Servicing Plan as set out in the CMRB Regulation are to:

- identify the services required to support the goals of, and to implement, the Growth Plan;
- support the optimization of shared services to enhance use of ratepayer dollars;
- facilitate orderly, economical and environmentally responsible growth in the Calgary Metropolitan Region.

The Servicing Plan will fulfill these objectives through a flexible and adaptive approach that identifies servicing priorities in the Region, creates a collaborative regional framework for municipal engagement, and promotes evidence-based decision-making, which is grounded in research undertaken in accordance with recognized and scientifically proven research methodology.

Service Pillars

Plan Hierarchy

While there are many servicing matters that impact the CMR municipalities, the purpose of the Servicing Plan is to focus on collaborative servicing, including intermunicipal servicing, regional servicing, or sub-regional servicing.

Board Goals

The Board has established six key goals that are the framework for the Growth Plan and guidance for the Servicing Plan. These include:

- Growth Management and Efficient Use of Land,
- Economic Wellbeing,
- Environmentally Responsible Land Use,
- Water Stewardship,
- Ensuring Efficient Shared Services, and
- Celebrating Urban-Rural Differences.

Focus of the Servicing Plan

The Servicing Plan focuses on six servicing priorities where the optimization of services can be improved through regional cooperation and coordination, as follows:

- transportation and transit;
- piped utility servicing;
- long-term water strategy;
- stormwater; and
- recreation.

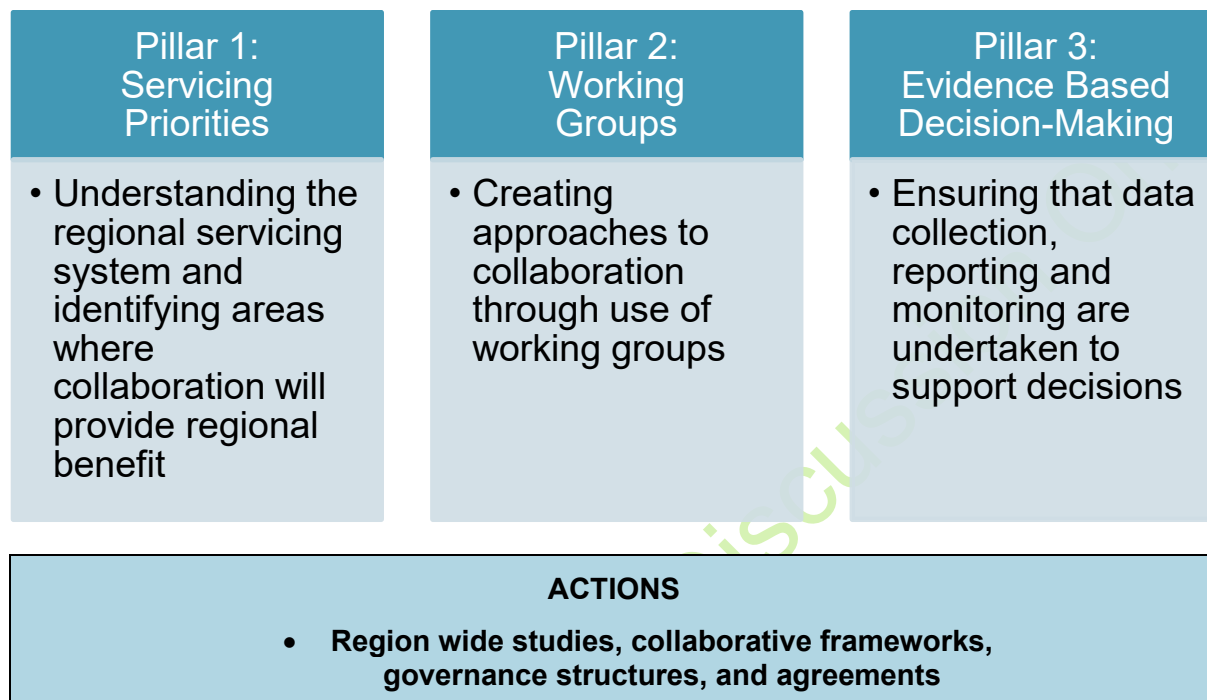
While additional services may be added in the future, these servicing priorities were deemed by the Board to be important for the inaugural Servicing Plan.

Servicing Plan Pillars

Servicing Plan objectives outlined in the CMRB Regulation (cited above) are supported by three Servicing Plan pillars, that shape the structure of each section of this Plan. The intent of the pillar-based approach to the Servicing Plan is to ensure implementation is broad and does not rely on a single method. Collectively the three pillars address key questions related to intermunicipal servicing:

1. What are the collaborative servicing priorities for the Region where the region will benefit from working together?
2. What on-going work should occur across the Region on servicing, to better understand how services are currently delivered, where there are gaps in service provision, or how to best approach regional servicing?

3. How can the region use evidence-based decision making to create innovative, meaningful and measurable improvements to service delivery for rate payers? What information or data is required at the regional level to assist future decision-making?



Pillar 1 – Servicing Priorities: The CMRB has completed a number of studies and technical reports that gather data and begin to identify the existing regional system for regional services. The CMRB has not yet set forth its servicing priorities within these areas given the plan for regional growth was not yet available.

The Servicing Plan builds opportunities for the CMRB to work together to identify both broad regional servicing priorities and approaches, as well as supporting more detailed discussions about servicing for Preferred Growth Areas. The relationship between these two scales of planning must be thoughtfully coordinated to ensure that any approach to detailed planning feeds into the broader regional discussion and vice versa. This coordination will be provided by CMRB Administration, the Land Use and Servicing Committee, and the working groups who will be providing technical support at the regional and subregional scales.

Pillar 2 – Working Groups: The creation of a broad regional network of collaborative working groups is a key component to the Servicing Plan. These groups are intended to bring together regional experts to guide the planning process for different services and to advise the Board on the studies, agreements, or processes that should occur to optimize service delivery. While some servicing priorities within the Plan emphasize establishment of a working group to a greater extent than others, this is an important tool to optimize servicing.

Working groups will be required to establish:

- a clear mandate and/or terms of reference;
- a work plan, and;
- measurable goals and outcomes that identify how the work of the group optimizes service delivery to the benefit of the ratepayer.

Working Groups will work towards achieving the identified goals and outcomes through collaboration, and more efficient and cost-effective service delivery.

Pillar 3 – Evidence-Based Decision-Making: The Board values Evidence-Based Decision-Making to create innovative, meaningful and measurable improvements to service delivery for rate payers. This kind of process requires information and data that supports problem definition, clear targets, measurable outcomes and monitoring of results. The technical nature of servicing and its high cost for construction, operation, and maintenance makes robust information and data gathering an important tool to support decision-making. The CMRB supports the collection, reporting, and sharing of data at the regional scale whenever possible to guide the Region towards its identified goals and objectives.

Actions: Each servicing priority identifies actions that are required to optimize services. Actions include such elements as region-wide studies, agreements, governance structures and collaborative frameworks. Specific actions are stated when possible. In circumstances where this is not possible, due to the complexity of service delivery, lack of regional information, lack of data or other potential barriers, working groups are recommended as the mechanism, to undertake additional required work to resolve the issue.

Transportation and Transit

Regional transportation and transit is the system of arterial roads, highways, rail, pathways, airports, and related services that support intermunicipal travel and/or trade within the CMRB and beyond.

Background and Intent

The transportation and transit networks are major influences on growth in the region. They connect residents and businesses with goods, services, employment, and social networks. Regional coordination of transit and transportation strengthens the region. An efficient and well-connected transportation system provides many benefits to the region.

- Reliable access to jobs, with choice of travel modes is an important factor in attracting talent to the region.
- Efficient access to markets supports regional commerce and competitiveness including industrial uses and retail.
- A well-planned transportation system reduces the total vehicle-kilometres travelled creating shorter commutes, connecting people to the places they need to go, and reducing the environmental impact of travel.
- Regional transit can help to create greater equity among all residents by providing travel options for those who may not own a car or who do not wish to drive or who cannot drive.

This section provides a recommended path forward for efficient transportation and transit networks in the region to support a vibrant economy and high-quality of life. It is informed by the North Calgary Regional Transportation Study, the South and East Calgary Regional Transportation Study and the Transit Background Report.

Servicing Priorities

The transportation corridors are the connective framework of the region, and may include a variety of routes for roads, highways and transit infrastructure. The regional transportation corridors are shown in Figure 2. Some of the considerations for key regional connections are provided in Appendix A.

Preferred Growth Areas Perspective: Preferred Growth Areas - Joint Planning Area Context Studies

Within Joint Planning Areas, Context Studies will be the primary mechanism to build a better understanding of regional corridors, demand, servicing systems and other key considerations. Regional connections for Preferred Growth Areas outside of Joint Planning Areas can be addressed through local transportation master plans, and through the Regional Transportation and Transit Master Plan and/or a future regional economic development initiative. The North and South and East Calgary Regional Transportation studies, completed by the CMRB in 2020, assessed the regional transportation network, and established priorities for transportation

investment throughout the CMR. These studies will provide a foundation of network information that will need to be further refined as Context Studies are developed.

Regional Perspective: Regional Transportation and Transit Master Plan

To develop a unified vision for the future regional transportation network that aligns with the Growth Plan, a Regional Transportation and Transit Master Plan (RTTMP) is recommended. It would define the future regional network, align planning with Preferred Growth Areas, individual municipalities and the province. The RTTMP should include an update to the regional model to reflect the Growth Plan, including an update to the prioritization process from the North and South and East Calgary Regional Transportation studies, to better reflect the goals and policies of the Growth Plan. A recommended list of considerations for a Regional Transportation and Transit Master Plan is provided in Appendix B. This list would need to be refined by the Transportation and Transit Technical Advisory Groups prior to engaging a consultant.

Given the importance of Context Studies and the requirement to complete them within the Growth Plan, it is recommended they occur in advance of the RTTMP, with the outcomes of the Context Studies informing the RTTMP on priority growth areas and transportation.

Regional Perspective: Transportation Corridors and Regional Economic Development

The Growth Plan identifies the strong connection between economic competitiveness and transportation. A future regional economic development initiative should consider how the regional transportation corridors can best support the economic growth and competitiveness of the CMR.

Working Groups

Two groups noted below, comprised of CMRB administration and representatives of member municipalities administrations, worked to coordinate delivery of previous transportation and planning documents.

- The Transportation Technical Advisory Group worked effectively with CMRB administration and consultants to develop the South and East Calgary Region Transportation Plan, and to integrate with the North Calgary Region Transportation Plan.
- The Transit Subcommittee developed the Transit Background Report.

Working Groups will be required to support the development of the Regional Transit and Transportation Plan, and to support the Context Studies and the transportation components of a future regional economic development strategy.

It is recommended that these groups merge and continue as an advisory Working Group, drawing on the expertise of key external stakeholders such as Alberta Transportation, as required.

In the longer term, and pending the recommendations of Context Studies, Corridor Studies and the RTTMP, more formalized governance or collaborative structures or agreements may be appropriate, particularly for the delivery of transit. However, in the near term, the status quo approach of delivering transportation infrastructure and services on a case-by-case basis is

recommended, while the working groups develop a plan to optimize regional transportation and transit systems.

Evidence-Based Decision-Making

It is understood that Evidence-Based-Decision-Making will evolve over time to address the Region's servicing challenges, as the Growth and Servicing Plans are implemented.

The following are recommended sources of information that will enable the Board to establish a better understanding of regional systems:

- **Regional Transportation Model** – Regional transportation models are a fundamental tool to assist with transportation planning. The CMRB has previously partnered with the City of Calgary to maintain a regional version of its transportation model. Sharing of a common model between the CMRB and City of Calgary will simplify planning and reduce the potential for conflicts, particularly associated with development approvals. In addition, Alberta Transportation is a partner with the City of Calgary model, also allowing for consistency between agencies. It is recommended that the land use elements of the regional model be updated as part of the RTTMP, to reflect the Growth Plan and details established in Context Studies.
- **Monitoring** – There are several sources of information that can assist in monitoring. The RTTMP should identify a simple and succinct set of metrics, which at a minimum should include network vehicle-kilometers travelled, which in turn can provide estimates of greenhouse gas emissions. In addition, the travel surveys used to update the regional model and the National Household Survey Journey to Work statistics, provide relatively understandable, meaningful and accessible monitoring information.
- **GIS Database** – The CMRB with inputs from municipalities and Alberta Transportation, should develop and maintain a basic road centerline database, with a long-term goal of creating a central regional repository for transportation and traffic information.

Actions

As noted above, it is recommended that the CMRB:

- Complete the Context Studies for the Joint Planning Areas in a way that provides information and data to the broader regional planning initiatives
- Study regional corridors study as an element of future regional economic development initiatives
- Develop a regional transportation model
- Complete a regional Transportation and Transit Master Plan

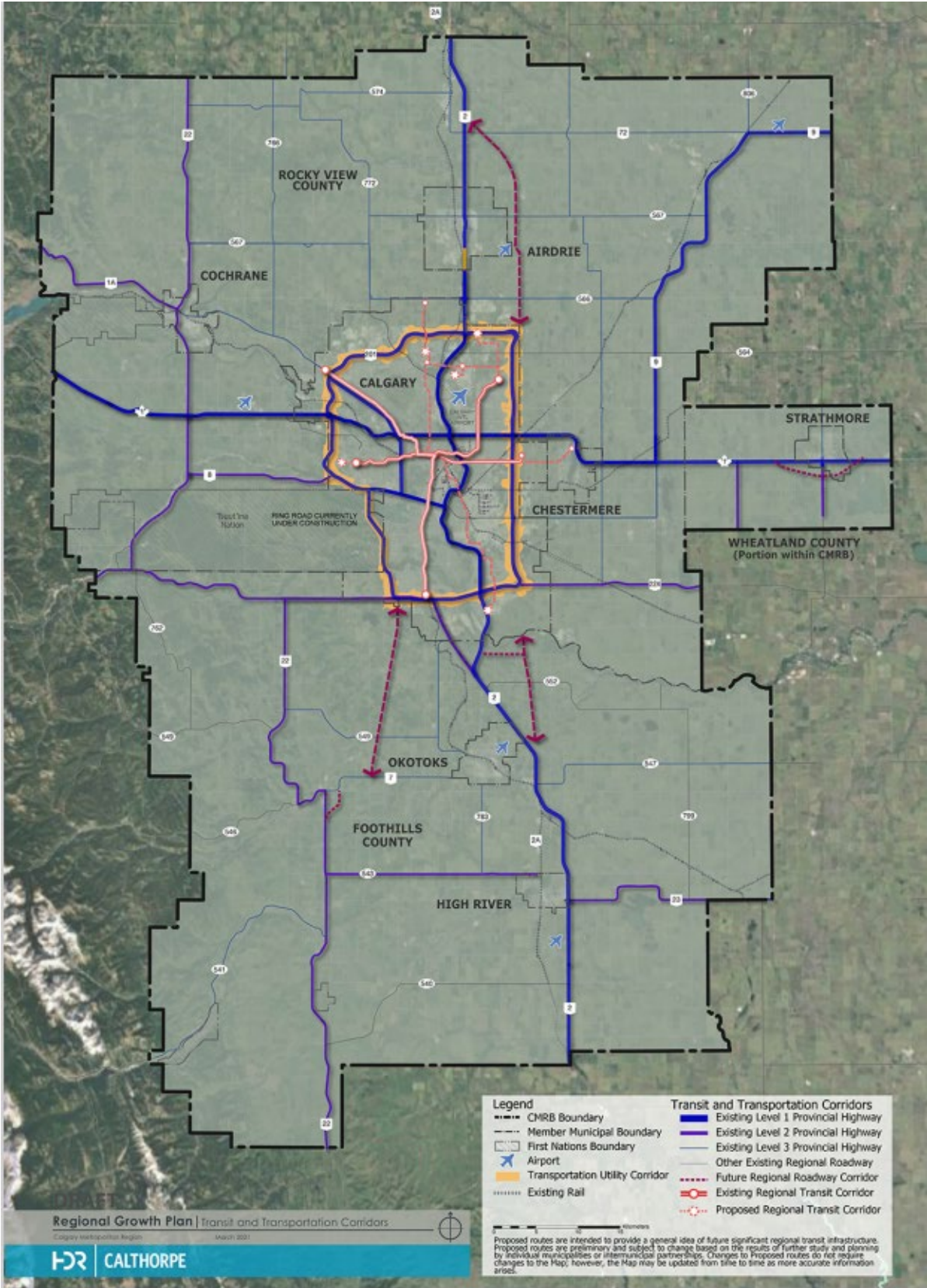


Figure 2: Regional Transit and Transportation Corridors

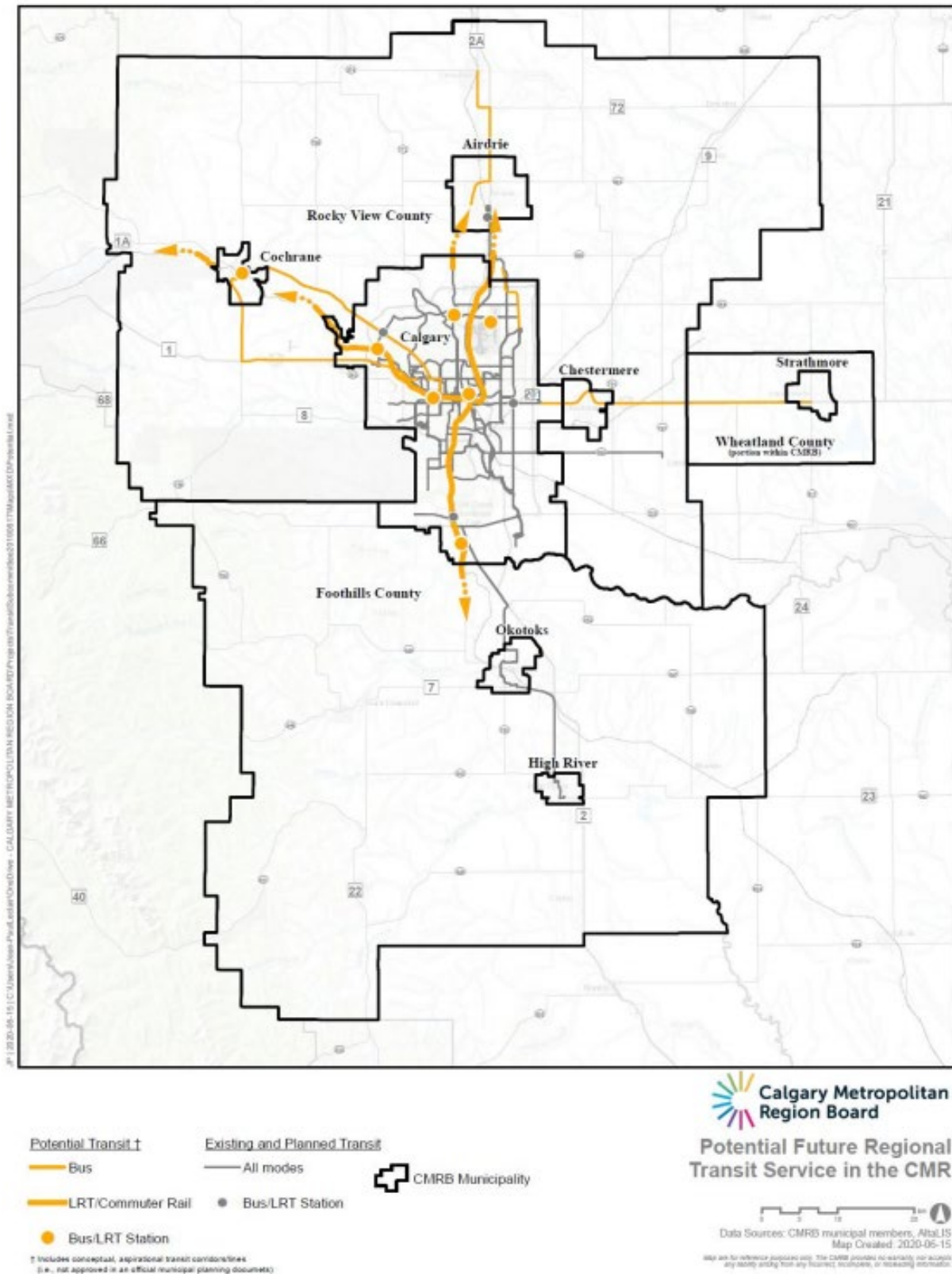


Figure 3: Potential Future Regional Transit Service in the CMR
Source: CMRB Transit Background Report, 2020

Long-Term Water Strategy

The long-term water strategy will be the Region's plan to protect and use water in a sustainable and responsible manner to enable continued growth and prosperity.

Background and Intent

The Calgary Metropolitan Region spans the South Saskatchewan Basin including the Bow River, Oldman River and Red Deer River sub-basins. These river systems experience a climate that is susceptible to both intense floods and prolonged droughts, often within a short time period.

Continued climate change will amplify the magnitude of these extreme events, thereby necessitating a comprehensive strategy to support growth in the CMR. Physical evidence within the South Saskatchewan Basin points to continued overall decline in average flows within the CMR watersheds, that threaten the overall security of water supply, to existing license holders. Subsequently, all CMR sub-basins are expected to experience some degree of water quantity constraints in the next 30 years. In response to this, the Bow and Oldman sub-basins were closed to new water license applications in 2007.

"The SSRP sets the stage for robust growth, vibrant communities and a healthy environment within the region for the next 50 years. The SSRP establishes the need to consider cumulative environmental impacts in decision making and the need to establish a cumulative environmental management system to manage the cumulative effects of development on air, water, land and biodiversity to ensure the value and benefit of these environmental systems are sustained at the regional level and contribute to provincial outcomes. The SSRP has established baseline outcomes and objectives along with strategies and actions that will be used to achieve them. Integrated monitoring, evaluation and reporting systems are essential as they are used to assess progress in achieving outcomes and objectives"

- South Saskatchewan Regional Plan

Subregional entities, including individual municipalities and other sub-basin groups play an important part in watershed planning. Watershed Planning and Advisory Councils (WPACs) and Watershed Stewardship Groups (WSGs) have taken a lead in watershed protection and planning, with support from the province by developing water management plans for some of the subwatersheds in the CMR. These water management plans align water stewardship goals in the region, and provide cumulative benefits that improve outcomes, at both the sub-watershed and watershed levels.

There are opportunities to change the way that we manage and deliver water between member municipalities, with other regional partners and stakeholders, and within the Preferred Growth Areas. Collaborative servicing and watershed planning could provide opportunities to reduce our impact on the watershed, improve efficiency, and support regional economic growth. The consideration of new sub-regional or regional water governance models, could be a first step in improving our ability to collaborate on watershed protection and planning water provision, for future growth.

Servicing Priorities

As noted above, there are many groups that are working towards a long-term water strategy for the region and its watersheds. Given the growth anticipated to occur over the lifetime of the Growth Plan, and the water that will be required to support that growth, it is imperative that the CMRB determine how it best fits into the ongoing deliberations around water. This is a very complex topic, and an effective plan is necessary to ensure the future supply of water for the region and the health of the watershed. These two considerations are intricately tied together.

Regional Priorities – Watershed Planning

One of the tools available to tackle these upcoming shortfalls is watershed planning. Watershed planning focuses on broad watershed protection, and the issues of water quality and quantity. Watershed planning is most effective at the watershed scale, and the CMR represents only a portion of the South Saskatchewan River Basin. The South Saskatchewan Regional Plan (SSRP) is the guiding document for planning in the watershed. The SSRP cites the regulations to enable the Province to limit activities that impact water quality and quantity and provides broad guidance for watershed protection. The SSRP is the tool which implements the South Saskatchewan Region Surface Water Quality Management Framework. This provincial framework establishes the guiding principles, and the province's management system of water quality monitoring for all water users in the South Saskatchewan Region, in which the CMR is located. The CMR and its members must be compliant with the SSRP and can advocate for enhanced protection of the watersheds that the CMR relies on, including watersheds within and outside of the region's boundary.

The Water Table working group will determine a path forward to best integrate a watershed planning approach at the broad regional scale, supported by studies, consultants and other experts working in the region as determined through the working groups. This is a complex undertaking, as it requires coordination with Government of Alberta initiatives, technical modelling and environmental information. Impacts on development in the region need to be thoughtfully considered.

Regional Priorities – Water Use and Efficiency

Another critical aspect of long-term water sustainability is water use and efficiency. All CMR members have implemented water conservation initiatives at some level, and these include initiatives such as water metering, consumer education, subsidies for low-flow fixtures, outdoor watering restrictions and tiered rate structures to promote conservation/efficiency. These have reduced per capita water use in the CMR in the past decade, based on current consumption patterns. The long-term planned projected regional growth will require more water than what is currently approved for municipal use.

Water Table working groups will determine a path forward to optimize water use in the region by identifying opportunities to create further efficiencies through regional collaboration. The CMR municipalities should work together to develop region-wide water efficiency goals and reduction targets, including potential mechanisms for implementation across the Region.

Preferred Growth Areas – Opportunity for Learning

Preferred Growth Areas may have water management plans for consideration in the long-term water strategy, as appropriate. The findings from the context studies in Joint Planning Areas may provide additional information and considerations for the regional long-term strategy, as appropriate.

Working Groups

As demonstrated by the plethora of issues at different scales and under different authorities and jurisdictions, the development of a long-term water strategy for the CMR will be a significant task. To begin to address these issues, water subject matter experts from each member municipality (known as the “Water Table”) have developed a “Water Road Map”, outlining the iterative process for water and related planning in the CMR. Continuing this forum to update the Water Road Map set out by the team, is an important initiative to advance a long-term water strategy for the region. The Water Table group of professionals, has also guided several background studies noted below, which should be referenced and used to inform the next steps, and the ultimate creation of a long-term water strategy for the region:

- Water Use and Conservation in the CMR Study
- Natural and Managed Capacity of Regional Water Supply in the CMR Report
- CMR Existing Water and Wastewater Servicing and Regional Potential Report
- Stormwater Background Report

Developing a long-term water strategy for the Region is an inherently collaborative exercise, given that a significant part of the Region fits within one watershed, being the South Saskatchewan river basin. The Water Table has developed, through the Growth Plan process, as an important venue for sharing and discussing regional water issues and ideas for improvement. This group, and similar working groups will play important roles in continuing the water conversation and planning, beyond the growth planning process.

Evidence Based Decision Making

Given the extensive magnitude, of developing a water strategy, the Water Table working group will need to determine what information and data it requires to complete the Long-Term Water Strategy. It is recommended that the Strategy be built on an evidence-based approach that can be measured and monitored.

Actions

- Update the Water Roadmap developed by the Water Table to identify the best path to a long-term water strategy
- Develop a long-term water strategy document. This document could include:
 - Identification of existing barriers and gaps to water security;
 - Goals for the long-term water strategy
 - Applicable international or regional best practices
 - Ongoing regional initiatives and how the CMRB supports or integrates with this ongoing work;

- A framework for water security including studies, collaborations, stakeholder engagement, data collection or other necessary elements.
 - A work plan for achieving the goals of the strategy.
 - Other considerations.
- Complete Context Studies for the Joint Planning Areas in a way that considers the stormwater management and conservation of environmentally sensitive areas, to support a greater long-term water strategy and provide information and data to the broader regional planning initiatives.

DRAFT - For TAG Discussion Only

Piped Utility Servicing (Water & Wastewater)

Piped Utility Servicing includes the access, treatment and servicing of water and wastewater for development. Primary aspects include water and wastewater treatment, conveyance via major corridors, and licensing.

Background and Intent

Continued growth in the Region is predicated on not only water availability, but on the efficient and affordable provision of water to residents and businesses. This includes the collection, treatment and distribution of potable water, and the conveyance, treatment and discharge of wastewater.

The Calgary Metropolitan Region does not have a regional utility provider. Municipalities generally provide their own water and wastewater services, and in some cases, municipalities receive their services from adjacent municipalities as customers. An example of an existing intermunicipal facility is the Calgary to Strathmore Water Corridor, which provides treated water to the Town of Strathmore.

The wastewater systems in the region mirrors the water system, with many municipalities owning and operating their own collection lines and wastewater treatment facilities. The CMR Existing Water & Wastewater Servicing & Regional Potential background report provides a baseline inventory of existing water and wastewater servicing capacity in the region, and identifies major treatment and sub-regional transmission facilities.

Some member municipalities have recently taken the initiative to provide sub-regional water servicing through collaboration. A great example is the Foothills/Okotoks sub-regional water pipeline project. The two municipalities plan to build a water pipeline from the Bow River, and to share the costs based on their usage. This project will enable continued water access and growth while providing value to residents through cost sharing.

The project was partially spurred by water license limitations. Under current regulations, water must be used and returned to the same watershed from which it was withdrawn. Water licensees can draw water from the river system up to their allotted limits, which include annual and instantaneous withdrawal amounts. While water access in times of shortage is currently governed using Alberta's priority system from the Water Act, there may be opportunities to advance the management and allocation of water to enable more efficient use and sharing within the region. This will require working with the Province, and specifically Alberta Environment and Parks.

The following servicing plan and action items outline a way forward to address these water, wastewater and water licensing issues.

Servicing Priorities

Regional – Regional Utility System

There is currently no regional utility provider in the CMR. Although there are municipal utilities that provide services to other municipalities, they are provided as customers on a cost recovery basis. Municipalities that receive water and wastewater services from other providers, treat and distribute the water within their own municipal boundaries.

A broad regional approach to utility servicing is not recommended for the CMR at this time, as it would be an extensive and expensive undertaking, and is not anticipated to have a significant regional benefit. Most Preferred Growth Areas already have utility servicing planning provided. Remaining growth areas should be considered on a case-by-case basis. A bottom-up approach to collaboration is recommended, where the background studies and planning documents for Preferred Growth Areas will inform the need and direction of subsequent regional or sub-regional collaboration for piped utility servicing.

Preferred Growth Areas – Sub-Regional Servicing

Preferred Growth Areas are an ideal place to start collaborating inter-municipally to optimize the regional water and wastewater servicing system. Starting with these areas will create a clear path to service optimization and allow for targeted discussions around location, land use, level of service, cost-benefit impacts, levies, and other considerations deemed relevant.

Working Groups

Given the bottom-up approach to regional servicing, strategies for regional servicing are to be identified in the Context Studies for the Joint Planning Areas. Where there is a need for water or wastewater servicing in Preferred Growth Areas, municipalities with capacity to provide services to these Preferred Growth Areas, should collaborate to determine which service provider can supply water and wastewater services in the most cost-effective manner possible, while ensuring deleterious consequences to the environment are avoided. The Water Table, or a sub-committee, will be the primary working group to advance a better understanding of servicing strategies, for Preferred Growth Areas where there is a need.

Evidence Based Decision Making

Evidence based decision making for piped utility service will require information on a range of variables, including infrastructure capacity, water quality and water quantity, regulatory and environmental constraints and cost-effectiveness. It will also require reliable data sources to understand how water is currently being used, which requires effective monitoring. The CMRB will set standards for data collection, to ensure the provision of consistent regional data to all members, and to inform planning in the Preferred Growth Areas. Guidance on evidence-based decision making will be provided by the Water Table, some of which will be garnered through the Context Studies, to be undertaken for Joint Planning Areas.

Actions

- Complete the Context Studies for the Joint Planning Areas in a manner which considers servicing optimization and cost-effectiveness for all parties involved

- Update the Water Roadmap with the Water Table, given the identification of Preferred Growth Areas in the Growth Plan
- Water Table to identify areas for Preferred Growth Areas that may require support from regional partners, due to lack of water or wastewater capacity over the life of the Servicing Plan. The Water Table will identify ways to determine which municipalities can most efficiently and effectively, provide servicing to the Preferred Growth Area being evaluated.

DRAFT - For TAG Discussion Only

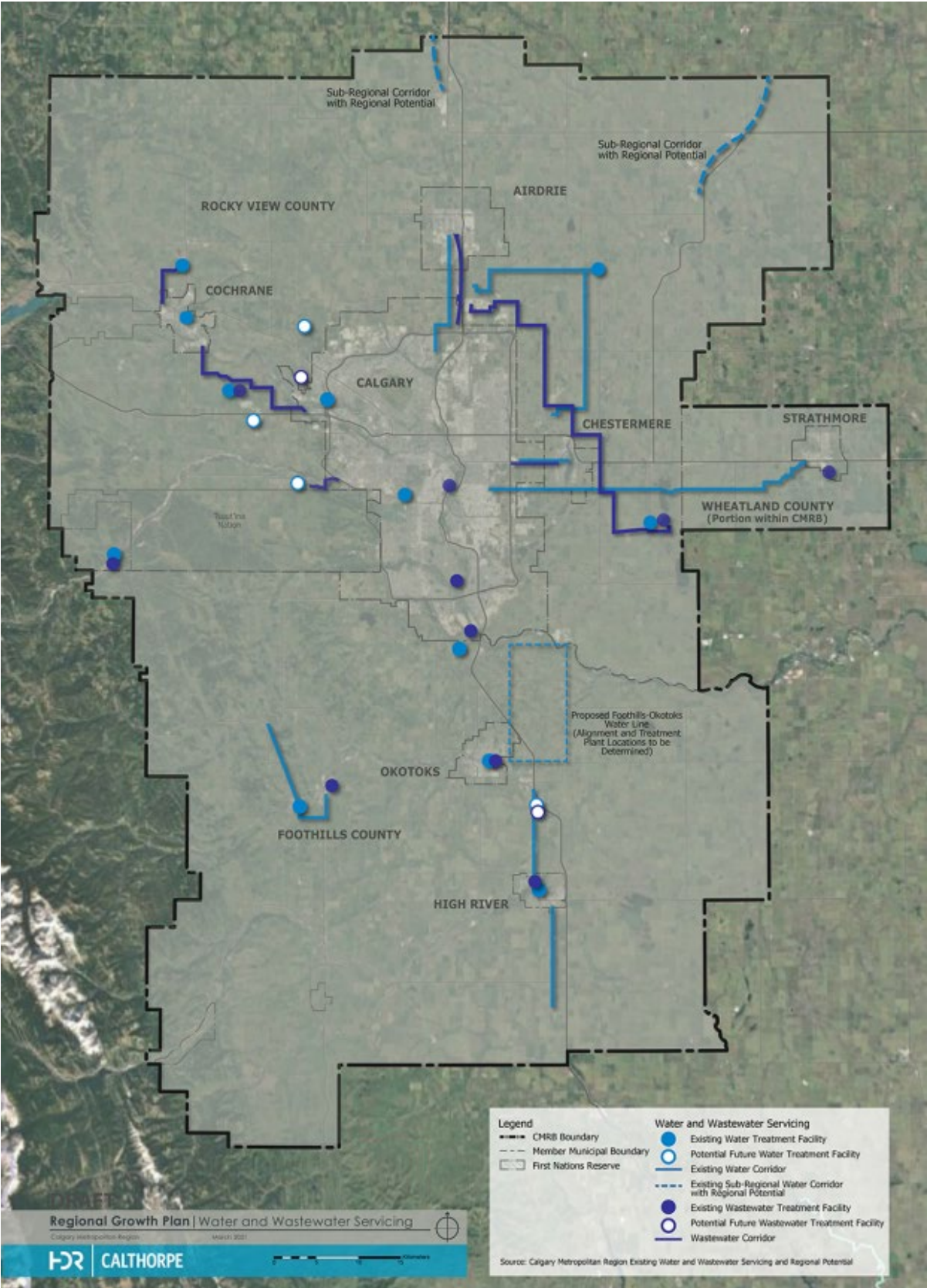


Figure 4: Regional Utility Corridors (Water and Wastewater)

Stormwater Management

Stormwater is runoff from rainstorms, hailstorms or melting snow that is shed from urban and rural landscapes. Stormwater picks up pollutants, including trash and suspended and/or dissolved solids that impact the quality of downstream water bodies.

Background and Intent

Stormwater management is one of the topics to be addressed in the Context Studies required by the Growth Plan in the Joint Planning Areas. However, given the values of the Board and the mandate to ensure environmentally responsible growth, it is appropriate that the CMR consider region-wide opportunities to improve environmental outcomes related to stormwater management.

Quality and quantity requirements for stormwater runoff are regulated by the Province, which in turn grants municipalities jurisdiction over the design and operation of stormwater facilities through land use plans. Stormwater management is necessary to protect our drinking water, the aquatic health of our rivers, our environment and environmentally sensitive areas, our communities in large precipitation events, and our infrastructure, reducing improvement/upgrade costs, which ultimately benefits ratepayers. Improved stormwater management also provides opportunities, such as using stormwater to reduce our water needs.

Some of the stormwater management challenges that the CMR is currently facing include:

- source water quality concerns related to upstream land uses
- relatively flat terrain in some areas of the region, that increases risk of overland flooding during extreme events
- limited access to receiving water bodies within the northeast portion, resulting in development restrictions due to zero discharge requirements

Stormwater management creates challenges and opportunities for land development and watershed protection in the CMR. Collaborative management and planning, both regionally and within the Preferred Growth Areas, represents a way forward in stormwater management and has a role in collaborative watershed protection initiatives.

Servicing Priorities

Regional Priorities – Stormwater Use and Water Reuse

Many jurisdictions around the world have used innovative strategies to purify grey water and to re-use stormwater, as measures to effectively increase water supply. The province is working on guidance to progress opportunities for the capture, treatment and reuse of stormwater. As member municipalities consider potential water shortages in the future, due to natural climate variations and human induced climate change, stormwater re-use becomes an obvious environmental benefit. Key challenges around stormwater use in the CMRB include:

- incomplete provincial direction regarding stormwater reuse
- extreme variability in flows associated with intense rainfall events
- Addressing snow and hail events in the design of engineering systems intended for the collection and conveyance of stormwater
- nutrient loading and high salinity associated with early-spring runoff from impermeable surfaces
- undertaking cost-benefit evaluations of stormwater use versus raw water treatment/distribution
- the potential for cross-contamination with sewer overflows

Stormwater use has been identified by the public, member municipalities and the CMRB Advocacy Committee as a common opportunity for municipalities to augment their supply with fit-for-purpose management strategies, while respecting public health and safety. The CMRB can advocate with the province on behalf of its members, and work to enable innovative stormwater management strategies including stormwater use for the benefit of ratepayers.

Regional Priorities – Regional Initiatives

As a regional body, the CMRB can lead discussions between members at the regional and sub-regional levels to facilitate opportunities for coordination and cooperation. This may include coordination with external stakeholders such as the Province, First Nations, the Western Irrigation District, WPACs, WSGs, and other intermunicipal watershed protection groups. Increased collaboration between CMRB members has the potential to improve the operating efficiencies and economics of stormwater management infrastructure, while the alignment of plans in adjacent municipalities can ensure the cumulative effects of stormwater on quality and quantity of water are managed.

A leading example of cooperative stormwater and drainage management is the Nose Creek Watershed Water Management Plan. The Plan provides recommendations for setbacks and stormwater management principles that are being adopted within Airdrie, Calgary, Rocky View, Crossfield and the Calgary Airport Authority. The establishment of the Cooperative Stormwater Management Initiative (CSMI) is another example of collaboration between municipal and other water users, in this case an irrigation district, to mitigate the effects of stormwater runoff on irrigation water quality, while reducing the restrictions that stormwater discharge imposes on land development.

Preferred Growth Areas – Context Studies for Joint Planning Areas

The Preferred Growth Areas will be the priority locations for collaboration on stormwater management. Context Studies for the Joint Planning Areas will provide an opportunity to determine if there are sub-regional gaps in conveyance or drainage, or concerns regarding the quality and capacity of receiving water bodies. The need for collaborative solutions can be determined through the Context Study.

Working Groups

The Water Table will be the primary working group to advance the identification of region-wide stormwater management opportunities.

Evidence Based Decision Making

Member municipalities should work together to catalogue and establish tools for innovative stormwater management, to support discussions with citizens and the development community, on best practices for greenfield development and stormwater management. This could include the cataloguing of management practices for stormwater infrastructure ponds and recreational amenity management approaches. Other data gathering functions can be identified in the future, as required.

Actions

- Update the Water Table Roadmap to identify stormwater priorities
- Work with the Water Table to identify areas that may have regional stormwater issues which would benefit from a regional approach.
- Complete Context Studies for the Joint Planning Areas in a way that considers stormwater management and environmentally sensitive areas.
- Context studies may identify opportunities to support a greater long-term water strategy and provide information and data to the broader regional planning initiatives

Recreation

Regional recreation is a recreation facility, space, program or service that is owned or operated by a CMRB member municipality, and has a realistic potential of use by, and broader benefits to, residents from outside the municipal boundaries in which it is provided.

Background and Intent

The recreation system across the Calgary Metropolitan Region is diverse, complex, and multifaceted. Recreation services provided by municipalities not only lead to residents and visitors being more physically active; it also brings people together. As a result, recreation can positively contribute to desired outcomes in other public service areas such as education, justice and health.

Municipalities are interested in coordinating servicing efforts, where new community growth, within a potential recreation service area is occurring. Due to the high capital costs of recreation facilities, increasing operation and maintenance costs for delivering this service, and the public's increasing demand for services, municipalities are finding it increasingly difficult to balance fiscal constraints with public demand for recreation. For these reasons, paired with a sincere interest for municipalities to provide residents with a high quality of life, a more collaborative approach is necessary. Once a facility, program or service is defined as regional, areas for collaboration and coordination may include evidence-based planning for capital investment, operations and maintenance or facility planning.

Servicing Priorities

Regional Priority – Municipal Collaboration

Collaboration to realize mutually agreed upon outcomes may lead to cost savings, reducing risk, sharing resources and responsibility, increasing the quality of a service and other benefits. There are some areas of the CMR where collaboration is thriving and other areas where the full benefits from collaboration have yet to be realized. Given how important consideration such as context, service areas, user base, and others are to recreation, it is recommended that a regional recreation working group be developed to identify regional or subregional priorities on a case-by-case basis.

Working Groups

Regional collaboration on recreation should be an ongoing activity, built on a foundation of partnerships and evidence-based decision making. The Recreation Technical Advisory Group should evolve to a Working Group comprised of member municipality experts to facilitate collaboration by identifying areas of common interest, coordination, regional challenges and to share information. The Working Group should establish collaborative processes for regional

recreation decision-making that will build trust, be transparent, and respect an individual municipality's right to make its own recreation decisions.

Evidence-Based Decision Making

CMR member municipalities should establish processes that incorporate evidence-based decision making to the greatest extent possible. Creating a common understanding of the current state of recreation in the Region would require region wide data gathering, assessment, study and summary. This has been identified as an important gap by the Recreation TAG. Member municipalities will collect and share data in support of evidence-based approaches to decision-making at the regional level.

Implementation

The implementation of the Servicing Plan will be enacted primarily through the completion of the actions identified within each service area. These actions are either specifically identified within this Plan or stated generally and will be further detailed as various working groups fulfill their respective mandates. As shown in Figure 5 below, the overall administrative structure for the Servicing Plan includes the Board, who approves the Plan, Committees of the Board, CMRB Administration, and Working Groups. Regional stakeholders and municipal and consultant experts will engage with the working groups as and when needed. The data collected, the studies, and the timing of the work will be coordinated through the administrative structure.

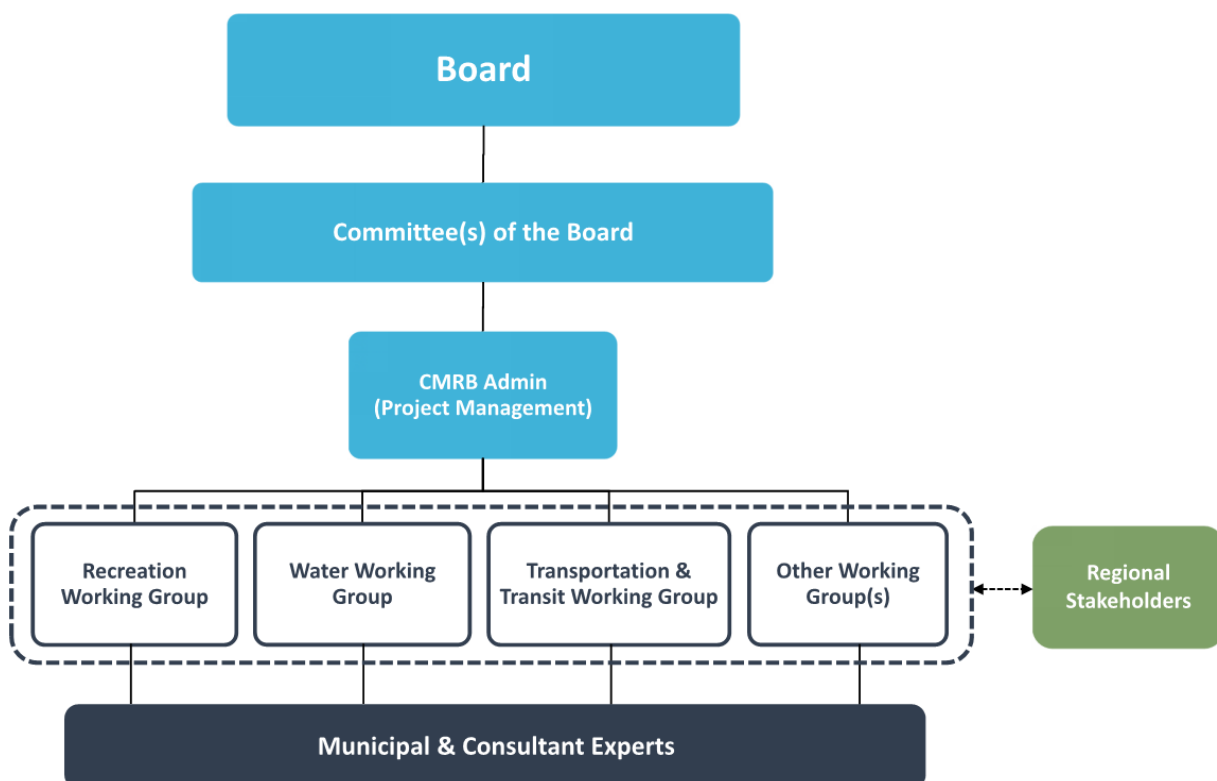


Figure 5: Administrative Structure for Servicing Plan

Data Collection and Monitoring

As one of the key pillars of the Servicing Plan is evidence-based decision-making, which requires information and data collection and monitoring, is vital to the implementation and success of the Plan. CMRB administration will be a data repository that will move the Region towards having a valuable collection of region-wide data that is not present at this time. CMRB administration, with the assistance of working groups and municipalities, will reach out to research institutions, universities and colleges to ensure the best available data and monitoring is integrated into the CMRB's data collection and monitoring system.

The benefits to the Region of a strong region-wide data collection system include:

- improved economic development initiatives for attraction and retention of businesses in a globally competitive economy,
- cost-savings for municipalities,
- data consistency across the Region,
- improved environmental stewardship, and
- better land use planning, and
- improved decision-making through use of innovative data modeling and scenarios.

When and how information and data will support the optimization of regional services has been identified in the sections above.

Plan Update and Review

Implementation of the Servicing Plan will require review and update to ensure continued alignment with the Growth Plan and the direction of the Board.

The Plan should be reviewed and updated every five and ten years when the Growth Plan is updated, or any other time when directed by the Board or Minister.

Appendix A

Considerations for Key Regional Transportation Connections

The following are some considerations for key regional connections, focused on Preferred Growth Areas that may be appropriate for the Regional Transportation and Transit Plan, future regional economic development initiative, and/or Context Studies. The following describes some of the corridors serving each connection

Cochrane – Rocky View – Calgary:

Highway 1A is currently under the jurisdiction of Alberta Transportation in Cochrane and Rocky View County and becomes Crowchild Trail in Calgary, and under City of Calgary jurisdiction. It includes higher order transit and roadway infrastructure in Calgary, and transitions to strictly a highway, northwest of the Tuscany Station. The North Calgary Regional Transportation Study identified transit and highway improvements, but none were ranked in the top ten projects. Future planning on this corridor will require direct involvement with Alberta Transportation and should consider all travel modes.

The **CP Rail Right-of-Way** serves solely as a freight rail route under the jurisdiction of CP Rail. However, there are currently investigations underway to implement a passenger rail service between Calgary and Banff, including a stop in Cochrane. This initiative creates a potential opportunity for a commuter rail service. Given the alignment, this route would primarily serve Calgary and Cochrane, with little opportunity to serve Rocky View. Therefore, future investigation as a regional transit corridor will need public and private involvement, with potential partners including CP Rail, the group investigating the Banff-Calgary passenger rail service, the municipalities of Calgary and Cochrane, with possible involvement by Rocky View County, given that the route passes through Rocky View County. Further, Bearspaw Trail currently parallels the CP Rail Right-of-Way for a portion and is another travel mode option. Extension of the trail would provide an extended recreational and active transportation opportunity, which may also require participation by Alberta Environment and Parks, as the steward responsible for Bearspaw Provincial Park.

A corridor connecting **Cochrane – Harmony – Calgary** is partially served by Highways 22 and 1. In support of potential multi-modal connections along this route, future investigation of options is necessary. There are commuting opportunities between all of these destinations, that may benefit from transportation infrastructure and services. The Cochrane-Harmony-Calgary corridor is considered as a transit route in the North Calgary Regional Transportation Study and has potential to serve regional needs for multiple modes of travel.

Although not part of a Joint Planning Area, the Cochrane – Rocky View – Calgary is corridor is an important element of the regional transportation system and should consider the needs on both sides of the Bow River, in an integrated manner. The potential passenger rail service connecting Calgary to Banff via Cochrane will be a critical element of future investigations into transportation needs along this corridor.

Airdrie – Rocky View – Calgary

This is a Joint Planning Area and connects the three most populous municipalities in the region. Airdrie operates an intermunicipal transit service (Airdrie ICE) in this corridor and Calgary has several existing and planned higher order transit corridors. There are three primary corridors that have been previously considered and should be the primary subject of the land use and transportation components of the Context Study for this Joint Planning Area. In particular, all have been considered as potential higher order transit corridors. The Context Study should provide guidance on which route(s) best support the desired future growth pattern and priorities in this Joint Planning Area. While there will eventually be a need to address transit operational issues, the Context Study should focus on which route is a priority for transit to provide guidance for land use planning. The three corridors are:

Greenline North Extension would connect Rocky View and Airdrie to the proposed Greenline LRT. There should not be an assumption that this future connection would be the same technology as the Greenline (i.e., light rail transit) as other forms of transit may prove to be a more appropriate technology, particularly given that the northern portion of the Greenline within Calgary will likely be a bus rapid transit service for the foreseeable future.

The **CP Rail Right-of-Way / Highway 2** route is currently the busiest intermunicipal transportation connection in the region. Although the vehicle capacity on Highway 2 is constrained, there may be opportunities to expand the people moving capacity using the highway and/or rail rights-of-way. The CP Rail Right-of-Way has previously been evaluated, as a commuter rail and high-speed rail route. Additionally, Highway 2 that parallels the CP Rail Right-of-Way presents opportunities for additional vehicle and transit capacity. The Context Study for this Joint Planning Area should involve CP Rail and Alberta Transportation.

Like the Greenline North Extension, the **Blueline North Extension** would connect the three municipalities with some form of higher order transit, but on the east side of Highway 2.

There is a fourth corridor, that could be considered on the east side of the Joint Planning Area. An east freeway bypass was included in the North Calgary Regional Transportation Study as a longer-term route beyond the horizon of the study. The implications of this route on land use, particularly employment land use, should be included in the Context Study.

In addition to these primary corridors, there are several other regional roads and highways that provide intermunicipal connections and should be reviewed in the Context Study.

Chestermere – Rocky View – Calgary: This corridor, which is within a Joint Planning Area, is more of a sub-regional network than a corridor. Land use growth in each of the municipalities will affect other municipalities within the Joint Planning Area. The transportation components of this Joint Planning Area should focus on connectivity for all modes between municipalities, building on previous municipal and intermunicipal transportation planning. Recent intermunicipal planning between Chestermere and Calgary on Range Road 284, and a recent initiative to evaluate and establish intermunicipal transit service between Calgary and Chestermere, provides input for the Context Study for the Joint Planning Area that includes this corridor.

Strathmore – Wheatland – Rocky View – Chestermere/Calgary: Highway 1 is the primary transportation corridor for all modes connecting these municipalities. Further, there are other routes that will evolve as important components of the regional transportation system, as growth continues. In particular, Highway 560 in combination with Highway 1 and various north-south routes, will continue to be important for connecting these municipalities.

Highway 1 is currently, and will continue to be the primary goods and people movement corridor in the eastern portion of the region. There have been previous plans for regional transit service on Highway 1, but not involving dedicated transit infrastructure. Provincial and regional transportation plans have identified infrastructure improvement along Highway 1, including a bypass of Strathmore.

Highway 560 connects Langdon to Calgary, as well as to Strathmore on Highway 1, via one of several north-south routes. Future transit connections may consider routes that connect Strathmore, Langdon and Calgary.

Planning of these corridors will need to involve all the affected municipalities, and Alberta Transportation, as most significant routes are provincial highways.

The Western Irrigation District canal has previously been identified as a potential regional active transportation corridor between Chestermere and Langdon (a canal pathway already exists between Chestermere and Calgary).

High River – Foothills – Okotoks – Calgary

The southern portion of this corridor is within Joint Planning Areas, with Context Studies being the primary planning mechanism. Within the Joint Planning Areas, Highway 2A is under the jurisdiction of Alberta Transportation and provides direct access to the industrial area between Okotoks and High River, while Highway 2 connects the area to the rest of the province. Maintenance of effective access to the industrial area, and other growth areas within the Joint Planning Area, should remain a focus for transportation planning in this area. Previous intermunicipal transit service in this area was not successful. While not a high priority, the potential for transit should be monitored, particularly in the context of Okotoks' recently implemented on-demand service. Outside of the Joint Planning Area, transportation and transit planning should be aligned with Foothills' identification of future Hamlet Growth Areas.

Appendix B

Recommended Considerations for a Regional Transportation and Transit Master Plan and for Context Studies

1. Regional Transportation and Transit Master Plan

The RTTMP should consolidate plans within the region and address several topic areas, including the following:

a) Road and Highway Network – The North and South and East Calgary Regional Transportation studies set the framework for road and highway planning in the Region, including prioritization of infrastructure projects. The RTTMP should define what is regionally significant with regard to roads. The provincial highway network is an important component of the regional roads and highways network, and therefore Alberta Transportation should be a direct participant in the RTTMP development.

b) Goods Movement – The goods movement network is highly related to the regional road and highway network, but also includes the rail and air modes. It includes truck and dangerous goods routes, including high and wide load corridors in the region. The RTTMP should:

- Identify strategies to minimize the effects of commuter congestion on important goods movement and trade routes;
- Identify a network of priority routes for regional goods movement, linking key hubs such as intermodal facilities and the Calgary International Airport with an emphasis on reliability.
- Protect the integrity of major goods movement routes by coordinating adjacent land use planning with the provision of adequate truck accessibility.

c) Transit - There are a range of municipally and privately provided transit options at both the regional and local scales. Calgary, which offers 4,369 km of transit routes, 159 bus routes and 45 LRT stations, has the most rapid transit riders per million residents of any major Canadian city. Airdrie offers fixed route, on-demand, and intermunicipal bus service. Both Cochrane and Okotoks offer on-demand transit services in their communities. Private operators are creating connections and accessibility for residents across the region and provide services for vulnerable populations in rural areas. Chestermere and Calgary are currently investigating extension of Calgary Transit service to Chestermere.

The RTTMP should reference the Transit Background report as a starting point for defining desired outcomes.

d) Active Transportation – There are several regional active transportation corridors that serve a dual function as recreational corridors and transportation routes. Coordination of these routes among municipalities will allow for a well-connected regional network that can support a variety of purposes. Additionally, regional active transportation should also consider how active modes

can be integrated with other modes, including transit, and the importance of compact growth in supporting active transportation.

e) Air – The Calgary Airport Authority operates the primary airports in the CMR, including Calgary International Airport and the Springbank Airport. There are several other airfields throughout the region, providing a variety of services. The RTTMP should identify connectivity requirements for the regionally significant airports (the Calgary Airport Authority airports at a minimum).

f) Rail – Rail provides an important connection for cargo in the Region. Although there are currently no passenger rail services (excluding the Rocky Mountaineer tourist train), future opportunities associated with rail or high-speed rail between Calgary and Edmonton and the proposed Calgary-Banff commuter rail corridor, should be monitored and further evaluated in the RTTMP.

g) Governance – Responsibility and jurisdiction for provincial highways, airports and railways are outside the jurisdiction of the CMRB. While there are opportunities for additional collaboration related to maintenance and operation of municipal roads, it is anticipated that responsibility will remain with individual municipalities in the foreseeable future.

As the region grows, increased transit demand, and related regional demand may present opportunities for alternative delivery options for transit in the CMR. The RTTMP should investigate potential regional service delivery models, with consideration to the location and scale of growth areas outlined in the Growth Plan.

2. Context Studies for Joint Planning Areas

Context Studies should consolidate the relevant components of:

- Integration with growth areas;
- individual municipal transportation plans;
- provincial plans;
- any applicable Regional Transportation Studies (e.g. North Calgary, South and East Calgary); and
- Transit Background Reports.

Context Studies should also identify additional regional needs to support intended growth patterns within the Joint Planning Area, including:

- designation of key future transportation corridors, including major roads with regional connections;
- regional transit corridors and transit-ready corridors for Transit-Oriented Development; and pathways and active transportation networks



Calgary Metropolitan Region Board
Governance Committee Meeting Agenda

April 8, 2021 – **9:00 AM**

Go-To Meeting

Meetings are recorded & live-streamed

The purpose of this meeting is to convene, discuss and make decisions regarding recommendations to be made to the Calgary Metropolitan Region Board.

- | | | |
|--|---------|-----------|
| 1. Call to Order & Opening Remarks | Clark | |
| 2. Adoption of Agenda | All | |
| <i>For Decision:</i> Motion to adopt and/or revise the Agenda | | |
| 3. Approval of Minutes (Attachment) | All | 3 |
| <i>For Decision:</i> Motion that the Committee approve the Minutes of February 18, 2021 meeting | | |
| 4. 2020 Draft Audited Financial Statements (Attachment) | Avail | 8 |
| <i>For Recommendation:</i> Motion that the Committee recommend for approval to the Board the Audited Financial Statements | | |
| 5. Appointment of Auditor (Attachment) | Copping | 31 |
| <i>For Discussion:</i> Motion that the Committee discuss the appointment of an auditor | | |
| 6. Draft Dispute Resolution and Appeal Bylaw (Attachment) | Copping | 32 |
| <i>For Recommendation:</i> Motion that the Committee review and recommend approval to the Board the Dispute Resolution and Appeal Process Bylaw | | |
| 7. Review Per Diem Policy (Attachment) | Copping | 53 |
| <i>For Discussion:</i> Motion that the Committee discuss and review the Per Diem Policy | | |
| 8. Meeting Protocols (Attachment) | Clark | 56 |
| <i>For Discussion:</i> Motion that the Committee discuss Board and Committee meeting protocols | | |
| 9. Board Chair Disclosure Update (Attachment) | Clark | 57 |
| <i>For Information:</i> Motion that the Committee receive for information a letter from Chair Clark updating his concurrent roles per the Board Conflict of Interest Policy | | |
| 10. Proposed Next Meeting: Thursday May 13, 2021 @ 9:00 AM | Clark | |



11. Adjournment

Governance Committee Members:

Mayor Peter Brown (Airdrie)	Cllr Jamie Kinghorn (High River)
Cllr George Chahal (Calgary)	Mayor Bill Robertson (Okotoks)
Reeve Dan Henn (Rocky View)	Reeve Amber Link (Wheatland)
Reeve Suzanne Oel (Foothills)	
Mayor Jeff Genung (Cochrane)	
Mayor Marshall Chalmers (Chestermere) Vice Chair	

Greg Clark, Committee Chair

Upcoming Meetings:

Land Use & Servicing Committee	April 15 – 1:00 PM	GoTo Meeting
Board Meeting	Friday April 23 9:00 AM	GoTo Meeting
	Friday May 6 9:00 AM	
	Friday May 14 9:00 AM	
	Friday May 21 9:00 AM	
	Friday May 28 9:00 AM	
Governance Committee	Thurs May 13 – 9:00 AM	GoTo Meeting
Advocacy Committee	TBD	GoTo Meeting

Minutes of the meeting of
the Governance Committee of the
Calgary Metropolitan Region Board held by
GoToMeeting on Thursday February 18, 2021

Delegates in Attendance

Mayor Peter Brown – City of Airdrie
Councillor George Chahal – City of Calgary
Mayor Marshall Chalmers – City of Chestermere
Mayor Jeff Genung – Town of Cochrane
Reeve Suzanne Oel – Foothills County
Mayor Bill Robertson – Town of Okotoks
Reeve Dan Henn – Rocky View County
Councillor Jamie Kinghorn – Town of High River
Reeve Amber Link – Wheatland County

CMRB Administration:

Chris Sheard, Chair
Greg Clark, Chair
Jordon Copping, Chief Officer
Shelley Armeneau, Office Manager

1. Call to Order

Called to order at 10:00 AM.

2. Adoption of Agenda

Moved by Mayor Brown, **Seconded by** Reeve Henn, accepted by Chair.

Motion: That the Committee approve the agenda of the meeting.

Motion carried unanimously.

3. Approval of Minutes

Moved by Reeve Link, **Seconded by** Mayor Chalmers, accepted by Chair.

Motion: That the Committee approve the Minutes of the December 17, 2020 meeting.

Motion carried unanimously.

4. Q4 Actuals

Jordon Copping reviewed the Q4 Actuals. Members asked questions about the possibility of amending the per diem policy now that meetings are being held virtually. CMRB Administration will prepare a brief and this item will come to the next Governance Committee meeting.



Jordon noted a suggestion relating to GICs to investigate "laddering" investments or looking into money market/treasury bill options for a better rate of interest.

Moved by Mayor Chalmers, **Seconded by** Mayor Brown, accepted by Chair.

Motion: That the Governance Committee add a discussion on the Per Diem Expense Policy to the next Governance Committee meeting.

Motion carried unanimously.

Moved by Mayor Chalmers, **Seconded by** Mayor Genung, accepted by Chair.

Motion: That the Committee receive and recommend for review by the Board the Q4 Actuals.

Motion carried unanimously.

5. Dispute Framework

Jordon Copping answered questions from the Committee. A suggestion was made that the existing Board and Land Use & Servicing Committee could serve as the dispute resolution committee, rather than creating a new committee. There was general consensus that the Board Administration should not have the authority to reject a Notice of Dispute which does not satisfy the mandatory requirements, as set out on page 10 of the agenda package. A request was made to clarify the wording on "What is the REF Appeal Process" relating to the complainant. Members discussed which decisions are subject to a dispute. Foothills County specifically requested that when this item goes to the Board, the brief prepared by Administration sets out their concerns about the composition of facilitated discussions around the creation of a new committee (dispute resolution committee) versus utilizing existing committees. It was noted that the Land and Property Rights Tribunal (proposed to replace the Municipal Government Board (MGB)) has not been set up yet, although the intention is for it to be convened in June 2021. Jordon noted a suggestion when bringing the conversation to the Board that he highlight how the MGB and challenges would work, and include hypothetical situations.

Moved by Mayor Genung, **Seconded by** Mayor Brown, accepted by Chair.

Motion: That the Governance Committee approve the Dispute Resolution Framework and Direct Administration to draft a Bylaw.

Motion carried.



6. REF Appeal Process

Jordon asked members for feedback specifically on the benefits of a written hearing and whether written evidence should be provided either by CMRB Administration on behalf of those making the challenge, or whether it should be the members themselves. Some members felt that while the cost would be greater to allow for oral hearings, determining a fair outcome would be more important. A suggestion was made to start with a written submission and then, according to a certain criteria, go to a further hearing for verbal submissions.

Members discussed the Terms of Reference for the proposed Dispute Resolution Committee and the following motion was made:

Motion Arising:

Moved by Reeve Henn, **Seconded by** Reeve Link, accepted by Chair.

Motion: That the Committee direct CMRB administration to reduce the Dispute Resolution Committee membership to include:

- One (1) representative from a City;
 - One (1) representative from a Town, and;
 - One (1) representative from a County,
- And three (3) alternates, as noted in the agenda package.

Motion carried unanimously.

Final comments were made on the REF appeal process and Non-REF reconsideration process. A member asked it be noted that item 4.1 Appeal to the Municipal Government Board is still being explored, including the question around process and committee. Jordon noted he would be having further discussions with Municipal Affairs and the Chair of the Municipal Government Board on process and will be drafting a bylaw that will either be more enabling or with two options.

Moved by Mayor Robertson, **Seconded by** Mayor Brown, accepted by Chair. A friendly amendment was made to include "as amended" to a) and b) which was accepted by the Mover.

Motion: That the Committee:

- a) Approve the REF Appeal Process, as amended, and direct Administration to draft a Bylaw and
- b) Approve the Non-REF Reconsideration Process, as amended, and direct Administration to draft a bylaw.

Motion carried unanimously.



7. Treaty 7 Lands Acknowledgement

Jordon provided a verbal update on this item. Administration is working to engage with indigenous neighbours on the appropriate wording. Wheatland requested that Siksika also be consulted and offered to connect Jordon to Chief Crowfoot. This item will come back to a future meeting.

Moved by Mayor Brown, **Seconded by** Councillor Kinghorn, accepted by Chair.

Motion: That the Committee accept for information an update on the Treaty 7 Land Acknowledgement.

Motion carried unanimously.

8. Chief Officer Performance Review

Chair Sheard addressed this item. The policy states the Chief Officer will prepare a statement on how he feels he has done relating to the objectives set for him. Next is a 360 consultation with staff, board members and the chair. Chair Sheard undertook to get the process going and his part of the contribution in hand before his term ends in February. The process will not be complete for approximately one month, so the conclusion will fall to Chair Clark. Members can expect to receive a request for input on 360 contributions on Jordon's performance evaluation in the coming days.

A member noted that Chair Clark should start the process for setting goals and strategic targets for 2021.

Moved by Mayor Brown, **Seconded by** Mayor Chalmers, accepted by Chair.

Motion: That the Committee discuss the Performance Evaluation Procedure for the Chief Officer in 2021.

Motion carried unanimously.

9. New Chair Disclosure of Concurrent Roles

Moved by Mayor Robertson, **Seconded by** Mayor Brown, accepted by Chair.

Motion: That the Committee receive for information a letter from Chair Clark disclosing concurrent roles per the Board Conflict of Interest Policy.

Motion carried unanimously.



10. Next Meeting: April 8, 2021.

11. Adjourned at 12:44 PM.

Members expressed their sincere thanks and appreciation for Chris Sheard's input, hard work and efforts as Chair of CMRB over the past 3 years.

CMRB Chair, Greg Clark

Agenda Item	4
Submitted to	Governance Committee
Purpose	For Recommendation
Subject	2020 Draft Audited Financial Statements
Meeting Date	April 8, 2021
That the Governance Committee recommend for approval to the Board the Audited Financial Statements.	
<p>Background</p> <ul style="list-style-type: none"> Audited financial statements are required as part of the annual report which the CMRB is mandated to provide to the Minister of Municipal Affairs. 	
<p>Attachments: 1. Avail Audit Letter</p> <p>2. Draft Financial Statement for 2020</p> <p>3. Post Audit Letter</p>	

1. Introduction

Audited financial statements are required to be provided to the Minister of Municipal Affairs.

2. Recommendation

That the Governance Committee recommend for approval to the Board the Audited Financial Statements.

March 19, 2021

Board of Directors
Calgary Metropolitan Region Board
602 - 11 Ave SW, Unit 305
Calgary, AB T2R 1J8

Ladies and Gentlemen:

We have completed our audit of the financial statements of the Calgary Metropolitan Region Board for the year ended December 31, 2020. Our audit included consideration of internal control relevant to the preparation of the financial statements to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of internal control. Accordingly, our review of any given control was limited and would not disclose all weaknesses in the system or all matters which an in-depth study might indicate. As you know, the maintenance of an adequate system of internal controls is the responsibility of the Board of Directors.

During the course of our audit for the year ended December 31, 2020, we identified no significant matters which may be of interest to the Board.

This communication is prepared solely for the information of the Board members and management of the Calgary Metropolitan Region Board and is not intended for any other purpose. We accept no responsibility to a third party who uses this communication.

We would like to thank Jordon and Shelley for their assistance during our audit. Thank you for the continuing opportunity to be of service to your organization and we look forward to serving you in the future. If you have any questions or concerns regarding our audit or any other issues with which you may require our assistance, please do not hesitate to contact us.

Thank you.

Yours truly,

AVAIL LLP

Calvin Scott, CPA, CA

Agenda Item 4i

CALGARY METROPOLITAN REGION BOARD

FINANCIAL STATEMENTS

For the year ended December 31, 2020



Agenda Item 4ii

CALGARY METROPOLITAN REGION BOARD

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For the year ended December 31, 2020

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INDEPENDENT AUDITOR'S REPORT

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To: The Board of
Calgary Metropolitan Region Board

Opinion

We have audited the financial statements of the Calgary Metropolitan Region Board which comprise the statement of financial position as at December 31, 2020, and the statements of operations, change in net financial assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the board as at December 31, 2020, its results of operations, change in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the board in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the board's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the board or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the board's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

INDEPENDENT AUDITOR'S REPORT, continued

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the board's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the board's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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Lethbridge, Alberta

April 8, 2021

Chartered Professional Accountants

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MANAGEMENT REPORT

The financial statements are the responsibility of the management of the Calgary Metropolitan Region Board.

These financial statements have been prepared from information provided by management. Financial statements are not precise since they include certain amounts based on estimates and judgments. Management has determined such amounts on a reasonable basis in order to ensure that the financial statements are presented fairly, in all material respects.

The Board maintains systems of internal accounting and administrative controls that are designed to provide reasonable assurance that the financial information is relevant, reliable and accurate and that the Board's assets are properly accounted for and adequately safeguarded.

The elected Board of the Calgary Metropolitan Region Board is responsible for ensuring that management fulfils its responsibilities for financial statements. The Board carries out its responsibility principally through the Governance committee.

The Board meets annually with management and the external auditors to discuss internal controls over the financial reporting process, auditing matters and financial reporting issues, and to satisfy itself that each party is properly discharging its responsibilities. The Board also considers the engagement or re-appointment of the external auditors. The Board reviews the monthly financial reports.

The Board's financial statements have been audited by Avail LLP Chartered Professional Accountants, the external auditors, in accordance with Canadian generally accepted auditing standards on behalf of the Board. Avail LLP has full and free access to the Board members.

Chief Officer

CALGARY METROPOLITAN REGION BOARD
STATEMENT OF FINANCIAL POSITION
As at December 31, 2020

	2020	2019
Financial assets		
Cash and cash equivalents	\$ 944,921	\$ 394,301
Short term investments (note 3)	1,932,336	2,625,125
Accounts receivable	13,305	14,292
GST receivable	32,842	31,432
	2,923,404	3,065,150
Liabilities		
Accounts payable and accrued liabilities	253,111	130,926
Deferred revenue (note 4)	703,255	992,061
	956,366	1,122,987
Net financial assets	1,967,038	1,942,163
Non-financial assets		
Prepaid expenses	6,109	6,109
Tangible capital assets (schedule 1)	4,717	10,689
	10,826	16,798
Accumulated surplus (note 5, schedule 2)	\$ 1,977,864	\$ 1,958,961

Commitments (note 10)

Approved on behalf of the board:

Member _____

Member _____

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CALGARY METROPOLITAN REGION BOARD
STATEMENT OF OPERATIONS
For the year ended December 31, 2020

	Budget (unaudited)	2020	2019
Revenue			
Alberta Municipal Affairs	\$ 1,750,000	\$ 2,038,805	\$ 2,258,861
Interest	40,000	25,617	60,555
	1,790,000	2,064,422	2,319,416
Expenses			
Consulting fees	1,452,000	978,281	1,141,440
Wages and benefits	762,000	776,548	780,397
Board chair remuneration	140,000	87,199	104,878
Rent	80,000	78,861	70,928
Meeting costs	130,000	54,765	93,796
Professional fees	30,000	21,443	26,870
Dues and subscriptions	-	15,965	15,379
Office and administration	36,000	7,737	9,579
Professional development	-	6,278	3,538
Insurance	-	5,680	5,480
Travel and accommodation	45,000	4,010	20,242
Utilities	-	1,956	1,663
Interest and bank charges	-	790	810
Freight and delivery	-	34	429
Advertising and promotion	-	-	775
Amortization	5,972	5,972	5,972
	2,680,972	2,045,519	2,282,176
(Deficiency) excess of revenue over expenses	(890,972)	18,903	37,240
Accumulated surplus, beginning of year	1,958,961	1,958,961	1,921,721
Accumulated surplus, end of year	\$ 1,067,989	\$ 1,977,864	\$ 1,958,961

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CALGARY METROPOLITAN REGION BOARD
STATEMENT OF CHANGE IN NET FINANCIAL ASSETS
For the year ended December 31, 2020

	Budget (unaudited)	2020	2019
(Deficiency) excess of revenue over expenses	\$ (890,972)	\$ 18,903	\$ 37,240
Acquisition of tangible capital assets	15,000	-	-
Amortization of tangible capital assets	5,972	5,972	5,972
	20,972	5,972	5,972
Net change in prepaid expenses	-	-	5,934
Change in net financial assets	(870,000)	24,875	49,146
Net financial assets, beginning of year	1,942,163	1,942,163	1,893,017
Net financial assets, end of year	\$ 1,072,163	\$ 1,967,038	\$ 1,942,163

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CALGARY METROPOLITAN REGION BOARD
STATEMENT OF CASH FLOWS
For the year ended December 31, 2020

	2020	2019
Operating transactions		
(Deficiency) excess of revenue over expenses	\$ 18,903	\$ 37,240
Adjustments for items which do not affect cash		
Amortization of tangible capital assets	5,972	5,972
	24,875	43,212
Net change in non-cash working capital items		
Accounts receivable	987	5,439
GST receivable	(1,410)	(21,354)
Prepaid expenses	-	5,934
Accounts payable and accrued liabilities	122,185	39,777
Deferred revenue	(288,806)	(258,860)
Cash applied to operating transactions	(142,169)	(185,852)
Investing transactions		
Change in short-term investments	692,789	199,875
Increase in cash and cash equivalents	550,620	14,023
Cash and cash equivalents, beginning of year	394,301	380,278
Cash and cash equivalents, end of year	\$ 944,921	\$ 394,301

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CALGARY METROPOLITAN REGION BOARD
NOTES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2020

1. Nature of operations

Calgary Metropolitan Region Board is constituted under the Municipal Government Act and was approved by the Minister of Municipal Affairs on January 1, 2018 for the purpose of promoting long term sustainability, ensuring environmentally responsible land-use planning, growth management and efficient land use, developing policies regarding the coordination of regional infrastructure investment and service delivery, and promoting economic well-being and competitiveness of the region.

The members of the Board are as follows; City of Airdrie, City of Calgary, City of Chestermere, Town of Cochrane, Town of High River, Town of Okotoks, Town of Strathmore, Rocky View County, Municipal District of Foothills, and Wheatland County.

The Board is exempt from income taxation under Section 149 of the Canada Income Tax Act.

2. Significant accounting policies

The financial statements are prepared in accordance with Canadian public sector accounting standards and reflect the assets, liabilities, revenues and expenses, and change in the financial position of the Board. Significant aspects of the accounting policies adopted by the Board are as follows:

- (a) Cash and cash equivalents
Cash and cash equivalents consists of cash on deposit and are recorded at cost.
- (b) Short term investments
Short term investments consists of term deposits with original maturities of greater than one month at the date of acquisition and are recorded at cost.
- (c) Revenue recognition
Revenues are recognized in the period in which the transactions or events occurred that gave rise to the revenues. All revenues are recorded on an accrual basis, except when accruals cannot be determined with a reasonable degree of certainty or when their estimation is impracticable.

Restricted investment income is recognized in the year in which the related expenses are incurred. Unrestricted investment income is recognized as revenue when earned.

Government transfers are recognized in the period when the related expenses are incurred, services performed, or the tangible capital assets acquired.

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CALGARY METROPOLITAN REGION BOARD
NOTES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2020

2. Significant accounting policies, continued

(d) Non-financial assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the normal course of operations. The change in non-financial assets during the year, together with the excess of revenues over expenses, provides the consolidated Change in Net Financial Assets for the year.

(i) Tangible capital assets

Tangible capital assets are recorded at cost which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets is amortized on a straight-line basis over the estimated useful life as follows:

	Years
Furniture and fixtures	10
Buildings	5
Computer equipment	3

The full amount of the annual amortization is charged in the year of acquisition and none in the year of disposal.

(ii) Contributions of tangible capital assets

Tangible capital assets received as contributions are recorded at fair value at the date of receipt and also are recorded as revenue.

(iii) Leases

Leases are classified as capital or operating leases. Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as capital leases. All other leases are accounted for as operating leases and the related lease payments are charged to expenses as incurred.

(e) Use of estimates

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expense during the period. Where measurement uncertainty exists, the financial statements have been prepared within reasonable limits of materiality. Actual results could differ from those estimates.

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CALGARY METROPOLITAN REGION BOARD
NOTES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2020

3. Short term investments

Short term investments consists of Guaranteed Investment Certificates (GICs) that have effective interest rates of 0.20% to 1.95% and mature between March to August 2021.

4. Deferred revenue

	2019	Received	Recognized	2020
Alberta Municipal Affairs	992,061	1,750,000	2,038,806	703,255

Deferred revenue consists of the unspent portion of the Alberta Municipal Affairs conditional start-up and core operations grant.

5. Accumulated surplus

Accumulated surplus consists of internally restricted and unrestricted amounts and equity in tangible capital assets as follows:

	2020	2019
Unrestricted surplus	\$ 1,973,147	\$ 1,948,272
Equity in tangible capital assets (note 6)	4,717	10,689
	<u>\$ 1,977,864</u>	<u>\$ 1,958,961</u>

6. Equity in tangible capital assets

	2020	2019
Tangible capital assets (schedule 1)	\$ 22,633	\$ 22,633
Accumulated amortization (schedule 1)	(17,916)	(11,944)
	<u>\$ 4,717</u>	<u>\$ 10,689</u>

7. Financial instruments

The Board's financial instruments consist of cash and cash equivalents, short term investments, accounts receivables, and accounts payable and accrued liabilities. It is management's opinion that the Board is not exposed to significant interest or currency risks arising from these financial instruments.

The carrying value of these financial instruments approximates their fair value.

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CALGARY METROPOLITAN REGION BOARD
NOTES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2020

8. Economic dependence

The Board is economically dependent on Alberta Municipal Affairs, as Alberta Municipal Affairs provides the Board with a substantial portion of its revenues.

9. Local authorities pension plan

Employees of the Board participate in the Local Authorities Pension Plan (LAPP), which is one of the plans covered by the Alberta Public Sector Pensions Plans Act. The plan serves about 274,000 people and 420 employers. The LAPP is financed by the employer and employee contributions and by investment earnings of the LAPP Fund.

Contributions for current service are recorded as expenditures in the year in which they become due.

The Board is required to make current service contributions to the LAPP of 9.39% of pensionable earnings up to the year's maximum pensionable earnings under the Canada Pension Plan and 13.84% on pensionable earnings above this amount. Employees of the Board are required to make current service contributions of 8.39% of pensionable salary up to the year's maximum pensionable salary and 12.84% on pensionable salary above this amount.

Total current service contributions by the Board to the LAPP in 2020 were \$71,901 (2019 - \$71,897). Total current service contributions by the employees of the Board to the LAPP in 2020 were \$65,783 (2019 - \$65,783).

At December 31, 2019, the LAPP disclosed an actuarial surplus of \$7.9 billion.

10. Commitments

The Board has entered into operating leases for a building and a digital printer. The Board's total obligation under these leases are \$83,807.

Payments over the next five years are as follows:

2021	\$	29,697
2022		33,132
2023		20,978
	\$	83,807

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CALGARY METROPOLITAN REGION BOARD
NOTES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2020

11. Approval of financial statements

These financial statements were approved by Board and Management.

12. Budget amounts

The 2020 budget was approved by the Board and has been reported in the financial statements for information purposes only. The budget amounts have not been audited, reviewed, or otherwise verified.

In addition, the approved budget did not contain an amount for amortization expense. In order to enhance comparability, the actual amortization expense has been included as a budget amount.

Budgeted deficit per financial statements	\$	(890,972)
Less: Capital expenditures		(15,000)
Add: Amortization		5,972
Transfers from reserves		900,000
Equals: approved budgeted surplus	\$	-

13. COVID-19

Events have occurred as a result of the COVID-19 (coronavirus) pandemic that have caused economic uncertainty. The duration and impact of the COVID-19 pandemic, as well as the effectiveness of government responses, remain unclear at this time.

Some of the key impacts include, but are not limited to, interruptions of production and supply chains, unavailability of personnel, reductions in revenue, decline in value of financial investments, disruptions or stoppages in non-essential travel, and the closure of facilities and businesses.

The company has developed policies to ensure the safety of employees is maintained. Management is not aware of any material impairments that will impact the financial assets or liabilities of the company due to the pandemic.

The situation is continually changing and the future impact on the entity is not readily determinable at this time.

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CALGARY METROPOLITAN REGION BOARD
SCHEDULES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2020

Schedule of tangible capital assets

Schedule 1

	Buildings	Furniture and fixtures	Computer equipment	2020	2019
Cost:					
Balance, beginning of year	\$ 5,285	\$ 3,719	\$ 13,629	\$ 22,633	\$ 22,633
Balance, end of year	5,285	3,719	13,629	22,633	22,633
Accumulated amortization:					
Balance, beginning of year	2,114	744	9,086	11,944	5,972
Annual amortization	1,057	372	4,543	5,972	5,972
Balance, end of year	3,171	1,116	13,629	17,916	11,944
Net book value	\$ 2,114	\$ 2,603	\$ -	\$ 4,717	\$ 10,689
2019 net book value	\$ 3,171	\$ 2,975	\$ 4,543	\$ 10,689	

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CALGARY METROPOLITAN REGION BOARD
SCHEDULES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2020

Schedule of changes in accumulated surplus

Schedule 2

	Unrestricted	Equity in tangible capital assets	2020	2019
Balance, beginning of year	\$ 1,948,272	\$ 10,689	\$ 1,958,961	\$ 1,921,721
excess of revenue over expenses	18,903	-	18,903	37,240
Annual amortization expense	5,972	(5,972)	-	-
Change in accumulated surplus	24,875	(5,972)	18,903	37,240
Balance, end of year	\$ 1,973,147	\$ 4,717	\$ 1,977,864	\$ 1,958,961

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March 19, 2021

Board of Directors
Calgary Metropolitan Region Board
602 - 11 Ave SW, Unit 305
Calgary, AB T2R 1J8

Ladies and Gentlemen:

RE: 2020 ANNUAL AUDIT OF CALGARY METROPOLITAN REGION BOARD

We are pleased to provide the following report relating to our audit of the financial statements of Calgary Metropolitan Region Board for the year ending December 31, 2020.

During the course of our audit we identified matters which may be of interest to the Board. The objective of an audit is to obtain reasonable assurance whether the financial statements are free of material misstatement and it is not designed to identify matters that may be of interest to the Board in discharging its responsibilities. Accordingly an audit would not usually identify all such matters.

The matters identified are included in this report which has been prepared solely for the information of the Board and is not intended for any other purpose. As such, we accept no responsibility to a third party who uses this report. Should any member of the audit committee or equivalent wish to discuss or review any matter addressed in this letter or any other matters related to financial reporting, please do not hesitate to contact us at any time.

Our report is intended to assist the Board in fulfilling its obligation with respect to the 2020 financial statements. We have also attached a separate communication regarding the role of the Board and our recommendations for the Board of the Board.

We would be pleased to further discuss any of the issues addressed in the report or any other issue which may be of interest or concern to the Board.

Yours truly,

AVAIL LLP

Calvin Scott, CPA, CA
Enclosure

Agenda Item 4iii

I. Purpose and Scope of Examination

We refer you to our communication dated February 4, 2021, which outlines the purpose and scope of our examination.

II. Results of Examination

As a result of our examination, we report that, in our opinion, the financial statements as at December 31, 2020 present fairly, in all material respects, the financial position of the Board in accordance with Canadian public sector accounting standards.

Throughout the course of our examination, we received full co-operation from Board officials and employees. No restrictions were imposed on the method or extent of our examination. We were given access to all records, documents and other supporting data and were furnished all information and explanations we required. In addition, we had the opportunity to discuss accounting matters with Board officials.

III. Communication with Board

In accordance with the auditing standard "communications with those having oversight responsibility for the financial reporting process", the following matters are recommended to be communicated to the Board.

Matters to be Communicated	Reference/Comment
1. Significant Deficiencies in Internal Controls	During our audit, we did not encounter any significant deficiencies in internal controls.
2. Illegal Acts and Fraud	<p>An audit conducted in accordance with generally accepted auditing standards does not provide assurance about an entity's compliance with the laws and regulations that may affect it. These standards include, however, a requirement that the nature, extent and timing of the auditors' procedures should be designed so that, in the auditors' professional judgment, the risk of not detecting a material misstatement in the financial statements is reduced to an appropriately low level.</p> <p>However, due to the nature of illegal acts, an auditor conducting an audit in accordance with generally accepted auditing standards may not detect an illegal act, or recognize an act as being illegal, even if the effect of its consequences on the financial statements is material.</p> <p>Based on the results of our testing, we did not identify any illegal, improper or questionable payments or acts nor any acts committed with the intent to deceive, involving either misappropriation of assets or misrepresentation of financial information.</p>

3. Significant Accounting Principles and Policies	We refer you to note 2 to the financial statements for a summary of significant accounting policies adopted by the Board.
4. Management's Judgments and Accounting Estimates	<p>There were no disagreements between management and ourselves regarding management's judgments and accounting estimates.</p> <p>Going Concern Assumption - It is now a requirement that management make an assessment each year regarding the Board's ability to continue as a going concern. This assessment requires management to make certain judgments about the Board's ability to meet its obligations in the foreseeable future.</p> <p>Management has advised that they are aware of no events or conditions that cast doubt upon the Board's ability to continue as a going concern in the foreseeable future, and there is no intention to liquidate the Board's assets or otherwise cease operations.</p>
5. Written Representation from Management	As requested, management has provided us written representations that it has fulfilled its responsibility for the preparation of the financial statements and that it has provided us with the required information for us to complete our audit.
6. Other Information in Documents Containing Audited Financial Statements	Should the Board issue any report during the year that includes the audited financial statements, we will be required to read the unaudited information in the report prior to its release to ensure consistency with the information presented in the financial statements.
7. Disagreements with Management	There were no disagreements between management and ourselves with respect to the Board's accounting policies or presentation and disclosure in the financial statements.
8. Difficulties Encountered in Performing the Audit	The full co-operation of management and other personnel was received during our examination.
9. Financial Statement Disclosure	There were no contentious financial statement disclosure issues.
10. Other Matters	No other matters were noted.
11. Emerging Issues	<p><u>FUTURE ACCOUNTING CHANGES</u></p> <p>The Public Sector Accounting Board has issued the following accounting standards:</p> <p><u>PS 1000 Financial Statement Concepts</u> <u>(effective fiscal years beginning April 1, 2022)</u></p> <p>This section has been amended to allow recognition of purchased intangibles as assets. This amendment is supported by new public sector guideline PSG-8 "Purchased Intangibles". Earlier adoption is permitted.</p>

	<p><u>PS 3450 Financial Instruments</u> <u>(effective fiscal years beginning April 1, 2022)</u></p> <p>Adoption of this standard requires corresponding adoption of PS 2601 Foreign Currency Translation, PS 1201 Financial Statement Presentation, and PS 3401 Portfolio Investments in the same fiscal period. These standards provide guidance on: recognition, measurement and disclosure of financial instruments; standards on how to account for and report transactions that are denominated in a foreign currency; general reporting principles and standards for the disclosure of information in financial statements; and how to account for and report portfolio investments.</p> <p><u>PS 3280 Asset Retirement Obligations</u> <u>(effective fiscal years beginning April 1, 2022)</u></p> <p>This standard provides guidance on how to account for and report a liability for retirement of tangible capital assets. Early adoption of this section may be mandated by the Government of Alberta, pending recommendations from the ARO working group.</p> <p><u>PS 3400 Revenue</u> <u>(effective fiscal years beginning April 1, 2022)</u></p> <p>This standard provides guidance on how to account for and report on revenue, and specifically, it addresses revenue arising from exchange and non-exchange (unilateral) transactions.</p> <p><u>OTHER PROPOSED CHANGES</u></p> <p>The Public Sector Accounting Board has issued an exposure draft that has not yet been finalized:</p> <p><u>PS 1202 – Financial Statement Presentation</u> <u>(proposed implementation date of April 1, 2024)</u></p> <p>A new standard has been proposed to replace PS 1201 Financial Statement Presentation and is intended to provide an improved financial reporting framework.</p> <p>Some of the key proposed changes are:</p> <ul style="list-style-type: none"> • liabilities will be separated into two categories: financial and non-financial • the Statement of Financial Position will be restructured to present total assets followed by total liabilities to arrive at net assets • the net debt indicator will be removed from the Statement of Financial Position and will be shown on a separate statement "Statement of Net Financial Assets or Net Financial Liabilities" • the requirement to present a Statement of Changes in Net Financial Assets (Debt) will be removed • other minor changes are proposed to the Statement of Cash Flows and budgeted information
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Calgary Metropolitan Region Board
Unadjusted Financial Statement Misstatements
For the year ended December 31, 2020

Unadjusted Financial Statement Misstatements	Proposed Adjustments Dr (Cr)				
			Balance Sheet		
	Opening Equity	Income Statement	Assets	Liabilities	Closing Equity
Carryforwards					
City of Airdrie	\$ (17,937)	\$ 17,937	\$ -	\$ -	\$ -
Subtotal	(17,937)	17,937	-	-	-
Income taxes	-	-	-	-	-
Total	\$ (17,937)	\$ 17,937	\$ -	\$ -	\$ -



Agenda Item	5
Submitted to	Governance Committee
Purpose	For Discussion
Subject	Appointment of Auditor
Meeting Date	April 8, 2021
That the Committee discuss the appointment of auditor	
<p>Background</p> <ul style="list-style-type: none"> Audited financial statements are required be provided to the Minister of Municipal Affairs. In December 2018, CMRB entered into a contract with Avail LLP Chartered Professional Accountants for three years. CMRB Administration has reached out to Avail for a quote to continue for the years 2021, 2022 and 2023. 	
<p>Attachments</p> <ul style="list-style-type: none"> None 	

1. Recommendation

The Committee discuss the appointment of an auditor.



Agenda Item	6
Submitted to	Governance Committee
Purpose	For Recommendation
Subject	CMRB Draft Dispute Resolution and Appeal Bylaw
Meeting Date	April 8, 2021
That the Committee review and recommend approval to the Board the Dispute Resolution and Appeal Process Bylaw.	
<p>Summary</p> <ul style="list-style-type: none"> • The <i>Municipal Government Act</i> (MGA) requires the CMRB to approve an appeal mechanism or dispute resolution mechanism by bylaw for the purposes of resolving disputes arising from actions taken or decisions made by the growth management board. • In response to a request of all ten municipalities by the Chair, Rocky View County submitted a proposal detailing potential mechanisms to be explored by the CMRB. • At its May 2018 meeting, the Governance Committee provided the following direction to CMRB Administration, <i>"Convene a workshop of member CAOs, providing them with resources needed -including legal if necessary, in order to make a recommendation to the Board regarding a dispute resolution mechanism or appeal process that will satisfy the requirements of the legislation and provide a workable mechanism for the Board in the future."</i> • CAO workshops were held on July 11, September 11, and December 5, 2018. These meetings were productive and led to a consensus position among the CAOs that there is need to develop a dispute resolution mechanism. This mechanism would be used to mediate disagreements between municipalities in the event a challenge is filed against a recommendation of approval of an IREF application by CMRB Administration. • At the September 2019 Board meeting, the Governance Committee recommended Proposed Option 2 of the CMRB Dispute Resolution Mechanism for approval by the Board. • At the October 2019 meeting of the Board, this issue was referred back to the Governance Committee for further discussion. • At the February 21, 2020 meeting of the Governance Committee the following direction was given to Administration: <ul style="list-style-type: none"> ○ Eliminate option "Appeal to the Minister of Municipal Affairs". 	

- Administration to consult with Municipal Government Board to ask if they would consider creating a review track specific to CMRB.
 - Consider discussion on IREF process and whether the Board should be removed from that decision.
 - Bring back to Governance Committee meeting for additional vetting before going to the Board.
- At the July 2, 2020 meeting of the Committee a two track appeal mechanism was put forward by Administration, as well as the possibility of working with the Edmonton Metropolitan Region Board on a possible appeal mechanism.
 - The Committee was not ready to support recommending a two stream appeal mechanism to the Board at the time and the City of Calgary and Foothills County requested time to provide further input into the development of the mechanism.
 - CMRB Administration continued to work with the EMRB to explore areas of joint interest and possible cooperation.
- At the October 2020 meeting of the Committee, the Committee approved using a two track appeal mechanism. One track was for appeals pertaining only to REF decisions and the other track was for reconsideration pertaining to non-REF decisions. Administration was asked to explore the details of the REF decision appeals and also Non-REF decision reconsiderations to include the option for mediation.
- **REF Decisions:** At the December 2020 meeting, the majority of feedback indicated that utilizing a three step **REF Appeal** process was preferable and that the final step utilize a fully external panel to render a final decision. CMRB Administration received confirmation from the MGB that they could be utilized as the final step. Consequently, as the final step utilizes an existing body with its own set of bylaws and processes, there is no need for a CMRB Appeal Committee to administer the third step in the process. Consequently, the Appeal Committee will not be struck by the Board.
- **Non-REF Decisions:** At the December 2020 meeting, the majority of feedback indicated that utilizing a two step **Non-REF Decision Reconsideration** process was preferable (Option A). The steps are to include facilitated discussions and mediation. The outcome of the two steps include recommendations made to the Board on the Notice of Dispute.
- At the February 2021 meeting of the Governance Committee, the Committee approved the dispute resolution framework. The Committee also approved the REF Appeal Process, and the non-REF Reconsideration Process (both with amendments discussed in the meeting) and directed CMRB Administration to draft a Bylaw.

Attachments:

- Process Diagram: REF Decision Appeal Process
- Process Diagram: Non-REF Reconsideration Process
- Draft Dispute Resolution and Appeal Bylaw
- Draft TOR Dispute Resolution Committee

Introduction

The MGA requires the creation of an appeal or dispute resolution mechanism. There are several dispute mechanisms which could be considered by the Board including, but not limited to: mediation, arbitration, mediation-arbitration, referral to an adjudicative body or referral to the courts.

However, Section 13 of the CMRB Regulation states:

- (4) Subject to an appeal or dispute resolution mechanism established under section 708.23(1) of the *Act* or as otherwise provided in the Framework, a participating municipality has no right to a hearing before the Board in respect of its approval or rejection of a statutory plan.
- (5) Subject to section 708.23(1) of the *Act*, a decision of the Board under this section is final and not subject to appeal.
- (6) This section applies only to statutory plans to be adopted by a participating municipality after the establishment of the Framework.

It is important to note that the Regulation recognizes the supremacy of the Board in approving statutory plans which are reviewed under the Interim Region Evaluation Framework (IREF).

Background

The full text of the pertinent section of the MGA and of the CMRB Regulation is as below.

Municipal Government Act

708.23(1) A growth management board must at its inception establish by bylaw an appeal mechanism or dispute resolution mechanism, or both, for the purposes of resolving disputes arising from actions taken or decisions made by the growth management board.

(2) Section 708.08(2) and (3) apply to a bylaw made under this section as if the bylaw were made under that section

CMRB Regulation

Approval of statutory plan

13(1) Statutory plans to be adopted by a participating municipality that meet the criteria set out in the Framework must be submitted to the Board for approval.

(2) In accordance with the Framework, the Board may approve or reject a statutory plan.

(3) A statutory plan referred to in subsection (1) has no effect unless it is approved by the Board under subsection (2).

(4) Subject to an appeal or dispute resolution mechanism established under section 708.23(1) of the *Act* or as otherwise provided in the Framework, a participating municipality has no right to a hearing before the Board in respect of its approval or rejection of a statutory plan.

(5) Subject to section 708.23(1) of the *Act*, a decision of the Board under this section is final and not subject to appeal.

(6) This section applies only to statutory plans to be adopted by a participating municipality after the establishment of the Framework.

Work to Date

At the request of the Governance Committee CMRB Administration convened three CAO workshops in an attempt to reach a consensus position on what type of appeal/dispute resolution mechanism would best suit the needs of the CMRB.

The three workshops were successful in framing the issue, exploring the need and applicability of such a mechanism, and determining in what circumstances an appeal mechanism would best serve the needs of the CMRB.

There was wide-ranging discussion at all three workshops, and consensus was reached that a mediation process should be implemented for IREF decisions where another municipality lodges a challenge against a recommendation of approval from the CMRB Administration (this will be discussed further below); however, there was no consensus reached on two critical issues:

1. Whether or not an appeal mechanism should remain internal to the Board or if there should be an external body to which a member can appeal.
 - There were three options discussed on this topic:
 - i. That an appeal should be made to an external body, such as the Municipal Governance Board.
 - ii. That an appeal should be made to the Minister of Municipal Affairs.
 - iii. That it should be a reconsideration process by the CMRB.
2. Whether the appeal mechanism should be available on decisions other than IREF decisions.
 - While much of the discussion on this topic focussed on appeals relating to a denied IREF application, there were municipal representatives who wanted to explore the possibility that the appeal mechanism could have broader applicability.

Considering the lack of consensus among the ten members, the Chief Officer of the CMRB put forward a two pronged methodology for consideration by the Committee.

3.1. Top Tier Decisions

By member suggestion, and agreed upon by the Governance Committee, it is recommended that the Board consider separating decisions into 'Top Tier' decisions and other decisions. Top Tier decisions would include decisions such as passing the Growth and Servicing Plans and would be passed only by consensus of the entire membership of the Board. Top Tier decisions would not be subject to an appeal process.

Other decisions, which would not require consensus, would fall into two categories. The two categories are either REF decisions, or non-REF decisions.

3.2. Applicability of the Appeal Mechanism to REF Decisions versus Non-REF Decisions

The CMRB has been enabled to provide a number of coordinating functions to member municipalities in the Region. The Regulation provides significant latitude in the range of endeavours the Board can direct Administration to undertake as long as those endeavours are focused on benefiting the members of the Region. One key role of the Region is to develop the Growth and Servicing Plans, the policies necessary to implement these plans, and the Regional Evaluation Framework necessary to ensure member municipalities are meeting the agreed upon commitments made in Growth and Servicing Plans.

The Board has the authority to determine which Board decisions will be subject to an appeal mechanism. At the October 2020 meeting of the Governance Committee, the committee agreed that the Appeal Mechanism be applicable only to REF decisions of the Board. A separate reconsideration mechanism is to be applicable to non-REF decisions, and is to be established through bylaws adopted by the Board.

3.3. Work of the Edmonton Metropolitan Region Board

EMRB is currently working on creating an appeal mechanism or dispute resolution mechanism as directed in section 708.23 of the MGA. Similar to the work previously done in the CMRB, the EMRB has a CAO Working Group to develop this process. One potential solution which has been raised in the Edmonton Metropolitan Region is the creation of a roster of knowledgeable individuals who would be able to hear appeals from the EMRB.

In order to enact this idea, the Board would create a pool of individuals who are knowledgeable regarding the MGA, Statutory Plans who would serve on a roster to hear appeals of decisions made by the CMRB. The Governance Committee supported CMRB Administration exploring this option at the October 2020 meeting. This avenue offers a number of benefits for the CMRB:

- Requires no regulatory change
- Allows the CMRB to maintain control of the process
- Allows the CMRB to control timing and cost
- Is an outside body, which addresses concerns raised by some members

Borrowing elements of the work products developed by the EMRB, CMRB Administration propose the attached three (3) staged process to a REF Decision Appeal.

Proposed REF Appeal Process

This process has three stages of potential resolution, each with escalating level of effort and cost, encouraging the parties to come to agreement. Those stages are:

Stage 1: Facilitated discussion (Dispute Resolution Committee and facilitator)

Stage 2: Mediation (Dispute Resolution Committee and mediator)

Stage 3: Appeal (Municipal Government Board (MGB))

This proposed process involves creation of one committee. An internal Dispute Resolution Committee of the Board would be struck for the purposes of administering facilitated discussion and, failing that, mediations on behalf of the Board and making recommendations to the Board regarding Notices of Dispute. Draft Terms of Reference are attached.

At the December 2020 meeting of the Committee, the preference of the members was to utilize a fully external panel to render a final decision. Since that meeting, at the direction of the Governance Committee, CMRB Administration has been in discussions with the MGB. The MGB is able to act in this capacity for the CMRB. As the MGB is an existing entity with existing procedures, there is no need for a separate committee of the Board to administer the third stage of the process.

The MGB will adjudicate a hearing, failing the previous two steps of facilitated discussions and mediation, with respect to Notices of Dispute and render a binding decision.

The process is outlined in the REF Decision Appeal Process diagram attachment.

4.1 Appeal to the Municipal Government Board

The MGB is in the midst of undergoing a transformation to the Land and Property Rights Tribunal (LPRT). Alberta Government Bill 48 (2020) established the *New Land and Property Rights Tribunal Act* to legislatively combine 4 boards (Municipal Government Board, New Home Buyer Protection Board, Land Compensation Board, Surface Rights Board) into a single public agency. The LPRT is scheduled to come into existence on June 1, 2021.

Regulations for the new organization are currently being drafted and staff from Municipal Affairs have agreed to ensure that the LPRT will be granted the authority to hear appeals from Growth Management Boards (GMB), should a GMB choose to utilize these services.

As a larger organization, the LPRT will have greater capacity to hear appeals of REF decisions from the CMRB.

In discussion with the Chair of the MGB, who will become the Chair of the LPRT, the potential of using a written hearing, similar to a judicial reference, was raised as a beneficial process.

A written hearing asks parties for submissions, asking for each party to provide written reasons for its position in the matter at hand, including documentary evidence. This evidence is reviewed by a three member panel comprised of a lawyer, a planner and a generalist. The current timeline for delivering a decision for a written hearing is 120 days.

The discussion further explored benefits of a written hearing:

1. The REF process outlines clear requirements, which lends itself to a written review.
2. Lower cost to municipalities - similar to the current IREF the REF process will require any challenges to CMRB Administration to be done in writing. A written hearing would be an extension of the existing CMRB process
3. Clear timelines – the current target for decisions from written hearings is 120 days
4. Experience in managing written hearings – the LPRT has great experience in process management of these hearings.

4.2 Proposed Non-REF Reconsideration Process

For Board decisions that are not related to REF, the Committee wanted to establish a separate process for decisions lacking an established agreement to measure against (as is the case for REF decisions). This proposed process has two stages of potential resolution, each with escalating level of effort and cost, encouraging the parties to come to agreement. The stages are:

Stage 1: Facilitated discussion (Dispute Resolution Committee and facilitator)

Stage 2: Mediation (Dispute Resolution Committee and mediator)

At the December 2020 meeting of the Committee, the Committee was overall in favour of striking the Dispute Resolution Committee (DRC) to administer a portion of the proposed REF Appeal process. The proposed DRC, would then also administer the Non-REF Decision reconsideration process and make recommendations to the Board regarding Notices of Dispute in accordance with the Terms of Reference (draft attached).

The process is outlined in the attached process diagram, entitled Non-REF Decision Reconsideration Process.



5. Key Questions

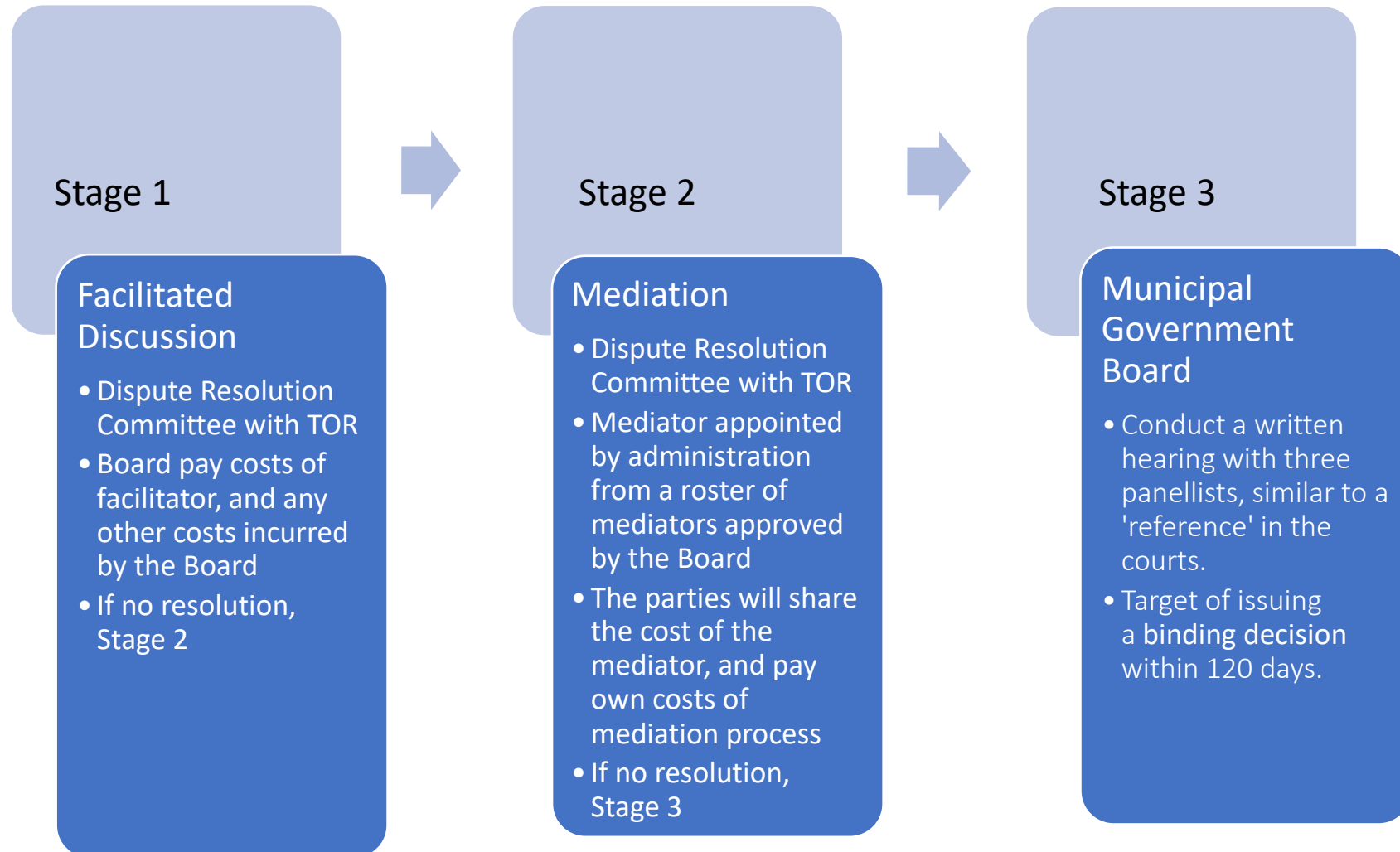
5.1 Does the Committee wish to exclude certain decisions from Dispute Resolution/ Appeal as outlined in section 3.2 of the Draft Bylaw?

5.2 Does the committee wish to allow Complainants the ability to proceed directly to Appeal as outlined in section 10.1 of the Draft Bylaw?

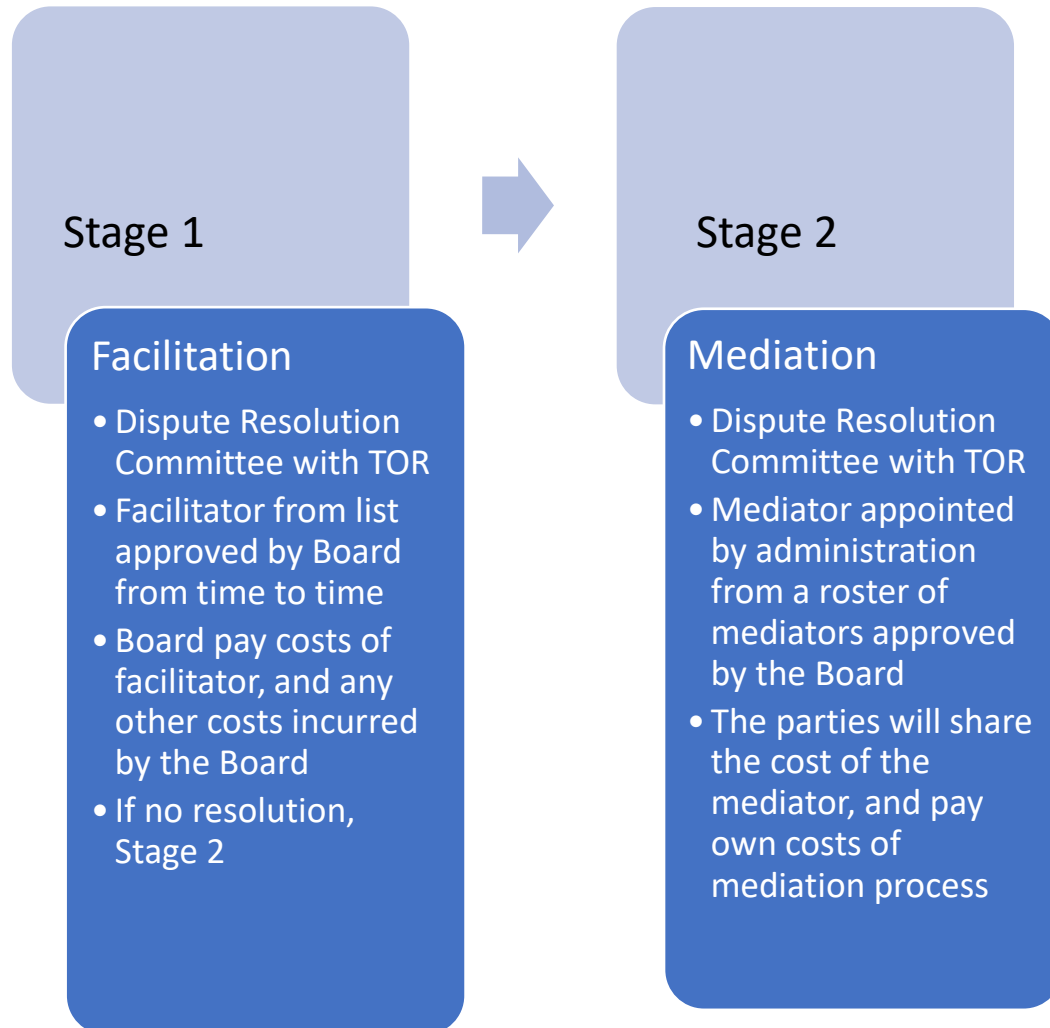
Recommendation

That the Committee review and recommend approval to the Board the Dispute Resolution and Appeal Process Bylaw.

REF Decision Appeal Process



Non-REF Decision Reconsideration Process



Agenda Item 6ii

CALGARY METROPOLITAN REGION BOARD DISPUTE RESOLUTION AND APPEAL BYLAW

WHEREAS the Calgary Metropolitan Region Board is a Growth Management Board established pursuant to Part 17.1 of the *Municipal Government Act*, RSA 2000, c. M-26 and the Calgary Metropolitan Region Board Regulation, AR 190/2017;

AND WHEREAS the Calgary Metropolitan Region Board is required, by s. 708.23(1) of the *Municipal Government Act*, to establish by bylaw an appeal and/or dispute resolution mechanism for the purpose of resolving disputes arising from actions taken or decisions made by the Board;

NOW THEREFORE the Calgary Metropolitan Region Board, duly assembled, hereby enacts as follows:

1. DEFINITIONS 1.1. This Bylaw may be referred to as the "Dispute Resolution and Appeal Bylaw".

1.2. In this Bylaw

- (a) "Administration" means the Administration of the Calgary Metropolitan Region Board
- (b) "Appeals Committee" means the Committee established by the Board pursuant to Part 5 of this Bylaw;
- (c) "Board" means the Calgary Metropolitan Region Board;
- (d) "Complainant" means a Participating Municipality that has submitted a Notice of Dispute in accordance with Part 4 of this Bylaw.
- (d) "Challenger" means a Participating Municipality which challenged CMRB Administration's recommendation of approval
- (f) "Dispute Resolution Committee" means the Committee established by the Board pursuant to Part 5 of this Bylaw for the purpose of participating in dispute resolution proceedings on behalf of the Board;
- (g) "Notice of Dispute" means a written notice of dispute filed with the Board in accordance with Part 4 of this Bylaw;
- (h) "Participating Municipality" has the meaning set out in the Calgary Metropolitan Region Board Regulation.
- (i) "Regional Evaluation Framework" means the Regional Evaluation Framework prepared by the Board and approved by the Minister pursuant to Section 12 of the Regulation.
- (j) "Regulation" means the Calgary Metropolitan Region Board Regulation, AR 189/2017, as amended from time to time.

1.3. For the purpose of this Bylaw a reference to a day shall be deemed to be a reference to a calendar day. If the time set out in this Bylaw for doing a thing expires or falls on a weekend or a holiday, as defined in the *Interpretation Act*, RSA 2000, c. I-8, the thing may be done on the day next following that is not a holiday.

1.4. For the purpose of this Bylaw a reference to the CO shall be deemed to be a reference to the CMRB's Chief Officer or their designate.

2. PURPOSE

2.1. The purpose of this Bylaw is to establish a dispute resolution and appeal process for resolving disputes arising from actions taken or decisions made by the Board, in accordance with the requirements of the *Municipal Government Act* and Regulation.

3. APPLICATION OF BYLAW

3.1. The grounds for submitting a decision of the Board to the dispute resolution and appeal process set out in this Bylaw are as follows:

- (a) Breach of process or procedural unfairness, which for the purposes of this Bylaw shall mean a breach of the requirements of procedural fairness or the Board's established procedures, or;
- (b) Discriminatory treatment, which for the purpose of this Bylaw shall mean a failure to treat Participating Municipalities equally where no reasonable distinction exists between the Participating Municipalities to justify the inconsistent treatment.

Decisions which do not satisfy one of more of the grounds set out in Section 3.1 herein are final, and are not subject to the dispute resolution and appeal process set out in the Bylaw.

3.2. The following decisions of the Board are not subject to the dispute resolution and appeal process set out in this Bylaw:

- (a) Decisions with respect to the preparation and submission of the Growth Plan, pursuant to s. 7(1) of the Regulation;
- (b) Decisions with respect to the preparation and submission of the Regional Evaluation Framework, pursuant to s. 12(1) of the Regulation, and;
- (c) Decisions with respect to the preparation and review of the Servicing Plan, pursuant to s. 14 of the Regulation

regardless of whether the grounds set out in Section 3.1 of this Bylaw are satisfied.

3.3. The following decisions of the Board are not subject to the appeal process set out Section 8 in this Bylaw:

- (a) Any decisions or action taken outside of applications submitted pursuant to the Regional Evaluation Framework

3.4. If a decision of or action taken by the Board does not satisfy the grounds set out in Section 3.1 of this Bylaw, or is a decision referred to in Section 3.2 herein, the decision or action is not subject to dispute resolution or appeal pursuant to this Bylaw.

3.5. Notwithstanding Section 3.2(b) and 3.3 of this Bylaw, decisions of the Board on applications submitted pursuant to the Regional Evaluation Framework are subject to the dispute resolution and appeal process set out in this Bylaw provided that one or more of the grounds set out in Section 3.1 of this Bylaw are satisfied.

3.6. Nothing in this Bylaw shall limit a Participating Municipality's ability to seek judicial review of Board decisions or actions that are not subject to dispute resolution or appeal pursuant to this Bylaw or decisions of the Appeal Committee pursuant to Part 5 of this Bylaw.

4. NOTICE OF DISPUTE

4.1. A Participating Municipality may dispute a decision of the Board, in accordance with the requirements of Part 3 of this Bylaw, by filing a written Notice of Dispute with the Board within twenty-eight (28) days of the date of the decision being disputed.

4.2. The CO may extend the period referred to in Section 4.1 herein by a maximum of fourteen (14) days if, in the opinion of the CO, there are special or extenuating circumstances which warrant an extension. A Complainant may request an extension of the period referred to in Section 4.1 herein by submitting a request in writing to the CO, which request may be made prior to or after the expiry of the period referred to in Section 4.1 herein.

4.3. The decision of the CO on a request for an extension made pursuant to Section 4.2 shall be provided in writing to the Complainant within five (5) days of receipt of the request. If the CO refuses the request, the Complainant may seek a review of the CO's decision by the Board by submitting a written request for a review to the CO within ten (10) days of receipt of the written refusal.

4.4. A Notice of Dispute must include:

- (a) a description of the decision of the Board being disputed;
- (b) the grounds on which the decision is disputed;
- (c) reasons for the dispute, and;
- (d) a certified copy of a resolution of the Council of the Complainant authorizing the submission of the Notice of Dispute.

4.5. The CO of the Board, or their designate, must, within three (3) days of receipt of a Notice of Dispute, determine whether the Notice of Dispute complies with the requirements of Section 4.4 herein, and;

- (a) if the Notice of Dispute complies with the requirements of Section 4.4 herein, provide written acknowledgement of the complete Notice of Dispute to the Complainant, or;

(b) if the Notice of Dispute does not comply with the requirements of Section 4.4 herein, provide written notice to the Complainant that the Notice of Dispute is incomplete and requiring any outstanding documents and information to be submitted within five (5) days of the written notice provided however that in determining whether the Notice of Dispute complies with the requirements of Section 4.4 herein the CO of the Board, or their designate, shall not make a substantive determination as to whether the grounds set out in Section 3.1 of this Bylaw have been satisfied.

4.6. If the outstanding documents and information are provided within five (5) days of a written notice issued in accordance with Section 4.5(b) herein, the Chair and CO of the Board, or their designates, shall provide written acknowledgment of receipt of the complete Notice of Dispute to the Complainant.

4.7. The CO of the Board, or their designate, may reject a Notice of Dispute if the Complainant, after receiving written notice in accordance with Section 4.5(b) herein, fails to provide the outstanding documents and information within five (5) days of said written notice, and shall advise the Complainant in writing of the rejection.

5. ESTABLISHMENT OF A DISPUTE RESOLUTION COMMITTEE

5.1. The Board hereby establishes a Dispute Resolution Committee for the purpose of:

- (a) participating in Facilitated Discussions and Mediations on behalf of the Board, and;
- (b) making recommendations to the Board regarding Notices of Dispute,

pursuant to this Bylaw and in accordance with the Terms of Reference adopted by the Board from time to time.

6. FACILITATED DISCUSSIONS

6.1. The CO shall appoint a facilitator from a list of individuals approved by the Board from time to time and schedule a Facilitated Discussion between the Complainant and the Dispute Resolution Committee to occur within thirty (30) days of written acknowledgement of a complete Notice of Dispute.

6.2. The Complainant and the Dispute Resolution Committee shall participate in the Facilitated Discussion in good faith, with the objective of resolving the matters set out in the Notice of Dispute.

6.3. The CO may extend the period referred to in Section 6.1 herein by a maximum of fourteen (14) days if, in the opinion of the CO, there are special or extenuating circumstances which warrant an extension. A Complainant may request an extension of the period referred to in Section 6.1 herein by submitting a request in

writing to the CO, which request may be made prior to or after the expiry of the period referred to Section 6.1 herein.

6.4. The decision of the CO on a request for an extension made pursuant to Section 6.3 shall be provided in writing to the Complainant within five (5) days of receipt of the request. If the CO refuses the request, the Complainant may seek a review of the decision by the Board by submitting a written request for a review to the CO which request for review must be submitted within ten (10) days of receipt of the refusal.

6.5. A Facilitated Discussion may be continued beyond time periods referred to in Sections 6.1 and 6.3 herein with the agreement of the Complainant and the Dispute Resolution Committee.

6.6. The Facilitated Discussion shall be conducted in accordance with the Terms of Reference for the Dispute Resolution Committee adopted by the Board from time to time.

6.7. Following the conclusion of the Facilitated Discussion, the Dispute Resolution Committee shall make a recommendation to the Board in accordance with its Terms of Reference, which shall include an assessment of whether or not the grounds for submitting a Notice of Dispute set out in Section 3.1 of this Bylaw have been satisfied, unless the Notice of Dispute is withdrawn in accordance with Part 9 of this Bylaw. The Board may accept, reject or modify the Dispute Resolution Committee's recommendation.

6.8. If a Notice of Dispute is not resolved to the Complainant's satisfaction following the Board's decision on the Dispute Resolution Committee's recommendation, the Complainant may

- (a) request that the Notice of Dispute be submitted to Mediation in accordance with Part 7 of this Bylaw, or;
- (b) elect to proceed directly to an appeal hearing in accordance with Part 8 of this Bylaw.

The Complainant's request or election must be made in writing to the Board within five (5) Days of the Board's decision.

6.9. The Board shall pay the costs of the facilitator and any other external or third-party costs incurred by the Board with respect to the Facilitated Discussion. The Complainant shall be responsible for its own costs with respect to the Facilitated Discussion.

7. MEDIATION

7.1. The CO shall appoint a mediator from a list of individuals approved by the Board from time to time and schedule a Mediation between the Complainant and the Dispute Resolution Committee to occur within thirty (30) days of the Complainant's request in accordance with Section 6.8 herein.

7.2. The Complainant and the Dispute Resolution Committee shall participate in the Mediation in good faith, with the objective of resolving the matters set out in the Notice of Dispute.

7.3. The CO may extend the timeline referred to in Section 7.1 herein by a maximum of fourteen (14) days if, in the opinion of the CO, there are special or extenuating circumstances which warrant an extension. A Complainant may request an extension of the period referred to in Section 7.1 herein by submitting a request in writing to the CO, which request may be made prior to or after the expiry of the period referred to Section 7.1 herein.

7.4. The decision of the CO on a request for an extension made pursuant to Section 7.3 shall be provided in writing to the Complainant within five (5) days of receipt of the request. If the CO refuses the request, the Complainant may seek a review of the decision by the Board by submitting a written request for a review to the CO which request for review must be submitted within ten (10) days of receipt of the refusal.

7.5. Mediation may be continued beyond the time periods referred to in Sections 7.1 and 7.3 herein with the agreement of the Complainant and the Dispute Resolution Committee.

7.6. The Mediation shall be conducted in accordance with the Terms of Reference for the Dispute Resolution Committee adopted by the Board from time to time.

7.7. Following the conclusion of the Mediation the Dispute Resolution Committee shall make a recommendation to the Board in accordance with its Terms of Reference, unless the Notice of Dispute is withdrawn in accordance with Part 9 of this Bylaw. The Board may accept, reject or modify the Dispute Resolution Committee's recommendation.

7.8. If a Notice of Dispute is not resolved to the Complainant's satisfaction following the Board's decision on the Dispute Resolution Committee's recommendation, the Complainant may request that the Notice of Dispute be submitted to the Appeal Committee in accordance with Part 8 of this Bylaw. The Complainant's request must be made in writing to the Board within five (5) days of the Board's decision.

7.9. The Board shall pay the costs of the mediator and any other external or third-party costs with respect to the Mediation. The Board and the Complainant shall each be responsible for their own costs with respect to the Mediation.

8. APPEAL

8.1. Participating Municipalities disputing a decision of the Board on applications submitted pursuant to the Regional Evaluation Framework may appeal the decision to the Land and Property Rights Tribunal.

8.2. In the event that a Participating Municipality is appealing a decision of the Board where CMRB Administration recommended refusal of an application pursuant to the Regional Evaluation Framework, CMRB Administration will be the respondent in the appeal process.

8.3. In the event that a Participating Municipality is appealing a decision of the Board where CMRB Administration recommended approval of an application pursuant to the Regional Evaluation Framework, and one or more Participating Municipalities challenged Administration's recommendation, the Participating Municipality(ies) who filed the challenge will be the respondent(s) in the appeal process.

8.4. At the discretion of either the Appellant, or the Respondent(s) either a written or an oral hearing may be requested from the Land and Property Rights Tribunal.

8.5. The Appellant and the Respondent(s) shall be responsible for their own costs with respect to the appeal process.

8.6. Without limitation to Section 3.5 of this Bylaw, a decision by the Appeal Committee is final, and not subject to further dispute or appeal.

9. WITHDRAWAL OF NOTICE OF DISPUTE

9.1. A Complainant may withdraw its Notice of Dispute at any time throughout the dispute resolution and appeal process set out in this Bylaw.

10. MANDATORY PARTICIPATION

10.1. Participation in the dispute resolution and appeal procedures set out in this Bylaw is mandatory if a Participating Municipality wishes to dispute a decision of the Board. A Complainant must participate in each stage of the dispute resolution or appeal procedure before proceeding to the next stage, unless otherwise agreed upon by the Complainant and the Board. Nothing in the foregoing shall be interpreted to derogate from a Complainant's ability to elect to proceed directly to an appeal hearing pursuant to Section 6.8(b) of this Bylaw.

11. GENERAL

11.1. This Bylaw shall come into force upon approval of the Minister in accordance with s. 708.08(2) of the *Municipal Government Act*.

11.2. The Board shall review this Bylaw within two years of the Bylaw coming into force in accordance with Section 11.1 herein.

11.3. If any provision of this Bylaw is deemed invalid by legislation or a court of competent jurisdiction, all other provisions of this Bylaw shall remain valid and enforceable.

TERMS OF REFERENCE DISPUTE RESOLUTION COMMITTEE

The Dispute Resolution Committee plays a key role in the dispute resolution process.

1. PURPOSE 1.1 The purpose of the Committee is to:

- (a) Make a determination whether the Notice of Dispute complies with the requirements as set out in the DISPUTE RESOLUTION AND APPEAL BYLAW
- (b) Participate in facilitated discussions and mediations with the Complainants regarding Notices of Dispute on behalf of the CMRB; and
- (c) Make recommendations to the CMRB regarding Notices of Dispute, including with respect to the validity of the Notice of Dispute and procedural and substantive matters.

2. COMMITTEE AUTHORITY

2.1. The Committee is an advisory body to the CMRB. Recommendations by the Committee to the CMRB will require a motion of the Committee.

3. MEMBERSHIP OF COMMITTEE

3.1. The membership of the Committee shall consist of three (3) representatives of participating municipalities or their designated alternates, appointed by the CMRB as follows:

- One (1) representative from a City;
- One (1) representative from a Town, and;
- One (1) representative from a County,

3.2. In addition to the above, the CMRB shall appoint three (3) alternate members, consisting of:

- (a) one (1) alternate representative from a City;
- (b) one (1) alternate representative from a Town, and;
- (c) one (1) alternate representative from a County,

that are not otherwise represented on the Committee.

3.3. An alternate shall participate as a member of the Committee only when a Committee member is the Complainant or when otherwise required to maintain the composition of the Committee set out in these Terms of Reference.

4. TERM

4.1. The CMRB will appoint Committee members for a term of two (2) years. The MRB may, but is not required to, appoint members for varying or staggered terms. Committee members shall be prepared to serve for a minimum term of two (2) years.

4.2. The CMRB will appoint new Committee members as required, including following municipal elections. The CMRB may remove a previously appointed Committee member if, in the opinion of the CMRB, it is appropriate to do so.

5. COMPOSITION OF COMMITTEE

5.1. The participating members of the Committee may be varied from time to time depending on the nature of a Notice of Dispute.

5.2. In the event that a member of the Committee represents the Complainant, the member shall not participate in any meetings regarding the Notice of Dispute and the alternate member shall participate as a member of the Committee for all purposes related to the Notice of Dispute. For further clarity, the alternate member shall represent the same type of municipality (i.e., City, Town or County) as the Complainant.

5.4. In the event that a Notice of Dispute is filed by Complainants who collectively constitute all of the Counties, Towns or Cities that are participating municipalities of the Board, the Committee shall be comprised of three (3) members appointed by the Board, in consultation with the Complainant(s), for the limited purpose of the Notice of Dispute in question, which may include individuals that are not regular members of the Committee or alternates.

6. FACILITATOR/MEDIATOR RESPONSIBILITIES

6.1. The appointed facilitator or mediator shall be responsible to:

- (a) open and adjourn facilitated discussion or mediation proceedings;
- (b) chair and otherwise conduct facilitated discussion or mediation proceedings, and;
- (c) preserve order and decorum in facilitated discussion or mediation proceedings.

7. COMMITTEE DUTIES AND RESPONSIBILITIES

7.1. The Committee shall meet and participate in facilitated discussions and mediations with the Complainant regarding the Notice of Dispute in accordance with the timelines established by the Bylaw.

7.2. The Committee may, with the agreement of the Complainant, hold one or more additional meetings for the purpose of continuing facilitated discussions or mediations with the Complainant.

7.3. The Committee shall provide a recommendation to the CMRB regarding a Notice of Dispute at the CMRB Meeting following the conclusion of the CMRB's facilitated discussion or mediation with the Committee. The Committee's recommendation shall be presented by the Committee to the Board, and shall include:

- (a) The Committee's assessment of whether or not the grounds for submitting a decision of the Board to the dispute resolution and appeal mechanism process (as set out in the Bylaw as amended from time to time) are satisfied;
- (b) The Committee's recommendation regarding any actions to be taken or decisions made by the CMRB in response to the Notice of Dispute, and;
- (c) Reasons for the Committee's assessment and recommendation.

8. QUORUM

8.1. Quorum is defined as a simple majority (50% plus one) of the participating members of the Committee.

9. DECISION MAKING

9.1. Members of the Committee and shall have one (1) vote each. A simple majority (50% plus one) of members in attendance is required to pass a motion.

9.2. In making its decisions, the Committee must consider the *Municipal Government Act*, Regulation, Bylaw, these Terms of Reference, and the best interests of the Calgary Metropolitan Region.

10. MEETING PROCEDURES

10.1. The Committee shall meet as necessary to fulfill its duties and responsibilities and otherwise as directed by the CMRB.

10.2. A Complainant is required to submit any materials its wishes to rely upon or refer to during a facilitated discussion or mediation a minimum of fourteen (14) business days prior to the commencement of a facilitated discussion or

mediation. The Complainant shall clearly identify, at the time of submission, any material that the Complainant believes should be exempt from disclosure pursuant to Division 2 of Part 1 of the *Freedom of Information and Protection of Privacy Act* ("FOIP").

10.3. Administration will endeavor to provide meeting agendas, reports, and supporting materials, and materials submitted by a Complainant (an "Agenda Package") to the facilitator or mediator, Committee members and Complainant in electronic format seven (7) days prior to scheduled facilitated discussions or mediations.

10.4. All information contained in an Agenda Package will be publicly available and is subject to disclosure, unless it contains material that cannot or should not be disclosed due to the application of FOIP. The determination of whether or not material is exempt from disclosure shall be made by Administration.

10.5. The Committee shall represent the Board during facilitated discussions and mediations. The Complainant shall be represented by its appointed representative, alternative, and CAO or designate. Additional persons may be present with the agreement of the parties. The parties are entitled to have legal counsel present during facilitation discussions and mediation.

10.6. The Committee is required to conduct its meetings in public unless a matter to be discussed is within one of the exceptions to disclosure in Division 2 of Part 1 of FOIP, pursuant to s. 708.04 of the *Municipal Government Act*. Meetings at which the Committee participates in facilitated discussions or mediation with a Complainant shall be closed to the public on the basis of legal (without prejudice) privilege in accordance with s. 27(1)(a) of FOIP, provided however that any opening statement or submissions made by the Complainant or on behalf of the Committee shall occur in the public portion of the meeting.

11. SUPPORT AND RESOURCES

11.1. The Committee shall be supported by the Chief Officer, and CMRB Administration and outside consultants and professionals as determined to be necessary and directed by the Chief Officer.

11.2. The Chief Officer shall engage the services of facilitators and mediators as required and in accordance with the Bylaw and these Terms of Reference. Facilitators and mediators shall be selected from a list of qualified individuals approved by the Board from time to time.

12. AMENDMENTS TO THE TERMS OF REFERENCE

12.1. The CMRB may, from time to time, consider changes to the Terms of Reference.



Agenda Item	7
Submitted to	Governance Committee
Purpose	For Discussion
Subject	Review Per Diem Policy
Meeting Date	April 8, 2021
That the Committee discuss and review the Per Diem Policy	
<p>Background</p> <ul style="list-style-type: none"> • The current per diem policy was approved by the Board at the October 26, 2018 meeting. • At the February 18, 2021 Governance Committee meeting a member requested that the per diem policy be reviewed, in light of the current circumstances related to COVID-19. • CMRB meetings have been held virtually since March of 2020. No in-person meetings have been held, however per diems for attending meetings virtually have continued to be claimed. Members have not been permitted to claim for mileage since March of 2020. 	
<p>Attachments</p> <ul style="list-style-type: none"> • Member Per Diem Expense Policy G-06 	

Recommendation

That the Committee discuss and review the Per Diem Policy.

Governance Policy G-06

Member Per Diem Expense Policy

Policy Brief and Purpose

Recognizing that the elected officials of each member municipality have differing compensation structures, and that some elected officials may experience financial penalties due to taking time off from work to participate in CMRB meetings, this policy creates the opportunity for a member of the Board or of a Committee of the Board to receive a per diem for attending Board or Committee meetings. All members are responsible for ensuring they are eligible to receive a per diem or claim travel costs.

Per Diem

Board, Committee, and Task Force members or their Alternates may receive a per diem of \$200.00 per day for all formally scheduled Board, Committee, and Task Force meetings. A maximum of \$200.00 may be claimed on any day.

- a. Board, Committee, and Task Force members or their Alternates may receive a per diem only while acting in the capacity of a voting member at the Board, Committee, or Task Force meetings.
- b. Members or alternate members of ad hoc Board Committees are not eligible to receive per diems, unless otherwise agreed to by the CEO.

Travel Costs

Board, Committee, and Task Force members or their Alternates may submit claims for expenses incurred to travel to and attend scheduled Board, Committee and Task Force meetings.

- a. Members may claim \$0.505 per kilometre travelled if using a private vehicle
- b. Members may claim parking expenses incurred to attend the meeting and must submit a receipt for the expense.

Optional participation

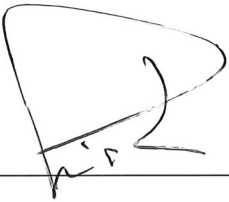
The policy gives members three options from which to choose regarding use of this policy.

1. The member does not choose to receive per diems
2. The member chooses to have per diems paid by the Board to the member's municipality.
3. The member chooses to personally collect per diems paid by the Board.

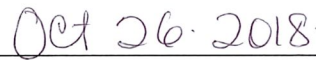
Agenda Item 7i

If a member chooses to personally collect per diems, or have the per diems paid to their municipality, the member will be responsible for submitting a signed expense form to CMRB Administration on a quarterly basis.

If a member chooses to personally collect per diems paid by the Board the Board will issue a T4 to the member.



Christopher Sheard
Chair



Date



Agenda Item	8
Submitted to	Governance Committee
Purpose	For Discussion
Subject	Meeting Protocols
Meeting Date	April 8, 2021
That the Committee discuss Board and Committee meeting protocols.	
<p>Background</p> <ul style="list-style-type: none"> As we move into the decision-making phase of the development of the Growth and Servicing Plans it will become increasingly important to ensure meetings are run efficiently, consistently and equitably. All Board and Committee members have very busy schedules, which makes it all the more important that we also keep to time for Board and Committee meetings. The voting process imposed by the Regulation is also a consideration, as absent members are deemed to vote in the affirmative. Should one or more members leave a meeting that is running long this may have unintended consequences. The Chair is asking members of the Governance Committee to consider whether a formal policy is required that speaks to starting and in particular ending meetings on time, and if so, whether any incomplete agenda items are carried over to the next meeting or if the meeting is adjourned and continued at a later date. The Committee may also wish to consider including a provision that the meeting may carry on past the end time by either majority, 2/3 majority or unanimous agreement of the Board or Committee. The other alternative is to leave this up to the discretion of the Chair. That is a valid option and worked well in the Land Use and Servicing Committee meeting on April 1, 2021, but may create challenges should members differ on whether a meeting should end at its designated time or carry on to complete some or all of the agenda. 	

1. Recommendation

The Committee discuss Board and Committee meeting protocols.

Agenda Item 8



Agenda Item	9
Submitted to	Governance Committee
Purpose	For Information
Subject	Board Chair Disclosure Update
Meeting Date	April 8, 2021
That the Committee receive for information a letter from Chair Clark updating his concurrent roles per the Board Conflict of Interest Policy.	
Background <ul style="list-style-type: none"> • Chair Clark's contract began on January 4, 2021 • Chair Clark submitted a letter to the Governance Committee in accordance with the Conflict of Interest Policy disclosing concurrent roles on February 8, 2021. • An additional letter is being brought forward to update Chair Clark's disclosure of concurrent roles dated March 31, 2021. 	
Attachments <ul style="list-style-type: none"> • Letter from Chair Clark - March 31, 2021 	

Recommendation

That the Committee receive for information a letter from Chair Clark updating his concurrent roles per the Board Conflict of Interest Policy.



March 31, 2021

Mayor Marshall Chalmers
Vice-Chair, Governance Committee
Calgary Metropolitan Region Board
105 Marina Rd
Chestermere, AB T1X 1V7

Via Email

Dear Mayor Chalmers,

In accordance with the CMRB Conflicts of Interest Policy I write to share an update with you and the Governance Committee to my concurrent roles. I have recently joined the Alberta Association of Former MLAs as a Director at Large. I affirm that this role does not create a conflict of interest or a conflict of commitment in my capacity as Chair of the Calgary Metropolitan Region Board.

Attached please find an updated disclosure list.

I would be happy to meet with the Committee or any individual Committee member at any time should you have questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Greg Clark", enclosed within a large, loopy oval shape.

Greg Clark
Chair, CMRB

cc. CMRB Governance Committee:

Mayor Peter Brown
Councillor George Chahal
Mayor Jeff Genung
Reeve Suzanne Oel
Councillor Jaime Kinghorn
Mayor Bill Robertson
Reeve Daniel Henn
Reeve Amber Link

Agenda Item 9i Attachment

Greg Clark Concurrent Roles

1. **Board Chair**, Balancing Pool. The Balancing Pool manages certain assets, revenues and expenses arising from the transition to competition in Alberta's electricity industry.
2. **President**, IKM Solutions Inc. IKM Solutions is my personal holding company through which I undertake occasional management consulting contracts.
3. **Board Member**, cSPACE Projects. cSPACE is a not-for-profit arts incubator based in Calgary, AB.
4. **Minority Shareholder**, RA2 Inc. RA2 is a marketing, research and communications firm based in Calgary, AB.
5. **Minority Shareholder**, Collabware Inc. Collabware is a software developer focused on records management software based in Vancouver, BC.
6. **Director at Large**, Alberta Association of Former MLAs. The AAFMLA is a voluntary group of former members of Alberta's Legislative Assembly.

Phase 3| Engagement Website Update

1,900 site visits

- 1,356 *aware* visitors
- 799 *informed* visitors
- 449 *engaged* visitors

Open houses

- March 30 (Community Focus)
 - 73 registrants, 63 attendees
- April 6 (Business Focus)
 - 43 registrants
- April 8 (Environment Focus)
 - 30 registrants

- People who are **aware** have visited the site at least once
- **Informed** visitors have clicked on something on the site
- **Engaged** visitors have contributed to a tool (poll, forum, or survey)

Phase 3| Participant Distribution

Municipality	% of Regional Population	% of Participants in Phase 1	% of Participants in Phase 2	Phase 3	
				% of total responses	% of unique participants
Airdrie	4.21%	4.9%	4%	0.3%	0.3%
Calgary	84.5%	66%	59%	25%	25%
Chestermere	1.36%	2.1%	4%	1%	1%
Cochrane	1.77%	10.2%	7%	8%	11%
Foothills	1.55%	3.5%	11%	33%	34%
High River	0.93%	1.3%	2%	9%	5%
Okotoks	1.98%	5.8%	2%	13%	10%
Rocky View	2.69%	2.6%	10%	7%	8%
Strathmore	0.94%	3.0%	1%	2%	2%
Wheatland (CMR portion)	0.06%	0%	0%	2%	3%

What we're hearing (early results - verbal update)