



COUNCIL MEETING AGENDA

Date: May 25, 2021
Time: 9:00 AM
Location: <https://www.rockyview.ca/>

Pages

A. CALL MEETING TO ORDER

B. UPDATES/APPROVAL OF AGENDA

C. APPROVAL OF MINUTES

- | | |
|---|---|
| 1. May 4, 2021 Council Meeting Minutes | 5 |
| 2. May 11, 2021 Council Meeting Minutes | 9 |

D. FINANCIAL REPORTS

E. PUBLIC HEARINGS / APPOINTMENTS

The following public hearings were advertised on April 27, 2021 and May 4, 2021 on the Rocky View County website in accordance with the *Municipal Government Act* and *Public Notification Bylaw C-7860-2019*.

MORNING PUBLIC HEARINGS / APPOINTMENTS 9:00 AM

- | | |
|---|----|
| 1. Division 9 - Bylaw C-8105-2020 - Redesignation Item – Agricultural Use | 20 |
| File: PL20200114 (08912005) | |
| 2. Division 9 - Bylaw C-8104-2020 - Redesignation Item – Agricultural Use | 35 |
| File: PL20200144 (08912012) | |

AFTERNOON PUBLIC HEARINGS / APPOINTMENTS 1:00 PM

- | | |
|---|-----|
| 3. Division 5 - Bylaw C-7977-2020 - Conceptual Scheme Item – Canna Park Conceptual Scheme | 55 |
| File: PL20190131 (03332014/03332017) | |
| 4. Division 5 - Bylaw C-8024-2020 - Redesignation Item – Light Industrial Use | 135 |
| File: PL20190149 (03332011) | |

F. GENERAL BUSINESS

- | | |
|--|-----|
| 1. Division 4 - Proposed Name Change for Langdon Quad Diamonds | 161 |
| File: N/A | |
| 2. All Divisions - Cemetery Services Feasibility Study | 166 |
| File: 6020-600 | |

3.	Division 8 - Development Permit: Aggregate Exploration Extractive Industry /Listed DC Use, with no Variances	253
	File: PRDP20202785 (06604002/06604003/06604004/06604005/06604006)	
4.	Division 3 - Budget Adjustment for Drainage Improvements - Lower Springbank Road and 101st Street SW	295
	File: 5001-650	
5.	All Divisions - Capital Priorities Policy, C-460	302
	File: 2000-475 / 1011-535	
6.	All Divisions - Storm Drainage Improvements Policy, C-459	309
	File: 5000-100 / 2000-475	
7.	Division 7 - Range Road 14 Update	314
	File: 4050-100	
8.	All Divisions - Water and Wastewater Debt Report	327
	File: 0650	
9.	All Divisions - Payment Solution for Taxes - Budget Adjustment	329
	File: 0785	
10.	Division 7 - Late Tax Payment Penalty Cancellation Request	336
	File: 07320003	
11.	Division 2 - Late Tax Payment Penalty Cancellation Request	345
	File: 04721022	
12.	Division 9 - Late Tax Payment Penalty Cancellation Request	352
	File: 07923017	
13.	Division 5 - Late Tax Payment Penalty Cancellation Request	360
	File: 04312069	
14.	Division 3 - Late Tax Payment Penalty Cancellation Request	367
	File: 04714096 & 04714098	
15.	Division 3 - Late Tax Payment Penalty Cancellation Request	374
	File: 04617012	
16.	Division 6 - East Rocky View Wastewater Transmission Main Repair	385
	File: 4060-100	

G. BYLAWS

1.	Division 3 - Bylaw C-8121-2020 - Amending Bylaw – Highway 1 / Old Banff Coach Road Proposal	388
	File: PL20200083 (04736002/6011)	
2.	Division 7 - Bylaw C-8171-2021 - First Reading Bylaw – Industrial Redesignation	445
	File: PL20200106 (06307015)	
3.	Division 4 - Bylaw C-8176-2021 - First Reading Bylaw – Redesignation	455
	File: PL20210040 (03215010 - 03215100)	
4.	Division 5 - Bylaw C-8178-2021 - First Reading Bylaw – Industrial / Commercial Redesignation	465
	File: PL20200137 (05305001)	
5.	Division 5 - Bylaw C-8179-2021 - First Reading Bylaw – Land Use and Direct Control	528
	File: PL20200139 (05305001)	
H.	UNFINISHED BUSINESS	
I.	COUNCILLOR REPORTS	
1.	All Divisions - Calgary Metropolitan Region Board (CMRB) Update	542
	File: N/A	
J.	MANAGEMENT REPORTS	
1.	All Divisions - 2021 Council Priorities and Significant Issues List	789
	File: N/A	
K.	NOTICES OF MOTION	
L.	PUBLIC PRESENTATIONS	
M.	CLOSED SESSION	
1.	RVC2021-14 - Alberta Transportation Traffic Circle at Bragg Creek	
	THAT Council move into closed session to consider the confidential item “Alberta Transportation Traffic Circle at Bragg Creek” pursuant to the following sections of the Freedom of Information and Protection of Privacy Act:	
	Section 21 – Disclosure harmful to intergovernmental relations	
	Section 24 – Advice from officials	

2. RVC2021-17 - HAWSCO Utilities Update

THAT Council move into closed session to consider the confidential item "HAWSCO Utilities Update" pursuant to the following sections of the Freedom of Information and Protection of Privacy Act:

Section 24 – Advice from officials

Section 25 – Disclosure harmful to economic and other interests of a public body

N. ADJOURN THE MEETING



ROCKY VIEW COUNTY

COUNCIL MEETING MINUTES

Tuesday, May 4, 2021

9:00 AM

Held Electronically in accordance with the Meeting Procedures (COVID-19 Suppression) Regulation,
Alberta Regulation 50/2020

Present: Reeve D. Henn
Deputy Reeve K. McKylor
Councillor M. Kamachi (participated electronically) (left the meeting at 9:06 a.m.)
Councillor K. Hanson (participated electronically)
Councillor A. Schule (participated electronically)
Councillor J. Gautreau (participated electronically)
Councillor G. Boehlke
Councillor S. Wright (participated electronically)
Councillor C. Kissel (participated electronically)

Also Present: K. Robinson, A/Chief Administrative Officer
B. Riemann, Executive Director, Operations
G. Kaiser, Executive Director, Community and Business
B. Beach, A/Executive Director, Community Development Services
G. Nijjar, Manager, Planning and Development Services
J. Lee, Senior Municipal Engineer, Planning & Development Services
S. MacLean, Supervisor Planning & Development, Planning & Development
Services
L. Cox, Planner, Planning & Development Services
K. Tuff, Legislative Officer, Legislative Services
M. Mitton, Legislative Officer, Legislative Services
T. Andreasen, Legislative Officer, Legislative Services

A Call Meeting to Order

The Chair called the meeting to order at 9:00 a.m. with all members present.

B Updates/Approval of Agenda

MOVED by Councillor Hanson that the May 4, 2021 Council meeting agenda be accepted as presented.

Carried



E-1 Division 1 - Bylaw C-8126-2021 - Proposed Direct Control Bylaw and Redesignation to allow for the Gateway Village Development within the Hamlet of Bragg Creek
File: PL20200171 (03913076/3075/3045/3044/3043/3001)

F-1 Division 1 - Master Site Development Plan – Gateway Village within the Hamlet of Bragg Creek
File: PL20200170 (03913076/3075/3045/3044/3043/3001)

Councillor Kamachi declared a pecuniary interest and abstained from the discussion and voting on Bylaw C-8126-2021 and the Master Site Development Plan – Gateway Village. Councillor Kamachi left the meeting at 9:06 a.m. and did not return.

MOVED by Deputy Reeve McKylor that the public hearing for item E-1 be opened at 9:07 a.m.

Carried
Abstained: Councillor Kamachi

Person(s) who presented: Richard (Dick) Koetsier (Applicant)
Allan Mar (Applicant)
Bela Syal (Applicant)
Audrina Lim (Applicant)
Jason Dunn (Bunt and Associates)

Pre-recorded audio/video presentations in support: None

Pre-recorded audio/video submissions in opposition: None

The Chair made the final call for email submissions and called for a recess at 9:56 a.m. The Chair called the meeting back to order at 10:06 a.m. with all previously mentioned members present and declared email submissions closed.

Email submissions in support: None

Email submissions in opposition: Frederika Demangeat
Renée Delorme
Robert Martin

The Chair called for the meeting to stand at ease at 10:07 a.m. to consider the email submissions and called the meeting back at 10:13 a.m.

Person(s) who presented rebuttal: Richard (Dick) Koetsier (Applicant)
Allan Mar (Applicant)
Bela Syal (Applicant)
Audrina Lim (Applicant)

The Chair called for a recess at 10:30 a.m. and called the meeting back to order at 10:32 a.m. with all previously mentioned members present, with the exception of Councillor Schule.



MOVED by Councillor Hanson that the public hearing for item E-1 be closed at 10:34 a.m.

Carried
Abstained: Councillor Kamachi
Absent: Councillor Schule

Councillor Schule returned to the meeting at 10:35 a.m.

MOVED by Deputy Reeve McKylor that the redline of Schedule A of Bylaw C-8126-2021 found in Attachment C be amended as follows:

C-LUD → Direct Control
~~± 1.66 ha (± 4.10 ac)~~ ± 1.19 ha (± 2.95 ac)

Carried
Abstained: Councillor Kamachi

MOVED by Deputy Reeve McKylor that Bylaw C-8126-2021 be amended in accordance with the amended Attachment C.

Carried
Abstained: Councillor Kamachi

MOVED by Deputy Reeve McKylor that Bylaw C-8126-2021 be amended to include a new section 9.3.5 with the following wording:

9.3.5 1.0 m from a laneway

Carried
Abstained: Councillor Kamachi

MOVED by Deputy Reeve McKylor that section 8.0 of Bylaw C-8126-2021 be amended as follows:

8.0 MAXIMUM BUILDING HEIGHT

- 8.1. A maximum of ~~18.0~~ 14.0 m with the exception of an architectural element such as a steeple.
- 8.2 A maximum of 18.0 m for the hotel with the exception of an architectural element such as a steeple.
- 8.23 A maximum of 4 Storeys

Carried
Abstained: Councillor Kamachi

MOVED by Councillor Hanson that Bylaw C-8126-2021 be given second reading, as amended.

Carried
Abstained: Councillor Kamachi

MOVED by Councillor Boehlke that Bylaw C-8126-2021 be given third and final reading, as amended.

Carried
Abstained: Councillor Kamachi



MOVED by Deputy Reeve McKylor that the Gateway Village Master Site Development Plan be adopted as per Attachment 'C'.

Carried
Abstained: Councillor Kamachi

The Chair called for a recess at 10:50 a.m. and called the meeting back to order at 11:00 a.m. with all previously mentioned members present.

F-2 All Divisions - Calgary Metropolitan Region Board Communications Plan
File: N/A

MOVED by Deputy Reeve McKylor that Council move into closed session at 11:09 a.m. to consider the Calgary Metropolitan Region Board Communications Plan pursuant to the following sections of the Freedom of Information and Protection of Privacy Act:

- Section 21 – Disclosure harmful to intergovernmental relations
- Section 24 – Advice from officials

Carried
Absent: Councillor Kamachi

Council held the closed session for confidential items M-1 with the following additional people in attendance:

Rocky View County: K. Robinson, Interim Chief Administrative Officer
B. Riemann, Executive Director, Operations
G. Kaiser, Executive Director, Community and Business
B. Beach, Executive Director, Community Development Services
A. Zaluski, Director, Legislative Services
B. Scott, Executive Coordination

MOVED by Deputy Reeve McKylor that Council move into open session at 11:56 a.m.

Carried
Absent: Councillor Kamachi

Council rose from closed session without report.

N Adjourn the Meeting

MOVED by Deputy Reeve McKylor that the May 4, 2020 Council Meeting be adjourned at 11:57 a.m.

Carried
Absent: Councillor Kamachi

Reeve or Deputy Reeve

Chief Administrative Officer or Designate



COUNCIL MEETING MINUTES

Tuesday, May 11, 2021
9:00 AM

Held Electronically in accordance with the Meeting Procedures (COVID-19 Suppression) Regulation,
Alberta Regulation 50/2020

- Present:**
- Reeve D. Henn
 - Deputy Reeve K. McKylor
 - Councillor M. Kamachi (participated electronically)
 - Councillor K. Hanson (participated electronically)
 - Councillor A. Schule (participated electronically)
 - Councillor J. Gautreau (participated electronically)
 - Councillor G. Boehlke
 - Councillor S. Wright (participated electronically)
 - Councillor C. Kissel (participated electronically)
- Also Present:**
- K. Robinson, A/Chief Administrative Officer
 - B. Riemann, Executive Director, Operations
 - G. Kaiser, Executive Director, Community and Business
 - B. Beach, A/Executive Director, Community Development Services
 - A. Zaluski, Director, Legislative Services
 - B. Woods, Manager, Financial Services
 - D. Kalinchuk, Manager Economic Development, Economic Development
 - G. Nijjar, Manager, Planning and Development Services
 - J. Anderson, A/Manager, Planning Policy
 - S. Racz, Manager, Operational Services
 - S. Seroya, Manager, Utility Services
 - J. Lee, Supervisor Engineering, Planning & Development Services
 - S. MacLean, Supervisor Planning & Development, Planning & Development Services
 - R. Erhardt, Planner, Planning Policy
 - L. Cox, Planner, Planning & Development Services
 - B. Manshanden, Intergovernmental Affairs Coordinator, Legislative Services
 - K. Tuff, Legislative Officer, Legislative Services
 - M. Mitton, Legislative Officer, Legislative Services
 - T. Andreasen, Legislative Officer, Legislative Services
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A Call Meeting to Order

The Chair called the meeting to order at 9:00 a.m. with all members present.

B Updates/Approval of Agenda

MOVED by Councillor Hanson that the May 11, 2021 Council meeting agenda be accepted as presented.

Carried



C-1 April 27, 2021 Council Meeting Minutes

MOVED by Councillor Boehlke that the April 27, 2021 Council meeting minutes be approved as presented.

Carried

E-1 Divisions 4, 5, and 6 - Bylaw C-8164-2021 - Wheatland County and Rocky View County Intermunicipal Development Plan
File: 1011-100

MOVED by Councillor Boehlke that the public hearing for item E-1 be opened at 9:04 a.m.

Carried

Person(s) who presented: Robyn Erhardt, Planning Policy

Pre-recorded audio/video presentations in support: None

Pre-recorded audio/video submissions in opposition: None

The Chair made the final call for email submissions and called for a recess at 9:12 a.m. The Chair called the meeting back to order at 9:17 a.m. with all previously mentioned members present and declared email submissions closed, with the exception of Councillor Kamachi.

Email submissions in support: None

Email submissions in opposition: None

Person(s) who presented rebuttal: Robyn Erhardt, Planning Policy

MOVED by Councillor Boehlke that the public hearing for item E-1 be closed at 9:21 a.m.

Carried

Absent: Councillor Kamachi

Councillor Kamachi returned to the meeting at 9:22 a.m.

MOVED by Councillor Boehlke that Bylaw C-8164-2021 be given second reading.

Carried

MOVED by Councillor Boehlke that Bylaw C-8164-2021 be referred to the Calgary Metropolitan Region Board for approval.

Carried



E-2 Division 2 - Adoption of Proposed Bylaw C-8111-2020 (Elbow View Area Structure Plan)
File: 1013-220

MOVED by Deputy Reeve McKylor that the public hearing for item E-2 be opened at 9:25 a.m.
Carried

The Chair called for a recess at 9:52 a.m. and called the meeting back to order at 9:55 a.m. with all previously mentioned members present, with the exception of Councillor Schule and Councillor Kissel, who both returned to the meeting at 9:56 a.m.

MOVED by Councillor Boehlke that the applicants' presentation time limit be extended by 10 minutes in accordance with section 184(1) of the *Procedure Bylaw*.

Person(s) who presented:	Ben Mercer, Qualico (Applicant)
	Adam Harrison, O2 Planning and Design (Applicant)
	Richard MacNeil, EXP Services Ltd.
	Jason Gillespie, EXP Services Ltd.
	Jean-Francois Cappuccilli, EXP Services Ltd.
	Chad Himmelspach (Legacy Communities)

The Chair called for a recess at 11:02 a.m. and called the meeting back to order at 11:13 a.m. with all previously mentioned members present.

Pre-recorded audio/video presentations in support:	None
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Pre-recorded audio/video submissions in opposition:	Janet Ballantyne, on behalf of Rocky View Forward
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The Chair made the final call for email submissions and called for a recess at 11:24 a.m. The Chair called the meeting back to order at 11:31 a.m. with all previously mentioned members present and declared email submissions closed.

The Chair called for a recess at 11:32 a.m. and called the meeting back to order at 11:42 a.m. with all previously mentioned members present.

Email submissions in support:	None
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Email submissions in opposition:	Charles Taylor
	City of Calgary
	Janet Ballantyne
	Kathi and Vernon Pointen
	Renée Delorme

Person(s) who presented rebuttal:	Adam Harrison, O2 Planning and Design (Applicant)
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MOVED by Deputy Reeve McKylor that the public hearing for item E-2 be closed at 11:51 a.m.
Carried



MOVED by Deputy Reeve McKylor that Bylaw C-8111-2020 be amended in accordance with Attachment 'A'.

Carried

MOVED by Deputy Reeve McKylor that Bylaw C-8111-2020 be amended to insert the required CMRB maps into Appendix C and that any minor spelling, grammar, mapping or formatting amendments, to satisfy CMRB referral criteria, be completed.

Carried

MOVED by Deputy Reeve McKylor that Bylaw C-8111-2020 be given a second reading, as amended.

Carried

MOVED by Deputy Reeve McKylor that Bylaw C-8111-2020, as amended, be referred to the Calgary Metropolitan Region Board for approval.

Carried

The Chair called for a recess at 12:09 p.m. and called the meeting back to order at 1:12 p.m. with all previously mentioned members present.

Councillor Kamachi attended the meeting via phone due to a poor internet connection.

Councillor Kamachi left the meeting at 1:13 p.m.

F-1 All Divisions - Appointment of Returning Officer and Substitute Returning Officer
File: N/A

MOVED by Councillor Boehlke that Sherri Bureyko be appointed as Returning Officer for Rocky View County for the 2021 Municipal Election.

Carried

Absent: Councillor Kamachi

Councillor Gautreau left the meeting at 1:15 p.m.

MOVED by Councillor Boehlke that Amy Zaluski, Director of Legislative Services, be appointed as Substitute Returning Officer for Rocky View County.

Carried

Absent: Councillor Kamachi
Councillor Gautreau

Councillor Kamachi returned to the meeting at 1:20 p.m.

Councillor Gautreau returned to the meeting at 1:21 p.m.



F-2 All Divisions - Letter to Government of Alberta – Consultation on 1976 Coal Development Policy
File: N/A

MOVED by Councillor Hanson that Council supports the request made on behalf of the Town of High River, and that the letter to the Government of Alberta requesting that more fulsome public consultation be undertaken regarding on the 1976 Coal Development Policy be sent.

Carried

F-3 All Divisions - Letter of Support – Century Downs Racetrack and Casino
File: N/A

MOVED by Councillor Hanson that Council supports the request on behalf of Century Downs Racetrack and Casino, and that a Letter of Support related to live table games at the Century Downs Racetrack and Casino be sent to Alberta Gaming, Liquor and Cannabis (AGLC).

Carried

F-4 All Divisions - Late Tax Payment Penalty Cancellation, Policy C-204
File: N/A

MOVED by Councillor Boehlke that Late Tax Payment Penalty Cancellation Policy, C-204, be amended as per Attachment 'A.

Carried

F-5 All Divisions - Circulation and Notification Standards, Policy C-327
File: N/A

MOVED by Councillor Wright that Section 23 of Circulation and Notification Standards, Policy C-327 be amended as follows:

The radii for redesignation application circulations shall be:

(1) 800m (1/2 mile) for applications within an Area Structure Plan;

(a) Notwithstanding 23(1), the radii shall be a minimum 1600m (1 mile) for redesignation application circulations where natural resource extraction/processing, as defined by the Land Use Bylaw, is a listed use; ~~and~~
~~or~~

(b) is for greater than 30 lots.

Defeated



MOVED by Councillor Wright that Section 25 of Circulation and Notification Standards, Policy C-327 be amended as follows:

The notification radii for development permit notifications shall be the lesser **greater** of a two lot depth, being the parcels that are adjacent to the Subject Lands and the parcels adjacent to those properties, or ~~800m (1/2 mile)~~ **400m (1/4 mile)**.

~~(1) Notwithstanding 24, the radii shall be a minimum 400m (1/4 mile) for development permit notifications for the following uses, as defined by the Land Use Bylaw:~~

- ~~(a) billboards;~~
- ~~(b) cannabis retail store;~~
- ~~(c) cannabis cultivation;~~
- ~~(d) cannabis facility; and~~
- ~~(e) retail (restricted).~~

~~(2) 400m (1/4 mile) for applications outside of a Hamlet Boundary and not within the Harmony Conceptual Scheme Area~~

Defeated

MOVED by Councillor Boehlke that section 25 of Circulation and Notification Standards, Policy C-327, be amended as follows:

The notification radii for development permit notifications shall be the lesser of a two lot depth, being the parcels that are adjacent to the Subject Lands and the parcels adjacent to those properties, or 800m (1/2 mile).

(1) Notwithstanding ~~24~~ **25**, the radii shall be a minimum 400m (1/4 mile) for development permit notifications for the following uses, as defined by the Land Use Bylaw:

- (a) billboards;
- (b) cannabis retail store;
- (c) cannabis cultivation;
- (d) cannabis facility; and
- (e) retail (restricted).

~~(2) 400m (1/4 mile) for applications outside of a Hamlet Boundary and not within the Harmony Conceptual Scheme Area.~~

(3) ~~(2)~~ Notwithstanding ~~24~~ **25** (1) and ~~(2)~~, the radii shall be a minimum 1600m (1 mile) for development permit notifications for natural resource extraction/processing, as defined by the Land Use Bylaw.

Carried

MOVED by Councillor Hanson Circulation and Notification Standards, Policy C-327, be amended to include a new definition of radius/radii and to correct grammar as a result.

Defeated



MOVED by Councillor Hanson that Circulation and Notification Standards, Policy C-327, be amended as per Attachment 'A', as amended.

Carried

F-6 All Divisions - Board and Committee Term Length Review
File: N/A

MOVED by Councillor Hanson that Administration be directed to prepare amendments to the County's board and committee governance documents in accordance with the following direction:

Chair and Vice Chair Appointments:

- Chairs must be councillors, rather than members at large
- Vice chairs may be councillors or members at large
- Chairs must be appointed by Council, rather than the board or committee
- Vice Chairs are appointed by the board or committee, rather than Council
- Chairs and vice chairs are appointed for standardized two year terms

Carried

MOVED by Councillor Hanson that Administration be directed to prepare amendments to the County's board and committee governance documents in accordance with the following direction:

Councillor and Member at Large Appointments:

- Councillors are appointed to boards and committees for standardized two year terms
- Members at large are appointed for standardized three year terms

Carried

MOVED by Councillor Hanson that Administration be directed to prepare amendments to the County's board and committee governance documents in accordance with the following direction:

Term Limits:

- That all Members at Large be limited to a three-term limit.

Defeated

MOVED by Councillor Gautreau that Administration be directed to prepare amendments to the County's board and committee governance documents in accordance with the following direction:

Term Limits:

- That the term limits for Members at Large be removed.

Defeated



The Chair called for a recess at 2:46 p.m. and called the meeting back to order at 2:57 p.m. with all previously mentioned members present.

Motion Arising:

MOVED by Councillor Boehlke that Administration be directed to investigate and report back to Council on or before September 7, 2021 on amending the *Procedure Bylaw* regarding term length of the Chief Elected Officer.

Carried

F-7 All Divisions - Correction of March 9, 2021 Council Meeting Minutes
File: N/A

MOVED by Councillor Hanson that March 9, 2021 Council meeting minutes be corrected in accordance with Attachment 'A'.

Carried

F-8 All Divisions - Environmental Site Assessments
File: N/A

MOVED by Councillor Kissel that the budget adjustment included in Attachment A be approved.

Carried

G-1 Division 8 - Borrowing Bylaw C-8165-2021 – Blazer Water System Acquisition
File: 5050-350

Presenter: Myron Moore

MOVED by Councillor Boehlke that Borrowing Bylaw C-8165-2021 be amended as per Attachment 'B'.

Carried

MOVED by Councillor Boehlke that Borrowing Bylaw C-8165-2021 be given second reading, as amended.

Carried

MOVED by Councillor Boehlke that Borrowing Bylaw C-8165-2021 be given third and final reading, as amended.

Carried

MOVED by Councillor Boehlke that the related budget adjustment be approved as per Attachment 'C'.

Carried

MOVED by Councillor Boehlke that Administration be directed to prepare and return to Council with cost recovery fee amendments to the Master Rates Bylaw.

Carried



G-2 Division 9 - Borrowing Bylaw C-8166-2021 – Horse Creek Water & Waste Water Services Inc.
File: 4060-275 / 5051-700

Presenter: Myron Moore

MOVED by Councillor Hanson that Borrowing Bylaw C-8166-2021 be amended as per Attachment 'A'.

Carried

MOVED by Councillor Hanson that Borrowing Bylaw C-8166-2021 be given second reading, as amended.

Carried

MOVED by Councillor Hanson that Borrowing Bylaw C-8166-2021 be given third and final reading, as amended.

Carried

MOVED by Councillor Hanson that the related budget adjustment be approved as per Attachment 'B'.

Carried

MOVED by Councillor Hanson that Administration be directed to bring forward a request to amend the Master Rates Bylaw, C-8145-2021, to include the required fees for cost recovery.

Carried

G-3 Division 5 - Borrowing Bylaw C-8180-2021 - Local Improvement Tax for Water System Upgrades in the Prince of Peace Development
File: N/A

MOVED by Councillor Gautreau that Borrowing Bylaw C-8180-2021 be given first reading.

Carried

MOVED by Councillor Gautreau that Administration be directed to prepare and communicate a Local Improvement Plan for the water system in the Prince of Peace subdivision for the Harbor, Manor, and School properties.

Carried

I-1 All Divisions - Calgary Metropolitan Region Board (CMRB) Update
File: N/A

The Calgary Metropolitan Region Board (CMRB) Update for May 11, 2021 was provided as information.



I-2 All Divisions - City of Chestermere - Rocky View County Intermunicipal Committee Terms of Reference
File: N/A

The City of Chestermere - Rocky View County Intermunicipal Committee Terms of Reference was provided as information.

J-1 All Divisions - 2021 Council Priorities and Significant Issues List
File: N/A

The 2021 Council Priorities and Significant Issues List for May 11, 2021 was provided as information.

M-1 Closed Session Item - Road Renaming Endorsement
File: RVC2021-12

M-2 Closed Session Item - 2020 Audit Results
File: RVC2021-15

MOVED by Councillor Boehlke that Council move into closed session at 4:06 p.m. to consider the following items under the following sections of the *Freedom of Information and Protection of Privacy Act*:

M-1 – Road Renaming Endorsement

- Section 21 – Disclosure harmful to intergovernmental relations
- Section 24 – Advice from officials

M-2 – 2020 Audit Results

- Section 23 – Local public body confidences
- Section 24 – Advice from officials

Carried

Council held the closed session for confidential item M-1 with the following additional people in attendance:

Rocky View County: K. Robinson, A/Chief Administrative Officer
B. Riemann, Executive Director, Operations
G. Kaiser, Executive Director, Community and Business
B. Beach, A/Executive Director, Community Development Services
B. Scott, Executive Coordination

Council held the closed session for confidential item M-2 with the no additional people in attendance.

MOVED by Councillor Boehlke that Council move into open session at 5:32 p.m.

Carried



M-1 Closed Session Item - Road Renaming Endorsement
File: RVC2021-12

MOVED by Councillor Boehlke that Administration be directed to prepare a letter on behalf of Council, and that the Reeve be authorized to sign and send the letter, thanking the road naming proponents for their information, but declining to endorse renaming of Highway 8.

Carried

M-2 Closed Session Item - 2020 Audit Results
File: RVC2021-15

MOVED by Councillor Boehlke that Administration be directed to report back to Council on policies associated with the management of accrued employee vacation time by the June 22, 2021 meeting.

Carried

N Adjourn the Meeting

MOVED by Deputy Reeve McKylor that the May 11, 2021 Council Meeting be adjourned at 5:36 p.m.

Carried

Reeve or Deputy Reeve

Chief Administrative Officer or Designate



PLANNING AND DEVELOPMENT SERVICES

TO: Council
DATE: May 25, 2021 **DIVISION:** 9
TIME: Morning Appointment
FILE: 08912005 **APPLICATION:** PL20200114
SUBJECT: Redesignation Item – Agricultural Use

APPLICATION: To redesignate a portion of the subject lands from Agricultural Small Parcel (A-SML p12.1) to Residential, Rural District (R-RUR p4.0) to facilitate the creation of a \pm 10.00 acre parcel with a \pm 30.01 acre remainder.

GENERAL LOCATION: Located approximately 7.00 km (4.35 miles) south of Mountain View County, and 0.41 km (1/4 mile) south of Twp. Rd. 282 and on the west side of Rge. Rd. 50.

LAND USE DESIGNATION: Agricultural Small Parcel (A-SML p12.1)

EXECUTIVE SUMMARY: Council gave first reading to Bylaw C-8105-2020 on March 9, 2021. The application is inconsistent with the relevant policies of the County Plan, Land Use Bylaw and County Servicing Standards.

- The proposal is not consistent with the Agricultural or Residential policies within the County Plan;
- All technical matters required at this stage of the application process are satisfactory.

ADMINISTRATION RECOMMENDATION: Administration recommends refusal in accordance with Option #2.

OPTIONS

- Option #1: Motion #1 THAT Bylaw C-8105-2020 be given second reading.
 Motion #2 THAT Bylaw C-8105-2020 be given third and final reading.
- Option #2: THAT application PL20200114 be refused.

AIR PHOTO & DEVELOPMENT CONTEXT:



Administration Resources

Christina Lombardo, Planning & Development Services

**APPLICATION EVALUATION:**

The application was evaluated based on the technical reports submitted with the application and the applicable policies and regulations.

APPLICABLE POLICY AND REGULATIONS: <ul style="list-style-type: none"> • <i>Municipal Government Act;</i> • Municipal Development Plan; • County Plan; • Land Use Bylaw; and • County Servicing Standards. 	TECHNICAL REPORTS SUBMITTED: <ul style="list-style-type: none"> • Phase 1 Groundwater Supply Report (Storm Engineering Inc., February 2021)
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POLICY ANALYSIS:County Plan

A goal of the County Plan is to direct growth to identified areas and limit fragmentation of agricultural lands. Section 8 of the County Plan provides policies for evaluation of proposals in agricultural areas and provides support for particular types of development such as a first parcel out or for a new or distinct agricultural use.

Section 10 of the County Plan evaluates Country Residential Development providing direction on the development of fragmented quarter sections in agricultural areas. Section 10.11 supports the redesignation and subdivision of lands less than 24.7 acres in size when supported by a lot and road plan. This parcel, however, is greater than 24.7 acres, which does not meet the direction of policy. A lot and road plan has also not been submitted at this time.

In this case, the proposed redesignation is intended to accommodate the creation of an additional acreage to sell to a family member. There is no policy support or rationale to support changing this parcel's land use, therefore; the proposal is recommended for refusal.

Land Use Bylaw

The purpose and intent of the Agricultural, Small Parcel District is to provide for a range of parcel sizes for agricultural uses. This district provides for traditional agricultural pursuits on large parcels of land. It also recognizes the emerging trends towards new agricultural uses that may be successfully developed on smaller parcels of land. Due to the minimum parcel size requirements for the Agricultural, Small District (remainder lands), should the application be approved, the remainder lands would be redesignated to Agricultural, Small Parcel District with a modifier to maintain the remaining parcel size.

The purpose and intent of the Residential, Rural District is to provide for residential uses in a rural setting on parcels, which can accommodate agricultural pursuits. In order to prevent further fragmentation within the quarter, if approved, the newly subdivided lands would be redesignated to Residential, Rural District with a modifier to preserve the parcel size.



ROCKY VIEW COUNTY

Respectfully submitted,

Concurrence,

"Brock Beach"

"Kent Robinson"

Acting Executive Director
Community Development Services

Acting Chief Administrative Officer

CL/llt

ATTACHMENTS

ATTACHMENT 'A': Application Information
ATTACHMENT 'B': Application Referrals
ATTACHMENT 'C': Bylaw C-8105-2020 and Schedule A
ATTACHMENT 'D': Map Set
ATTACHMENT 'E': Public Submissions



ROCKY VIEW COUNTY

ATTACHMENT 'A': APPLICATION INFORMATION

APPLICANT: Konschuk Consulting (Larry Konschuk)	OWNERS: Dwight & Debbie Beynon.
DATE APPLICATION RECEIVED: September 3, 2020	DATE DEEMED COMPLETE: September 2, 2020
GROSS AREA: ± 16.19 hectares (± 40.01 acres)	LEGAL DESCRIPTION: NE-12-28-05-W5M
SOILS (C.L.I. from A.R.C.): 4H, 4HT	
HISTORY: January 18, 2000 Council approved Redesignation and Subdivision application (1999-RV-135) to redesignate the land from Ranch and Farm District to Ranch and Farm Two District, in order to create two ± 40.00 acre parcels.	
PUBLIC & AGENCY SUBMISSIONS: <p>The application was circulated to 38 adjacent landowners, and we have received 1 letter in opposition and no letters in support of the application.</p> <p>The application was also circulated to a number of internal and external agencies, as depicted in Attachment 'B'; relevant comments are addressed within 'Additional Considerations' above.</p>	



ATTACHMENT B: APPLICATION REFERRALS

AGENCY	COMMENTS
<i>Internal Departments</i>	
Planning and Development Services - Engineering	<p data-bbox="623 394 816 424">Geotechnical:</p> <ul data-bbox="672 449 1479 579" style="list-style-type: none"> County GIS contours indicate that there are slopes steeper than 15% at some parts of proposed lot 1. However, the parcel is large enough to accommodate the residential use therefore, Engineering has no requirement at this time. <p data-bbox="623 598 837 627">Transportation:</p> <ul data-bbox="672 653 1516 951" style="list-style-type: none"> Access to proposed lot 2 is provided via an existing mutual approach off Horse Creek Road. As a condition of future subdivision, the applicant shall construct a new paved approach on Horse Creek Road to provide access to lot 1. As the proposed subdivision will result in a parcel size greater than 7.41 acres, Transportation Off-site Levy shall be deferred at this time. <p data-bbox="623 970 932 999">Sanitary/Waste Water:</p> <ul data-bbox="672 1024 1495 1205" style="list-style-type: none"> As per the application, the remainder lot 2 is serviced by a septic tank and field. At the time of future subdivision, the applicant shall submit a Level 2 PSTS assessment, prepared by a qualified professional, for proposed lot 1. <p data-bbox="623 1224 1057 1253">Water Supply And Waterworks:</p> <ul data-bbox="672 1278 1511 1923" style="list-style-type: none"> The remainder lot 2 is serviced by a water well. As a part of the re-designation application, the applicant provided a Phase 1 Groundwater Supply report, prepared by Strom Engineering Inc., dated February 2021. The Phase 1 Groundwater supply report concluded the following: <ul data-bbox="724 1476 1511 1774" style="list-style-type: none"> There appears to be sufficient water supply to service the proposed development in accordance with the Water Act It appears that no significant water-level decline in the aquifer would be expected due to the addition of a new well. No adverse effects to existing licensed or domestic groundwater users are expected from the proposed subdivision. As a condition of future subdivision, the applicant shall provide the Phase 2 Aquifer Testing Report that includes a Well Driller's report confirming that the flow exceeds or is equivalent to 1 igpm.



ROCKY VIEW COUNTY

AGENCY	COMMENTS
Agriculture & Environment Services	Storm Water Management:
	<ul style="list-style-type: none"> As the lot size of proposed lots 1 and 2 are 10 acres and 30 acres, the change in site imperviousness due to the construction of a new dwelling will not have a significant impact from a stormwater management perspective. No site-specific stormwater implementation plan is warranted at this time.
	Environmental:
	<ul style="list-style-type: none"> Based on the GIS review, no environmental constraints are present.
	The application of the Agricultural Boundary Design Guidelines will be beneficial in buffering the residential land use from the agricultural land surrounding it. The guidelines would help mitigate areas of concern including trespass, litter, pets, noise, providing a visual barrier and concern over fertilizers, dust & normal agricultural practices.

Circulation Period: October 9, 2020, to November 2, 2020.

Agencies that did not respond expressed no concerns, or were not required for distribution, are not listed.



ROCKY VIEW COUNTY

BYLAW C-8105-2020

A Bylaw of Rocky View County, in the Province of Alberta, to amend Rocky View County Bylaw C-8000-2020, being the *Land Use Bylaw*.

The Council of Rocky View County enacts as follows:

Title

- 1 This Bylaw may be cited as *Bylaw C-8105-2020*.

Definitions

- 2 Words in this Bylaw have the same meaning as those set out in the *Municipal Government Act* except for the definitions provided below:
- (1) **“Council”** means the duly elected Council of Rocky View County;
 - (2) **“Municipal Government Act”** means the *Municipal Government Act*, RSA 2000, c M-26, as amended or replaced from time to time; and
 - (3) **“Rocky View County”** means Rocky View County as a municipal corporation and the geographical area within its jurisdictional boundaries, as the context requires.

Effect

- 3 THAT Schedule B, Land Use Maps ~~No. 89~~ of Bylaw C-8000-2020 be amended by redesignating a portion of NE-12-28-05-W5M from Agricultural, Small District (A-SML p12.1) to Residential, Rural District (R-RUR p4.0) as shown on the attached Schedule 'A'; forming part of this Bylaw.
- 4 THAT NE-12-28-05-W5M is hereby redesignated to Agricultural, Small Parcel District (A-SML p12.1) and Residential, Rural District (R-RUR p4.0) as shown on the attached Schedule 'A' forming part of this Bylaw.

Transitional

- 5 Bylaw C-8105-2020 is passed and comes into full force and effect when it receives third reading and is signed in accordance with the *Municipal Government Act*.



ROCKY VIEW COUNTY

READ A FIRST TIME IN COUNCIL this 25th day of March, 2021

PUBLIC HEARING HELD this _____ day of _____, 2021

READ A SECOND TIME IN COUNCIL this _____ day of _____, 2021

READ A THIRD TIME IN COUNCIL this _____ day of _____, 2021

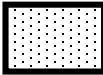
Reeve_____
Chief Administrative Officer or Designate_____
Date Bylaw Signed

Schedule 'A'

Bylaw
C-8105-2020

Amendment**FROM**

Small Parcel
 Agricultural
 District (p12.1)

**TO**

Rural Residential
 District (p4.0)

A-SML (p12.1) →
 R-RUR (p4.0)
 ± 4.05 ha
 (± 10.00 acres)

HORSE CREEK RD

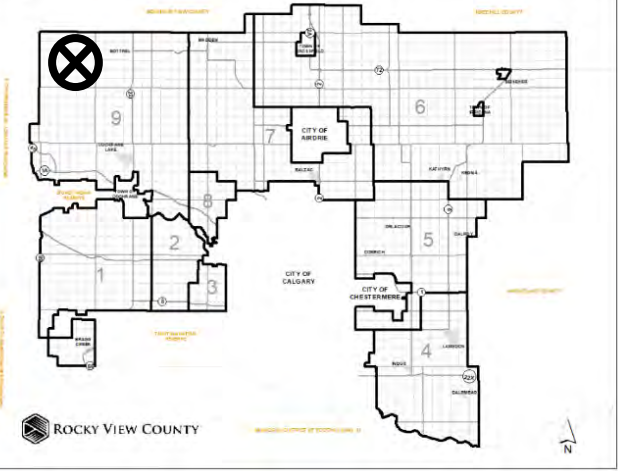


Division: 9
 Roll: 08912005
 File: PL20200114
 Printed: Sept 17, 2020
 Legal: NE-12-28-05-W5M
 Lot: 6, Plan: 0012220
 28 Horse Creek Road
 Page 28 of 792

Location & Context

Redesignation Proposal

To redesignate a portion of the subject lands from Agricultural Small Parcel (p12.1) to Residential, Rural District (p4.0) to facilitate the creation of a ± 4.05 hectare (± 10.00 acre) parcel with a ± 12.14 hectare (30.01 acre) remainder.



Division: 9
 Roll: 08912005
 File: PL20200114
 Printed: Sept 17, 2020
 Legal: NE-12-28-05-W5M
 Lot: 6, Plan: 0012220
 28 Horse Creek Road

Development Proposal

Redesignation Proposal

To redesignate a portion of the subject lands from Agricultural Small Parcel (p12.1) to Residential, Rural District (p4.0) to facilitate the creation of a ± 4.05 hectare (± 10.00 acre) parcel with a ± 12.14 hectare (30.01 acre) remainder.

Lot 2
A-SML (p12.1)
(± 30.01 ac)

Lot 1
A-SML (p12.1) \rightarrow
R-RUR (p4.0)
(± 10.00 ac)

HORSE CREEK RD

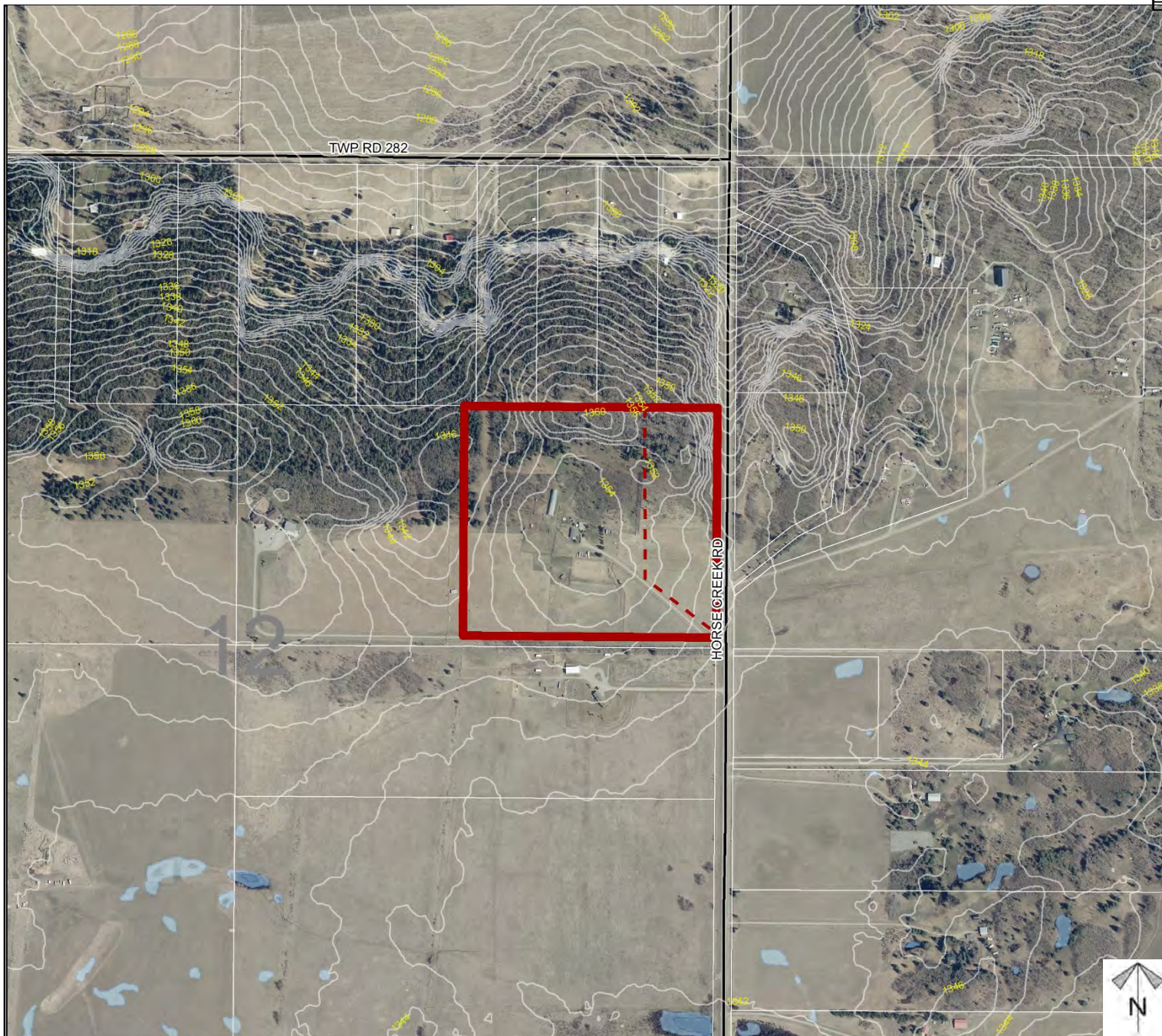
Division: 9
 Roll: 08912005
 File: PL20200114
 Printed: Sept 17, 2020
 Legal: NE-12-28-05-W5M
 Lot: 6, Plan: 0012220
 28 Horse Creek Road
 Page 30 of 792

Environmental**Redesignation Proposal**

To redesignate a portion of the subject lands from Agricultural Small Parcel (p12.1) to Residential, Rural District (p4.0) to facilitate the creation of a ± 4.05 hectare (± 10.00 acre) parcel with a ± 12.14 hectare (30.01 acre) remainder.

-  Subject Lands
-  Contour - 2 meters
-  Riparian Setbacks
-  Alberta Wetland Inventory
-  Surface Water

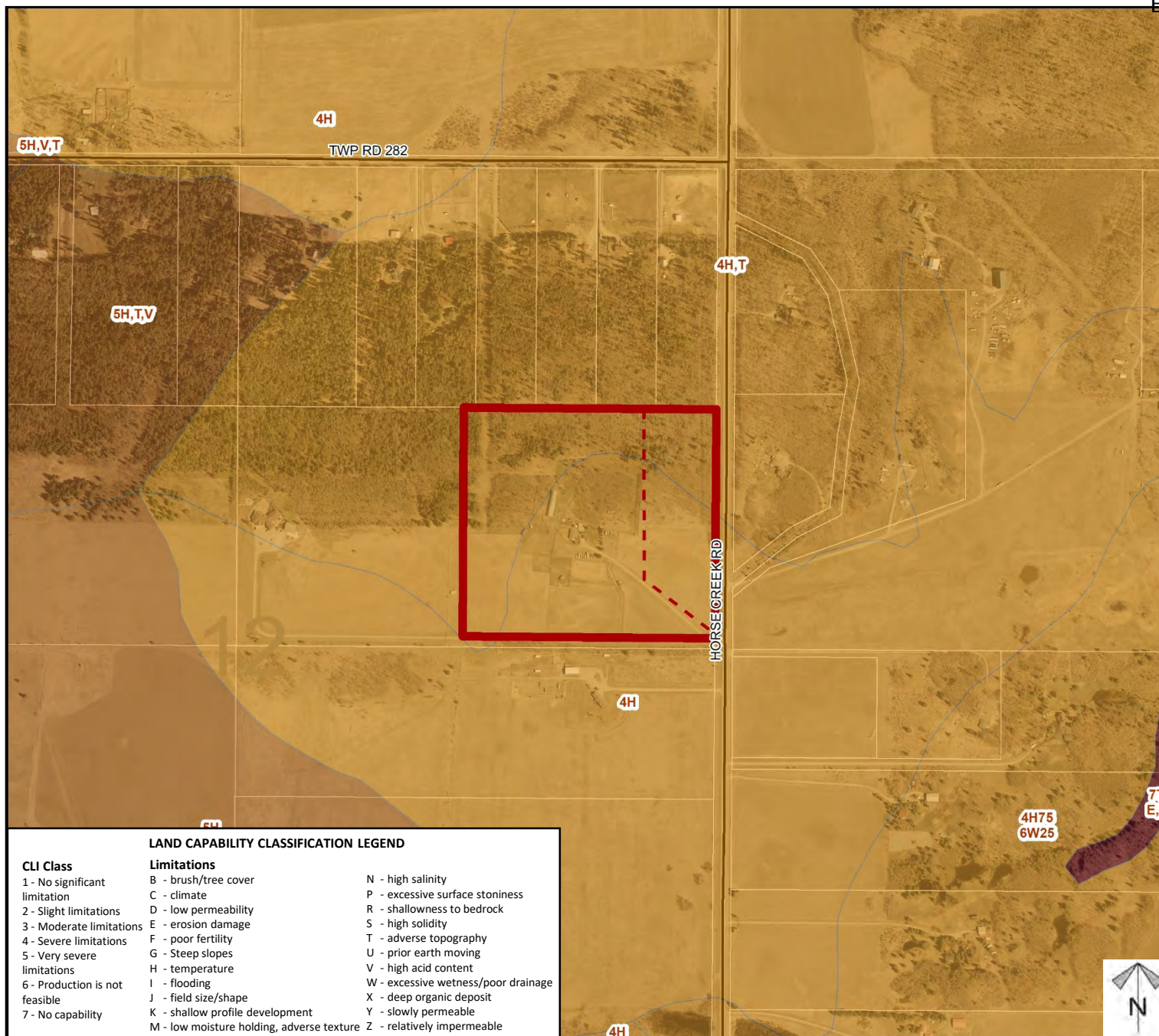
Division: 9
 Roll: 08912005
 File: PL20200114
 Printed: Sept 17, 2020
 Legal: NE-12-28-05-W5M
 Lot: 6, Plan: 0012220
 2888 Horse Feed Road



Soil Classifications

Redesignation Proposal

To redesignate a portion of the subject lands from Agricultural Small Parcel (p12.1) to Residential, Rural District (p4.0) to facilitate the creation of a ± 4.05 hectare (± 10.00 acre) parcel with a ± 12.14 hectare (30.01 acre) remainder.



Division: 9
 Roll: 08912005
 File: PL20200114
 Printed: Sept 17, 2020
 Legal: NE-12-28-05-W5M
 Lot: 6, Plan: 0012220
 28th Horse Creek Road

Landowner Circulation Area

Redesignation Proposal

To redesignate a portion of the subject lands from Agricultural Small Parcel (p12.1) to Residential, Rural District (p4.0) to facilitate the creation of a ± 4.05 hectare (± 10.00 acre) parcel with a ± 12.14 hectare (30.01 acre) remainder.

Legend

Support

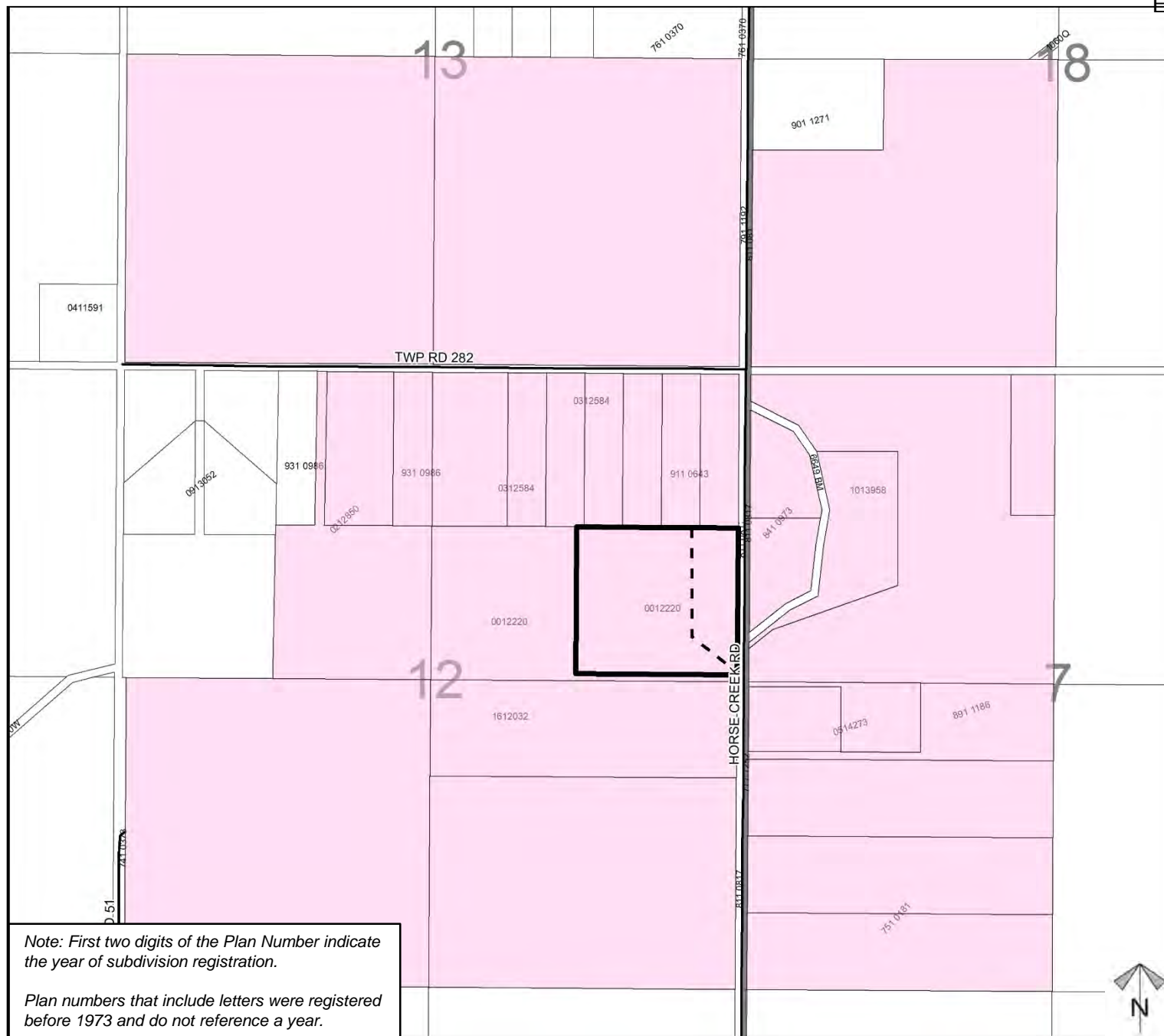


Opposition



Note: First two digits of the Plan Number indicate the year of subdivision registration.

Plan numbers that include letters were registered before 1973 and do not reference a year.



Division: 9
Roll: 08912005
File: PL20200114
Printed: Sept 17, 2020
Legal: NE-12-28-05-W5M
Lot: 6, Plan: 0012220
28 Horse Creek Road
Page 33 of 792

Michelle Mitton

From: Susan EM MacLennan [REDACTED]
Sent: May 11, 2021 7:29 PM
To: Legislative Services Shared
Subject: [EXTERNAL] - BYLAW C-8105-2020

Follow Up Flag: Follow up
Flag Status: Completed

Do not open links or attachments unless sender and content are known.

Hugh and Susan MacLennan. 281094 Horse Creek Rd, Rocky View County, AB. T4C 2X3. SW-07-28-4-W5
OPPOSE the rezoning and future subdivision of the Beynon land.

Reasons:

1. **We do not want to live in a residential subdivision area.** This area is agricultural, not residential. There already has been more than 20 subdivisions of land in the immediate area, including by the Beynons in the past. Most neighbors grow hay, and/or have livestock. A veterinarian lives adjacent to this property with livestock, and with livestock trailers entering and exiting on a regular basis.
2. **Traffic Safety Issues.** The access is at the top of a hill. The land already has two adjacent driveways, with vehicles exiting onto Horse Creek Rd, at the top of a steep hill. Vehicles heading southbound at speeds of 80km/h + have little time to stop, if a vehicle is exiting these driveways. This increases the number of cars and trucks at risk.
3. **Water Issues.** There have been concerns about the lack of well water availability in this area. Have water well flow tests been conducted? What guarantees are in place to ensure that the water supply of the neighbors will not be affected?
4. **Density Conflicts.** The present density of farms and residences is more than enough. In the past, there have been conflicts in the neighborhood between equine activities and dogs, quads, dirt bikes and motorcycles, including excessive noise. Most residents live here with the expectation of a farm or ranch life with peace and quiet, respecting the natural environment, and the wildlife that live in the area.
5. **Tax Base.** We do not support an increase to the tax base should this subdivision proceed.
6. **Second subdivision request including rezoning.** Another subdivision request (C-8104-2020) has been made at the same time, concerning the Scondrianis land. This land has already been subdivided and sold to them by the Beynon's from their original 80 acre parcel. Therefore, two subdivisions have been requested adjacent to each other, increasing the density once again. Both are opposed by us.

Sincerely,

Hugh and Susan MacLennan



PLANNING AND DEVELOPMENT SERVICES

TO: Council

DATE: May 25, 2021 **DIVISION:** 9

TIME: Morning Appointment

FILE: 08912012 **APPLICATION:** PL20200144

SUBJECT: Redesignation Item – Agricultural Use

APPLICATION: To redesignate the subject land from Agricultural, Small Parcel District (A-SML p12.1) to Agricultural, Small Parcel District (A-SML p8.0), in order to create two \pm 19.82 acre lots.

GENERAL LOCATION: Located approximately 1.6 km (1 mile) south of Township Road 282, on the west side of Horse Creek Road.

LAND USE DESIGNATION: Agricultural, Small Parcel District (A-SML p12.1)

EXECUTIVE SUMMARY:

Council gave first reading to Bylaw C-8104-2020 on November 10, 2020. The proposal is inconsistent with the County Plan, Land Use Bylaw, and County Servicing Standards:

- The proposal does not meet the Agricultural policies within the County Plan;
- The proposed two lots will not meet the minimum parcel size requirement of Agricultural, Small Parcel District (A-SML p8.1) of the Land Use Bylaw;
- The proposed width of the panhandle does not meet the County Servicing Standards;

ADMINISTRATION RECOMMENDATION: Administration recommends refusal as per Option #2.

OPTIONS:

Option #1: Motion #1 THAT Bylaw C-8104-2020 be given second reading.
Motion #2 THAT Bylaw C-8104-2020 be given third and final reading.

Option #2: THAT application PL20200144 be refused.

AIR PHOTO & DEVELOPMENT CONTEXT:



Administration Resources

Xin Deng, Planning and Development Services

**APPLICATION EVALUATION:**

The application was evaluated based on the technical reports submitted with the application and the applicable policies and regulations.

APPLICABLE POLICY AND REGULATIONS:	TECHNICAL REPORTS SUBMITTED:
<ul style="list-style-type: none"> • <i>Municipal Government Act;</i> • County Plan; • Land Use Bylaw; and • County Servicing Standards. 	<ul style="list-style-type: none"> • Phase 1 Groundwater Study (Storm Engineering Inc. February 22, 2021)

POLICY ANALYSIS:County Plan

Section 8 Agriculture provides policies to evaluate redesignation applications facilitating the first parcel out or the creation of smaller agricultural parcels.

Policy 8.18 outlines criteria for evaluation of redesignation and subdivision proposal for smaller agricultural parcels. No agricultural business plan or planning rationale is provided to support the proposal. The Applicant cannot demonstrate a new or distinct agricultural use on the proposed new lot. Therefore, the proposal is inconsistent with Policy 8.18.

When the subject parcel were created in 2000, a panhandle with a width of 18 m was created to restricting further subdivision potential of the property. This restriction exists due to the fact that should the panhandle be split in half to provide access to each lot, each panhandle would be 9 m wide, which is less than the 12.5 m minimum width required in the County Servicing Standards. In this case, the Applicant proposes to split the existing panhandle into two panhandles, which does not meet the minimum width requirement of the panhandle.

Land Use Bylaw

The proposed two lots are slightly undersized. Each proposed lot is ± 8.02 ha (± 19.82 ac), which does not meet the minimum parcel size requirement of 8.1 ha (20.01 ac) under Agricultural, Small Parcel District (A-SML p8.1) of Land Use Bylaw (C-8000-2020). Should this application move to the subdivision stage, a minor variance to the parcel size requirement would be required at that time.

Respectfully submitted,

Concurrence,

“Brock Beach”

“Kent Robinson”

Acting Executive Director
Community Development Services

Acting Chief Administrative Officer

XD/llt



ATTACHMENTS

ATTACHMENT 'A': Application Information
ATTACHMENT 'B': Application Referrals
ATTACHMENT 'C': Bylaw C-8104-2020 and Schedule A
ATTACHMENT 'D': Map Set
ATTACHMENT 'E': Public Submission



ATTACHMENT 'A': APPLICATION INFORMATION

APPLICANT: Konschuk Consulting	OWNERS: John & Kelly Scondrianis
DATE APPLICATION RECEIVED: October 19, 2020	DATE DEEMED COMPLETE: February 22, 2021
GROSS AREA: ± 16.04 hectares (± 39.64 acres)	LEGAL DESCRIPTION: Lot 5, Plan 0012220, NE-12-28-05-W05M
SOILS (C.L.I. from A.R.C.): 4H – The land contains soil with severe limitations for cereal crop production due to temperature	
HISTORY: January 18, 2000 Council approved Redesignation and Subdivision application (1999-RV-135) to redesignate the land from Ranch and Farm District to Ranch and Farm Two District, in order to create a ± 40 acre parcel with a ± 40 acres remainder. The proposed new ± 40 acre parcel is the subject land in this case.	
PUBLIC & AGENCY SUBMISSIONS: The application was circulated to 45 adjacent landowners. 2 letters in opposition were received in response. The application was also circulated to a number of internal and external agencies, as depicted in Attachment 'B'.	



ATTACHMENT 'B': APPLICATION REFERRALS

AGENCY	COMMENTS
<i>Internal Departments</i>	
Agricultural Services	If approved, the application of the Agricultural Boundary Design Guidelines will be beneficial in buffering the residential land use from the agricultural land surrounding it. The guidelines would help mitigate areas of concern including: trespass, litter, pets, noise, providing a visual barrier and concern over fertilizers, dust & normal agricultural practices.
Planning and Development Services - Engineering	<p>Geotechnical:</p> <ul style="list-style-type: none"> County GIS contours indicates that site slopes are less than 15%. <p>Transportation:</p> <ul style="list-style-type: none"> Access to proposed lot 2 is provided off a mutual approach off Horse Creek Road. Access Easement is registered on the title of lot 2. It was noted that a proposed panhandle width for the proposed subdivision is approximately 9 m. In accordance with County's servicing standards, a required minimum width for a panhandle is 12.5 m. At this time, the applicant shall revise a site plan indicating how future subdivision will be able to achieve 12.5 m panhandle width for proposed lots 1 and 2 in accordance with County's servicing standards. As the proposed subdivision will result in a parcel size of more than 7.41 acres, Transportation Off-site Levy shall be deferred at this time. <p>Sanitary/Waste Water:</p> <ul style="list-style-type: none"> As per the application, the remainder lot 2 is serviced by a septic field. At the time of future subdivision, the applicant shall submit a Level 2 PSTS assessment, prepared by a qualified professional, for proposed lot 1. <p>Water Supply And Waterworks:</p> <ul style="list-style-type: none"> The remainder lot 2 is serviced by a water well. As a part of the re-designation application, the applicant provided a Phase 1 Groundwater Supply report, prepared by Strom Engineering Inc., dated February 2021. The Phase 1 Groundwater supply report concluded the following: <ul style="list-style-type: none"> There appears to be sufficient water supply to service the proposed development in accordance with the Water Act It appears that no significant water-level decline in the aquifer would be expected due to the addition of a new well.



AGENCY	COMMENTS
	<ul style="list-style-type: none"> ○ No adverse effects to existing licensed or domestic groundwater users is expected from the proposed subdivision. • As a condition of future subdivision, the applicant shall provide the Phase 2 Aquifer Testing Report that includes a Well Driller's report confirming that the flow exceeds or is equivalent to 1 igpm. <p>Storm Water Management:</p> <ul style="list-style-type: none"> • As the lot size of proposed lots 1 and 2 is 19.82 acres, the change in site imperviousness due to the construction of a new dwelling will not have a significant impact from a stormwater management perspective. No site-specific stormwater implementation plan is warranted at this time. <p>Environmental:</p> <ul style="list-style-type: none"> • Based on the GIS review, no environmental constraints are present.

Circulation date: October 26, 2020 – November 17, 2020

Agencies that did not respond, expressed no concerns, or were not required for distribution, are not listed.



ROCKY VIEW COUNTY

BYLAW C-8104-2020

A Bylaw of Rocky View County, in the Province of Alberta, to amend Rocky View County Bylaw C-8000-2020, being the *Land Use Bylaw*

The Council of Rocky View County enacts as follows:

Title

1. This Bylaw may be cited as *Bylaw C-8104-2020*.

Definitions

2. Words in this Bylaw have the same meaning as those set out in the *Municipal Government Act* except for the definitions provided below:
 - (1) **“Council”** means the duly elected Council of Rocky View County;
 - (2) **“Land Use Bylaw”** means Rocky View County Bylaw C-8000-2020, being the *Land Use Bylaw*, as amended or replaced from time to time;
 - (3) **“Municipal Government Act”** means the *Municipal Government Act*, RSA 2000, c M-26, as amended or replaced from time to time; and
 - (4) **“Rocky View County”** means Rocky View County as a municipal corporation and the geographical area within its jurisdictional boundaries, as the context requires.

Effect

3. THAT Schedule B, Land Use Map, of C-8000-2020 be amended by redesignating Lot 5, Plan 0012220 within NE-12-28-05-W05M from Agricultural, Small Parcel District (A-SML p12.1) to Agricultural, Small Parcel District (A-SML p8.0), as shown on the attached Schedule 'A' forming part of this Bylaw.
4. THAT Lot 5, Plan 0012220 within NE-12-28-05-W05M is hereby redesignated to Agricultural, Small Parcel District (A-SML p8.0), as shown on the attached Schedule 'A' forming part of this Bylaw.

Effective Date

5. Bylaw C-8104-2020 is passed and comes into full force and effect when it receives third reading and is signed in accordance with the *Municipal Government Act*.

READ A FIRST TIME this 10th day of November, 2020

PUBLIC HEARING HELD this _____ day of _____, 2021

READ A SECOND TIME this _____ day of _____, 2021

READ A THIRD AND FINAL TIME this _____ day of _____, 2021

Reeve

Chief Administrative Officer or Designate

Date Bylaw Signed

Schedule 'A'

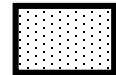
Bylaw
C-8104-2020

Amendment**FROM**

Agricultural, Small Parcel
 District (A-SML p12.1)

TO

Agricultural, Small Parcel
 District (A-SML p8.0)



± 16.04 hectares
(± 39.64 acre)

HORSE CREEK RD

Division: 9
Roll: 08912012
File: PL20200144
Legal: Lot:5 Plan:0012220
NE-12-28-05-W05M

Printed: October 21, 2020
Page 43 of 792

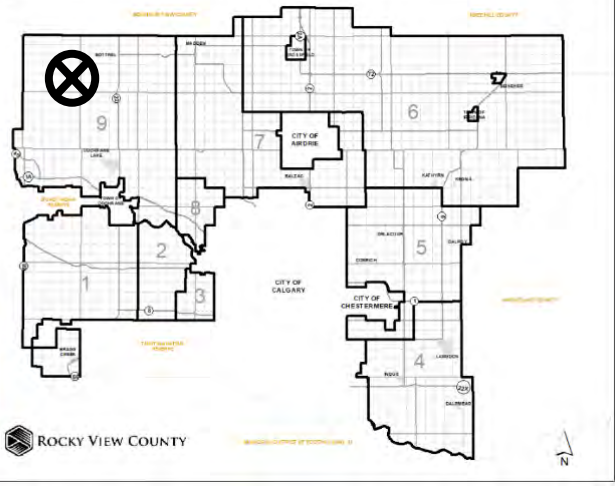


Redesignation Proposal

To redesignate the subject land from Agricultural, Small Parcel District (A-SML p12.1) to Agricultural, Small Parcel District (A-SML p8.0), in order to facilitate the creation of a ± 19.82 acre new lot with a ± 19.82 acre remainder.

Division: 9
Roll: 08912012
File: PL20200144
Legal: Lot:5 Plan:0012220
NE-12-28-05-W05M

Printed: October 21, 2020
Page 44 of 792



Development Proposal

Redesignation Proposal

To redesignate the subject land from Agricultural, Small Parcel District (A-SML p12.1) to Agricultural, Small Parcel District (A-SML p8.0), in order to facilitate the creation of a ± 19.82 acre new lot with a ± 19.82 acre remainder.

A-SML p12.1 → A-SML p8.0

Remainder - Lot 2
 ± 19.82 acre

New Lot - Lot 1
 ± 19.82 acre

HORSE CREEK RD

Division: 9
Roll: 08912012
File: PL20200144
Legal: Lot:5 Plan:0012220
NE-12-28-05-W05M

Printed: October 21, 2020
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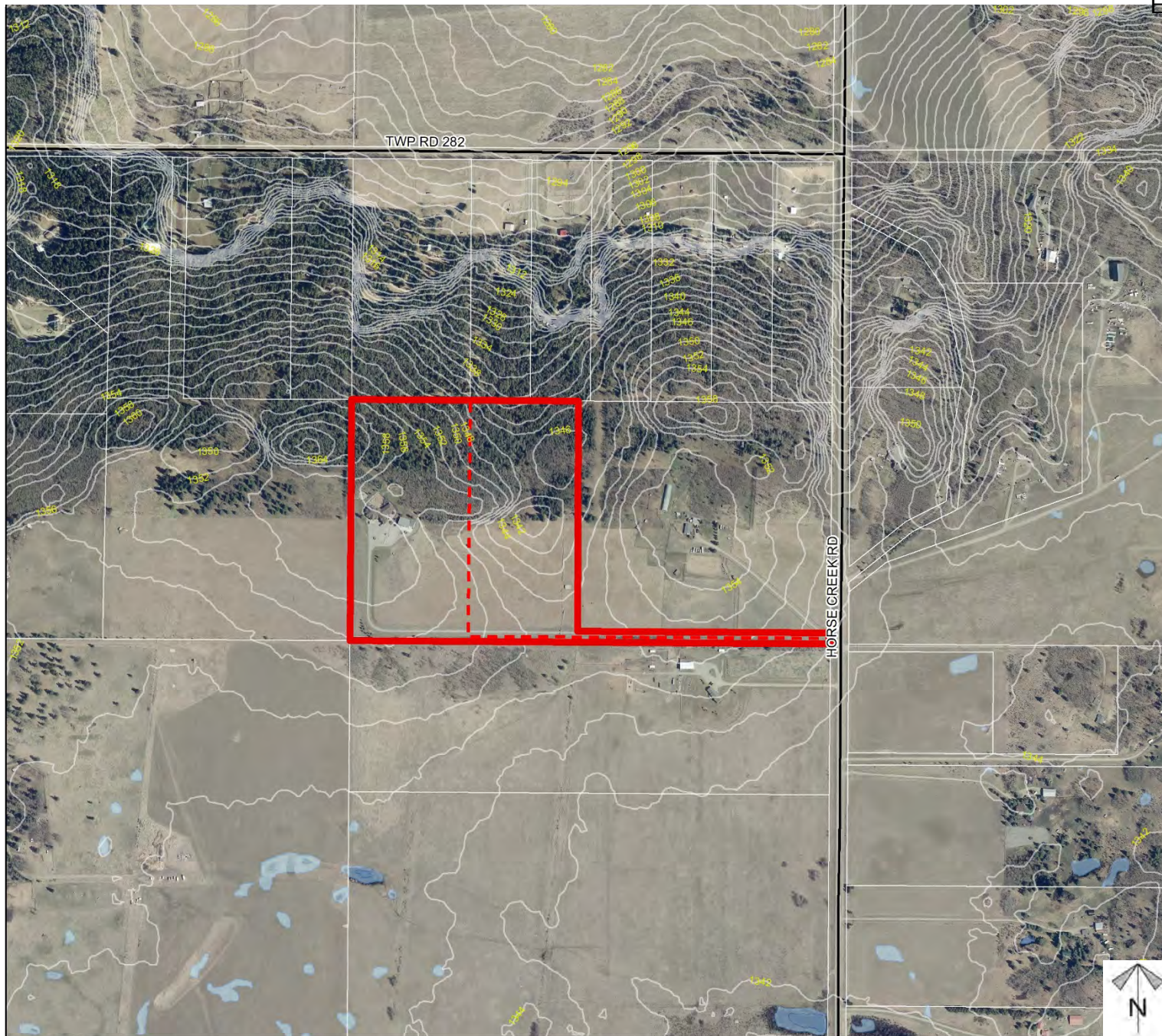
Environmental**Redesignation Proposal**

To redesignate the subject land from Agricultural, Small Parcel District (A-SML p12.1) to Agricultural, Small Parcel District (A-SML p8.0), in order to facilitate the creation of a ± 19.82 acre new lot with a ± 19.82 acre remainder.

-  Subject Lands
-  Contour - 2 meters
-  Riparian Setbacks
-  Alberta Wetland Inventory
-  Surface Water

Division: 9
 Roll: 08912012
 File: PL20200144
 Legal: Lot:5 Plan:0012220
 NE-12-28-05-W05M

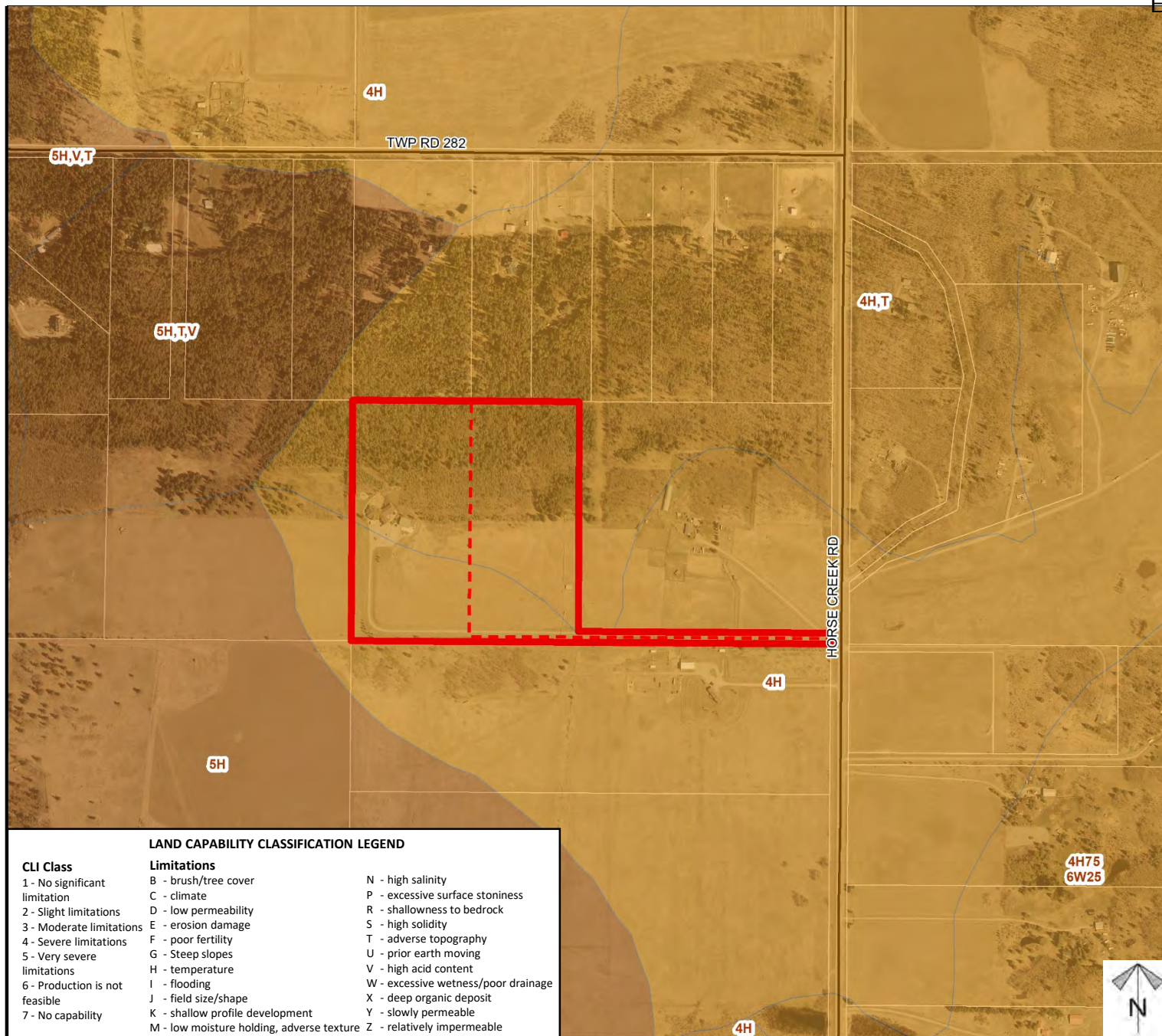
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Soil Classifications

Redesignation Proposal

To redesignate the subject land from Agricultural, Small Parcel District (A-SML p12.1) to Agricultural, Small Parcel District (A-SML p8.0), in order to facilitate the creation of a \pm 19.82 acre new lot with a \pm 19.82 acre remainder.



LAND CAPABILITY CLASSIFICATION LEGEND

CLI Class

- 1 - No significant limitation
- 2 - Slight limitations
- 3 - Moderate limitations
- 4 - Severe limitations
- 5 - Very severe limitations
- 6 - Production is not feasible
- 7 - No capability

Limitations

- B - brush/tree cover
- C - climate
- D - low permeability
- E - erosion damage
- F - poor fertility
- G - Steep slopes
- H - temperature
- I - flooding
- J - field size/shape
- K - shallow profile development
- M - low moisture holding, adverse texture
- N - high salinity
- P - excessive surface stoniness
- R - shallowness to bedrock
- S - high solidity
- T - adverse topography
- U - prior earth moving
- V - high acid content
- W - excessive wetness/poor drainage
- X - deep organic deposit
- Y - slowly permeable
- Z - relatively impermeable

Division: 9
Roll: 08912012
File: PL20200144
Legal: Lot:5 Plan:0012220
NE-12-28-05-W05M

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Landowner Circulation Area

Redesignation Proposal

To redesignate the subject land from Agricultural, Small Parcel District (A-SML p12.1) to Agricultural, Small Parcel District (A-SML p8.0), in order to facilitate the creation of a ± 19.82 acre new lot with a ± 19.82 acre remainder.

Legend

Support

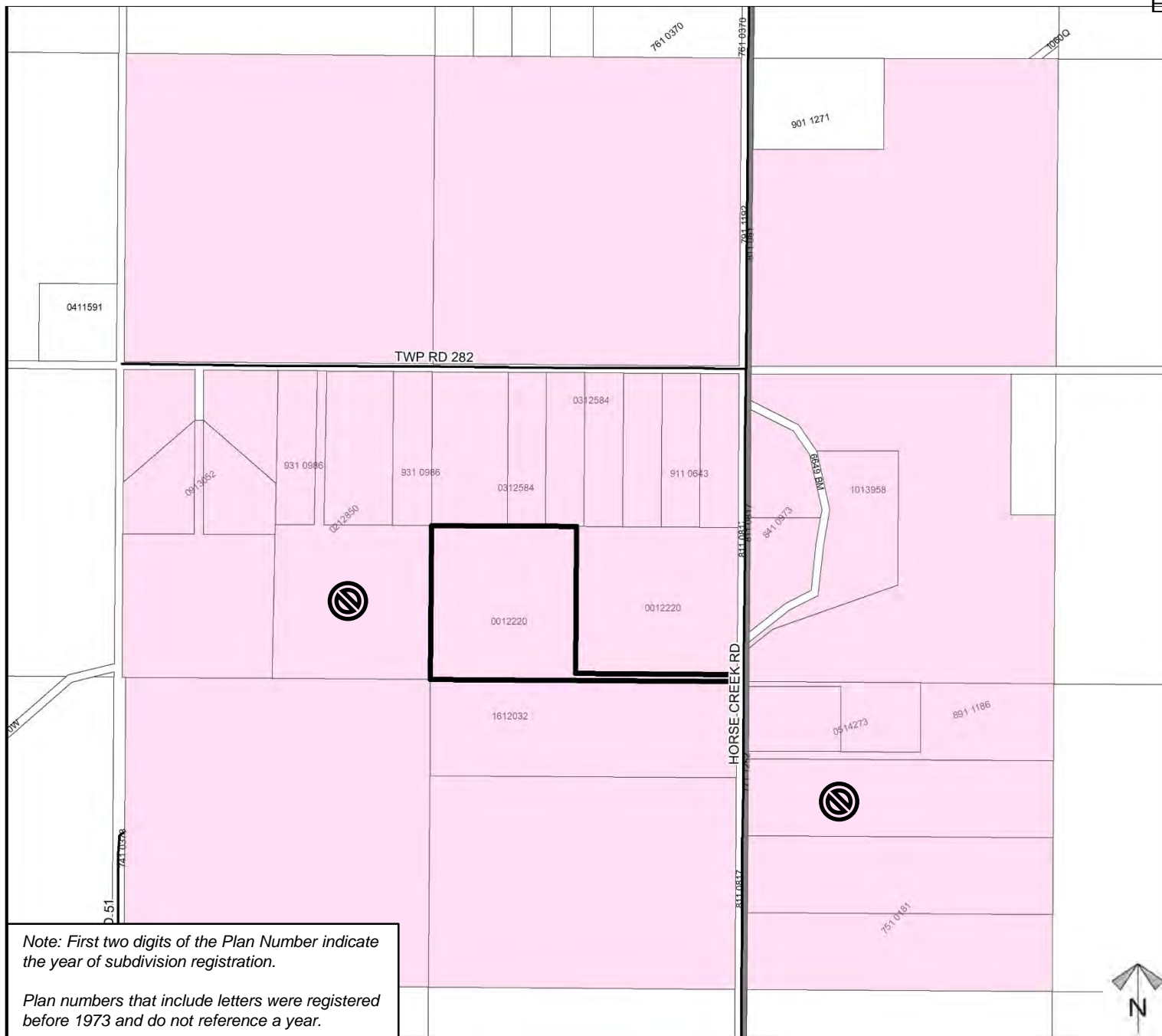


Opposition (2)



Division: 9
 Roll: 08912012
 File: PL20200144
 Legal: Lot:5 Plan:0012220
 NE-12-28-05-W05M

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Michelle Mitton

From: Jared Serviss [REDACTED]
Sent: May 4, 2021 10:33 AM
To: Xin Deng
Cc: Michelle Mitton; Legislative Services Shared
Subject: Re: [EXTERNAL] - Bylaw C-8104-2020

Follow Up Flag: Follow up
Flag Status: Completed

Michelle,

I did speak with Xin and we had a lovely chat. That being said, if there is even a chance (and I believe there is) that there will be a negative impact on the water table, then I would like my concern and likely objection to continued subdivision and non-agricultural development in the area noted. When we were looking for property we looked in many MDs, and talking to neighbours, continued subdivision and water issues were prominent in many of them, and we were told in some that no new developments would be allowed and applications had been blocked in some area due to water issues, and this was a big selling point for some of the properties.

If appropriate due diligence is done and there is enough for current and future use, and further development or re-zoning can be scientifically backed up, that is another matter. I trust that council and the decision makers will use best evidence and rely on subject matter expert advice and concerns of all involved.

In closing I just want to say how thrilled we are to be part of the community and how great the majority of neighbours and MD staff we have worked with have been. We talk every day about getting out there permanently! Keep up the great work!

Sincerely,
Jared

On Tue, May 4, 2021 at 10:09 AM <XDeng@rockyview.ca> wrote:

Hi Michelle,

Thanks for your email. I just talked with Jared and answered his questions. This letter does not need to be included in the council agenda. Thank you,

XIN DENG MPlan, RPP, MCIP
Senior Planner | Planning and Development Services

ROCKY VIEW COUNTY

262075 Rocky View Point | Rocky View County | AB | T4A 0X2

Phone: 403-520-3911

xdeng@rockyview.ca | www.rockyview.ca

Please note: Our County office will be closed to the public as of December 7, until further notice. Staff are working remotely. Please visit our webpage for further details: <https://www.rockyview.ca/covid19>.

From: Michelle Mitton <MMitton@rockyview.ca>

Sent: May 4, 2021 10:01 AM

To: Jared Serviss [REDACTED]; Xin Deng <XDeng@rockyview.ca>; Legislative Services Shared <LegislativeServices@rockyview.ca>

Subject: RE: [EXTERNAL] - Bylaw C-8104-2020

Good morning,

Thank you for your comments on the proposed bylaw, your comments will be included in the agenda for Council's consideration.

If you have any further questions please let us know.

Thank you

Michelle

MICHELLE MITTON, M.Sc
Legislative Coordinator – Legislative Services

ROCKY VIEW COUNTY

262075 Rocky View Point | Rocky View County | AB | T4A 0X2

Phone: 403-520- 1290 |

MMitton@rockyview.ca | www.rockyview.ca

From: Jared Serviss [REDACTED]
Sent: Tuesday, May 4, 2021 9:38 AM
To: Xin Deng <XDeng@rockyview.ca>; Legislative Services Shared <LegislativeServices@rockyview.ca>
Subject: [EXTERNAL] - Bylaw C-8104-2020

Do not open links or attachments unless sender and content are known.

Good morning,

I have some questions and concerns about the continued subdivision and development that I have received notices about.

We bought our acreage last year and we are just west of the proposed subdivision requests (our address is 50175 Twp 282). I have also heard rumours that more land around us may be subdivided as well.

Our land is Agricultural, and although we plan to build a house on it, we have no intentions of subdividing and will continue to have livestock (horses, chickens, etc.) and it will be a farm.

The big concern that we have is water. We currently have a well on our property, and if all the areas around us subdivide and the number of people drilling wells dramatically increases, my concern is that it will deplete the water table requiring more and/or deeper wells for us to continue to have water for ourselves and our animals.

I trust that the MD considers the integrity of the aquifers and well water usage in the many applications it must get, and perhaps requires some sort of study to be done to know how much can responsibly be taken from wells in a given area.

Thanks for any information you can provide on this and reassurances you may be able to give that subdivision won't be allowed if it negatively impacts the water table and use of water for livestock.

Best regards,

Jared Serviss



From: [Michelle Mitton](#)
To: [Xin Deng](#)
Subject: FW: [EXTERNAL] - BYLAW C-8104-2020
Date: May 12, 2021 4:45:32 PM

For your item on the 25th.

MICHELLE MITTON, M.Sc
 Legislative Officer | Legislative Services

ROCKY VIEW COUNTY
 262075 Rocky View Point | Rocky View County | AB | T4A 0X2
 Phone: 403-520-1290 | 403-835-2227
MMitton@rockyview.ca | www.rockyview.ca

This e-mail, including any attachments, may contain information that is privileged and confidential. If you are not the intended recipient, any dissemination, distribution or copying of this information is prohibited and unlawful. If you received this communication in error, please reply immediately to let me know and then delete this e-mail. Thank you.

From: Susan EM MacLennan [REDACTED]
Sent: May 11, 2021 8:02 PM
To: Legislative Services Shared <LegislativeServices@rockyview.ca>
Subject: [EXTERNAL] - BYLAW C-8104-2020

Do not open links or attachments unless sender and content are known.

Hugh and Susan MacLennan. 281094 Horse Creek Rd, Rocky View County, AB.
 T4C 2X3. SW-07-28-4-W5
 OPPOSE the future subdivision of the Scondrianis land.

Reasons:

- 1. We do not want to live in a residential subdivision area.** This area is agricultural, not residential. There have been more than 20 subdivisions of land in the immediate area, including this property in the past. Most neighbors grow hay or have livestock. A veterinarian lives adjacent to this property with livestock, with trailers entering and exiting on a regular basis.
- 2. Traffic Safety Issues.** The access to this property is at the top of a hill. The land already has two adjacent driveways, with vehicles exiting onto Horse Creek Rd, at the top of a steep hill. Vehicles heading southbound at speeds of 80 km/h have little time to stop if a vehicle is exiting these driveways. More subdivision of land increases the number of vehicles at risk.
- 3. Water Issues.** There have been concerns about the lack of well water availability in this area. Have water well flow tests been conducted? What guarantees are in place to ensure that the water supply of the neighbors will not be affected?
- 4. Density Conflicts.** The present density of farms and residences is more than enough. In the past, there have been conflicts in the neighborhood between equine activities and dogs, quads, dirt bikes and motorcycles, including excessive noise. Most residents live here with the expectation of a farm or ranch life with peace and quiet, respecting the natural environment, and the wildlife that live in the area.

5. Tax Base. We do not support an increase to the tax base should this rezoning and subdivision proceed.

6. Second subdivision request including rezoning. Another subdivision request (C-8105-2020) has been made at the same time, concerning adjacent Beynons' land. The Scodrianis land has already been part of a past subdivision by the Beynons. Therefore these two subdivision requests are both increasing the residential density in a farming area. We are opposed to both rezoning and the subdivision of lands.

Sincerely,
Hugh and Susan MacLennan



PLANNING POLICY

TO:	Council	
DATE:	May 25, 2021	DIVISION: 5
TIME:	Afternoon Appointment	
FILE:	03332014/03332017	APPLICATION: PL20190131
SUBJECT:	Conceptual Scheme Item – Canna Park Conceptual Scheme	

APPLICATION: The purpose of this application is to adopt the Canna Park Conceptual Scheme that would provide a policy framework to evaluate future industrial development on the lands.

GENERAL LOCATION: Located approximately 0.81 kilometres (1/2 mile) south of Twp. Rd. 240 and on the west side of Rge. Rd. 284, approximately 1.60 miles east of the city of Calgary.

LAND USE DESIGNATION: Industrial, Heavy District

EXECUTIVE SUMMARY: Council gave first reading to Bylaw C-7977-2020 on January 14, 2020. The bylaw has been amended to reflect changes to the Land Use Bylaw and proposal since that time. The application aligns with all statutory plans including relevant policies of the Janet Area Structure Plan (BASP). The purpose of this application is to adopt the Canna Park Conceptual Scheme, which would provide a policy framework to evaluate future industrial development. The subject lands hold the appropriate land use designation to support business development within the quarter section.

On September 22, 2020 Council held a public hearing and considered the proposed application. The hearing was closed and the application was tabled to allow the Canna Park Conceptual Scheme to be revised in accordance with the requirements of the Janet Area Structure Plan and County Plan. A motion was passed that a new public hearing be held to consider the revisions.

ADMINISTRATION RECOMMENDATION: Administration recommends approval of the application in accordance with Option #1.

OPTIONS:

Option #1:	Motion #1	THAT Bylaw C-7977-2020 be amended in accordance with Appendix B.
	Motion #2	THAT Bylaw C-7977-2020 be given second reading, as amended.
	Motion #3	THAT Bylaw C-7977-2020 be given third and final reading, as amended.
Option #2:		THAT application PL20190131 be refused.

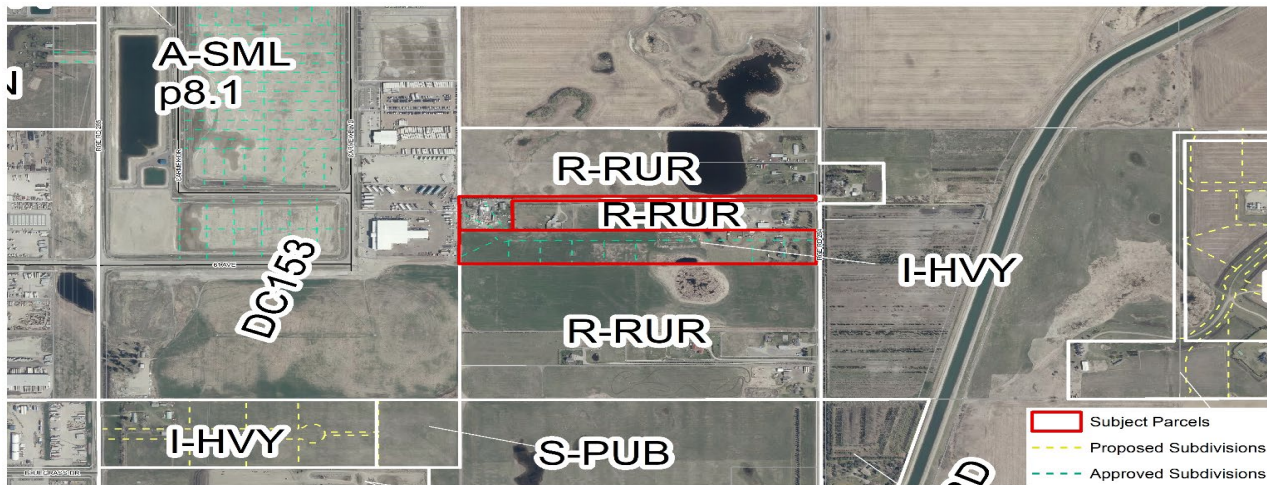
Administration Resources

Jessica Anderson, Planning Policy



ROCKY VIEW COUNTY

AIR PHOTO & DEVELOPMENT CONTEXT:



APPLICATION EVALUATION:

The application was evaluated based on the technical reports submitted with the application and the applicable policies and regulations.

APPLICABLE POLICY AND REGULATIONS:	TECHNICAL REPORTS SUBMITTED:
<ul style="list-style-type: none"> • <i>Municipal Government Act;</i> • Municipal Development Plan; • Janet Area Structure Plan; • Land Use Bylaw; and • County Servicing Standards. 	<ul style="list-style-type: none"> • Traffic Impact Assessment prepared by JCB Engineering dated October 25, 2019; • Conceptual Stormwater Management Plan prepared by Storm Water Solutions Inc. dated July 2018; • Desktop Environmental Assessment prepared by Ghostpine Environmental Services Ltd. dated June 22, 2018; and, • Wetland Impact Assessment prepared by Omnia Ecological Services dated July 19, 2019.

BACKGROUND:

On April 30, 2019, Council approved an application to redesignate the subject land from Residential, Rural District to Industrial, Heavy District. The Janet Area Structure Plan requires redesignation, subdivision and/or development permit applications to be preceded by the approval of a conceptual scheme. Council granted the redesignation however, directed the Applicant to also prepare a conceptual scheme. On September 22, 2020, the proposed Canna Park Conceptual Scheme was presented to Council and subsequently tabled as the Plan did not sufficiently address the requirements of the Janet ASP. The Plan has since been revised, and a new public hearing has been scheduled for Council to consider the updated plan.

POLICY ANALYSIS:

The subject lands are located within the boundaries of the Janet ASP and are identified as Residential Transition, where a Local Plan is required to support redesignation.



City of Calgary / Rocky View County Intermunicipal Development Plan (Bylaw C-7078-2011)

The subject lands are identified in the IDP as a Rocky View County Growth Corridor. Generally, the IDP supports this application. Policy 8.1.2 requires that development within growth corridors proceed in accordance with “other Rocky View County statutory and local area plans.” This indicates that industrial development in this area would be supported by the IDP as long as it proceeds in accordance with the County Plan and other statutory policy, such as the Janet ASP. This application now complies with the policies of the Janet ASP.

The City of Calgary was circulated for comment on the application and no concerns were raised.

Janet Area Structure Plan (Bylaw C-7418-2014)

The subject lands are identified on Figure 5: Land Use Strategy as residential transition. This land use policy supports the continuation of residential uses until such time as transition to business is deemed appropriate and a comprehensive local plan has been prepared in accordance with the policies of the Janet ASP. Further, applications for industrial and commercial uses adjacent to a Residential Transition area shall demonstrate how the proposed land use is compatible with the adjacent residential use by considering the Business-Residential Interface area policies and the requirements of Section 10 of this Plan; screening, buffering, and landscaping are potential measures to mitigate the impact on the Residential Transition area.

The Janet ASP requires that a local plan be prepared to support all redesignation applications and specifically sets the phasing and boundaries of each required local plan. The purpose for requiring a local plan is to provide detailed planning and design of the entire transition area (one quarter section), to ensure the land use pattern is an extension of the established lands, and supports approved policies that apply to the lands west of the transition area. In addition, important aspects of development including transportation, stormwater, environmental considerations and lot layouts would all be addressed through a comprehensive local plan.

The Canna Park Conceptual Scheme is intended to provide a detailed planning and design framework for the quarter section with specific policies to address development in each unique Cell according to individual landowner aspirations. This is consistent with the direction of Council and the Janet ASP. The proposal appears to be consistent with the requirements of the ASP and recommended for approval.

Conceptual Scheme Overview

The proposed Canna Park Conceptual Scheme provides a planning framework to address matters such as policy context, plan area description, development concepts for each Cell, servicing, transportation, stormwater, interfacing, design considerations, and implementation.

Land Use Proposal

The quarter section is grouped into five Cells, each with unique considerations and policies to guide development. All lands within the proposed Conceptual Scheme are supported for redesignation to industrial uses in accordance with the Janet ASP. Transition and interface policies in section 4.2 guide the gradual transition from residential to industrial uses over time.

Stormwater

Stormwater will be managed via overland systems using the natural drainage courses at pre-development volumes and a pre-determined release rate. Stormwater is intended to be contained on-site as per the Janet Master Drainage Plan. A variety of water re-use options should be considered to lower stormwater volumes such as on-site irrigation, evaporation, absorption, transpiration, and infiltration. Detailed Stormwater management plans will be required at future subdivision and development permit stages.



ROCKY VIEW COUNTY

Servicing

The lands are currently serviced by individual wells and septic systems. For industrial uses, the Conceptual Scheme proposes the interim use of holding tanks and water cisterns until a piped water and wastewater supply is available. Detailed servicing studies will be required at future subdivision and development permit stages.

Transportation

Access to the Plan area is provided via Road 284. This road connects to Township Road 240 approximately one (1) km to the north and to Glenmore Trail approximately two (2) km to the south. Network improvements will likely be required to facilitate new industrial and commercial growth. There are future plans for the extension of 61. Ave SE, a major – 4 lane road, to be located approximately half a kilometer to the south of Development Cell E. Future improvements to Highway 560 have also been planned in accordance with a recently completed Functional Planning Study (Glenmore Trail East). Transportation Impact Assessments will be required at future subdivision and development permit stages to assess the specific impacts of the proposed development on the road network.

ADDITIONAL CONSIDERATIONS:

None.

Respectfully submitted,

Concurrence,

“Brock Beach”

“Kent Robinson”

Acting Executive Director
Community Development Services

Acting Chief Administrative Officer

JA/sl

ATTACHMENTS:

ATTACHMENT ‘A’: Application Information
ATTACHMENT ‘B’: Application Referrals
ATTACHMENT ‘C’: Bylaw C-7977-2020 and Schedule A
ATTACHMENT ‘D’: Map Set
ATTACHMENT ‘E’: Public Submissions



ROCKY VIEW COUNTY

ATTACHMENT 'A': APPLICATION INFORMATION

APPLICANT: ARJ Consulting	OWNERS: Rocco Terrigno & Jaroc Holdings
DATE APPLICATION RECEIVED: September 18, 2019	DATE DEEMED COMPLETE: November 20, 2020
GROSS AREA: ± 66.83 hectares (± 165.15 acres)	LEGAL DESCRIPTION: SE-32-23-28-W4M and Block 1, Plan 0111882
SOILS (C.L.I. from A.R.C.): 2,H,A & 5N, W5 - Slight limitations to cereal crop production due to temperature limiting factors and very severe limitations due to high salinity and excessive wetness/poor drainage.	
HISTORY: September 22, 2020 Council considered the subject application and tabled the proposal to allow time for revisions to be made to the document to align with the requirements of the Janet ASP. April 30, 2019 Council approved Bylaw C-7866-2019 redesignating the subject property from Residential Two District to Industrial – Industrial Activity District (Industrial, Heavy District).	
PUBLIC & AGENCY SUBMISSIONS: The application was circulated to 189 adjacent landowners. Two letters of opposition and one letter of support were received in response (see Attachment 'E'). The application was also circulated to a number of internal and external agencies, with received comments listed in Attachment 'B'.	



ATTACHMENT B: APPLICATION REFERRALS

AGENCY	COMMENTS
School Authority Calgary Catholic School District	<p>CCSD notes that the Janet ASP does not currently indicate any potential residential population growth. However, if the residential transition area covered by this Conceptual Scheme (PL20190131) were to see residential development, CCSD would look forward to further discussions with the county and/or municipality on how best to support the educational needs of these residents, as well as public open space planning, through municipal reserve (MR) dedication.</p> <p>Further, please note that Calgary Catholic School District (CCSD) has no objections specific to the re-designation application or conceptual scheme (PL20190131).</p>
Province of Alberta Alberta Transportation	<p>This property is outside of the Alberta Transportation's control limits as set out in the Subdivision and Development Regulation as it is located greater than 1600 metres from Highway 560.</p> <p>Any proposed future development does not fall within the control distance of a provincial highway as outlined in the Highways Development and Protection Act/Regulation, and will not require a roadside development permit from Alberta Transportation.</p> <p>However, the department does expect that the municipality will mitigate the impacts of traffic generated by developments approved on the local road connection to the highway system, pursuant to Policy 7 of the Provincial Land Use Policies and Section 648(2)(c.2) of the <i>Municipal Government Act</i>.</p>
Alberta Health Services	<p>The application indicates potable water will be supplied via water well/cistern and that a storage tank or septic field will be employed to handle sewage. AHS-EPH supports connection to existing Alberta Environment and Parks approved municipal or regional water and wastewater systems wherever possible. AHS-EPH would appreciate being notified if changes are made to this plan during future development states.</p> <p>AHS-EPH understands that currently there are existing residential land uses in proximity to the proposed industrial area. We would welcome the opportunity to review and comment on building permit applications for businesses which may be storing hazardous chemicals onsite and/or which might partake in activities that create emissions, odors, noise, or other conditions that could impact adjacent properties and/or which otherwise constitute a public health nuisance.</p> <p>If there are plans to construct any public facilities on the subject lands in the future, AHS-EPH would like an opportunity to review and comment on these development and building permit applications (e.g. food establishments, swimming facilities, daycares, child or</p>



AGENCY	COMMENTS
<i>Adjacent Municipality</i>	<p>adult care facilities, personal service establishments, etc.). Forwarding applications and building plans for these facilities to our department for review before the building permit is granted helps to ensure that the proposed facilities will meet the requirements of the Public Health Act and its regulations.</p>
The City of Calgary	<p>The images attached to the application are of low quality and make it difficult to evaluate. Could new images be submitted and circulated for review. (Exhibit 13.3)</p> <p>The circulation indicates that a stormwater management plan has been provided as a part of the application. The circulation does not seem to include the document. Could the master drainage plan, stormwater management plan and attendant grading plan be circulated to the City of Calgary.</p> <p>Servicing of the area, with the exception of Cell B, is unclear. Is there contemplation of comprehensive servicing?</p>
<i>Internal Departments</i> Recreation, Parks and Community Support	<p>General:</p> <p>All documents exhibits – maps and figures are difficult to read due to poor print quality.</p> <p>All exhibits are difficult to discern what information is being presented due to a lack of titles, legends and descriptions.</p> <p>Overall document is not on par with other Conceptual Schemes submitted in terms of general format, layout, inclusion of figures and overall readability.</p> <p>Document would benefit from inclusion of comprehensive supporting information to support stated policies.</p> <p>Inclusion of detailed site maps supporting Development Cells A-D is recommended.</p> <p>Application is urged to review the Parks and Opens Space Master Plan and the Active Transportation Plan: South County to help inform development of the Conceptual Scheme.</p> <p>Policy 3.3.1:</p> <ul style="list-style-type: none"> • Please note, the proper name of the municipality is 'Rocky View County'. Suggest the document is revised reflective of use of the proper name. <p>Policy 6.0.5 Municipal Reserve:</p> <ul style="list-style-type: none"> • Although the policy indicates reserve dedication will be in accordance with the terms of the MGA; it is recommended that a preamble be added to the policy which describes in



AGENCY	COMMENTS
Planning and Development Services - Engineering	greater detail the intended assignment of MR lands for each development cell.
	Policy 6.0.6 Pedestrian Pathways
	<ul style="list-style-type: none"> Recommend use of "Active Transportation Network" instead of Pathways as this term includes provision for pathways, trail, walkway, sidewalks.
	Policy 7.0.5
	<ul style="list-style-type: none"> More explanation regarding why accommodation for pathways located within the road right of way is required. The County has many successful examples of pathways being integrated into the road right of way. Please review the Active Transportation Plan: South County for examples of acceptable facilities to be considered to provide connectivity throughout the regional active transportation network.
	Page 26 – Phase 1, Development Cell – Municipal Reserve
	Statement is vague. Request whether proponent is considering dedication of reserves, provision for cash in lieu of reserve dedication or a combination of reserve dedication and cash in lieu.
	General:
	<ul style="list-style-type: none"> The review of this file is based upon the application submitted.
	Geotechnical:
	<ul style="list-style-type: none"> Engineering does not have any concerns at this time. The applicant will be required to submit a geotechnical evaluation at time of DP in accordance with the County Servicing Standards.
	Transportation:
	<ul style="list-style-type: none"> The applicant provided an updated Traffic Impact Assessment (TIA) for cell B of the conceptual scheme prepared by JCB Engineering dated October 25, 2019. The TIA considered offsite impacts to the road network and key intersections and provided the following recommendations:
	<ul style="list-style-type: none"> - Two accesses will be built onto cell B of the conceptual scheme, while the existing north access will be used for future phases of the development.
	<ul style="list-style-type: none"> - The north access will not be required until phase 2 or 3 of cell B and will only be used to access the west residential property at the moment.
	<ul style="list-style-type: none"> - The middle access is proposed to be all movements



AGENCY	COMMENTS
	<ul style="list-style-type: none"> - The south access is proposed to be right in/right out only. Engineering has reviewed the access plan and has no further comments at this time. - Recommends that a the TIA be updated when the second phase of cell B is built. • The TIA did not address access to the other cells within the conceptual scheme. Future development within the Conceptual Scheme will require additional studies to support development • 61st Avenue is part of the Janet Area Structure Plan where it is to be extended south of the subject lands of the conceptual scheme and have a future connection to Range Road 284. • As a condition of future subdivision or DP, the applicant will be required to construct the middle and south accesses to an Industrial Standard in accordance with the County Servicing Standard. No upgrade to the north access will be required for phase 1 of cell B. • As a condition of future subdivision or DP, the applicant is required to dedicate 8m along the entire east boundary of the subject site for future road widening in accordance with the requirements of the SE Industrial Growth Study. Five (5) meters shall be dedicated by Plan of Survey with the remaining three (3) meters to be dedicated by caveat. • As a condition of future subdivision or DP, the applicant will be required to provide payment of the Transportation Offsite Levy in accordance with the applicable by-law at time of approval. <p>Sanitary/Waste Water:</p> <ul style="list-style-type: none"> • The applicant proposes using a PSTS system on the subject site. The Janet ASP policy 22.8 states that new business development should provide wastewater treatment by the use of pump out tanks or other acceptable methods, in accordance with County Policy and Provincial regulation. County Standards only support PSTS systems for normal domestic sewage and requires sewage holding tanks for all industrial and commercial uses. Engineering does not support the use of a PSTS for this development. • As a permanent condition of future DP, sanitary sewage shall be contained in pump out tanks and transported off-site to an approved wastewater receiving facility for disposal. <p>Water Supply And Waterworks:</p> <ul style="list-style-type: none"> • The applicant has proposed to use a water well to fill a potable water tank and to use cisterns to service the proposed development, which does not align with the policies of the Janet ASP. As per Policies 22.5 of the Janet ASP, water cisterns or alternative systems consistent with County



AGENCY	COMMENTS
	<p>policy should service all new development. Water wells located on individual subdivision lots should not be supported.</p> <ul style="list-style-type: none"> Engineering recommends the use of potable water cisterns to service the proposed development in accordance with County Policy and the Janet ASP. <p>Storm Water Management:</p> <ul style="list-style-type: none"> The applicant provided a conceptual stormwater management plan for cell B of the conceptual scheme prepared by Storm Water Solutions Inc. dated July 2018 which proposes the use of an onsite evaporation pond to service the proposed development. The stormwater management plan did not address the other cells within the conceptual scheme. Future development within the Conceptual Scheme will require additional studies to support development As a condition of future subdivision or DP, the applicant will be required to submit a site-specific stormwater management plan, prepared by a qualified professional, assessing the post development site stormwater management to identify any stormwater management measures that are required to be implemented to service cell B. The proposed subdivision is within the Janet Master Drainage Plan. Any stormwater management plan submitted will have to align with the recommendations in this plan. As a condition of future subdivision or DP, the applicant will be required by dedication by caveat a 12m right of way along the entire western boundary of cell B to allow for a future regional conveyance for the CSMI system. This dedication is consistent with dedication provided by the CARMEK Business Park immediately west of the subject lands. As a condition of future subdivision or DP, the applicant will be required to provide verification of AEP approvals and registration (EPEA) for the stormwater system. As a condition of future subdivision or DP, the applicant will be required to provide payment of the Stormwater Offsite Levy in accordance with the applicable bylaw at time of approval. <p>Environmental:</p> <ul style="list-style-type: none"> The applicant provided a Desktop Environmental Assessment for cell B of the conceptual scheme prepared by Ghostpine Environmental Services Ltd. dated June 22, 2018. The assessment provided a summary of the potential environmental concerns associated with the proposed



AGENCY	COMMENTS
Agriculture & Environment Services	<p>development based on published information. The assessment took into consideration the significance of the onsite soils, vegetation, wildlife, historical resources and wetlands and concludes that further field study is needed to verify the findings of the assessment.</p>
	<ul style="list-style-type: none"> • The applicant provided a Wetland Impact Assessment for cell B of the conceptual scheme prepared by Omnia Ecological Services dated July 19, 2019. The assessment provided a Historical Precipitation and Aerial Photography review to determine if any of the three wetlands within cell B are permanent and fall under the Water Act. • The Environmental Assessment/Wetland Impact Assessment plan did not address the other cells within the conceptual scheme. Future development within the Conceptual Scheme may require additional studies to support development • The Assessment determined that one of the three wetlands one is semi-permanent and will require approval under the Water Act for any proposed modifications. • As a condition of future subdivision or DP, the applicant will be required to obtain all necessary approvals under the Water Act for impacts to identified wetlands due to the proposed development.
<p>Because this parcel falls within the Janet Area Structure Plan Agricultural Services has no concerns. The application of the Agricultural Boundary Design Guidelines may be beneficial in buffering the residential land use from the agricultural land. The guidelines would help mitigate areas of concern including trespass, litter, pets, noise, providing a visual barrier and concern over fertilizers, dust & normal agricultural practices.</p>	

Circulation Period: Adjacency: September 27, 2019 – October 21, 2019

Agencies that did not respond, expressed no concerns, or were not required for distribution, are not listed.



BYLAW C-7977-2020

A Bylaw of Rocky View County known as the, **in the Province of Alberta, to adopt the Canna Park Conceptual Scheme.**

The Council of Rocky View County enacts as follows:

PART 1— Title

1 This Bylaw may be cited as *Bylaw C-7977-2020*.

PART 2— Definitions

2 ~~Words in this Bylaw the definitions and terms shall have the same meanings given to them in the Land Use Bylaw C-4841-97,~~ **as those set out in and the *Municipal Government Act* except for the definitions provided below:-**

- (1) **“Council”** means the duly elected Council of Rocky View County;
- (2) **“Municipal Government Act”** means the *Municipal Government Act*, RSA 2000, c M-26, as amended or replaced from time to time; and
- (3) **“Rocky View County”** means Rocky View County as a municipal corporation and the geographical area within its jurisdictional boundaries, as the context requires.

PART 3— Effect

3 THAT Bylaw C-7977-2020, being the “Canna Park Conceptual Scheme,” affecting SE-32-23-28-W04M **and Lot 1, Plan 0111882**, be adopted as defined in Schedule ‘A’, which is attached to, and forms part of this Bylaw.

PART 4— Transitional

4 Bylaw C-7977-2020 is passed and comes into full force and effect when it receives third reading and is signed in accordance with the *Municipal Government Act*.

Division: 5
File: 03332014/03332017 / PL20190131



ROCKY VIEW COUNTY

READ A FIRST TIME IN COUNCIL this 14th day of January, 2020*PUBLIC HEARING HELD* this _____ day of _____, 2021

READ A SECOND TIME IN COUNCIL this _____ day of _____, 2021

READ A THIRD TIME IN COUNCIL this _____ day of _____, 2021

Reeve_____
Chief Administrative Officer or Designate_____
Date Bylaw Signed

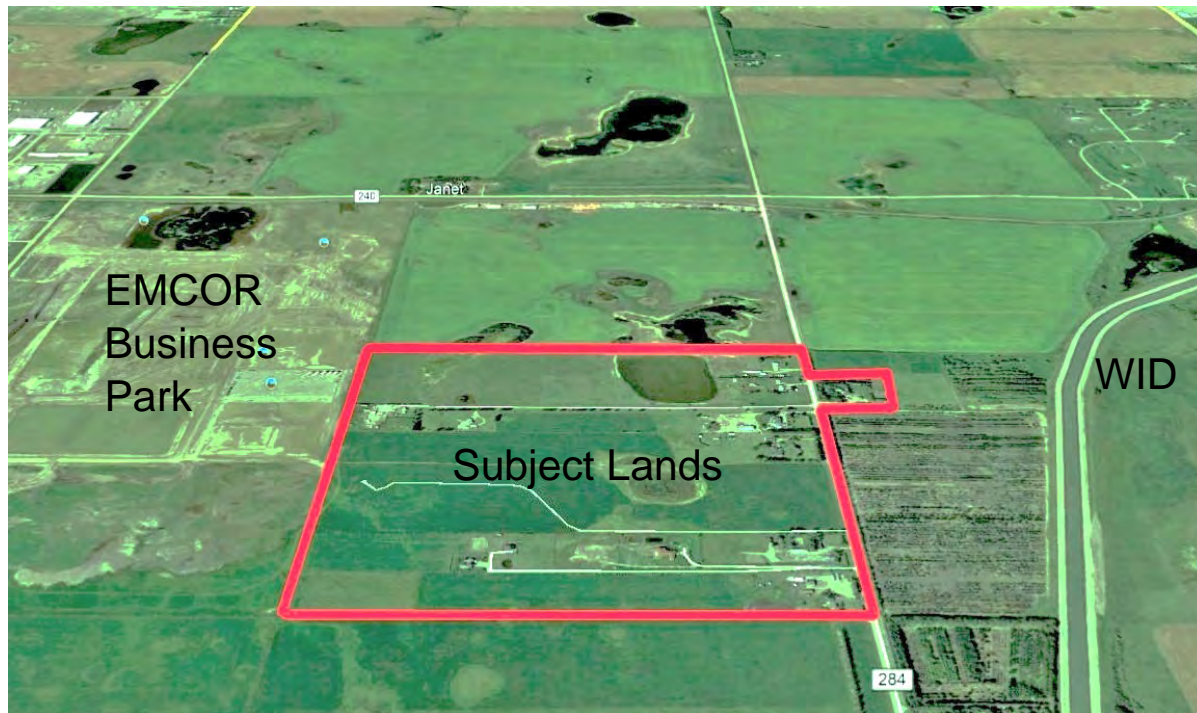


ROCKY VIEW COUNTY

SCHEDULE 'A'**FORMING PART OF BYLAW C-7977-2020**

A Conceptual Scheme affecting SE-32-23-28-W04M and Lot 1, Plan 0111882, herein referred to as the Canna Park Conceptual Scheme.

Canna Park



Conceptual Scheme

SE 1/4 Sec. 32-23-28-W4M

Prepared at the request and as a requirement of:

Rocky View County

262075 Rocky View Point

Rocky View County, AB T4A 0X2

Sept.13, 2019

Revised Sept 17, 2020

Revised November, 2020

ACKNOWLEDGEMENT PAGE

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1.0 Introduction

~~This Conceptual Scheme was prepared at the request and as a requirement of Rocky View County. This Conceptual Scheme is characterized by the Municipality as a "Limited-Scope Conceptual Scheme" and applies to lands within the SE 1/4 Sec. 32-23-28-W4M. These lands are collectively referred to in this Conceptual Scheme as the Planning Area.~~

1.1 Proposal Overview

~~This Conceptual Scheme (CS) was prepared at the request and as a requirement of Rocky View County. This Conceptual Scheme is characterized by the Municipality as a "Limited-Scope Conceptual Scheme" and applies to lands within the quarter section SE-32-23-28-W4M.~~

1.2 Purpose of this Plan

~~The Conceptual Scheme (CS), named **Canna Park**, has been prepared to address potential development in the quarter section. For purposes of this CS, discussions address the Janet ASP C-8020-2020, which received first reading February 25, 2020 and redlined June 24, 2020. The existing Janet ASP C-7418-2014, adopted November, 2014, has many similarities. Note: the current Janet ASP Land Use Strategy also has the quarter section as, "Residential Transition". Quarter section SE-32-23-28-W04M, also referred to as the *Plan Area* has no intention for subdivision at the time of this CS submission.~~

~~The County Plan refers to a CS as, "A non-statutory plan, subordinate to an area structure plan, and may be adopted by bylaw or resolution. To ensure the opportunity for public input, the County will continue its practice of adopting a conceptual scheme by bylaw with a public hearing. If an area structure plan is amended to include a conceptual scheme, the conceptual scheme becomes a statutory plan. Conceptual schemes provide detailed land use direction, subdivision design, and development guidance to Council, administration, and the public. Conceptual schemes are meant to be developed within the framework of an area structure plan."~~

1.3 Conceptual Scheme Purpose and Objectives

This Conceptual Scheme provides:

- A description of all lands contained within the Conceptual Scheme Area;
- ~~• A description of the existing and future road network within the entire Concept Scheme boundary; including its relation to main transportation routes;~~
- ~~• Proposed development and Phasing Plan for a portion of one of the Cells;~~
- The purpose of this Conceptual Scheme is to provide some general guidelines to transition from the existing Residential Transition Area to Industrial type uses. Industrial uses such as distribution logistics, warehousing, transportation, services, construction, and manufacturing, that do not have significant off-site nuisances, may be deemed appropriate

within the quarter section;

- Commercial, institutional, and other business uses that are compatible with industrial uses and have minimal impact on the local infrastructure, and do not generate large retail traffic volumes may be appropriate within ~~this industrial area~~ **the quarter section**;
- ~~Part 2 includes detailed plan for development of a portion of Cell;~~
- **Specifically, this Conceptual Scheme Part 2 includes supporting rationale and detailed plans for development of a portion of Development Cell B and is submitted at the request of Rocky View County;**
- **Specifically, this Conceptual Scheme also includes supporting rationale for the pending redesignation of Development Cell E and is submitted at the request of Rocky View.**

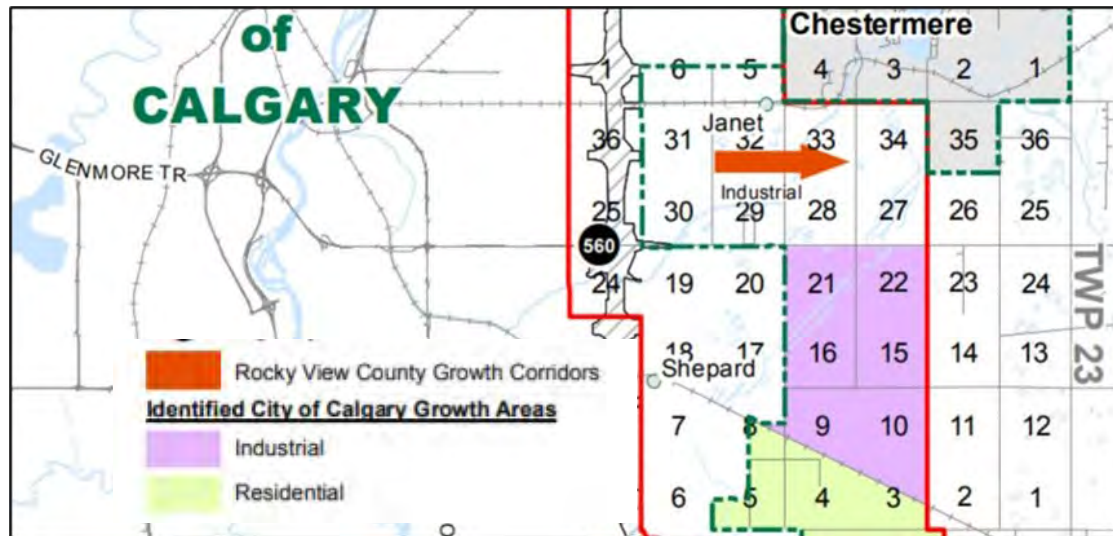
2.0 Policy Context

2.1 General

Policy documents influencing development of the subject lands include: County Plan, Calgary-Rocky View County Intermunicipal Development Plan (IDP), Chestermere Municipal Development Plan, Chestermere Utilities Master Plan, and the RVC Land Use Bylaw. Despite the absence of a Chestermere-RVC IDP, it is important to have the foresight to consider neighbouring municipalities policies. Section 27.10 of the County Plan notes, "For planning related matters that are proposed within 1.6 kilometres of an adjacent jurisdictional boundary..., the County shall refer the matter to the adjacent jurisdiction for comments." This applies to the subject lands which are approximately 0.8 kilometres away from the City of Chestermere boundary.

2.2 RVC – Calgary IDP

Figure 1: RVC – Calgary IDP Growth Corridor, shows the Plan Area is within IDP. Section 8.1.2 of the IDP states that development within RVC Corridors/Areas should be in accordance with RVC statutory plans.

Figure 1: RVC - Calgary IDP Growth Corridor

2.3 RVC County Plan

The Rocky View County (RVC) County Plan was adopted by Bylaw C-7280-2013, as amended. The County Plan provides broad, high-level policy direction. Lower-level plans such as Area Structure Plans (ASP) must be consistent with the policies and direction of the County Plan. Subordinate plans such as Conceptual Schemes (CS) increase in detail and encompass smaller areas, typically a quarter-section, as in this case. Implementation is through the Land Use Bylaw.

4.0 Conformity to the Janet Area Structure Plan

~~This Conceptual Scheme has been prepared in accordance with the objectives and policies of the Janet Area Structure Plan.~~

~~When Planning requirements and concerns identified by Rocky View County when evaluating subdivision and Development permit applications are not included in this Concept Scheme then the Policies of the Janet Area Structure Plan shall apply.~~

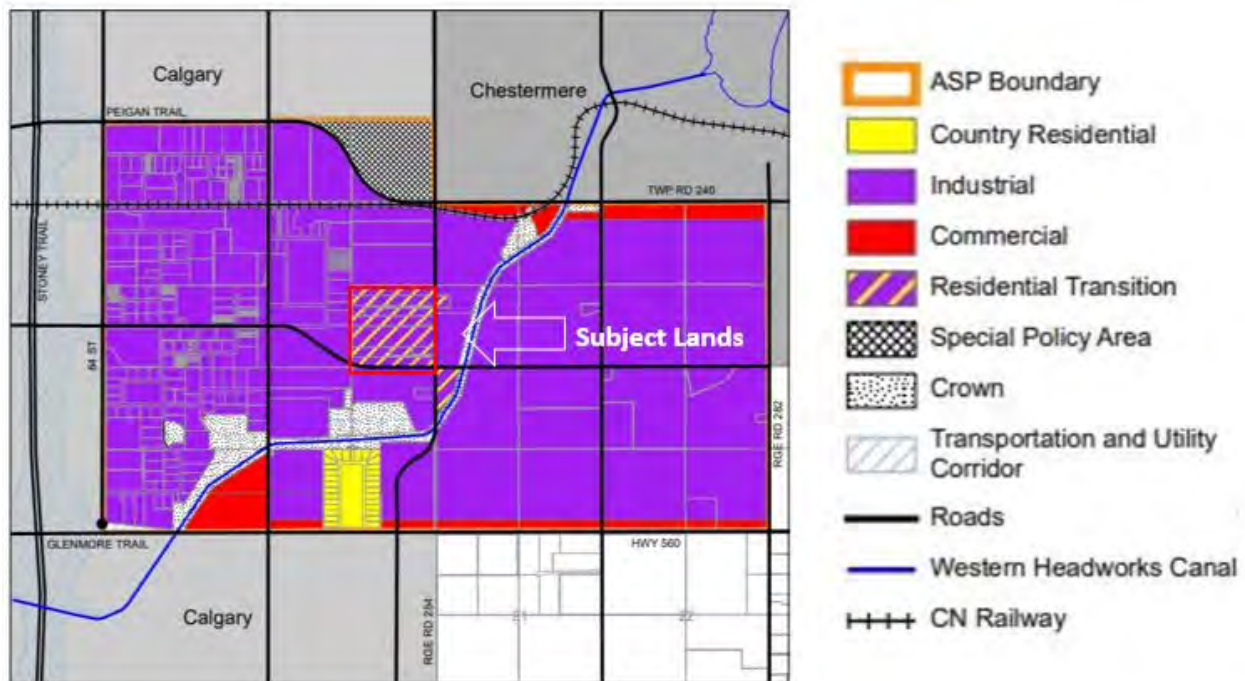
2.4 Janet Area Structure Plan (ASP)

For purposes of this CS, discussions address the Janet ASP C-8020-2020, which received first reading February 25, 2020 and redlined June 24, 2020. It reflects current planning thinking and is likely to be approved prior to this CS. The *Plan Area* in the Janet ASP is envisioned to develop primarily as industrial, catering to uses that do not require municipal-owned utility servicing. Specific to industrial policies, "The area is expected to be especially attractive for small to medium-sized industries within the transportation, construction, and manufacturing sector" (Janet ASP, 2020 p.32). As per policy 10.3, industrial uses such as: distribution logistics, warehousing, transportation, services construction, and manufacturing that do not have a significant offsite nuisance impact are considered appropriate. Policy 10.4 notes that commercial, institutional, recreational, and other business uses may be appropriate within the industrial area. Other land

use sectors identified as having potential to locate in the Janet area include, among others: professional, scientific and technical services, particularly engineering, consulting and business services. All this taken together indicates a wide range of uses that are envisioned for the Janet ASP area.

Figure 2: Subject Lands as Residential Transition Area, identifies the entire quarter section as a “Residential Transition Area” to Industrial land.

Figure 2: Subject Lands as Residential Transition Area



2.5 RVC Land Use Bylaw

The quarter section, SE-32-23-28-W04M, is primarily designated as Residential, Rural District (R-RUR) with the exception of the proposed Development Cell B which is designated as Industrial, Heavy District (I-HVY). The Janet ASP identifies the subject lands as a “Residential Transition Area” which will become fully industrial in the future. Under the Land Use Bylaw definitions, Industrial Heavy (I-HVY) and Industrial Light (I-LHT) appear to fit the industrial component of the Janet ASP and the CS.

Industrial, Light District (I-LHT) accommodates a combination of office and industrial activity, including storage and support businesses, where nuisance factors are confined to the site area. Permitted uses include:

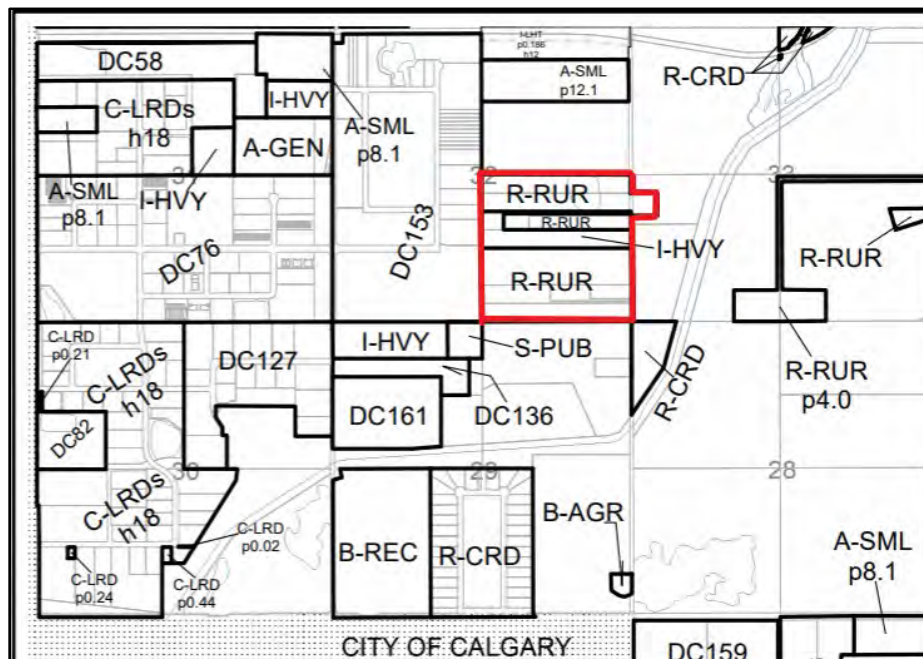
- Accessory Building $\leq 500 \text{ m}^2$
- Animal Health (Inclusive)
- Auctioneering
- Automotive Services (Minor)
- Care Facility (Clinic)
- Communications Facilities
- Industrial (Light)

Industrial, Heavy District (I-HVY) provides for a range of industrial activity that may have off-site nuisance impacts, including support services and storage. Permitted uses include:

- Accessory Building $\leq 500 \text{ m}^2$
- Accessory Building
- Communications Facility (Type, A, B, & C)
- Office
- Industrial (Light)
- Industrial (Logistics)
- Industrial (Medium)

At this time, this CS proposes only two (2) land use districts, I-HVY (Development Cell B) and I-LHT (Development Cell E) within the quarter section. The existing R-RUR districts will not be subject to pre-determined land use districts in this CS and as such will require an Amendment to the Land Use Bylaw and/or Development Permit. Figure 3: Land Use Bylaw Mapping, shows the existing land uses for the quarter section and surrounding properties.

Figure 3: Land Use Bylaw Mapping



Canna Park

Conceptual Scheme

A-GEN	Agricultural, General District	C-HWY	Commercial, Highway District
A-SML	Agricultural, Small Parcel District	C-LRD	Commercial, Local Rural District
R-RUR	Residential, Rural District	C-LUD	Commercial, Local Urban District
R-CRD	Residential, Country Residential District	C-MIX	Commercial, Mixed Urban District
R-URB	Residential, Urban District	C-REG	Commercial, Regional District
R-SML	Residential, Small Lot Urban District	I-LHT	Industrial, Light District
R-MID	Residential, Mid-Density Urban District	I-HVY	Industrial, Heavy District
R-MRU	Residential, Multi-Residential Urban District	S-PUB	Special, Public Service District
B-AGR	Business, Agricultural District	S-FUD	Special, Future Urban Development District
B-REC	Business, Recreation District	S-PRK	Special, Parks and Recreation District
B-REG	Business, Regional Campus District	S-NOS	Special, Natural Open Space District
B-LOC	Business, Local Campus District	S-NAT	Special, Natural Resource District
B-LWK	Business, Live-Work District		

2.6 Plan Area Land Use Designations

Country Residential and Industrial land uses characterize the community, as per RVC Land use Bylaw C-8000-2020 in which the *Plan Area* is located. Figure 4: Development Cells within the Plan Area, shows the quarter section separated into specific development cells. Table 1: Land Use Designations within the Plan Area, provides a break down of the proposed Development Cells and their land use designations.

Figure 4: Development Cells within the Plan Area

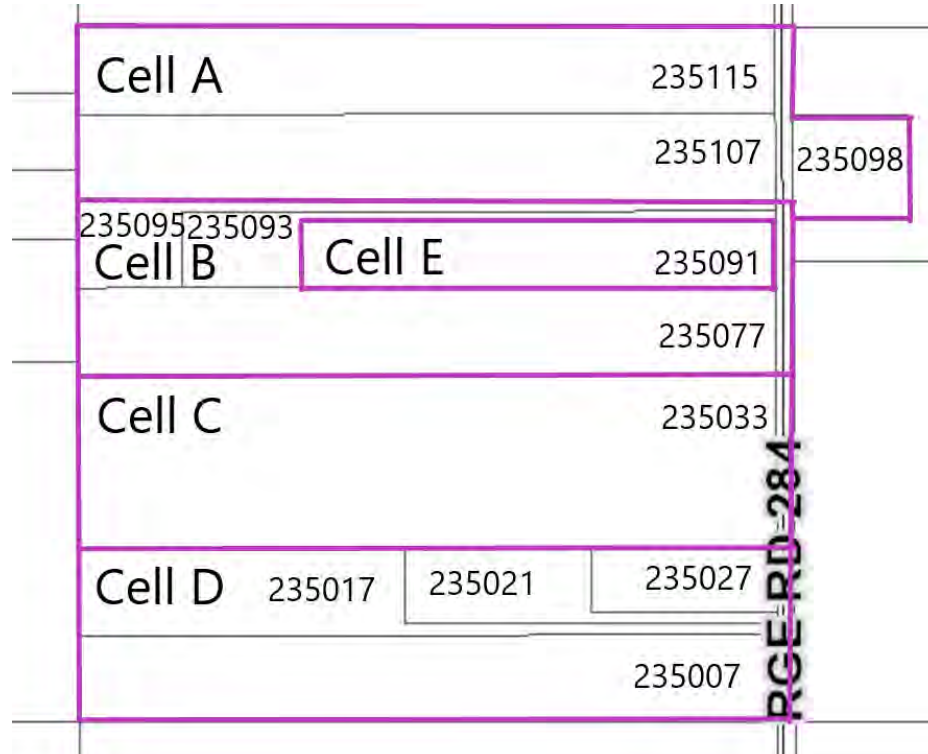


Table 1: Land Use Designations within the Plan Area

Development Cell	Land Use Designation
Development Cell A	Residential, Rural District (R-RUR)
Development Cell B	Residential, Rural District (R-RUR) and Industrial, Heavy District (I-HVY)
Development Cell C	Residential, Rural District (R-RUR)
Development Cell D	Residential, Rural District (R-RUR)
Development Cell E	Residential, Rural District (R-RUR) proposed to Industrial, Light District (I-LHT)

Notes: 1. Table information current as per Rocky View County Land Use Map
 2. RVC's new Land Use Bylaw, C-8000-2020, converted previous Residential Two District (R-2) to Residential, Rural District (R-RUR).

3.0 Conceptual Scheme Planning Area

3.0 Plan Area Description

3.1 Municipal Location

Figure 5: Location Map of Subject Lands, shows the site is located two (2) quarter sections south of the City of Calgary and one (1) quarter section southwest of City of Chestermere, and west of the Western Irrigation District (WID) canal that runs south of Chestermere Lake. The Conceptual Scheme Plan Area is located within Division 5 of Rocky View County, approximately two (2) kilometers north of Glenmore Trail (Hwy 560), one (1) kilometer south of Township Road 240 and west of Range Road 284.

Canna Park

Conceptual Scheme

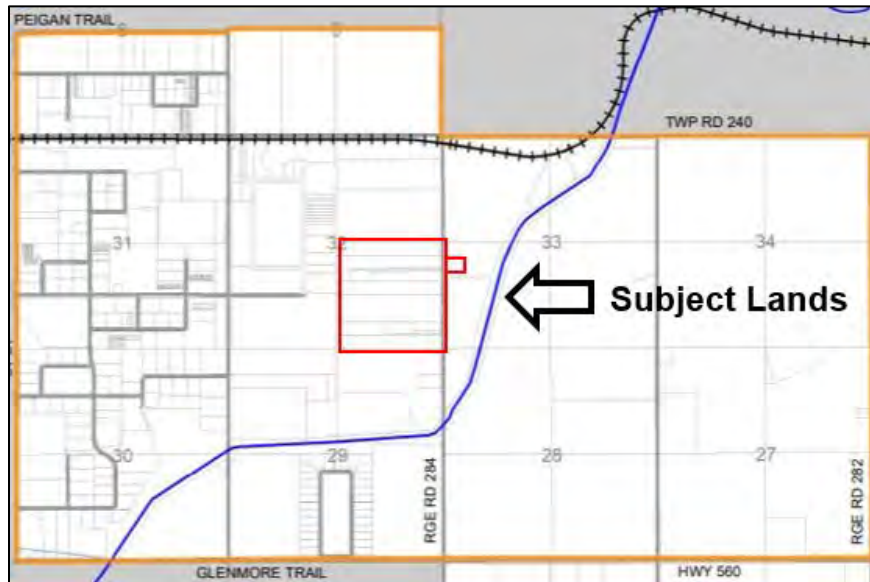
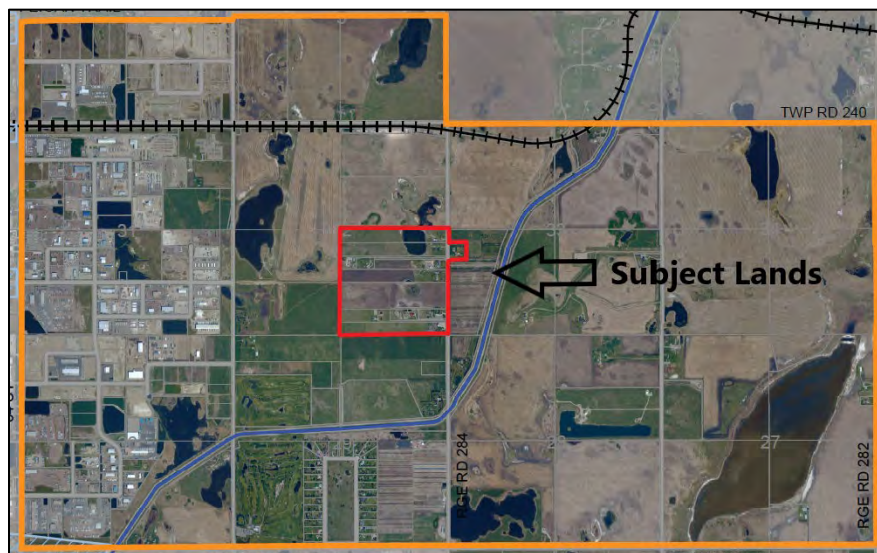
Figure 5: Location Map of Subject Lands

Figure 6: Aerial of Subject Lands, shows the context of the subject lands CS where a mix of industrial, commercial, and residential development has already occurred in the section west of the subject lands.

Figure 6: Aerial of Subject Lands

3.2 Planning Area

The Planning Area for this Conceptual Scheme is defined as Residential Transition within the Janet Area Structure Plan Approved November 11, 2014. The Planning Area is 164 acres more or less. This ¼ Sec. is comprised of eleven (11) titled parcels under separate and individual land ownership.

Conceptual Scheme Policy: ~~Conceptual Scheme Planning Area~~

~~Policy 3.21 — Policies contained in this Conceptual Scheme shall apply to lands identified in Exhibit 13.1 — Conceptual Scheme Planning Area.~~

- ~~☐ In accordance with section 10 of the Janet ASP this area will develop over time into an attractive location for more general industrial development catering to uses that do not require municipal-owned utility servicing.~~
- ~~☐ Industrial uses such as distribution logistics, warehousing, transportation, services, construction, and manufacturing that do not have a significant offsite nuisance impact are appropriate within this industrial area.~~
- ~~☐ Other uses such as Recreational Vehicle storage would also be supported and could provide some passive screening to existing residential uses until they transition to Industrial uses.~~
- ~~☐ The Commercial, Office and Industrial guidelines should be considered if the applications for Development include a subdivision plan and include a public use component.~~

3.3 Planning Area — ~~Development Cells~~

~~In order to recognize individual landowner expectations respecting the future subdivision and development of their lands, the Planning Area is divided into four (4) Development Cells. Exhibit 13.2 — Development Cells and Table 1 — Development Cells within the Planning Area provide a description of this Conceptual Scheme's Development Cells.~~

~~Table 1 — Development Cells within the Planning Area~~

Conceptual Scheme Policy: ~~Development Cells~~

~~Policy 3.3.1 Detailed planning which responds to the common planning issues and those specific to the individual Development Cells will follow independently and be appended to this Conceptual Scheme as required by Rocky View County.~~

3.3 Local Development Concept

Janet is not a community identified by Rocky View County (RVC). Indus is the closest RVC community.

Among the emergency services in the area are those provided by the nearby City of Chestermere:

- Chestermere Emergency Services at 156 E Chestermere Dr., Chestermere which includes Alberta Health Services ambulances, Chestermere Lake Fire/Rescue and the RCMP detachment.

- A new fire station in Langdon, RVC is being built at 24 - 3rd Ave., Langdon for fire services and the RCMP detachment.

The nearest acute hospitals are:

- Peter Lougheed Centre at 3500 26 Ave. NE, Calgary (20 km)
- Rockyview General Hospital at 7007 14 St. SW, Calgary (25 km)

Community and recreation centres include:

- Indus Recreation Centre, 225155A Range Road 281A, Indus
- Langdon Field House, Langdon Women's Inst. and Langdon IOOF Hall in Langdon
- Chestermere Regional Recreation Centre

Schools include:

- Indus School, grades 1-9
- Chestermere High School, grades 10-12, 241078 Hwy 791 in RVC

Disposal sites include:

- Langdon Transfer Site at 505 Railway Ave., Langdon
- Langdon Bottle Depot at 8 – 2 Ave. NE, Langdon
- Recycling Worx Inc., recycling center

Electricity and natural gas:

- Fortis Alberta

Local businesses include:

- 4 Honour Inc., paintball center
- Emcor Business Park (Light Speed Logistics, Trillium Trailers Manufacturing, Straight-up Metal Buildings)
- Alberta Motor Transport Association, Boots Transport, Western Canada Express

3.4 Planning Area – Community Context and Land Use

~~Country Residential and Industrial land uses characterize the community in which the Planning Area is located. Land use districts within the Planning Area by Development Cell are provided in Table 2 – Land Use Designation within the Planning Area by Development Cell~~

3.4 Planning Area – Community Context and Land Use Adjacent Lands

North of the *Plan Area*, lands are zoned as Agricultural, General District (A-GEN) and Agricultural, Small Parcel District (A-SML). Notably, 4 Honour Inc., a paintball center; and Recycling Worx Inc., a center for recycling construction waste are located here. Recycling Worx Inc., recycles and re-uses a number of materials including woods, cardboard, plastics, paper, metals, and asphalt shingles, and does not appear to have off-site nuisance impacts.

East of the *Plan Area*, lands are zoned as Agricultural, General District (A-GEN) and Residential, Rural District (R-RUR). The Western Headworks Canal, located on a linear strip of Crown Land, is located east of the subject lands and runs through the quarter section south of the subject lands. The canal is located approx. 0.4 km east of the quarter section and bends approx. 1 km south. This canal system is used to facilitate the irrigation requirements of local agricultural operations. A regional trail runs parallel to the Canal. There is another anticipated Conceptual Scheme, named *Janet Crossing*, that proposes industrial uses east of the canal.

South of the *Plan Area*, lands are zoned as Agricultural, General District (A-GEN) with adjacent Residential, Country Residential District (R-CRD) lands. The WID canal runs along the south end of the adjacent quarter section. Southwest, lands are identified as Crown Lands.

Northwest and west of the *Plan Area*, lands are within Direct Control District 153 (Bylaw C-7508-2015) and are zoned as Industrial, Campus Business (B-IC). These two quarter sections are known as the EMCOR Business Park and have an existing Conceptual Scheme. The lands are divided into Development Cells A and B, which have their own land use and development regulations. The businesses located within these lands are: Light Speed Logistics Inc., Trillium Trailers Manufacturing and Straight-Up Metal Buildings Ltd.

3.5 Planning Area – Physical Characteristics

Physical Characteristics of the Cells in this Concept Scheme can be generally described as relatively flat with a modest West to East and North to South slope. Cell A has a large water complex just East of Centre and will need to be clearly delineated prior to subdivision and Development applications. Cell C has a semi-permanent wetland that extends partially into the South Central portion of Cell B. Cell D does not have any visible wetlands.

Conceptual Scheme Policy: Terrain

Policy 3.5.1 All future land use scenarios, subdivision and development concepts prepared for individual Development Cells within the Planning Area should be prepared in response to the existing terrain.

Policy 3.5.2 Alterations in the existing terrain of the Planning Area should proceed in accordance with a “Master Drainage Plan”, a detailed “Storm Water Management Plan” and an attendant “Grading Plan”.

Conceptual Scheme Policy: Predevelopment Drainage Pattern

Policy 3.5.3 Alterations in the existing drainage pattern of the Planning Area to accommodate subdivision and development should proceed in accordance with the requirements of Rocky View County.

Map 8 in the Janet Area Structure plan indicates that the Residential Transition Area falls within the Shepard Regional Drainage Plan caption area and indicates that the Shepard Regional Drainage Conveyance runs along the Western edge of the Residential Transition Area. Section 23.6 of the Janet Area structure plan indicates that The County shall protect and acquire conveyance routes that are necessary to discharge into the Shepard regional drainage system.

Canna Park

Conceptual Scheme

~~Conceptual Scheme Policy: Subsurface Conditions~~

~~Policy 3.5.4 The Municipality at its discretion may require the Developer of Development Cells within the Planning Area to undertake a geotechnical assessment prepared by a qualified professional engineer in support of a proposal for subdivision and/or development, solely as approved by Rock y V i ew~~

~~Conceptual Scheme Policy: Environmental Assessment~~

~~Policy 3.5.5 The Municipality at its discretion may require the Developer of Development Cells within the Planning Area to undertake an "Environmental Assessment or Overview" for individual Development Cells within the Planning Area prior to their development to the satisfaction of the Municipality.~~

~~Policy 3.5.6 Where an "Environmental Assessment or Overview" is required by the Municipality it shall be at a minimum a Phase 1 Environmental Assessment or Overview.~~

~~Conceptual Scheme Policy: Vegetation~~

~~Policy 3.5.7 Future subdivision and development of the Planning Area should maintain native vegetation where possible~~

Existing Development

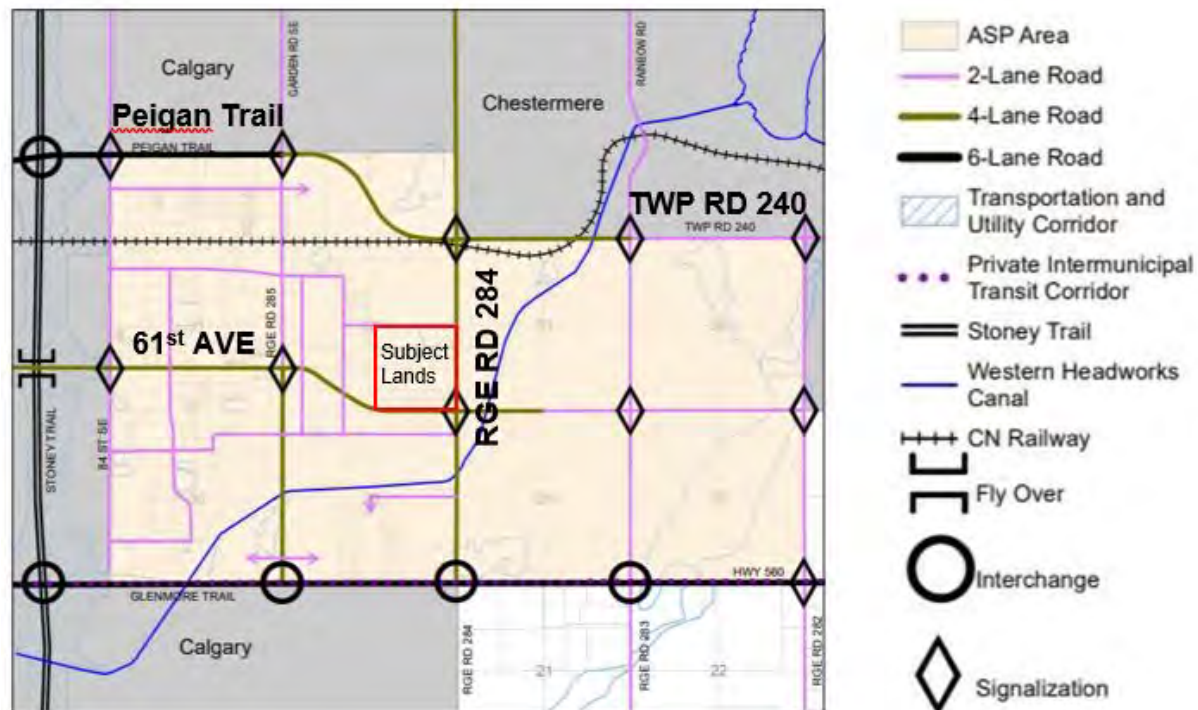
~~The Planning Area contains 11 existing residences and accessory buildings as follows:~~

- ~~☐ ————— Development Cell A contains 3 single family residences and accessory buildings.~~
- ~~☐ ————— Development Cell B contains four (4) single family residences and accessory buildings. The house on the South East corner of the Cell will be removed to allow phase one of the proposed development to proceed.~~
- ~~☐ ————— Development Cell C is undeveloped farm land.~~
- ~~☐ ————— Development Cell D contains four single family residences and accessory buildings.~~

3.5 Existing Transportation Infrastructure

Figure 7: Janet ASP 2020 - Transportation Network, shows future paving of existing gravel roads. To the north of the *Plan Area*, the Janet ASP shows Peigan Trail diverting to Township Road 240 as a future expressway – from a 6-Lane Road to a 2-Lane Road. 61st Avenue in Calgary is proposed to extend eastward for a new major 4-Lane Road, which will bend at the south end of the *Plan Area*. 61st Avenue will divert to a 2-Lane internal collector a quarter section east of the *Plan Area*. The Janet ASP shows Range Road 284, east of the *Plan Area*, as a major 4-Lane Road – this will require upgrades to the existing gravel road.

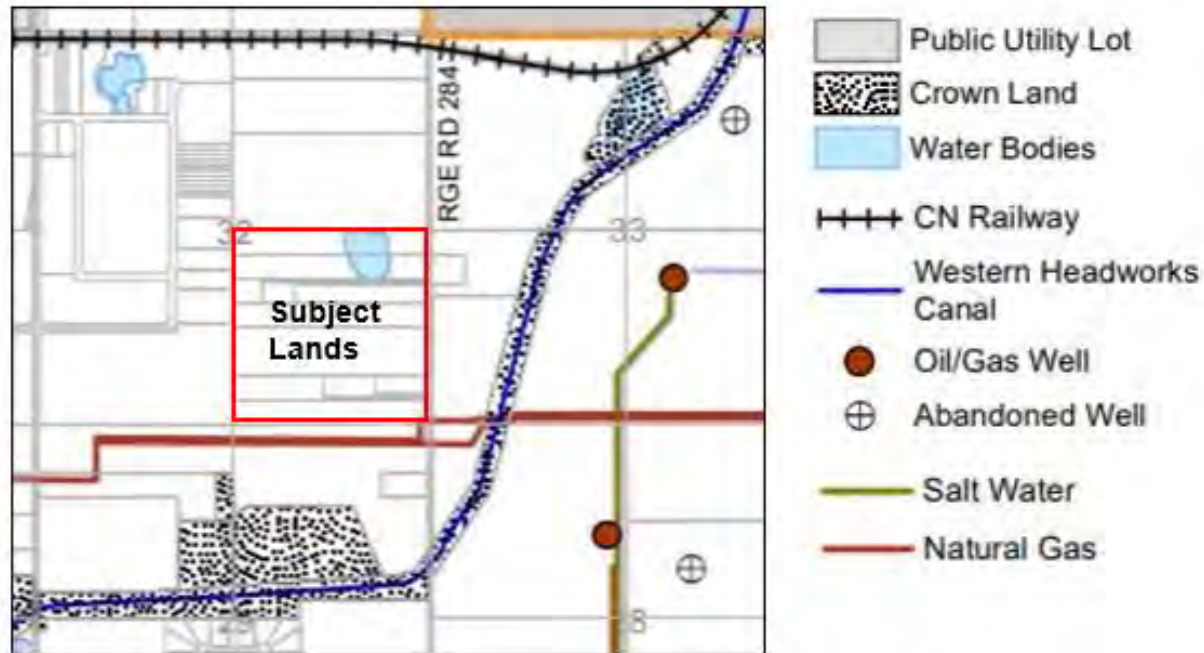
Figure 7: Janet ASP 2020 - Transportation Network



3.6 Existing Gas Well and Pipelines

Section 24, Policy 24.1 of the Janet ASP 2020 notes that, “Applicants proposing to develop land in the vicinity of petroleum facilities and wells shall adhere to setback requirements and policies of this Plan and the Directives and Bulletins of the Alberta Energy Regulator (Appendix C).”

Figure 8: Janet ASP 2020 - Existing Conditions, shows the gas pipelines along the southern boundary and within the quarter section. There are no oil or gas wells within the *Plan Area*. To the east of the subject lands, approximately 1 km is an existing oil/gas well. To the south of the subject lands there is a natural gas pipeline.

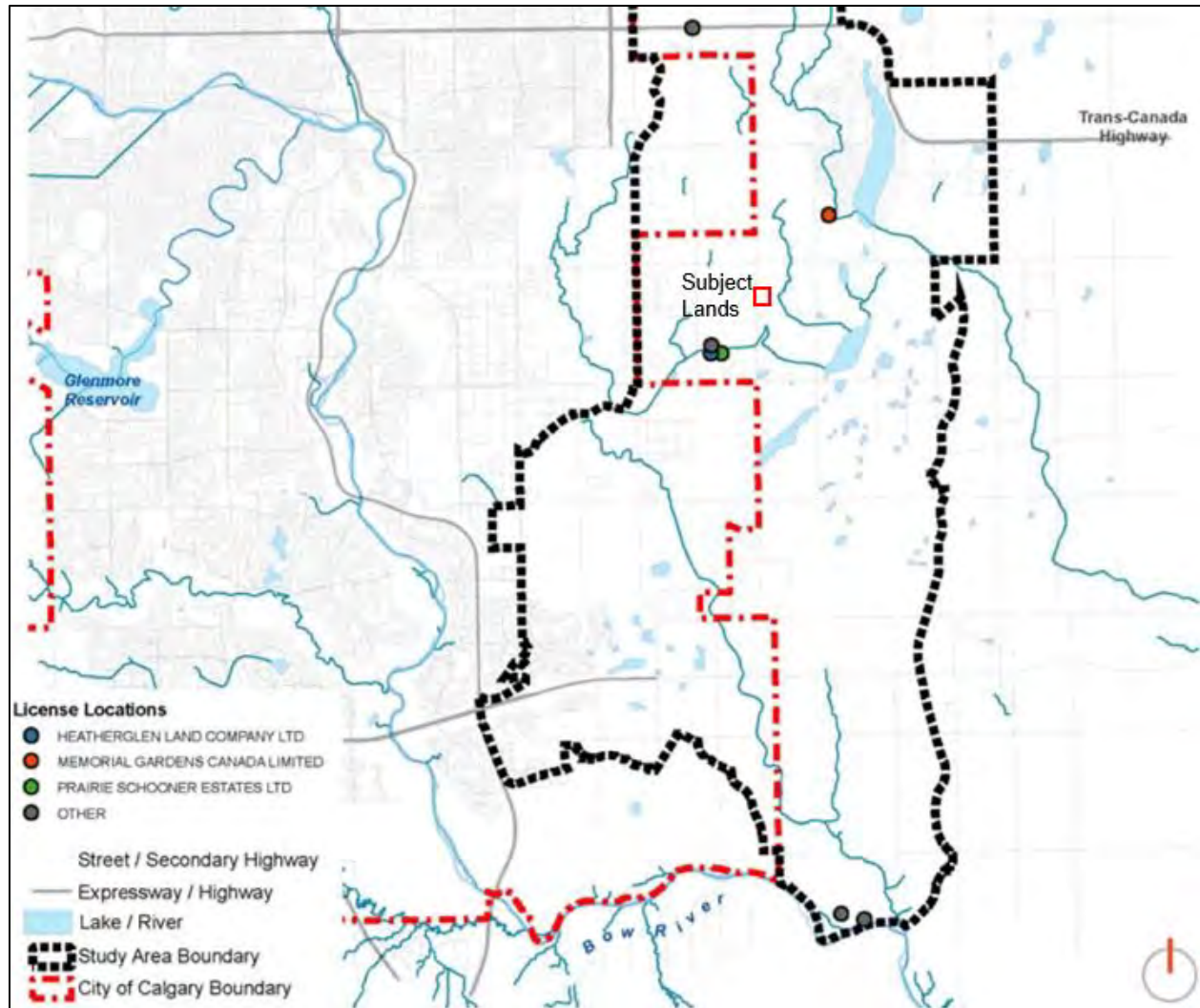
Figure 8: Janet ASP 2020 - Existing Conditions

3.7 Existing Groundwater Supply

As the Janet ASP 2020 notes, at the present time, public water servicing is not available. Policy 21.6 of the Janet ASP 2020 notes that, "Development in the Plan area should be serviced by water cisterns or alternative systems consistent with the County policy. Water wells located on individual subdivision lots should not be supported." As per the Government of Alberta, Alberta Water Well Information Database, existing water wells within the quarter section on individual lots were evaluated. The Janet ASP 2020 also notes that, "Notwithstanding policy 21.6, country residential development, recreational development, and agricultural development may provide potable water by water wells in accordance with County and Provincial requirements."

A *Phase 1 Groundwater Supply Evaluation* may be required for individual lots, in order to understand the quality and distribution of aquifer resources in the area as they relate to the future development of the property and its water requirements.

Figure 9: Surface Water Licenses, shows the location of water licenses (Government of Alberta and O2, 2011, *Ecosystem Services Approach Pilot on Wetlands*). The study area shown is a portion of the Shepard Drainage Area. Subject lands are outside of conveyance channels and tributaries connected to the Bow River.

Figure 9: Surface Water Licenses

“Limited-service industrial development refers to development that can be achieved without the availability of full municipal services through provision of private or communal systems” (Janet ASP, 2020 Draft p.22). One of the goals of the Janet ASP 2020 is to establish an attractive industrial area for small to medium industries in sectors such as: manufacturing, transportation and construction; and provide for limited-service industrial development with some supporting commercial uses. Sub-components of the ASP Land Use Strategy include:

- Janet area developing as a limited-service industrial and commercial business area; and
- A limited servicing strategy, which includes the use of cisterns, pump-out tanks, or communal systems for water and wastewater solutions for business development.

3.8 Existing Wastewater

Township Road 240 had a 2350 HDPE sanitary force main recently constructed. As the Janet ASP 2020 notes, "At the present time, public sewage servicing is not available." Existing residences in the quarter section and vicinity are on private sewage treatment systems.

Policy 21.9 of the Janet ASP 2020 notes, "New business development should provide wastewater treatment by the use of pump out tanks or other acceptable methods, in accordance with the County policy and Provincial regulation."

RVC Servicing Standards 507.2 Industrial, Commercial and Institutional (IC&I) Private Wastewater Treatment Systems and Disposal Systems notes, "The County generally requires sewage holding tanks for IC&I PSTS. Where proposed, the septic field method of sewage disposal must be fully engineered and justified for all IC&I lot developments. The use of septic fields for other than normal domestic sewage will not be supported by the County."

3.9 Existing Stormwater

The subject lands are within the Bow River Drainage Basin and downstream of the City of Chestermere. East of the subject lands and separated by other properties is the Western Irrigation District (WID) canal. The WID has high water quality standards and restrictive operating conditions for all new urban developments that intend to discharge stormwater to WID canal. This proposal intends to manage stormwater on-site and is not influenced by the proximity of the canal.

East of subject lands is the Shepard Slough Complex. In 2011, AECOM completed a study of the regional drainage conveyance system for an area including the Shepard Slough Complex (a series of wetlands), the Western Headwaters Canal and the Shepard Ditch. This identifies an alignment for a primary conveyance channel to carry stormwater runoff south towards the Shepard Slough complex and Bow River.

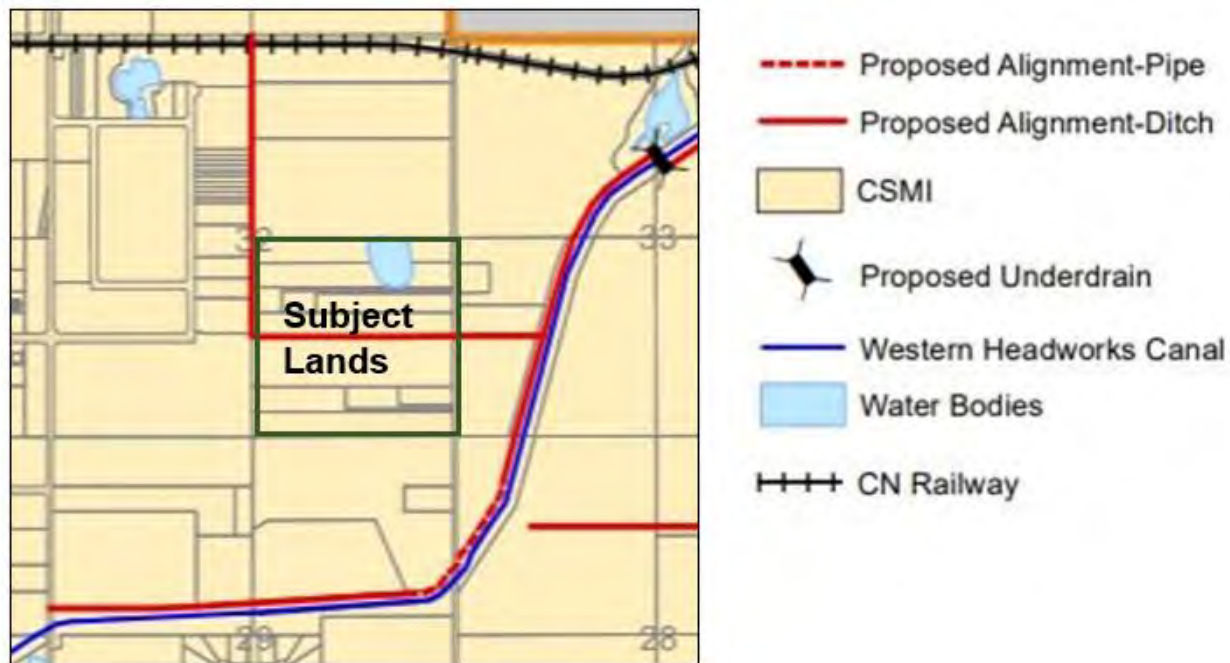
In 2016, MPE prepared the Janet Master Drainage Plan. It provides more specific design guidance on the future development of Janet, including existing storm pond evaluation, wetland identification, and future Stormwater Management (SWM) system design and interim evaporative pond sizing. A regional stormwater management system is proposed to be implemented by the County to collect and deliver any excess runoff to a suitable receiving waterbody. However, this would not be available for several decades.

Existing stormwater overland flows follow the natural contours of the quarter section and along the ditches. Figure 10: Janet ASP 2020 - Stormwater, shows that the *Plan Area* falls within the Cooperative Stormwater Management Initiative (CSMI). The map also shows a proposed alignment-ditch to run from west to east through the center of the quarter section – this ditch would run along the property boundary between Development Cell B and Development Cell C.

The CSMI is the County's post-development stormwater solution for the Plan area and the region. CSMI uses the WID canal system and right-of-way as a medium-term conveyance solution. Policy 22.7 of the Janet ASP notes that, "Volume and rate of stormwater discharge to the CSMI

system shall be in accordance with the CSMI plan and the Janet Master Drainage Plan or other plans that amend, replace or add to those plans.”

Figure 10: Janet ASP 2020 - Stormwater



3.10 Existing Environmental Features

Section 4 of the Janet ASP 2020, discusses the existing conditions of the Janet area and presents a present day scenario of lands. It notes that, “Much of existing development has adopted rural stormwater management practices, incorporating culverts, ditches, and natural conveyance systems.” Further, “Successful future development in the Plan area requires a comprehensive and regional solution to Stormwater development.”

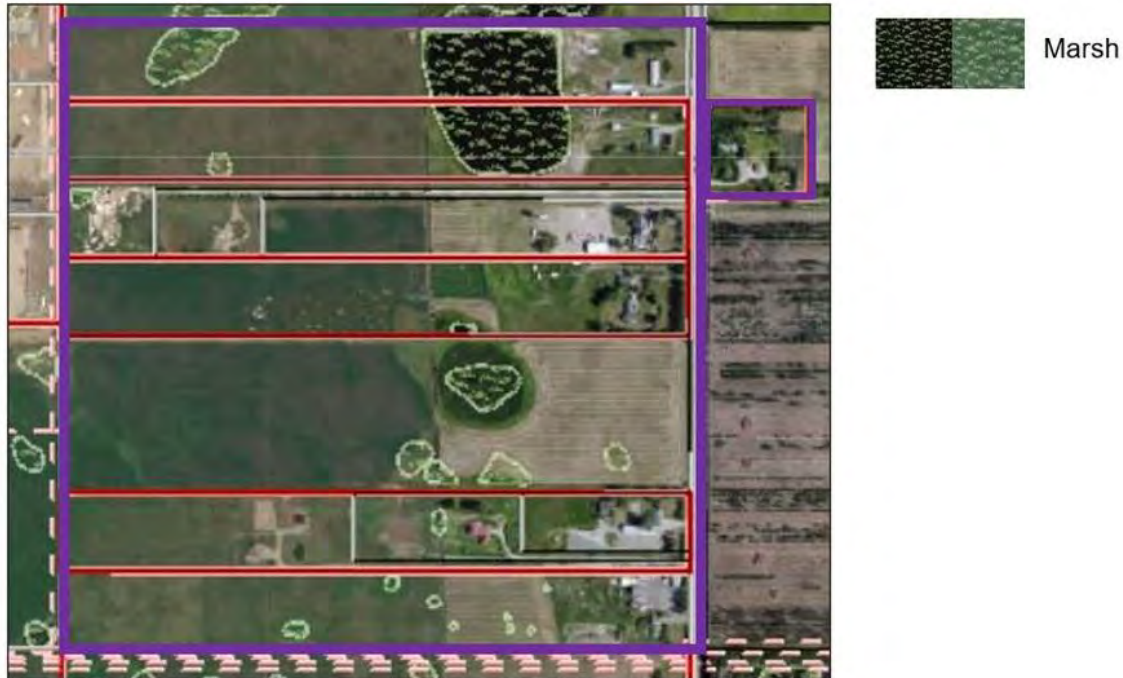
Section 17 of the Janet ASP 2020 notes, “A number of wetland complexes with a series of permanent wetlands located in the easterly portion of the Plan area”. A *wetland complex* is, “Comprised of two or more permanent or intermittent wetlands, connected by natural vegetation and drainage courses.” Policy 17.5 notes that, “Wetlands not claimed by the Crown that have high relative value should be dedicated as environmental reserve or environmental reserve easement.” This CS will conform to the wetland policies in Section 17 of the Janet ASP 2020 Draft.

The subject lands topography is relatively flat with defined drainage courses. There are existing wetlands within the quarter-section that are all classified as Marsh as per the Canadian Wetland Classification System (Geodiscover Alberta Wetlands and Wells). There is one (1) wetland that

bisects two (2) properties within Development Cell A. Figure 11: Alberta Environment Wetland Mapping, shows the existing wetlands within the quarter-section.

A Biophysical Assessment may be required for individual lots to determine suitability of lands for development and identify any wetlands on the site to be retained by the Crown or dedicated as Environmental Reserve (ER) or Environmental Reserve Easement (ERE).

Figure 11: Alberta Environment Wetland Mapping



4.0 Development Concept

The *Plan Area* is defined as a Residential Transition Area within the Janet ASP. This CS provides direction and guidance for the transition from rural residential to industrial land. The *Plan Area* is comprised of twelve (12) titled parcels under separate and individual land ownership. At this time, there are no intentions of further subdivision within the *Plan Area*.

General policies apply to all lands in the *Plan Area*. Specific policies, where applicable, apply to lands in specific cells. Notably, Cell B has policies specific to cannabis, hence the name Canna Park CS. It was the redesignation of Cell B and the requirement of a local plan that lead to the necessity of this CS. Cells are distinguished by features within them or the parcels themselves.

4.1 Development Cells

In order to recognize individual landowner expectations respecting the future subdivision and development of their lands, the *Plan Area* is divided into five (5) Development Cells. Figure 12: Development Cells within the Plan Area, shows the quarter-section divided into its cells. A parcel outside of the quarter section is included in the *Plan Area*, likely because it is also identified as, "Residential Transition" in the Janet ASP 2020.

Figure 12: Development Cells within the Plan Area

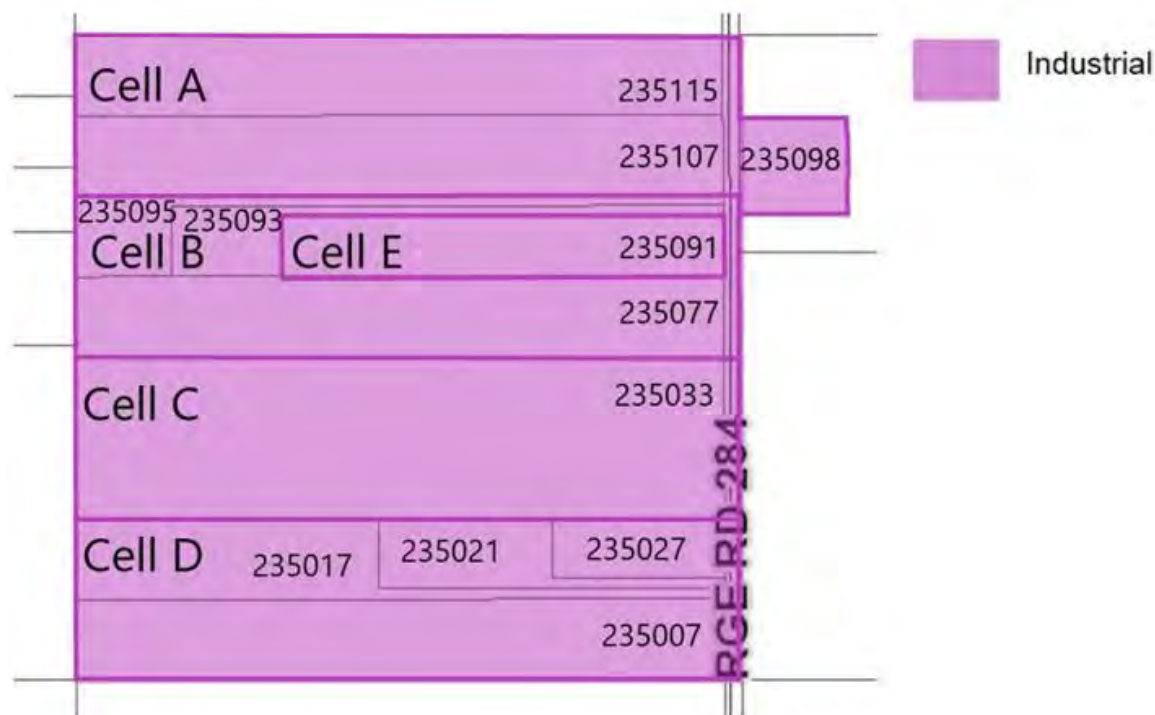


Table 2: Development Cells Summary, provide a description of the Conceptual Scheme's Development Cells.

Table 2: Development Cells Summary

Development Cell	284 Range Road	Area (Hectares)	Area (Acres)	Percentage of Planning Area
Cell A	235115	8.00	19.78	27.00
	235107	8.37	20.70	
	235098	1.61	4.00	
Cell B	235095	2.05	5.07	18.10
	235093	1.88	4.67	
	235077	8.12	20.08	
Cell C	235033	16.18	40.00	24.28
Cell D	235027	1.61	4.00	24.33
	235021	2.16	5.34	
	235017	4.35	10.75	
	235007	8.09	20.00	
Cell E	235091	4.18	10.35	6.28
Total	SE-32-23-28-W04M	66.64	164.74	100.00

Notes: 1. Table information current as per Rocky View County Atlas.

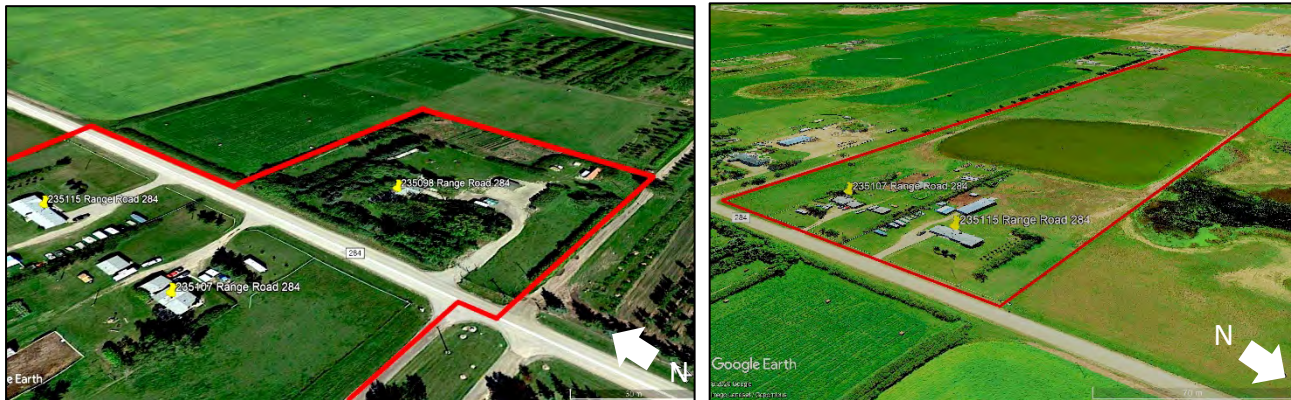
2. Totals may not equal due to rounding and metric conversion.

Development Cell A

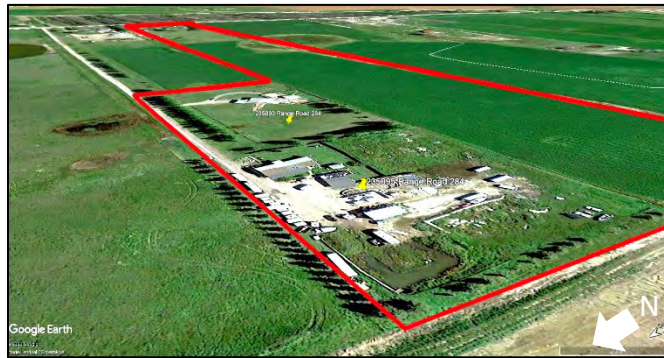
Cell A is comprised of two lots at the north and the parcel across the road. A wetland separates the front lands from the back lands in the northerly two lots. This poses development constraints in terms of access to portions of those lands and would likely require an internal road through negotiations with surrounding properties. The wetland would also require a biophysical impact assessment to ensure its function and form. Stormwater management would be outside of the wetland area as well. Future development within this cell will require an amendment to the Land Use Bylaw and/or Development Permit, depending on the use proposed. Light Industrial is supported through this CS.

Canna Park

Conceptual Scheme

Figure 13: Development Cell A, Property Aerial*Development Cell B*

A portion of Cell B is currently designated as Industrial, Heavy District (I-HVY) in the Land Use Bylaw. Currently, no Plan of Subdivision is proposed, however, Phase 1 and Phase 2 are proposed. Detailed planning for subsequent phases of development in Cell B is normally considered at the Development Permit stage.

Figure 14: Development Cell B, Property Aerial**Figure 15: East Portion of Subject Lands (buildings to be removed)****Development Cell C**

Cell C is the largest parcel in the *Plan Area* and is currently used for agricultural purposes. This CS sees the lands having the opportunity to become industrial. Policies restricting the further subdivision of agricultural lands above a certain acreage do not apply because the intent is not to preserve agricultural land of a certain size in order to be viable, but to further develop the already fragmented quarter section. Development in this Cell is not proposed by the owner at this time. Utilization of these lands for a road realignment is also not proposed by the County, despite some support for this by other land owners at the public engagement session. Future development within this cell will require an Amendment to the Land Use Bylaw and/or Development Permit, depending on the use proposed.

Figure 16: Development Cell C, Property Aerial**Development Cell D**

Cell D are the southernmost parcels, three of which have panhandle entrances. Development is not proposed at this time. Should a Plan of Subdivision be proposed, an internal road should be incorporated and the use of panhandles for access discouraged. Future development within this cell that is zoned as Industrial use will require a Land Use Change and/or Development Permit.

Figure 17: Development Cell D, Property Aerial**Development Cell E**

Land Use Redesignation from Rural Residential (R-RUR) to Industrial Light (I-LHT) is proposed in this Conceptual Scheme. Future development within this cell that is zoned as Industrial use will not require a Land Use change and/or Development Permit.

Figure 18: Development Cell E, Property Aerial

4.2 Development Concept Policy for the *Plan Area*

Implementation policies form part of the Conceptual Scheme Development Concept. These include: architectural design considerations, construction management plan considerations, performance standards and development guidelines. Within Performance Standards matters related to: odours, toxic matter, solid waste management, fire and explosion hazards are dealt with. Within development guidelines the following matters are considered: access, parking and loading; signage; lighting, outside storage, outside display areas, fencing, and landscaping.

Industrial

The *Plan Area* is envisioned to attract industrial development, catering to uses that do not require municipal-owned utility servicing. Industrial uses such as distribution logistics, warehousing, transportation, services, construction, and manufacturing, that do not have significant off-site nuisances, may be deemed appropriate within the quarter section. Commercial, institutional, and other business uses that are compatible with industrial uses and have minimal impact on the local infrastructure, and do not generate large retail traffic volumes may be appropriate within the quarter section. All this taken together indicates a wide range of uses that are envisioned for the *Plan Area*.

Policy

- 4.2.1** Development within the Plan Area shall strive to establish an attractive industrial area for small to medium industries in sectors such as: manufacturing, transportation and construction; and provide for limited-service industrial development.
- 4.2.2** Consideration will be given to a limited servicing strategy, which includes the use of cisterns, pump-out tanks, or communal systems for water and wastewater solutions for business development.
- 4.2.3** Proposals for commercial, office, and industrial uses within the Plan Area should

follow the Commercial, Office, and Industrial Design Guidelines of Rocky View County.

- 4.2.4** Landscaping requirements and architectural controls to ensure visual quality of the industrial area shall be detailed in Architectural and Design Guidelines to be submitted at the subdivision stage of the development approval process.
- 4.2.5** All industrial development shall be designed and constructed in accordance to recognized Crime Prevention Through Environmental Design (CPTED) best practices.
- 4.2.6** Institutional and business uses that are compatible with industrial uses and have minimal impact on the local infrastructure, and do not generate large retail traffic volumes may be appropriate within the industrial area.
- 4.2.7** Industrial uses located adjacent to existing residential or agriculture areas shall address the Business-Residential Interface or Agriculture Interface policies in the Janet ASP
- 4.2.8** The business community design should be applied to development proposed within the Plan Area that takes the following into consideration:
- a) ensures compatibility with land uses within, adjacent and in proximity to the Plan Area;
 - b) provides sustainability and responsiveness to the natural characteristics;
 - c) offers a wide range of lot sizes to provide for a wide range of small and medium sized businesses reflective of market demand;
 - d) achieves a high standard of architectural and site development that retains the historical character of the surrounding community;
 - e) integrates stormwater design with landscaping;
 - f) locates buildings, parking and landscaping in compliance with the Land Use District;
 - g) ensures lighting is night sky friendly so as to divert light downwards; and
 - h) locates security fencing behind the landscape buffer so that the landscaping is visible from the street or the adjacent parcels.

Lot Size

Lot size depends on the Land Use District for the lands and the needs of the tenant/owner.

Policy

- 4.2.9** Lots provided within the *Plan Area* should be designed to provide options for a variety of business types.

Phasing

This CS does not propose any other development within the remaining cells, with the exception of Development Cell B.

Policy

- 4.2.10** The potential for future subdivision is limited by the densities and policy provisions of this Conceptual Scheme and the provisions of Rocky View County Land Use Bylaw as it applies to individual Development Cells within the *Plan Area*.
- 4.2.11** Subdivision and development within the *Plan Area* should be matched to a logical progression of servicing. Subdivision and development within Development Cell B may proceed in multiple phases without amendment to this Conceptual Scheme provided the required infrastructure or an acceptable alternative to sustain the planned subdivision and development is in place and/or available at the time of approval.
- 4.2.12** The Development Cell labels do not indicate the progression of phasing within the *Plan Area*.

Lighting

In keeping with the character of its country setting, lighting is proposed to be dark sky friendly. All lighting will be positioned in such a manner that ambient light falling onto abutting properties is minimized. The intent is to ensure that all light fixtures installed maximize their effectiveness and security on the property and minimize impact beyond the property to avoid direct glare on surrounding properties or on the dark sky.

Policy

- 4.2.13** All private lighting, including security and parking area lighting, shall be designed to respect the County's "dark sky" Land Use Bylaw requirements, conserve energy, reduce glare, and minimize light trespass onto surrounding properties.

Open Space Area

Open space, parks, pathways, and trails provide opportunities for passive and active recreation for a wide range of accessible, connected, inviting, and safe spaces. Trails could connect the area to the regional trail system along the WID. There are no existing trails within the quarter section. Future residential or industrial development should consider trail connections to the WID.

Policy

- 4.2.14** Discussions are encouraged with neighbouring property owners to connect to the regional pathway system to the east of the *Plan Area*.
- 4.2.15** Open space development, including pathway design, shall be in conformance with the RVC Open Space Master Plan, RVC Servicing Standards and RVC Parks and Pathways: Planning, Development and Operational Guidelines.

Municipal Reserves

The Municipal Government Act (MGA) Section 666(2), "The aggregate amount of land that may be required under subsection 1, (namely developable land that is the subject of a proposed subdivision) may not exceed the percentage set out in the municipal development plan, which may not exceed 10% of the parcel of land less the land required to be provided as environmental reserve and the land made subject to an environmental reserve easement."

The MGA also notes that any combination of land or money for a municipal reserve may be provided. The aggregate amount of land or cash-in-lieu that may be required is 10% of the developable land that is the subject of a proposed subdivision.

Policy

4.2.16 Municipal Reserve dedication shall be determined at the subdivision stage in accordance with the Municipal Government Act.

Wetlands

Alberta Environment and Parks has provided wetland mapping, as previously presented by Figure 11: Alberta Environment Wetland Mapping. As per the Canadian Wetland Classification System, all of the wetlands are classified as Marsh Class.

Policy

4.2.17 Wetland protection shall be guided by Rocky View County and Provincial policy.

4.2.18 Rocky View County shall require the use of the Provincial system to determine wetland classification and relative wetland value.

4.2.19 Wetlands not claimed by the Crown that have a high relative value should be dedicated as environmental reserve or environmental reserve easement.

Environmental Reserve

As directed in the MGA and Janet ASP, Environmental Reserves are lands dedicated to the County as public land during the subdivision process. Environmental Reserves are typically wetlands or other natural feature with a regional form and function of regional significance to RVC.

According to Section 3(1) of the Public Lands Act, the title to the bed and banks of all permanent and naturally occurring water is vested in the Crown in Right of Alberta (owned by the Crown). As such, should any waterbody, including wetlands, within the project area appear to be permanent and naturally occurring, a review by a qualified biologist is required prior to an application for approval under the Water Act being submitted. A purchase agreement would also be required to purchase the area of the wetland back from the Crown, if the wetland area were to be included in any permanent land development.

Policy

4.2.20 Any environmental concerns found in the *Plan Area* shall be addressed to the satisfaction of Rocky View County at the Development Permit stage.

- 4.2.21** A buffer of 6 m in width abutting any waterbody, including wetlands, may be required, as per Section 664(1) of the Municipal Government Act or as determined by the County.
- 4.2.22** Should the Developer wish to develop wetlands that are potentially *crown-claimable*, an application for approval under the *Water Act* is required for all permanent impacts to waterbodies (including wetlands and ephemeral waterbodies). Fieldwork for *Water Act* applications are required to be completed during the growing season to comply with the *Alberta Wetland Policy*.
- 4.2.23** Lands that qualify, should be dedicated as Environmental Reserve or Environmental Reserve Easement through the subdivision process, as per the Municipal Government Act.

Stormwater

Stormwater designs will be overland using the natural drainage system at pre-development volumes and a pre-determined release rate. Stormwater is intended to be contained on-site as per the Master Drainage Plan. A variety of water re-use options should be considered to lower stormwater volumes such as on-site irrigation, evaporation, absorption, transpiration, and infiltration. Low Impact Development (LID) may include some containment on individual lots; Best management practices (BMPs) may include buffer strips, grading and naturalized methods.

Policy

- 4.2.24** Development within the *Plan Area* shall generally conform with the stormwater management plan referenced in this Conceptual Scheme that takes best management practices into account.
- 4.2.25** Development shall minimize extensive stripping and grading, while also protecting natural depressions in the landscape, as part of the overall design of the stormwater management.
- 4.2.26** Stormwater shall be addressed to the satisfaction of Rocky View County at the Development Permit stage.

Transportation

The *Plan Area* is accessible to Rocky View County municipal road network and the Provincial Highway network via Range Road 284. This road connects to Township Road 240 approximately one (1) km to the north and to Glenmore Trail approximately two (2) km to the south. Network improvements will likely be required to facilitate new industrial and commercial growth. There are future plans for the extension of 61. Ave, SE as a major – 4 lane road into Rocky View County, to be located approximately half a kilometer to the south of Development Cell E.

Policy

- 4.2.27** Access to developments proposed within the *Plan Area* shall be in accordance with the current Rocky View County policies and to the satisfaction of the servicing standards.
- 4.2.28** Should an internal road be part of a development proposal, it shall be a local public road developed in accordance with the current Rocky View County policies and servicing standards.
- 4.2.29** The Municipality may require road widening agreements or road widening at such time as lands within the individual Development Cells are proposed for subdivision approval.
- 4.2.30** Where the regional pathway, trail, and sidewalk network cannot be secured east-west to the WID regional trail system, it may be located within a road right-of-way in accordance with applicable County standards or in municipal reserve land adjacent to roads with a rural cross section.
- 4.2.31** A Transportation Off-Site Levy shall be paid by the Developer to the Municipality in accordance with the Transportation Off-Site Levy Bylaw as amended.
- 4.2.32** No Development Permit will be issued for parcels fronting a new or upgraded road until a Development Agreement has been entered into and the required Road System has been constructed and received a Construction Completion Certificate (CCC) from the Municipality.

Utility Services – Water

There are twelve (12) existing wells within the quarter section that support individual residences within the quarter section. A *Phase 1 Groundwater Report* may be expected to determine the viability of the aquifer to support the proposed development.

Rocky View County Servicing Standards Table 600A breaks down water supply requirements at various development stages, it notes “requirements for potable water servicing will be provided at Development Permit circulation”.

Policy

- 4.2.33** Determination of water supply shall be provided at the Development Permit stage. The County may require that deferred servicing agreements be secured for future connection to regional or municipal utility systems.

Utility – Sanitary Wastewater

Sanitary sewage is proposed to be handled by a private sewage treatment system. For industrial sewage, a holding tank could be used as a means to collect and temporarily store sewage from a facility or dwelling, for subsequent removal and transport to an approved treatment and disposal site. A local transfer site managed by Rocky View County is also available within Langdon for recycling and garbage.

RVC Servicing Standards 507.2 Industrial, Commercial and Institutional (IC&I) Private Wastewater Treatment Systems and Disposal Systems notes, "The County generally requires sewage holding tanks for IC&I PSTS. Where proposed, the septic field method of sewage disposal must be fully engineered and justified for all IC&I lot developments. The use of septic fields for other than normal domestic sewage will not be supported by the County."

Wastewater should be contained on individual lots and transported off-site for disposal. The Alberta Health Services also notes that private sewage disposal systems (including pump-out tanks) must be completely contained within the property boundaries and must comply with the setback distances outlined in the most recent Alberta Private Sewage Systems Standard of Practice.

Policy

- 4.2.34** Wastewater management for industrial lots should be on private on-site holding tanks.
- 4.2.35** Consideration will be given to private on-site wastewater servicing solutions taking into account existing systems and land use proposed. The County may require that deferred servicing agreements be secured for future connection to regional or municipal utility systems.
- 4.2.36** Sewage treatment for industrial use would be by holding tank to collect and temporarily store sewage from a facility for subsequent removal and transport to an approved treatment and disposal site.
- 4.2.37** Sewage treatment for normal domestic use could use septic tanks and septic fields provided the system meets Alberta Private Sewage Systems Standard of Practice and Rocky View County standards.

Shallow Utilities

Telecommunications, phone, cable, fiber optics (where available), electrical and natural gas services will be provided to the *Plan Area* at the subdivision stage, as per utility owner's guidelines and availability.

Policy

- 4.2.38** Shallow utilities will be provided by the appropriate utility company providing service to the *Plan Area* at the sole expense of the Developer.
- 4.2.39** The Developer of individual parcels within the Development Cells will provide easements to any utility company requiring them to provide services to the *Plan Area*. Locations for easements and line assignments for shallow utility extensions shall be determined at the subdivision endorsement stage.
- 4.2.40** Utility line assignments (buried/surface/overhead) are to be located within road right-of-ways and not within Municipal or Environmental Reserve lands.

Solid Waste Management

Reduce, reuse, recycle concepts should be considered in the Solid Waste Management Plan. The nearest disposal site is Recycling Worx Inc., a center for recycling construction waste. Recycling Worx Inc., recycles and re-uses a number of materials including woods, cardboard, plastics, paper, metals, and asphalt shingles, and does not appear to have off-site nuisance impacts. The nearest transfer site is the Langdon Transfer Site at 505 Railway Ave., Langdon. This transfer site collects many different types of materials such as non-hazardous waste, e-waste, tires and recycling.

Policy

- 4.2.41** A “Solid Waste Management Plan” should be considered at the Development Permit stage for all Development Cells within the *Plan Area* to the satisfaction of the County. Implementation of the Solid Waste Management Plan shall be the responsibility of the Developer.
- 4.2.42** Recycling, landfill and other uses that are likely to create off-site noxious in nature are prohibited within the *Plan Area*.

Business-Residential Interface

Business-Residential Interface areas are those industrial or commercial land use areas that are adjacent to existing or proposed residential land uses. As the quarter section transitions from residential to industrial land use, there are careful considerations to land use, spatial separation, roadway design, landscaping and the design and layout of buildings. The intent of the interface is to minimize the impact of commercial and industrial development on residential development and provide edge conditions in interface areas that are complementary to adjacent residential areas.

Policy

- 4.2.43** Industrial uses located adjacent to existing residential areas shall address the Business-Residential Interface policies in the Janet ASP 2020

Agricultural Interface

Agriculture Interface areas are those agricultural uses that are adjacent to other land uses not designated as agricultural. The Intent of the interface is to allow continued and unimpeded agricultural development until the land transitions to an alternate land use.

Policy

- 4.2.44** Proposals for non-agricultural development adjacent to agricultural lands located either within or outside of the *Plan Area* shall incorporate buffering, siting, and design techniques to minimize negative impacts on agricultural lands.
- 4.2.45** The policies in Section 13, Agricultural Interface, of the Janet ASP 2020 shall apply to this Conceptual Scheme.

Canna Park

Conceptual Scheme

Protective and Emergency Services

Crime prevention can benefit from environmental design.

Policy

- 4.2.46** Crime prevention through environmental design principles shall be adopted. Adequate lighting, visibility, and safety will be provided along Range Road 284 to create a sense of security and to ensure a pedestrian safe environment.

~~5.0 Future Land Use~~

~~Land Use Change~~

~~Conceptual Scheme Policy: Land Use Changes and Subsequent Subdivision~~

~~Policy 5.1~~

~~Proposals for Subdivision and Development permit applications will require an amendment to this Concept Scheme.~~

~~Policy 5.2~~

~~Proposals for the redesignation of lands within the Planning area to Industrial or Commercial districts pursuant to the Land Use Bylaw shall be considered appropriate where such proposals will support subsequent subdivision and development which:~~

- ~~a) Recognizes and responds to the physical characteristics and attributes of the planning area~~
- ~~b) Will result in a sustainable Industrial Development area at a scale appropriate and sensitive to the adjacent developments.~~
- ~~c) Accommodates the full potential of these lands for Industrial subdivision and development~~
- ~~d) Conforms to the policies of this Conceptual Scheme, the Janet Area Structure Plan and other relevant policies and regulations of Rocky View County~~
- ~~e) Locates storage, service and loading areas and most parking to the side and/or rear of the main building. These areas should have additional screening if adjacent to public roadways and/or residential.~~

5.0 Development Cell Specifics

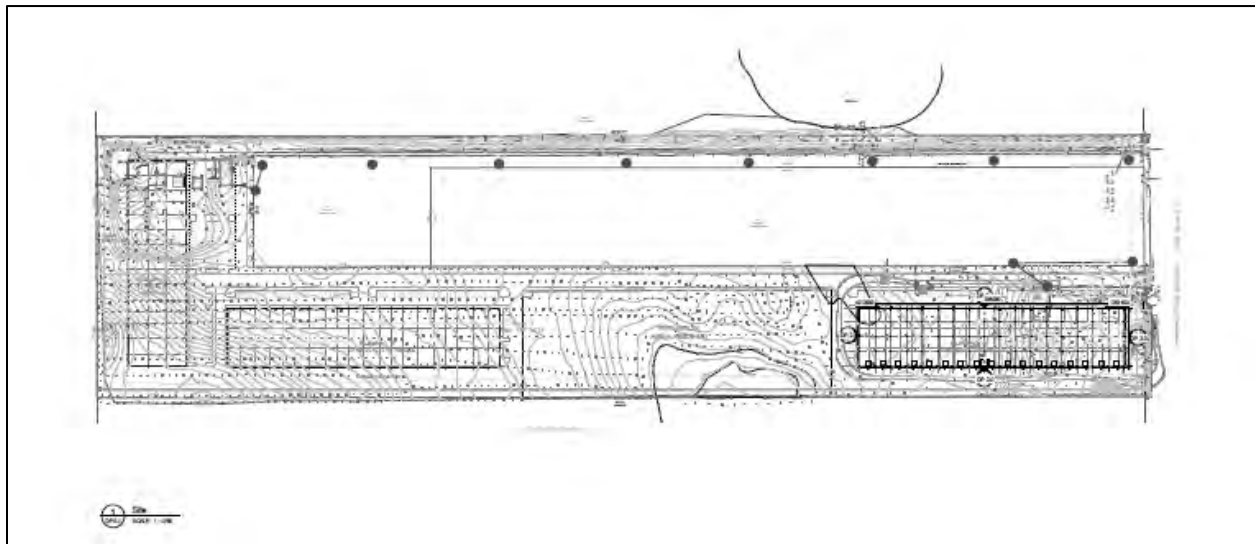
5.1 Development Cell B

Cell B contains three (3) residential properties, consisting of existing residential buildings and accessory buildings. Future development will comprise of three (3) independent detached structures at full build out.

Phasing

The existing residential development on the property municipally known as, 235095 Range Road 284, will be removed prior to development of Phase1. Figure 19: Development Cell B – Development Concept, shows the overall development concept.

Figure 19: Development Cell B - Development Concept



Canna Park

Conceptual Scheme

Canna Park intends to develop in two (2) phases, as seen in Figure 20: Development Cell B Phases.

Figure 20: Development Cell B Phases

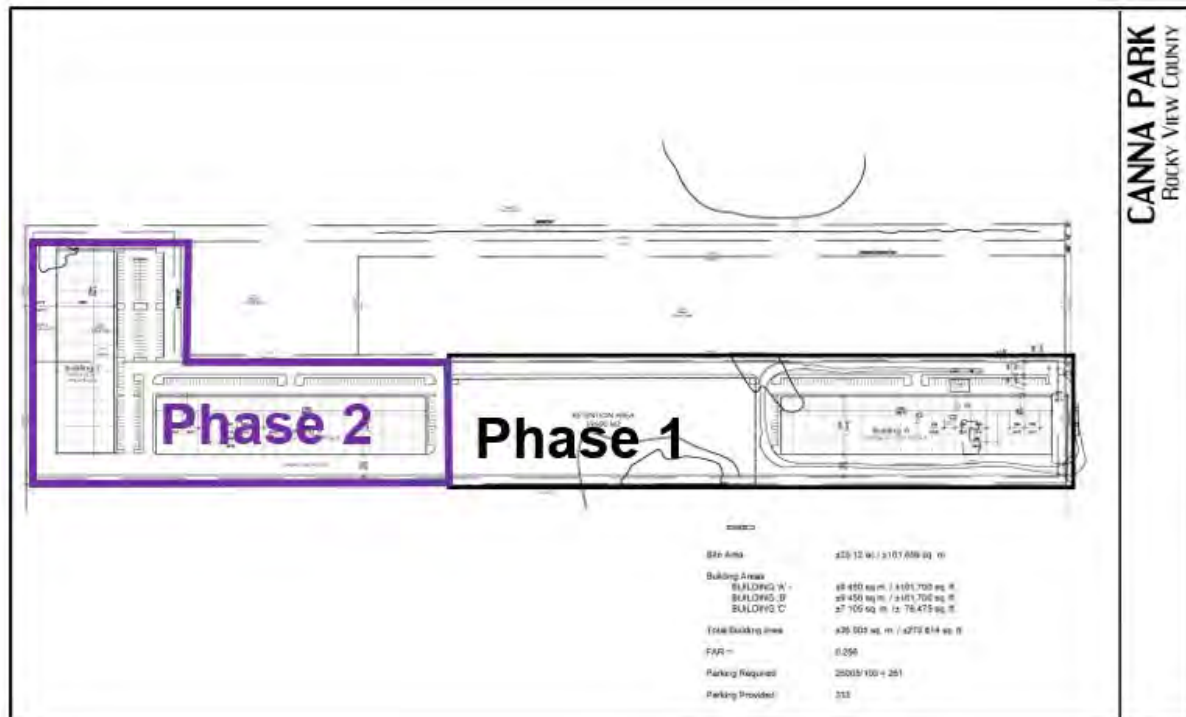


Table 3: Development Cell B – Phase Description describes the area for each phase of development within a portion of Development Cell B.

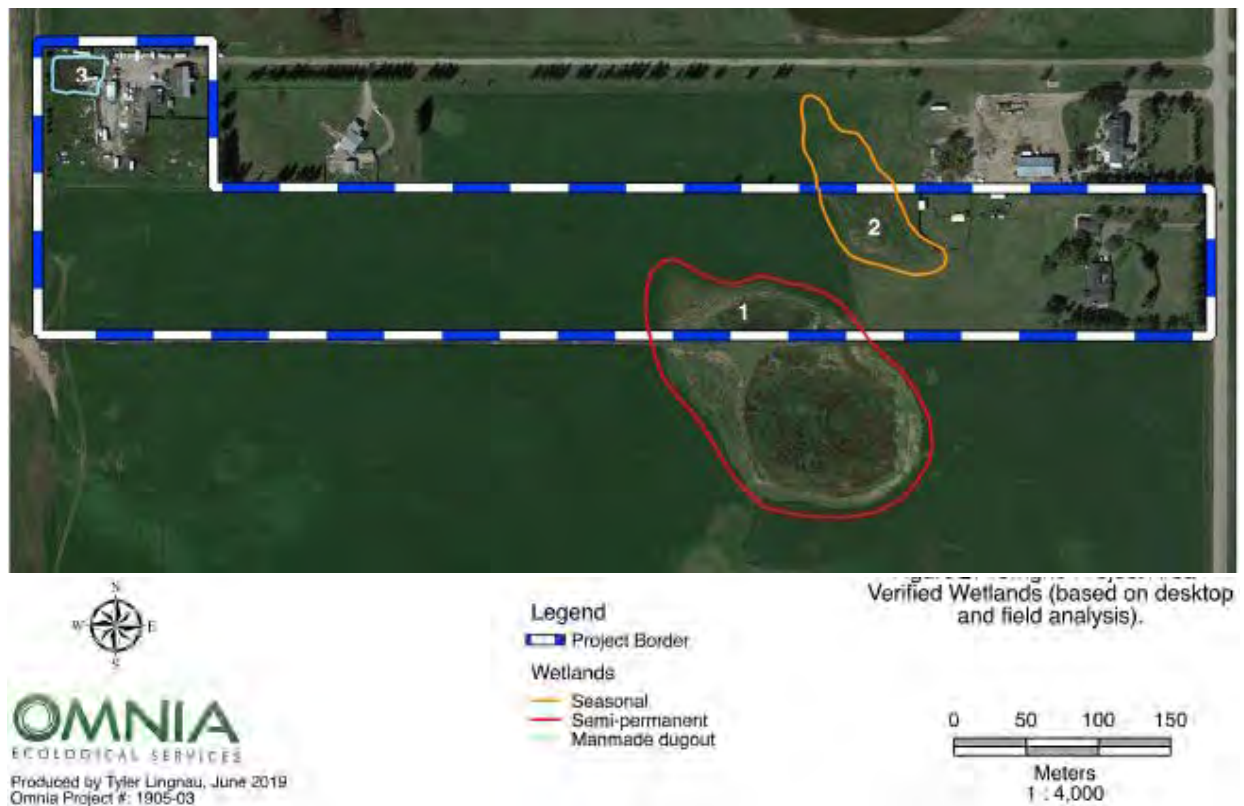
Table 3: Development Cell B - Phase Description

Proposed Lot	Area (Hectares)	Area (Acres)	Percent
Phase 1	11.93	4.83	47.70
Phase 2	13.07	5.29	52.30
Total	25.00	10.12	100.00

Supporting documentation for Cell B is described briefly in this CS and is available under separate cover. These reports are conceptual in nature and would require more detail to accompany a Development Permit proposal specific to the land use proposed.

Environmental

A *Wetland Assessment and Impact Report* (WAIR) was prepared by OMNIA, July 2019. The report notes, "The site contains three wetlands on the property... one semi-permanent wetland [1], one seasonal wetland [2], and one manmade dugout [3]". Figure 21: Wetlands within Development Cell B, shows the three identified wetlands.

Figure 21: Wetlands within Development Cell B

Transportation

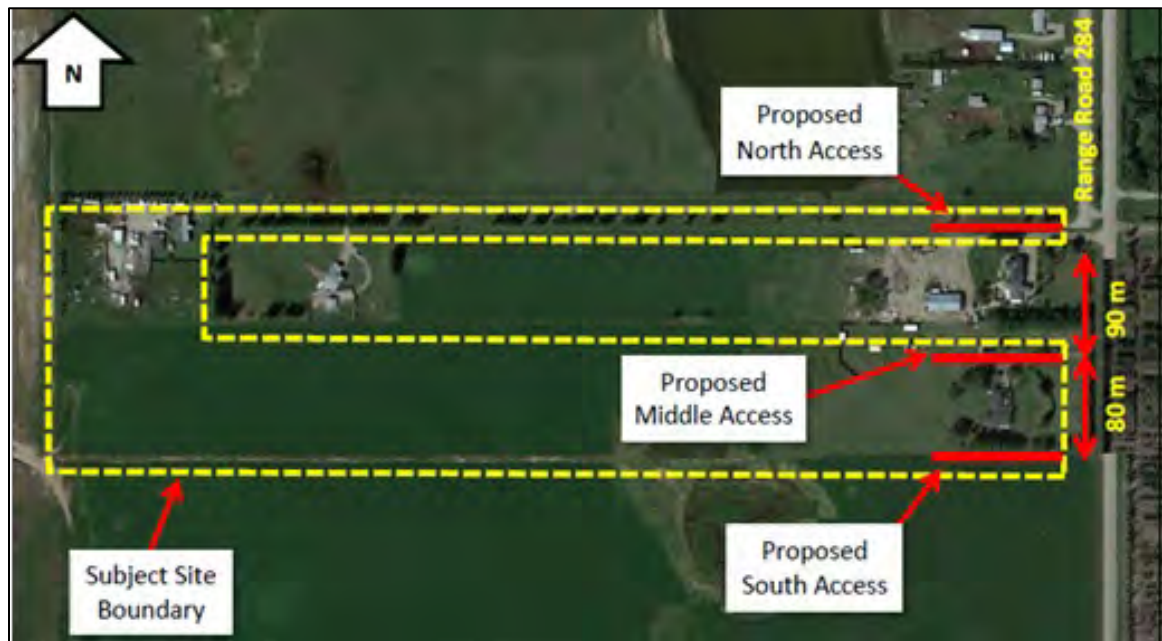
A *Transportation Impact Assessment* (TIA) was prepared by JCB Engineering Ltd., July 2018. In July 2019, an update to the previously prepared TIA was presented in the form of a letter report by JCB Engineering Ltd. Basically the letter states, “Based on the expected trip generation data for the proposed development there would be no change in the classification of Range Road 284, it would remain a ‘Regional Collector’. There are already plans in the Janet ASP to upgrade Rge 284 to an arterial roadway, this development will contribute to the eventual need to improve this roadway, but those improvements are not required to support this development on its own.”

Table 4: Update 2 – Manufacturing: 280, 700 sq ft (Phases 1 and 2), shows the updated trip generation based on new areas for the buildings. The letter report notes, “As expected, the larger area of the buildings from what was in the previous update results in a higher number of trips generated. However, Phase 1 of the development generates less traffic than the original 12.5 acre industrial park; it is only when Phase 2 is constructed that the trip generation of the 3 buildings exceeds the original trip generation.”

Table 4: Update 2 - Manufacturing: 280, 700 sq ft (Phases 1 and 2)

ITE Trip Generation Data								
Weekday			AM Peak Hour			PM Peak Hour		
Entry	Exit	Total	Entry	Exit	Total	Entry	Exit	Total
883	881	1,764	196	77	273	113	147	260

The middle access will be the primary access into the site and should be allowed to have all turns be available. The south access should be restricted to right in/out to reduce the number of vehicles turning left off and onto Range Rd. 284 to reduce the impact to through traffic. The north access will provide access to residential properties as the existing driveway at this location does now, and will provide emergency-only access into the subject property. Figure 22: Access – Development Cell B, shows entrances onto Range Road 284.

Figure 22: Access - Development Cell B

Water

Potable water is supplied to the existing residence by an existing well. Potable water is proposed to be provided to Phase 1 of Development Cell B by connection to a tank system combined with the existing well. A Phase 1 Groundwater Report may be expected to determine the viability of the aquifer to support the proposed development.

Stormwater

A *Site-Specific Stormwater Implementation Plan (SSIP)* has been prepared by Stormwater Solutions for Jaroc Holdings Ltd, for lands within Development Cell B only.

The report proposes two (2) types of re-use for Phase 1 Pond Catchment which include: irrigation for the site and water re-use for site operations. “Based on the size of the proposed building 101,700 ft² (9,450 m²)... the conservative estimate of water requirement is 10,000 USG (37.8 m³) per week. It is proposed that most of this water can be obtained from runoff from the roof or from the stormwater pond. Additional make-up can be provided by on-site water wells. As such, a 200 m³ underground tank is proposed to intercept roof runoff prior to it discharging to the pond.” Table 5: Proposed Runoff Volumes, describes the annual runoff and volume rates for the proposed and existing wetlands.

Table 5: Proposed Runoff Volumes

Catchment ID	Description	Area (Ha)	51 Year Runoff Volumes (m ³)	Annual Runoff Volumes (m ³)	Annual Volume (mm/yr)
SC1	Phase 1 Site	3.6861	891,142	17,473	434.0*
Pond 1	Proposed Wet Pond	1.1469			
Total	From Phase 1 to existing wetland	4.8330			
SC2	Remaining Catchment to Wetland	13.5003	22,122	434	2.5
Pond 2	Remainder of existing wetland	1.9012			
	TOTAL	20.235			

Policy

- 5.5.1** Potable water is proposed to be provided to Phase 1 of Development Cell B by connection to a cistern system combined with the existing well.
- 5.1.2** Berms and other landscaping measures shall be implemented to address the Industrial-Residential Interface to the satisfaction of Rocky View County.
- 5.1.3** Security fencing should be installed on property boundaries to minimize potential trespassing.
- 5.1.4** Consideration will be given to recommendations of the *Wetland Assessment and Impact Report*.
- 5.1.5** Wetlands not claimed by the Crown that have a high relative value should be dedicated as Environmental Reserve or Environmental Reserve Easement.
- 5.1.6** Consideration will be given to recommendations of the *Transportation Impact Assessment - Update 2* in regard to access to Development Cell B.
- 5.1.7** Consideration will be given to recommendations of the *Site-Specific Stormwater Implementation Plan* in regard to stormwater on Development Cell B.
- 5.1.8** Erosion and sediment control measures should be implemented during construction to protect the natural drainage courses.

5.2 Development Cell E

Cell E comprises approximately 10.35 acres (4.18 ha) contained under one (1) title. This Conceptual Scheme refers to the Development Cell E subject lands, municipally known as 235091, Range Road 284, and provides direction on the Development within this Cell and guidance for the Development Permit once the land use is known.

The subject property is currently zoned as Residential, Rural District (R-RUR), and is pending approval of land use redesignation to Industrial, Light District (I-LHT) and its corresponding Master Site Development Plan (MSDP). As of October 6, 2020, the Land Use Redesignation and the MSDP were tabled sine die to allow the applicant to align with the Canna Park Conceptual Scheme proposal.

Industrial, Light District (I-LHT) is the proposed land use for the subject property. The parcel size of the subject lands, being 4.18 ha (10.35 acres), fits within the parameters for this proposed land use district 1.62 ha (4 ac.) – 6.09 ha (20 ac.). The existing dwelling and accessory building more than meet the setback requirements.

Cell E has a number of potential land uses based on the existing site characteristics. Regarding landscaping, the perimeter of the property already has landscaping of coniferous trees. The existing trees on the northern property line will be supplemented with additional vegetation to screen from the driveway serving neighbouring lands. Additional screening will also be provided to the residence to the west. Regarding access, there are sufficient sight-lines at the existing entrance. Ample parking currently exists as a gravel area in proximity to the large garage on the property. Regarding environment, no wetlands were found on the subject lands, as mapped by Alberta Environment and Parks. Regarding stormwater, the land is relatively level with no ponding present. A linear ditch along the eastern property line functions for any overland flow.

As stated in the general policies, matters such as: transportation, stormwater, landscaping, lighting, parking, building placement, etc. will be addressed at the Development Permit stage. It would be difficult to provide supporting documentation without an understanding of: the use proposed, hours of operation, volume of traffic expected, parking, impervious/impervious lot coverage, buildings, and storage proposed. At this time, the specific use for the subject property has not been determined.

Policy

- 5.2.1** Studies, as determined at the preliminary planning meeting with the County, required for Development Cell E should be addressed at the Development Permit stage, once the specific use has been determined.

6.0 Subdivision and Development Concept

~~Exhibit 13.2 — Subdivision and Development Concept is a conceptual subdivision design for the Planning Area. The Subdivision and Development Concept is comprised of four Development Cells (Development Cells A to D).~~

Development Cell A

~~Development Cell A comprises 44 acres (17.81 ha) contained under three (3) separate titles. Subdivision and Development in this Cell is not proposed in this Concept Scheme and will have to be appended to this plan prior to Land Use Change or Development Permit~~

Development Cell B

~~Development Cell B comprises 40 acres (16.19 ha) contained under 3 separate titles. Exhibit 13.2 — Subdivision and Development Concept contemplates no additional subdivision within this Development Cell. This Concept Scheme includes detailed analysis of 25 acres in this Cell and provides direction on the Development within this Cell and guidance in the Residential Transition Area. The remaining 15 acres (6.07 ha) in this Cell will require an amendment to this Concept Scheme prior to Land Use change or Development Permit application.~~

Development Cell C

~~Development Cell C comprises 40 acres (16.19 ha) contained under one title. This parcel is currently being used for agricultural purposes. Subdivision and Development in this Cell is not proposed in this Concept Scheme and will have to be appended to this plan prior to Land Use Change or Development Permit.~~

Development Cell D

~~Development Cell D comprises 40.0 acres (16.19 ha) contained under four (4) separate titles. Subdivision and Development in this Cell is not proposed in this Concept Scheme and will have to be appended to this plan prior to Land Use Change or Development Permit.~~

Policy 6.0.1

~~Proposals for the subdivision of land within the Planning Area should be generally in accordance with subdivision design of Exhibit 13.2 — Subdivision and Development Concept.~~

Policy 6.0.2

~~Lot layouts illustrated in Exhibit 13.3 — Subdivision and Development Concept are conceptual only and may not reflect the final subdivision design, number or sizes of lots that may be proposed in~~

~~future tentative plans of subdivision. The final size, configuration and design of individual parcels proposed through subdivision shall be determined at the tentative subdivision plan approval stage and conform to the provisions of the Janet Area Structure Plan and other relevant policies and regulations of Rocky View County.~~

Conceptual Scheme Policy: Subdivision Design Principles

~~Policy 6.0.3 — The following Subdivision Design Principles should be applied to subdivision proposed for the Planning Area:~~

- ~~a) Commercial and Industrial design which is compatible with land uses adjacent and in proximity to the Planning Area.~~
- ~~b) A Business community design which is sustainable, and responsive to the natural characteristics of the Planning Area.~~
- ~~c) A Business community design which offers a wide range of lot sizes to provide for a wide range of small and medium sized businesses reflective of market demand.~~
- ~~d) A Business community design that when developed will achieve a high standard of architectural and site development that retains the historical character of the surrounding community.~~
- ~~e) Integrate stormwater design with landscaping. Use stormwater ponds as amenity as well as a utility~~
- ~~f) Security Fencing should be limited to side and rear yards and visually screened with landscaping. Security fencing should be located behind the landscape buffer so that the landscaping is visible from the street or the adjacent parcels. Fencing in front yards should be limited to decorative use unless it can be demonstrated that it is required for security reasons.~~

Conceptual Scheme Policy: Lot Size

~~Policy 6.0.4 — Lots provided within the Planning Area should be designed to be a minimum of (1.2) acres or greater in size (more or less) to provide options for a variety of Business types.~~

Conceptual Scheme Policy: Municipal Reserve

~~Policy 6.0.5 — Where municipal reserves are owing as a result of subdivision approvals for parcels within the Planning Area, the provision of these reserves shall be in accordance with the provisions of the Municipal Government Act. The future developments in this area are proposed to be General Industrial type uses with limited public access therefore cash in lieu would be preferred.~~

Conceptual Scheme Policy: Pedestrian Pathways

~~Policy 6.0.6 — Where appropriate, pedestrian pathways should be developed within each Development Cell of this Conceptual Scheme in order to provide pedestrian linkages to the municipal reserve parcels and the developing regional pathway system.~~

6.0 Public Engagement

Consultation with affected property owners within the Planning Area and other adjacent affected parties within the Residential Transition area occurred prior to and during the preparation of this Conceptual Scheme. This consultation involved direct communication with affected parties and an Open House held Feb 13, 2019 in the board room of Hill Bros Expressways. Seven people attended the open house.

A second Open House was held October 15, 2020 from 6:00 – 8:00 pm at the Schlichenmayer's home and approximately a dozen people attended. For the last Open House, circulation of notices were hand-delivered to all property owners in the quarter-section and parcel making up the plan area of the CS. The intent was to determine what development plans owners within the CS might have so that the CS can address it.

Covid precautions were in place with physical distancing, masks, hand sanitizer and wipes. Storyboards were on display and discussed by the agent for the Schlichenmayer proposal and the agent for the Jaroc Holdings proposal. Brief surveys were distributed to seek public input and provided with timely responses. Tables were set up with poster-sized maps of parcels and aerial images for land owners to draw on post-presentation. Figure 23: Open House, shows the layout of the Open House.

Figure 23: Open House, October 2020

Most comments supported the quarter section transitioning to industrial zoning. Some realized that the scope of studies may have to be revised to take into account their lands. It is unclear what assumptions would need to be changed until the Development Permit (DP) stage when site plans, buildings, parking, traffic and an operational plan would be put together. Land uses within the new Land Use Bylaw for Industrial, Light District and Industrial, Heavy District were presented as ideas.

As a preamble to discussions, the following information is relevant.

- Jaroc Holdings Ltd. is proposing a Cannabis Cultivation and Cannabis Processing use in Cell B.
- Jaroc Holdings Ltd. has property at 235077, Range Road 284, and adjacent property 235095, Range Road 284 providing two entrances;
- Jaroc Holdings Ltd. has redesignation to Industrial, Industrial Heavy District;
- Schlichmayer's lands in Cell E, have a proposal for an amendment to the Land Use Bylaw for Industrial, Industrial Light District.

From the open house discussion, we have heard from the participants:

- As heard from the previous Open House, the majority of land owners do not want a recycling or landfill plant in the quarter section;
- At this time, there is no current interest from landowners to further subdivide their property within the quarter section;
- The two northern parcels have the front lands and back lands separated by a wetland that presents an access issue to the western portion of these lands;

- Some land owners would like to see 61 Ave extended to Range Road 284 for more exposure for businesses;
- Some land owners would like to share in the cost of studies for the quarter section that has a bearing on their future land development; and
- There is no intention to subdivide the Canna Park property or place an internal road. The intent is to merge property 235077, Range Road 284, with property 235095, Range Road 284.

7.0 Road System

The Planning Area is accessible to Rocky View County municipal road network and the Provincial Highway network via Range Rd 284. This road connects to TWP Rd 240 approximately 1Km to the North and to Glenmore Trail approximately 2 kms to the South.

Conceptual Scheme Policy: Road System Design

- Policy 7.0.1 — Access to developments proposed within the planning area shall be in accordance with Rocky View County policies and to the satisfaction of the municipality
- Policy 7.0.2 — All public internal roads are proposed as local public roads with development in accordance with Rocky View County policies and standards.
- Policy 7.0.3 — Internal roads within individual Development Cells shall be constructed to municipal standards in accordance with the current Rocky View County policies and standards.
- Policy 7.0.4 — The Municipality may require road widening agreements or road widening at such time as lands within the individual Development Cells are proposed for subdivision approval.
- Policy 7.0.5 — Where the regional pathway, trail, and sidewalk network cannot be located within a park, stormwater management conveyance system or natural area, it may be located within a road right-of-way in accordance with applicable County standards or in municipal reserve land adjacent to roads with a rural cross section.
- Policy 7.0.6 — A Transportation Off-Site Levy shall be paid by the Developer to the Municipality in accordance with the Transportation Off-Site Levy Bylaw as amended.
- Policy 7.0.7 — No Development Permit will be issued for parcels fronting a new or upgraded road until a Development Agreement has been entered into and the required Road System has been constructed and received a Construction Completion Certificate (C.C.C.) from the Municipality.

7.0 Implementation

7.1 The Conceptual Scheme Implementation Process

Adoption of this Conceptual Scheme will establish specific expectations that will guide the implementation of the **Canna Park Conceptual Scheme**. The Conceptual Scheme policies must be considered prior to a land use amendment and/or subdivision approval. Consideration of this Conceptual Scheme by Council will occur following a statutory Public Hearing. RVC will consider adoption pursuant to the MGA. Subsequently, consideration of land use amendment, subdivision and development permit applications will follow.

7.2 Land Use Redesignation

Canna Park intends to work with the County to apply relevant land use districts for the Plan Area. A land use amendment is expected to be applied by Council in accordance with the RVC Land Use Bylaw at the time of redesignation for any of the individual lots in the Plan Area.

7.3 Agriculture Boundary Design Guidelines

Agricultural boundary design guidelines would normally apply to Development Cell C and the eastern boundary of the quarter-section for compatibility. The application of the Agricultural Boundary Design Guidelines (ABDG) may be beneficial in buffering the residential land use from the agricultural land uses east of Range Road 284. The guidelines would help mitigate areas of concern including concern over fertilizers, dust and normal agricultural practices. The type of agricultural operation on adjacent lands is cultivation/cropping as evident from aerial images.

Recommendations to meet ABDG could include various designs to provide compatibility. Site layout could include setbacks and building placement. Edge treatments could include: landscaping and fencing within the property line next to lands designated as Agricultural, General District (A-GEN).

Policy

- 7.3.1** Consideration shall be given to boundary design guidelines for industrial development proposals adjacent to either residential or agricultural land uses through the use of setbacks, edge treatments and/or buffers.

7.4 Architectural Design Considerations

Architectural standards should be developed at the time of subdivision of the individual Development Cells and registered against individual titles by restrictive covenant. Management and enforcement of the architectural standards will be the responsibility of each Development Cell Developer and following subdivision and development, by the subsequent landowners.

Policy

- 7.4.1** Architectural and site development standards proposed for developments within each Development Cell should be considered at the time of subdivision approval and be registered by caveat or restrictive covenant at the time of plan approval.
- 7.4.2** Enforcement of the architectural and site development standards shall be the responsibility of the Developer and following subdivision and development, by the subsequent landowners.
- 7.4.3** In order to ensure aesthetically coordinated development, design guidelines and architectural controls, a document outlining Architecture and Design Guidelines for residential buildings will be submitted at the subdivision stage of the development approval process.
- 7.4.4** Architectural Controls and Restrictive Covenants, reflecting the County's, *Commercial, Office and Industrial Design Guidelines*, shall be detailed and registered on title at the Subdivision stage by the Developer.
- 7.4.5** Architectural Controls should be implemented at the Development Permit stage.

7.5 Construction Management Plan

The Construction Management Plan should reference the County's Servicing Standards when is prepared.

Policy

- 7.5.1** The Developer shall submit a Construction Management Plan at the Development Permit stage to address any construction issues, such as noise and construction access to the site.
- 7.5.2** The Construction Management Plan shall address weed management in accordance with County requirements that provide a plan to control impede and remove weed growth during construction and grading.

7.6 Performance Standards

The performance standards described below are intended to provide benchmarks for the management of potential nuisances that may result from industrial development within the plan area. The County will ensure that future subdivision and development applications within the plan area meet or exceed the performance standards determined by this Conceptual Scheme.

Policy

- 7.6.1** Regarding **odorous matter**, no use or operation on sites in the plan area shall cause or create the emission of odorous matter or vapour beyond the building or site that contains the use or operation in accordance with Alberta Environment guidelines.
- 7.6.2** Regarding **toxic matter**, no use or operation on sites in the plan area shall cause or create the emission of toxic matter beyond the building that contains it. The handling, storage, clean-up, and disposal of any toxic or hazardous materials or waste shall be in accordance with Alberta Environment guidelines, as well as a Chemical Management Plan and/or Emergency Management and Response Plan required by the County Land Use Bylaw.
- 7.6.3** Regarding **solid waste management**, construction debris will be managed in accordance with a construction management plan. All garbage and waste material accumulated shall be stored in weatherproof and animal-proof containers and kept either within buildings or at the rear or side of buildings. All containers shall be screened from view by all adjacent properties and public thoroughfares.
- 7.6.4** Regarding **fire and explosion hazards**, any use or operation which stores, manufactures or utilizes materials or products which may be hazardous due to their corrosive, poisonous, flammable, reactive or explosive nature shall comply with provincial fire codes and the requirements of the Rocky View County Fire Services.

7.7 Development Guidelines

The Development Guidelines described below are intended to provide procedures for the development of uses within the plan area. The County will ensure that future developments meet or exceed the development guidelines established by this Conceptual Scheme.

Policy

- 7.7.1** Regarding **access, parking and loading**: entrances shall be designed to accommodate the turning movement of tractor-trailers and shall be positioned to allow for safe and adequate site distances. Parking and loading facilities shall be in accordance with the applicable requirements of the County Land Use Bylaw. Loading and vehicle servicing areas shall be integrated into the site and building architecture. Parking areas for employees and visitors shall be provided for in clearly defined areas.
- 7.7.2** Regarding **signage**, the size and placement of all signage shall be considered an integral part of site development and complement the overall character of the development. Unnecessary and unsightly signage that overpowers both individual

buildings and their surroundings shall not be permitted. Signs shall be built of durable permanent quality materials.

- 7.7.3** Regarding **lighting**, the County supports a dark sky lighting policy. All outdoor lighting shall be located, oriented and shielded to prevent light from being directed at adjoining properties, skyward, interfering with the use and enjoyment of neighbouring lands or disrupting the effectiveness of any traffic control devices. Similarly, all uses shall demonstrate adequate lighting that meets the provisions of an approved Crime Prevention Through Environmental Design (CPTED) strategy submitted as part of a development permit application.
- 7.7.4** Regarding **outside storage**, all outside storage shall be screened from neighbouring sites and public streets with appropriate berming, vegetation, and/or fencing. Outside storage shall not be located within any required setback.
- 7.7.5** Regarding **outside display areas**, outside display areas shall be permitted provided they have a sign permit and/or other approvals from the County and are limited to merchandise related to industrial uses on-site.
- 7.7.6** Regarding **fencing**, on-site fencing is permitted to provide security, or screening to outside storage areas, garbage enclosures or pieces of equipment.
- 7.7.7** Regarding **landscaping**, landscape plans for each individual lot shall be submitted at the Development Permit stage. Individual landscape plans will identify the location and extent of landscaped areas, the plant material proposed, and the methods of irrigation and maintenance of landscaped areas. Tree species and other foliage shall be appropriate for dry prairie conditions. Natural prairie grass landscaping is preferred over high water consumptive non-native grass species. Where non-native grasses are used, low water species shall be required. All plant species shall conform to the standards of the Canadian Nursery Trades Association for nursery stock.

8.0 Utility Servicing Strategy**Shallow Utilities**

The Planning Area will be serviced by shallow utilities by the appropriate utility company providing service to the area in accordance with Janet Area Structure Plan.

Conceptual Scheme Policy: Shallow Utilities

Policy 8.0.1 — Shallow utilities will be provided by the appropriate utility company providing service to the Planning Area at the sole expense of the Developer.

Policy 8.0.2 — The Developer of individual Development Cells will provide easements to any utility company requiring them to provide services to the Planning Area.

Solid Waste Management**Conceptual Scheme Policy: Solid Waste Management**

Policy 8.0.3 — A "Solid Waste Management Plan" should be considered at the first phase of subdivision approval for all Development Cells within the Planning Area to the satisfaction of the Municipality. Implementation of the Solid Waste Management Plan shall be the responsibility of the Developer.

9.0 Development Strategy

Industrial development proposed for the Development of Cell B will comprise three (3) independent detached structures at full build out.

9.1 Suitability to Accommodate Development**Conceptual Scheme Policy: Building Envelope**

Policy 9.1.1 — Proposals for subdivision within the Planning Area shall provide a suitable development that compliments the adjacent developments and is consistent with architectural design within the Janet Area Structure Plan.

9.2 Population Densities and Projections

It is anticipated that upon full build out of the Planning Area, the number of jobs per hectare will be consistent with the surrounding Industrial area.

9.3 Architectural and Site Development Standards

Architectural standards should be developed at the time of subdivision of the individual Development Cells and registered against individual titles by restrictive covenant. Management and enforcement of the architectural standards will be the responsibility of each Development Cell Developer and following subdivision and development, by the subsequent landowners.

Conceptual Scheme Policy: ~~Architectural and Site Development Standards~~

- Policy 9.3.1 ~~Architectural and site development standards proposed for developments within each Development Cell should be considered at the time of subdivision approval and be registered by caveat or restrictive covenant at the time of plan approval.~~
- Policy 9.3.2 ~~Enforcement of the architectural and site development standards shall be the responsibility of the Developer and following subdivision and development, by the subsequent landowners.~~
- Policy 9.3.3 ~~Architectural and site development standards should identify and encourage the use of high quality finishing materials.~~

10.0 Community Considerations

Public Consultation

~~Consultation with affected property owners within the Planning Area and other adjacent affected parties within the Residential Transition area occurred prior to and during the preparation of this Conceptual Scheme. This consultation involved direct communication with affected parties and an open house held Feb 13, 2019 in the board room of Hill Bros Expressways. Seven people attended the open house.~~

Conceptual Scheme Policies: ~~Historical Context~~

- Policy 10.0.1 ~~All proposals for subdivision within the Planning Area should consider the integration of any features of cultural landscapes into the subdivision design.~~
- Policy 10.0.2 ~~All local road names should incorporate the names of settlement families, historical events or locations.~~

11.0 Subdivision and Development Phasing

Conceptual Scheme Policies: ~~Phasing~~

- Policy 11.0.1 ~~The potential for future subdivision is limited by the densities and policy provisions of this Conceptual Scheme and the provisions of Rocky View County Land Use Bylaw as it applies to individual Development Cells within the Planning Area.~~
- Policy 11.0.2 ~~Subdivision and development within the Planning Area should be matched to a logical progression of servicing. Subdivision and development within Development Cell B may proceed in multiple phases without amendment to this Conceptual Scheme provided the required infrastructure or an acceptable alternative to sustain the planned subdivision and development is in place and/or~~

available at the time of approval.

12.0 Conceptual Scheme Implementation

This Conceptual Scheme is in conformity to the Janet Area Structure Plan and no amendment to the ASP is required prior to adoption of this Conceptual Scheme.

Subdivision of the Planning Area is guided by the policies herein and implemented through conditions of subdivision approval by Rocky View County

Conceptual Scheme Policies: Implementation

Policy 12.0.1 Pursuant to the provisions of the Janet Area Structure Plan, this Conceptual Scheme shall be appended to the Area Structure Plan specifically in relation to the Residential Transition Area. The Residential Transition areas are near or adjacent to future industrial development areas. This Plan recognizes that the existing residential areas are ready to transition to Business uses as determined by the existing Industrial land supply in the area and landowners desire to redesignate to Industrial Land Uses. This is further supported by the existing uses on numerous sites within this zone which are mixed use industrial residential. Rocky View County Council also concluded at its meeting on April 30th 2019 that the transition to Industrial land uses is deemed appropriate at this time.

Residential uses on lands identified as Residential Transition area (Map 5) in the Janet Area Structure Plan will be allowed to continue until such time as a transition to industrial use is deemed appropriate, a local plan has been prepared, and the proposals for new land uses address the policies of this Plan.

Applications for industrial and commercial uses adjacent to Residential areas shall:

- a. demonstrate how the proposed land use is compatible with the adjacent residential use by considering the Business-Residential Interface area policies and the requirements of Section 10 of Janet Area Structure Plan; and
- b. include screening, buffering and landscaping measures to mitigate the impact on the Residential areas.

Policy 12.0.2 Rocky View County shall implement the policies of this Conceptual Scheme through the land use and subdivision process.

8.0 Conclusion

The Conceptual Scheme (CS), named **Canna Park**, has been prepared pursuant to the Rocky View County (RVC) Plan and Janet Area Structure Plan, both existing and proposed.

This CS provides general direction and guidance for development within the *Plan Area*, which has been identified as being in transition from residential to industrial lands.

The Development Concept Policy for the *Plan Area* provides general policies that applies to all development cells. Development Cell Specifics are additional policies which apply, namely those in Development Cell B and Cell E. Development Cell B is municipally known as 235077 Range Road 284 and 235095 Range Road 284. The property already has land use of Industrial, Industrial Heavy. At the time of this CS, the land owner is seeking a DP for the land use of Cannabis Cultivation and Cannabis Processing. Development Cell E is municipally known as 235091 Range Road 284. At the time of this CS, the land owner is seeking an amendment to the Land Use Bylaw to Industrial, Industrial Light District.

The proposed CS for the *Plan Area* is well-suited to the Janet area and conforms with the provisions and policies in the Janet ASP C-8020-2020 Draft. Further, it takes into account all matters required of a Conceptual Scheme and provides flexibility and marketability for future industrial land uses benefitting the land owners and Rocky View County.

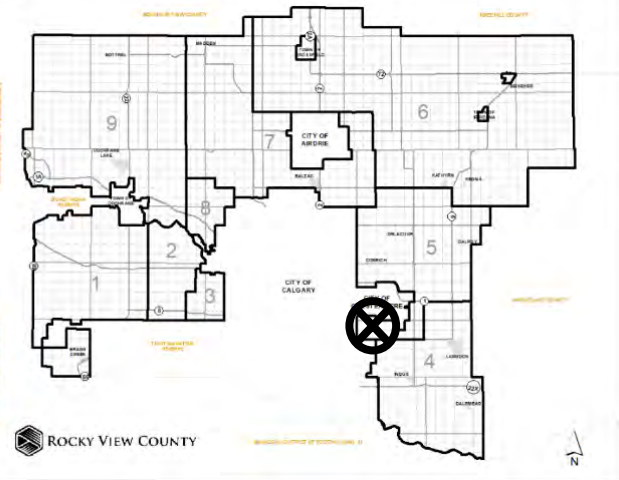
Location
& Context



Figure 12: Development Cells within the Plan Area

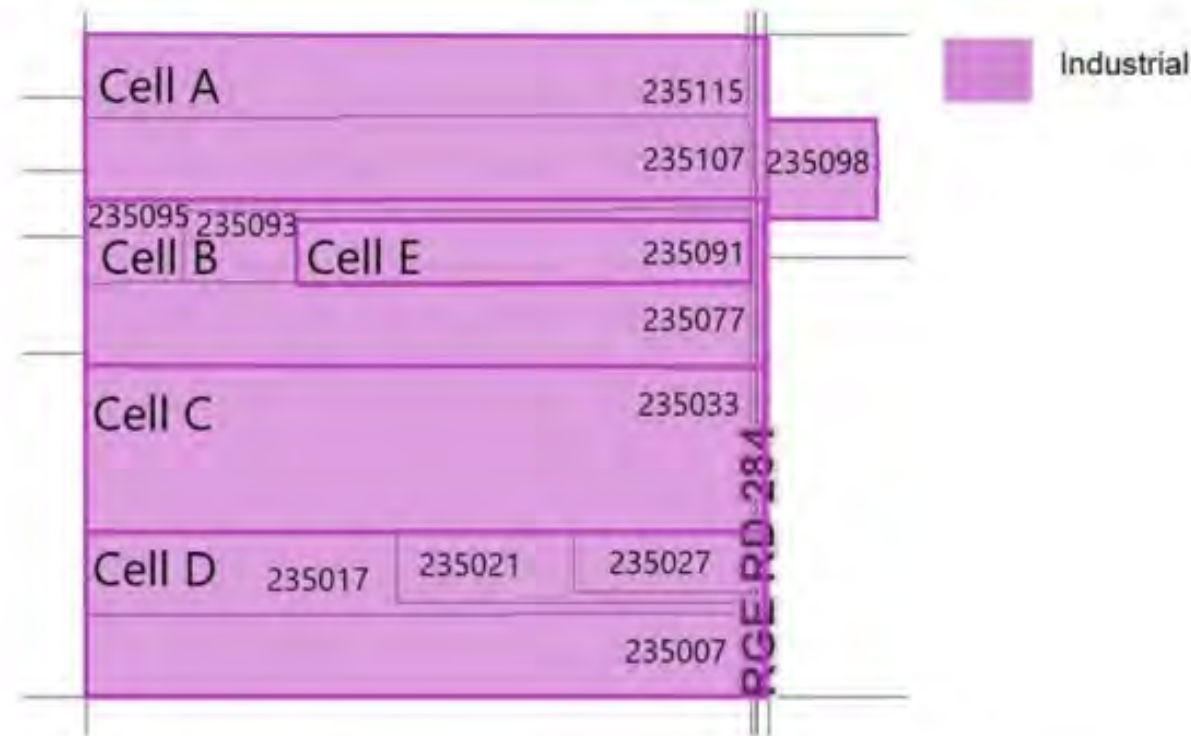


Table 2: Development Cells Summary, provide a description of the Conceptual Scheme's Development Cells.

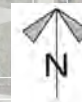
Conceptual Scheme Proposal:

To adopt a conceptual scheme that provides a policy framework to guide future redesignation, subdivision, and development proposals within SE 1/4 32-23-28 W4M and Lot 1, Plan 0111882.



Development Proposal

April 30, 2019:
Council approved
Industrial, Heavy
District & directed
that a Conceptual
Scheme be
prepared in
accordance with the
Janet ASP.





Environmental



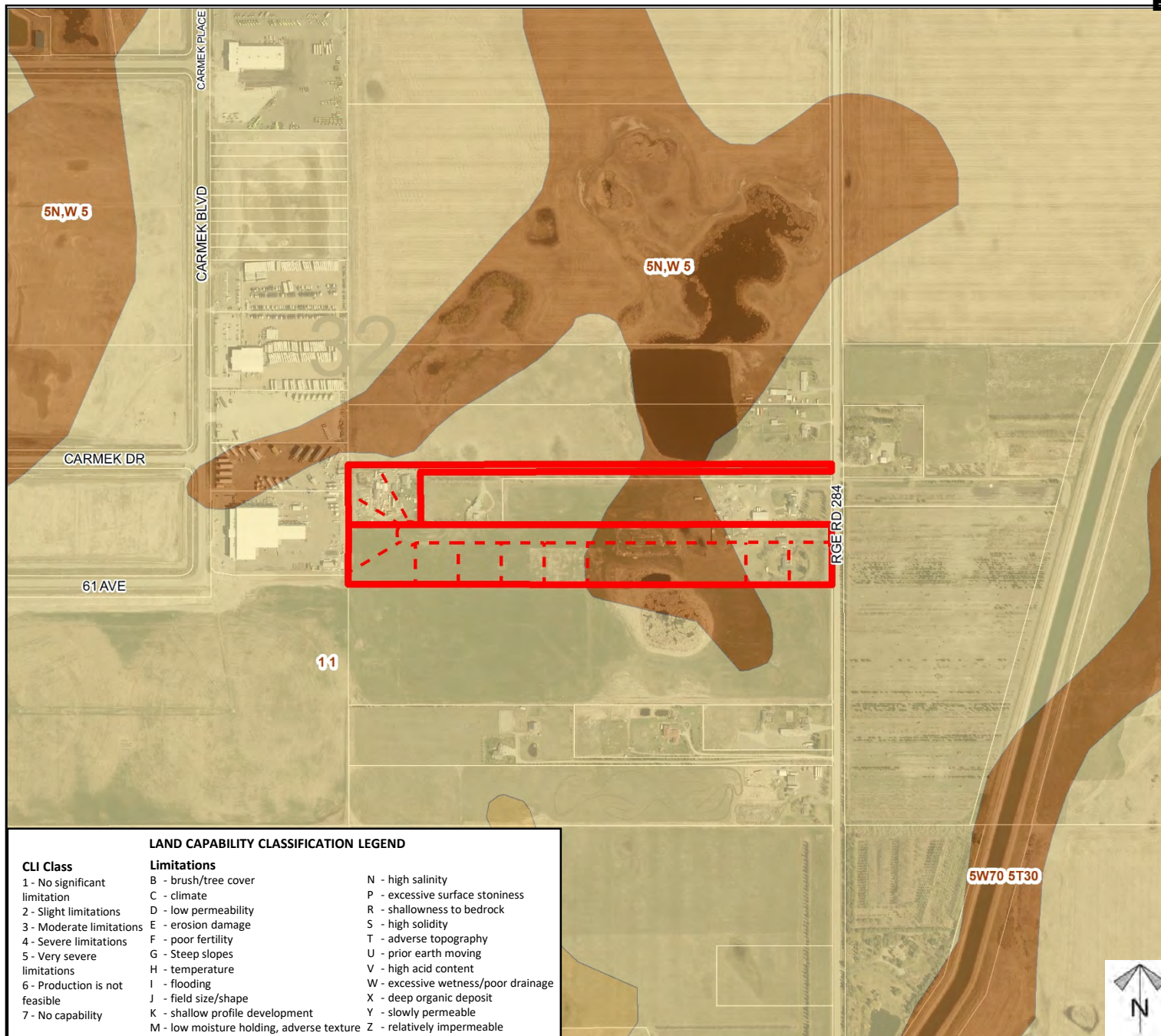
- Subject Lands
- Contour - 2 meters
- Riparian Setbacks
- Alberta Wetland Inventory
- Surface Water

Division: 05
 Roll: 03332014/2017
 File: PL20190131
 Printed: April 23, 2021
 Legal: A portion of SE-32-23-24-011
 Page 128 of 792





Soil Classifications



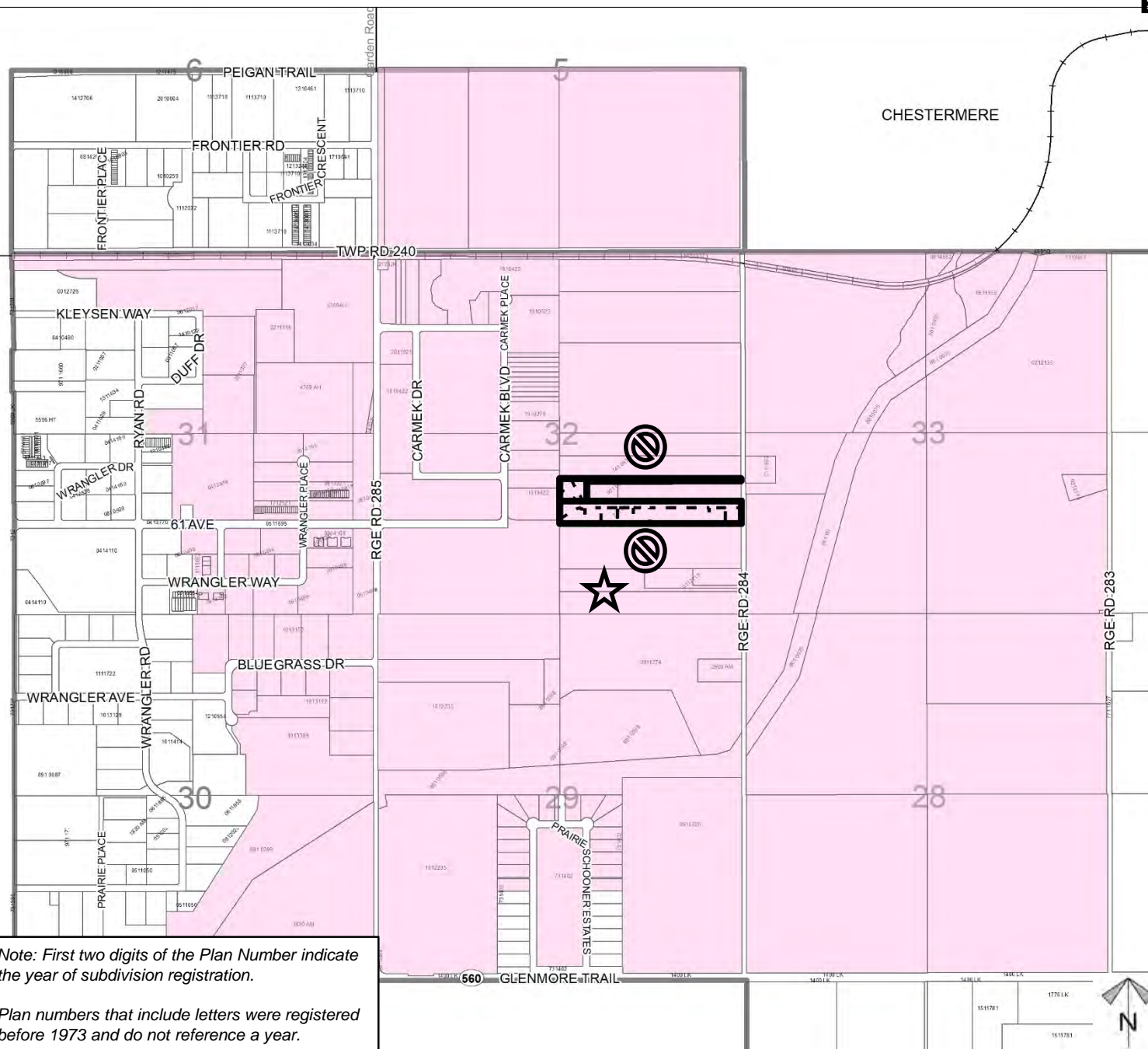
LAND CAPABILITY CLASSIFICATION LEGEND

CLI Class	Limitations	
1 - No significant limitation	B - brush/tree cover	N - high salinity
2 - Slight limitations	C - climate	P - excessive surface stoniness
3 - Moderate limitations	D - low permeability	R - shallowness to bedrock
4 - Severe limitations	E - erosion damage	S - high solidity
5 - Very severe limitations	F - poor fertility	T - adverse topography
6 - Production is not feasible	G - Steep slopes	U - prior earth moving
7 - No capability	H - temperature	V - high acid content
	I - flooding	W - excessive wetness/poor drainage
	J - field size/shape	X - deep organic deposit
	K - shallow profile development	Y - slowly permeable
	M - low moisture holding, adverse texture	Z - relatively impermeable

Legend



Division: 05
Roll: 03332014/2017
File: PL20190131
Printed: April 23, 2021
Legal: A portion of SE-32-23-
24-001130 of 792



590140

Alberta Limited

January 20, 2020

Andrea Bryden
Planner
Planning Services
Rocky View County

RE: Application to obtain approval for a new conceptual scheme that would establish a policy framework to guide future submissions for land re-designation, subdivision, and building development. Rocky View Planning Application No. PL 20190131

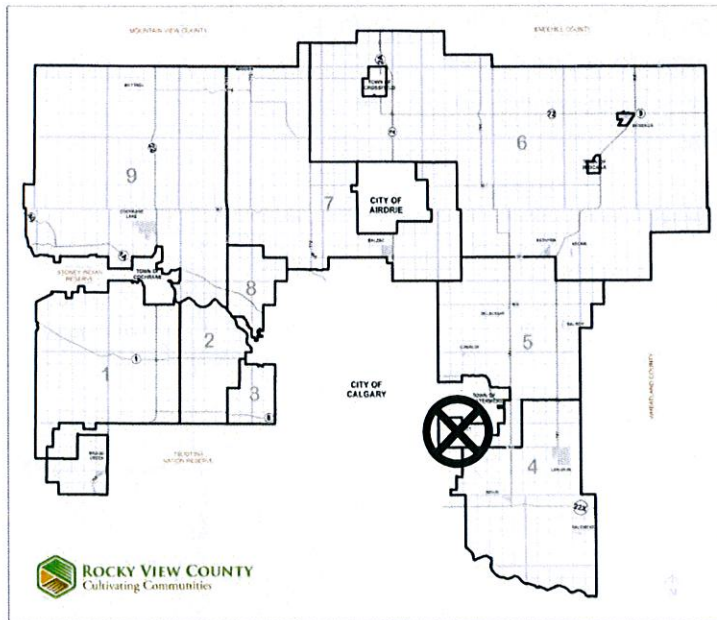
Dear Madam;

We are responding to a notification received from Rocky View County Planning Services regarding the above noted application for a new conceptual scheme that contains a 40 acre parcel of land that the principal owners of 590140 Alberta Limited; are entirely unaware of, were not privy to or consulted with, and did not provide any form of agreement or approval to being part of this application. Please clarify if this application is therefore a concern of planning services and has any grounds to legally being accepted by the County for review and possible consideration.

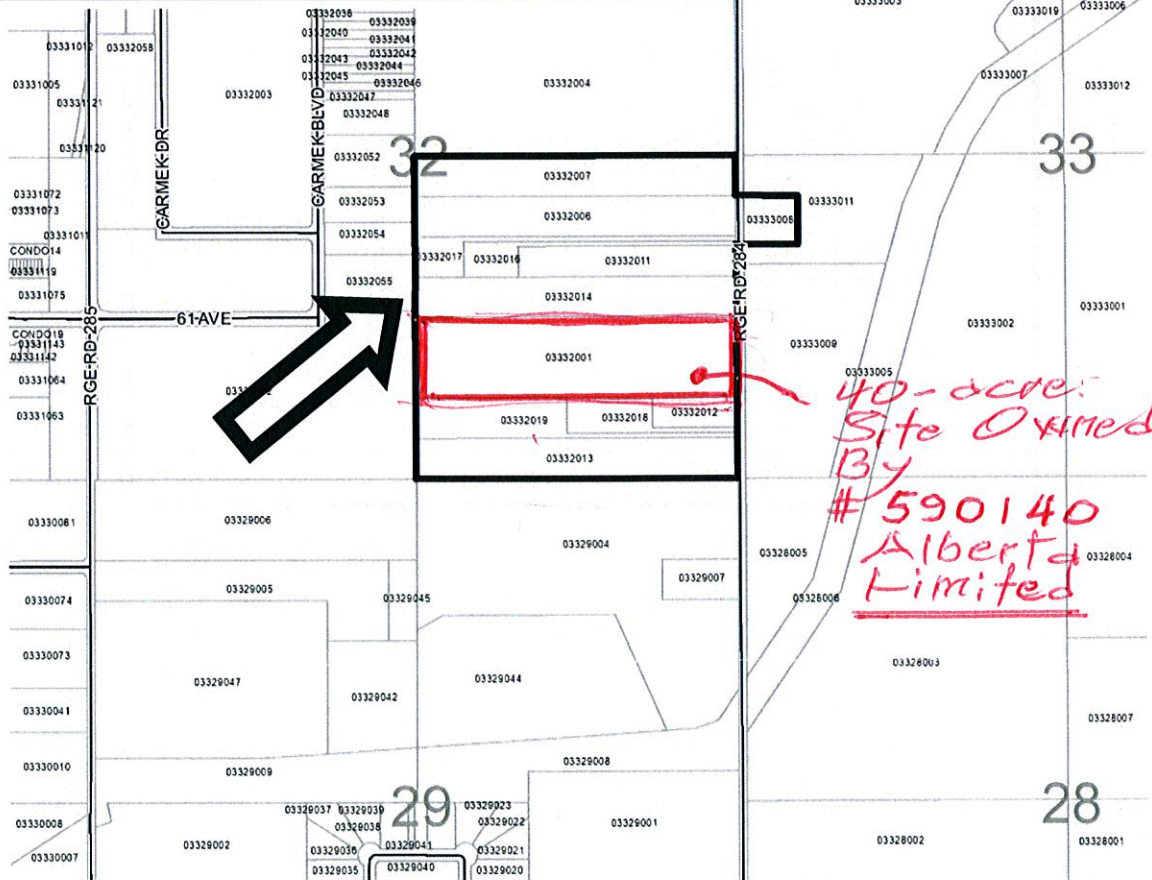
Thank you



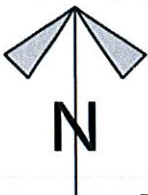
Oly Ratzlaff M. Arch.
Project Manager for EMCOR Development Corp. and 590140 Alberta Limited



*Received
Jan. 20th,
2020*



LOCATION PLAN



SE-32-23-28-W04M

Block:3 Plan:7410673

Lot:3 Block:2 Plan:9210992

Date: Sept 23, 2019

Division # 5

File: 03332014/03332017

September 2, 2020

Rocky View County
262075 Rocky View Point
Rocky View County, AB, T4A 0X2

Dear Distinguished Members of Council

Re: Conceptual scheme # 2019 0191- 235095 & 235077 Range Road 284, Rockview, Alberta

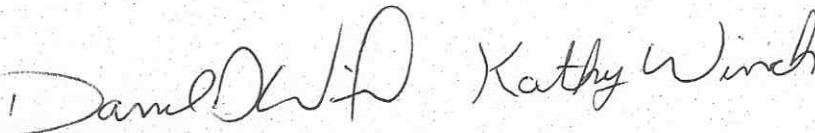
We are the owners and residents of property located at 235017 range road 284 rockview Alberta that is next to the captioned parcels of land. This has been our home for roughly 15 years.

We have met with the landowner and their consultants regarding the subject Conceptual scheme during a community engagement process whereby they spoke to us about their application and answered our questions. We found the engagement session to be very helpful.

After careful consideration and in speaking with our neighbors, we would like to express our support for the subject conceptual scheme. We see numerous developments around our home and in the general area of range road 284. We understand that the area in which we live is within the residential transition area under the Janet Area Structure Plan and we agree that it is time for this area to transition to commercial and industrial as is indicated in the ASP. We believe that the subject conceptual scheme will be a positive catalyst to bring forward that transition.

We understand that Rockyview development authority wishes that we come together as a group representing the 160 acre parcel regarding a conceptual plan for the entire parcel. However, we are not interested in doing this because it is costly and each neighbor has their own ideas of what they want to do with their own land including when they want to do it. We believe that individual landowner's views should be respected and not affected by other landowners.

Sincerely yours,



Darrel Winch

Kathy Winch

cc: File Manager Andrea Bryden- ABryden@rockyview.ca

235017 range road 284 Rockyview Alberta T1X-0J9

WINCH

Steven Lancashire

From: gerald Ziegler [REDACTED]
Sent: February 5, 2020 11:50 AM
To: Andrea Bryden
Subject: File No. 03332014 / 03332017 Application No. PL20190131 Applicant: ARJ Consulting (Andre Chabot) Owner: Jaroc Holdings Ltd., Rocco Terrigno Size +- 66.37 hectares

Follow Up Flag: Follow up
Flag Status: Completed

In regard to this application - we owning property next to this (03332006) we have concerns regarding what is being developed on this property:

How will the traffic affect the surrounding area - What plans are being made for roads in this development?.
If a cannabis growing facility is being developed, what type of filtration system will it have regarding odour, etc.

Will this development have an effect on our taxes in the future?

Gerald & Margaret Ziegler



PLANNING POLICY

TO:	Council	
DATE:	May 25, 2021	DIVISION: 5
TIME:	Afternoon Appointment	
FILE:	03332011	APPLICATION: PL20190149
SUBJECT:	Redesignation Item – Light Industrial Use	

APPLICATION: The purpose of this application is to redesignate the subject lands from Rural, Residential District to Light, Industrial District to accommodate RV storage and industrial uses.

GENERAL LOCATION: Located approximately 0.81 kilometres (1/2 mile) south of Twp. Rd. 240 and on the west side of Rge. Rd. 284, approximately 1.60 miles east of the city of Calgary.

LAND USE DESIGNATION: Rural, Residential District

EXECUTIVE SUMMARY: Council gave first reading to Bylaw C-8024-2020 on April 28, 2020. The bylaw has been amended to reflect changes to the Land Use Bylaw and proposal since that time. On July 28, 2020, Council approved a new Land Use Bylaw (C-8000-2020) which came into effect on September 8, 2020. Administration has reviewed the district conversions and confirmed that the originally proposed Industrial – Industrial Storage District under Land Use Bylaw (C-4841-97) converts to Light, Industrial District in Land Use Bylaw (C-8000-2020). The application aligns with all statutory plans including relevant policies of the Janet Area Structure Plan (BASP).

On October 6, 2020 Council held a public hearing and considered the proposed application. The hearing was closed and the application was tabled. The Applicant was directed to work with the Canna Park Conceptual Scheme proposal to develop a policy framework for future development on the site, in accordance with the requirements of the Janet Area Structure Plan. A new public hearing has been scheduled to allow Council to further consider this redesignation, in conjunction with the revisions made to the proposed Conceptual Scheme (PL20190131; E-3). The subject lands fall under Development Cell “E” of the plan.

Should Council adopt the related Canna Park Conceptual Scheme, the proposed redesignation would comply with the requirements of the Janet Area Structure Plan; therefore, Administration recommends approval.

ADMINISTRATION RECOMMENDATION: Administration recommends approval in accordance with Option #1.

OPTIONS:

Option #1:	Motion #1	THAT Bylaw C-8024-2020 be amended in accordance with Appendix B.
	Motion #2	THAT Bylaw C-8024-2020 be given second reading, as amended.
	Motion #3	THAT Bylaw C-8024-2020 be given third and final reading, as amended.
Option #2:		THAT application PL20190149 be refused.

Administration Resources

Jessica Anderson, Planning Policy



AIR PHOTO & DEVELOPMENT CONTEXT:



APPLICATION EVALUATION:

The application was evaluated based on the technical reports submitted with the application and the applicable policies and regulations.

<p>APPLICABLE POLICY AND REGULATIONS:</p> <ul style="list-style-type: none"> • <i>Municipal Government Act;</i> • <i>Municipal Development Plan;</i> • <i>Janet Area Structure Plan;</i> • <i>Land Use Bylaw; and</i> • <i>County Servicing Standards.</i> 	<p>TECHNICAL REPORTS SUBMITTED:</p> <ul style="list-style-type: none"> • None.
--	--

POLICY ANALYSIS:

The subject lands are located within the boundaries of the Janet ASP and are identified as Residential Transition, where a Local Plan is required to support redesignation. This report focuses primarily on the compatibility with relevant statutory plans while the associated Canna Park Conceptual Scheme application focuses on the technical aspects of the proposal.

City of Calgary / Rocky View County Intermunicipal Development Plan (Bylaw C-7078-2011)

The subject lands are identified in the IDP as a Rocky View County Growth Corridor. Generally, the IDP supports this application. Policy 8.1.2 requires that development within growth corridors proceed in accordance with “other Rocky View County statutory and local area plans.” This indicates that industrial development in this area would be supported by the IDP as long as it proceeds in accordance with the County Plan and other statutory policy, such as the Janet ASP. This application now complies with the policies of the Janet ASP as the related Canna Park Conceptual Scheme is proposed to provide a policy framework for development.

The City of Calgary was circulated for comment on the application and no concerns were raised.

Janet Area Structure Plan (Bylaw C-7418-2014)

The subject lands are identified on Figure 5: Land Use Strategy as residential transition. This land use policy supports the continuation of residential uses until such time as transition to business is deemed appropriate and a comprehensive local plan has been prepared in accordance with the policies of the



ROCKY VIEW COUNTY

Janet ASP. Further, applications for industrial and commercial uses adjacent to a Residential Transition area shall demonstrate how the proposed land use is compatible with the adjacent residential use by considering the Business-Residential Interface area policies and the requirements of Section 10 of this Plan; screening, buffering, and landscaping are potential measures to mitigate the impact on the Residential Transition area.

The Janet ASP requires that a local plan be prepared to support all redesignation applications and specifically sets the phasing and boundaries of each required local plan. The purpose for requiring a local plan is to provide detailed planning and design of the entire transition area (one quarter section), to ensure the land use pattern is an extension of the established lands, and supports approved policies that apply to the lands west of the transition area. In addition, important aspects of development including transportation, stormwater, environmental considerations and lot layouts would all be addressed through a comprehensive local plan.

In this case, the Applicant had proposed an MSDP to provide Council and the public with a proposal for the intended uses and final appearance of development for this 10 acre parcel only. Upon consideration of the applications, Council directed the Applicant to incorporate this proposal into the proposed Canna Park Conceptual Scheme. Following the public hearing, the Applicant has done so and incorporated the originally proposed MSDP policies into Cell "E" policies of the proposed Conceptual Scheme. This is consistent with the direction of Council and the Janet ASP. Therefore, the proposal is consistent with the requirements of the ASP and recommended for approval.

Land Use Bylaw (Bylaw C-8000-2020)

The Applicant is proposing to redesignate the subject lands from Rural, Residential District to Light, Industrial District, which provides for Outdoor Storage (inclusive of recreational vehicle storage) and both heavy and medium industrial uses as discretionary uses. The district is appropriate for the range of uses proposed. A Development Permit will be required to approve the use, design and servicing for any proposed future uses.

ADDITIONAL CONSIDERATIONS:

Technical aspects of the proposal would be further assessed at the Development Permit stage in accordance with the policies of the associated Canna Park Conceptual Scheme, if adopted.

Respectfully submitted,

Concurrence,

"Brock Beach"

"Kent Robinson"

Acting Executive Director
Community Development Services

Acting Chief Administrative Officer

JA/sl

ATTACHMENTS:

ATTACHMENT 'A': Application Information
ATTACHMENT 'B': Application Referrals
ATTACHMENT 'C': Bylaw C-8024-2020 and Schedule A
ATTACHMENT 'D': Map Set
ATTACHMENT 'E': Public Submissions



ROCKY VIEW COUNTY

ATTACHMENT 'A': APPLICATION INFORMATION

APPLICANT: Carswell Planning (Bart Carswell)	OWNERS: Paul Sackney
DATE APPLICATION RECEIVED: October 11, 2019	DATE DEEMED COMPLETE: October 11, 2019
GROSS AREA: ± 4.25 hectares (± 10.35 acres)	LEGAL DESCRIPTION: Lot 1, Block 2, Plan 9210992 within SE-32-23-28-W04M
SOILS (C.L.I. from A.R.C.): 1 1 – No significant limitations to cereal crop production. 5N, W – Very severe limitations to cereal crop production due to high salinity and excessive wetness/poor drainage.	
HISTORY: <p>October 6, 2020 Council considered the subject application and the associated MSDP application (PL20190148) and tabled both; pending incorporation of the proposal into the related Canna Park Conceptual Scheme application (PL20190131).</p> <p>May 27, 1992 Plan 9210992 was registered creating three parcels including the subject ± 10.35 acre parcel.</p>	
PUBLIC & AGENCY SUBMISSIONS: <p>The application was circulated to 149 adjacent landowners. In response, nine letters were received in support and one letter in opposition (see Attachment 'E'). The application was also circulated to a number of internal and external agencies, with received comments listed in Attachment 'B'.</p>	



ATTACHMENT B: APPLICATION REFERRALS

AGENCY	COMMENTS
<i>Internal Departments</i>	
Recreation, Parks and Community Support	<p>PL20190148 (MSDP)</p> <p>As per the County Plan, this draft MSDP has addressed technical requirements and supporting information pertaining to recreation, parks, and active transportation and/or community support matters. Therefore- there are no concerns with this application.</p> <p>PL20190149 (Redesignation)</p> <p>Comments pertaining to reserve dedication to support development of recreational amenities, parks or an active transportation network will be provided at any future subdivision stage.</p>
Fire Services & Emergency Management	<ol style="list-style-type: none"> 1. Please ensure that water supplies and hydrants for the development are sufficient for firefighting purposes. 2. Dependent on the occupancies, the Fire Service recommends that the buildings be sprinklered, if applicable, as per the National Building Code. 3. The Fire Service also recommends that the water co-op be registered with Fire Underwriters. <p>Please ensure that access routes are compliant to the designs specified in the National Building Code and RVC's servicing standards. In other words, the lanes need to be 6m wide and have a 12m centerline turning radius and be able to support the weight of Firefighting apparatus.</p>
Planning and Development Services - Engineering	<p>General:</p> <ul style="list-style-type: none"> • The review of this file is based upon the application submitted. • At a future development stage, the applicant will be required to submit a construction management plan addressing noise mitigation measures, traffic accommodation, sedimentation and dust control, management of stormwater during construction, erosion and weed control, construction practices, waste management, firefighting procedures, evacuation plan, hazardous material containment and all other relevant construction management details. • At a future development stage, the applicant shall be responsible to dedicate all necessary easements and ROWs for utility line assignments and provide for the installation of all underground shallow utilities with all necessary utility providers to the satisfaction of the County.



AGENCY	COMMENTS
	<p data-bbox="623 260 818 289">Geotechnical:</p> <ul data-bbox="672 310 1507 495" style="list-style-type: none"> <li data-bbox="672 310 1403 340">• Engineering does not have any concerns at this time. <li data-bbox="672 361 1507 495">• As a condition of future DP, the applicant will be required to conduct an onsite geotechnical investigation, conducted by a qualified geotechnical professional, to determine the site's suitability to support the proposed development. <p data-bbox="623 529 837 558">Transportation:</p> <ul data-bbox="672 579 1520 1184" style="list-style-type: none"> <li data-bbox="672 579 1520 781">• In accordance with the Janet ASP Policy 21.13, a TIA is required as part of the local plan process to determine if potential off-site road improvements are required. A TIA specific to this development cell was not provided. The applicant will be required to provide a TIA at a future development stage. <li data-bbox="672 802 1520 1033">• Access to the parcel is currently provided by a paved approach off Range Road 284. At a future development stage, the applicant will be required upgrade the approach to an Industrial/Commercial standard in accordance with the County Servicing Standards. Further upgrades at the site entrance may be required based on the recommendations of the approved TIA. <li data-bbox="672 1054 1520 1184">• At a future development stage, the applicant will be required to provide payment of transportation offsite levy for the gross area of lands to be subdivided / developed in accordance with the applicable TOL Bylaw. <p data-bbox="623 1201 932 1230">Sanitary/Waste Water:</p> <ul data-bbox="672 1239 1520 1537" style="list-style-type: none"> <li data-bbox="672 1239 1520 1537">• The applicant proposes using the existing PSTS on the subject site to service the proposed development. The Janet ASP policy 22.8 states that new business development should provide wastewater treatment by the use of pump out tanks or other acceptable methods, in accordance with County policy and Provincial regulation. Engineering recommends the use pump out tanks to service the proposed development in accordance with County Policy and the Janet ASP. <p data-bbox="623 1591 1058 1621">Water Supply And Waterworks:</p> <ul data-bbox="672 1642 1520 1904" style="list-style-type: none"> <li data-bbox="672 1642 1520 1904">• The applicant proposes using the existing well on the subject site to service the proposed development. The Janet ASP policy 22.5 states that development in the plan area should be serviced by water cisterns or alternative systems consistent with County policy. Water wells located on individual lots should not be supported. Engineering recommends the use of potable water cisterns to service the proposed development in accordance with County Policy and the Janet ASP.



ROCKY VIEW COUNTY

AGENCY	COMMENTS
Transportation Services	<p data-bbox="625 279 992 304">Storm Water Management:</p> <ul data-bbox="673 329 1520 558" style="list-style-type: none"> The Janet ASP policy 23.30 states that as part of a <i>local plan</i> preparation process, the Applicant shall submit a stormwater management plan that is consistent with the approved Master Drainage Plan and the policies of the Janet ASP. A stormwater plan specific to this development cell was not provided. The applicant will be required to provide a SSIP at a future development stage. <p data-bbox="631 579 834 604">Environmental</p> <ul data-bbox="673 630 1515 791" style="list-style-type: none"> In accordance with the Janet ASP, a Wetland Assessment is required in support of a local plan. At this stage, the Applicant has not provided a wetland assessment. Prior to going to Council, Engineering recommends that the applicant submit a wetland assessment in accordance with the Janet ASP. <p data-bbox="625 814 1503 976">Applicant to contact County Road Operations with haul details for materials and equipment needed during construction/site development to confirm if Road Use Agreements will be required for any hauling along the County road system and to confirm the presence of County road ban restrictions.</p> <p data-bbox="625 999 1515 1123">Site Grading, fill placement, temporary stockpile placement and berm construction are not to negatively impact existing surface drainage or direct additional surface drainage into adjacent County road allowance.</p> <p data-bbox="625 1146 1474 1209">Applicant to be reminded staff and clientele parking is restricted to onsite only.</p> <p data-bbox="625 1232 1490 1295">Applicant to be reminded no business signage to be installed within the County Road Allowance.</p>

Circulation Period: November 18, 2019 to December 9, 2019

Agencies that did not respond, expressed no concerns, or were not required for distribution, are not listed.



ROCKY VIEW COUNTY

BYLAW C-8024-2020**A Bylaw of Rocky View County to amend Land Use Bylaw C-4841-97 C-8000-2020.**

The Council of Rocky View County enacts as follows:

PART 1 – TITLE

This Bylaw shall be known as Bylaw C-8024-2020.

PART 2 – DEFINITIONS

In this Bylaw the definitions and terms shall have the meanings given to them in Land Use Bylaw C-4841-97 **C-8000-2020** and the *Municipal Government Act*.

PART 3 – EFFECT OF BYLAW

THAT Part 5 **Schedule B**, Land Use Map No. 33 and 33-NW of Bylaw C-4841-97 **C-8000-2020** be amended by redesignating Lot 1, Block 2, Plan 9210992, SE-32-23-28-W04M from ~~Residential Two District~~ **Residential, Rural District** to ~~Industrial—Industrial Storage District~~ **Industrial, Light District** as shown on the attached Schedule 'A' forming part of this Bylaw.

THAT Lot 1, Block 2, Plan 9210992, SE-32-23-28-W04M is hereby redesignated to ~~Industrial—Industrial Storage District~~ **Industrial, Light District** as shown on the attached Schedule 'A' forming part of this Bylaw.

PART 4 – TRANSITIONAL

Bylaw C-8024-2020 is passed when it receives third reading, and is signed by the Reeve/Deputy Reeve and the Municipal Clerk, as per Section 189 of the *Municipal Government Act*.

Division: 5
File: 03332011/ PL20190149

READ A FIRST TIME IN COUNCIL this 28th day of April, 2020

PUBLIC HEARING WAS HELD IN COUNCIL this day of , 2021

READ A SECOND TIME IN COUNCIL this day of , 2021

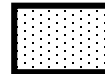
READ A THIRD TIME IN COUNCIL this day of , 2021

Reeve

CAO or Designate

Date Bylaw Signed

Schedule 'A'

 Bylaw
 C-8024-2020
AmendmentFROM
 Residential, Rural District
 Residential-Two District
TO
 Industrial, Light District
 Industrial—Industrial Storage
 District


± 4.19 ha
 (± 10.35 ac)

RGE RD 284



Division: 05
Roll: 03332011
File: PL20190149
Printed: April 23, 2021
Legal: Lot:1 Block:2
Page 144 of 752
23-28-W04M





Figure 12: Development Cells within the Plan Area

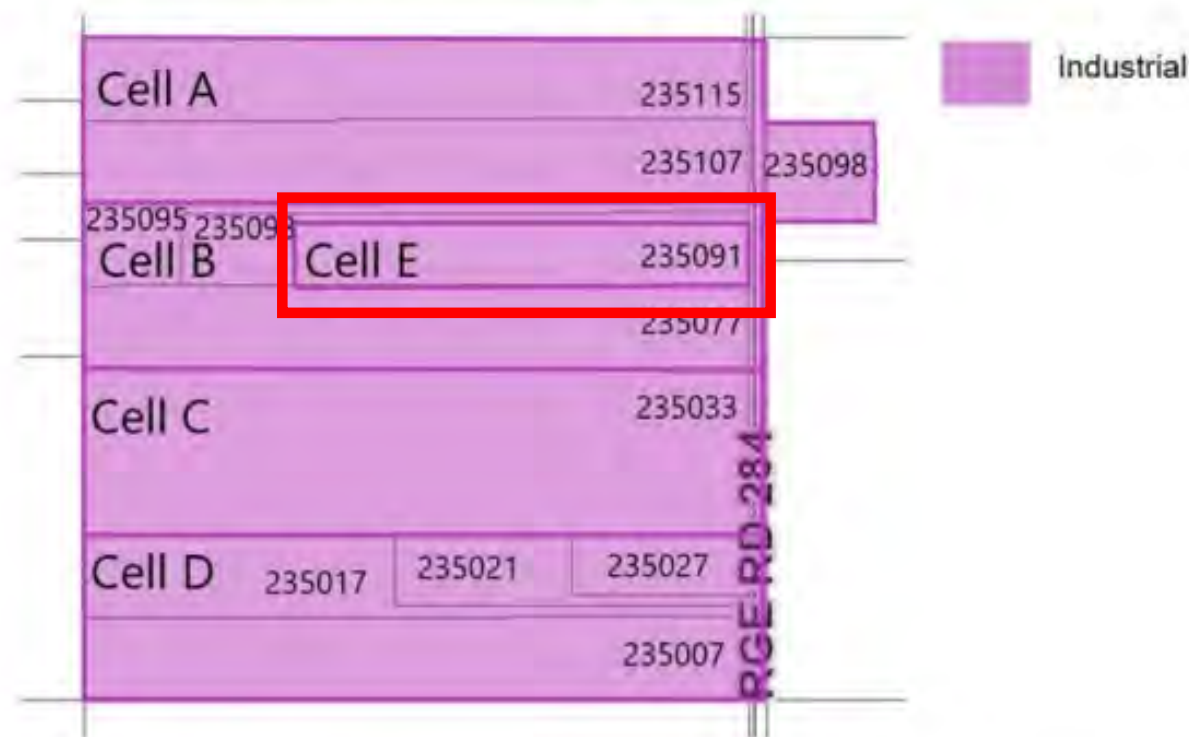


Table 2: Development Cells Summary, provide a description of the Conceptual Scheme's Development Cells.

Conceptual Scheme Proposal:

To adopt a conceptual scheme that provides a policy framework to guide future redesignation, subdivision, and development proposals within SE 1/4 32-23-28 W4M and Lot 1, Plan 0111882.

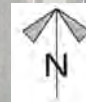
Development Proposal

Development Proposal:

To redesignate the subject lands from Rural Residential District to Light Industrial District to accommodate RV storage and industrial uses.

R-RUR → I-LHT
 ± 4.19 ha
 (± 10.35 ac)

RGE RD 284





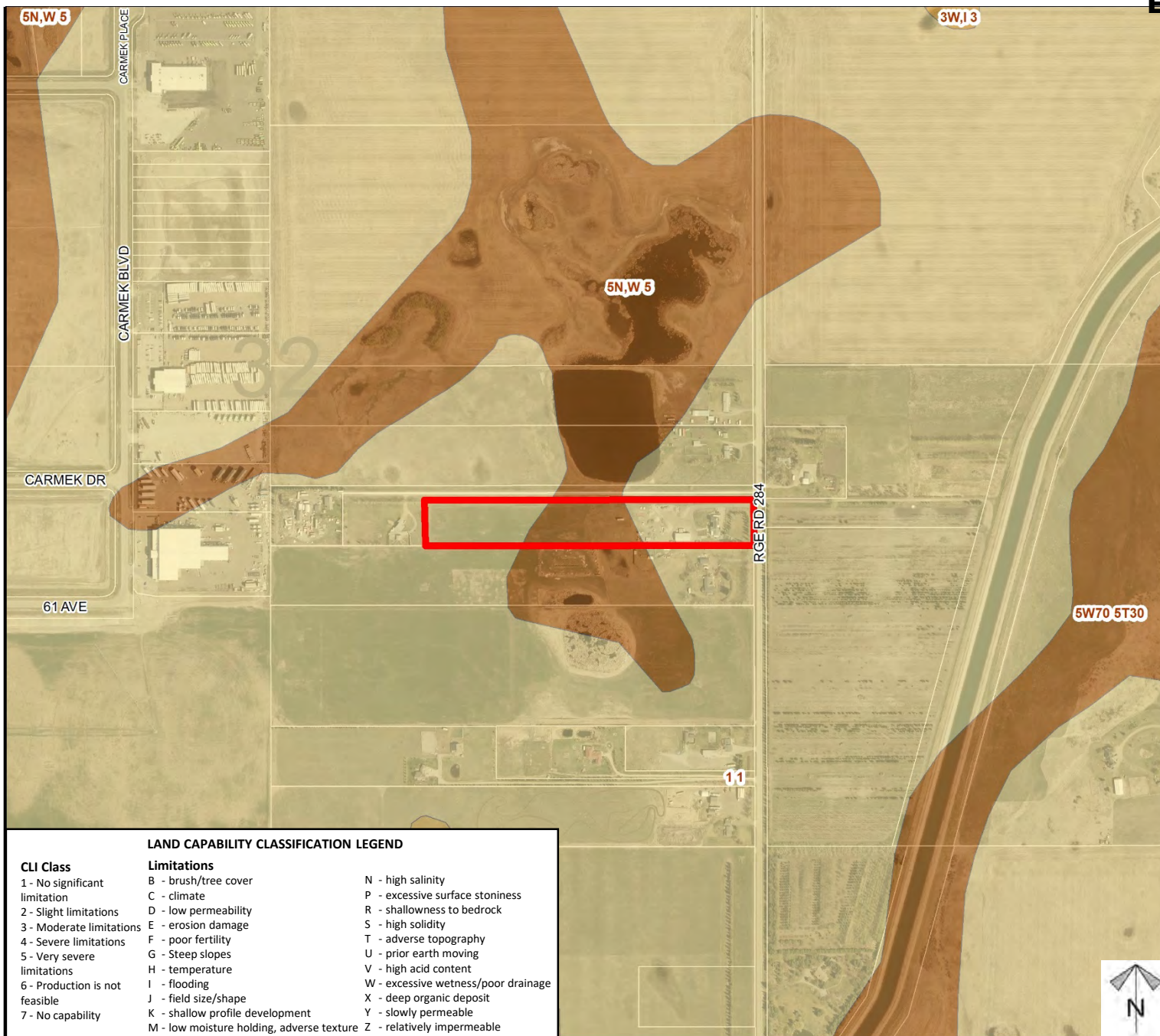
Environmental



- Subject Lands
- Contour - 2 meters
- Riparian Setbacks
- Alberta Wetland Inventory
- Surface Water

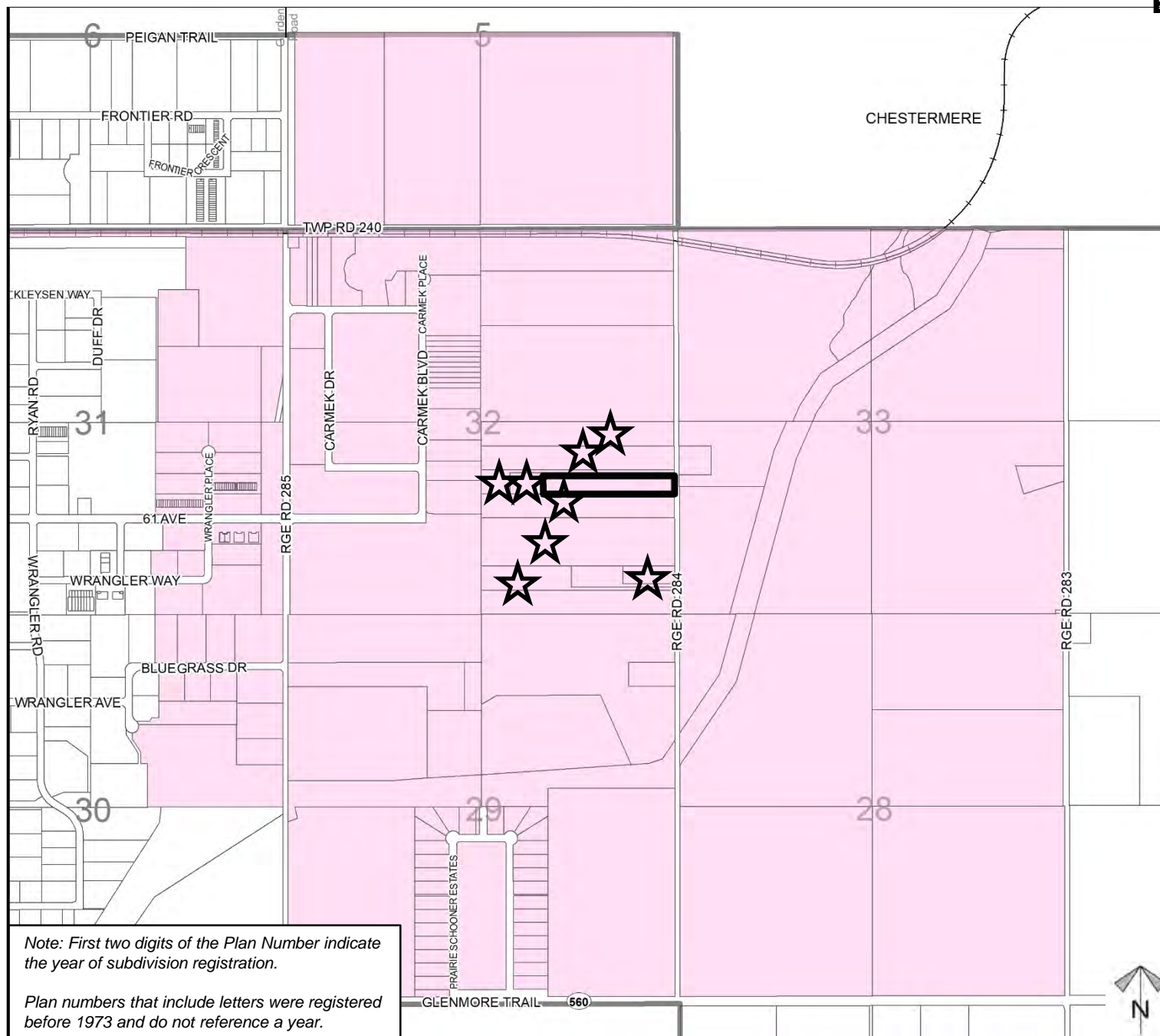
Division: 05
 Roll: 03332011
 File: PL20190149
 Printed: April 23, 2021
 Legal: Lot: 1 Block: 2
 Page 1447 of 1952-32-23-28-W04M

Soil Classifications



Division: 05
 Roll: 03332011
 File: PL20190149
 Printed: April 23, 2021
 Legal: Lot: 1 Block: 2
 Page 1048 of 7952-32-23-28-W04M

Landowner Circulation Area



Legend

Support



Opposition



Division: 05
 Roll: 03332011
 File: PL20190149
 Printed: April 23, 2021
 Legal: Lot: 1 Block: 2
 Page 1049 of 7952
 23-28-W04M



"No Hurdle too high"

September, 2019

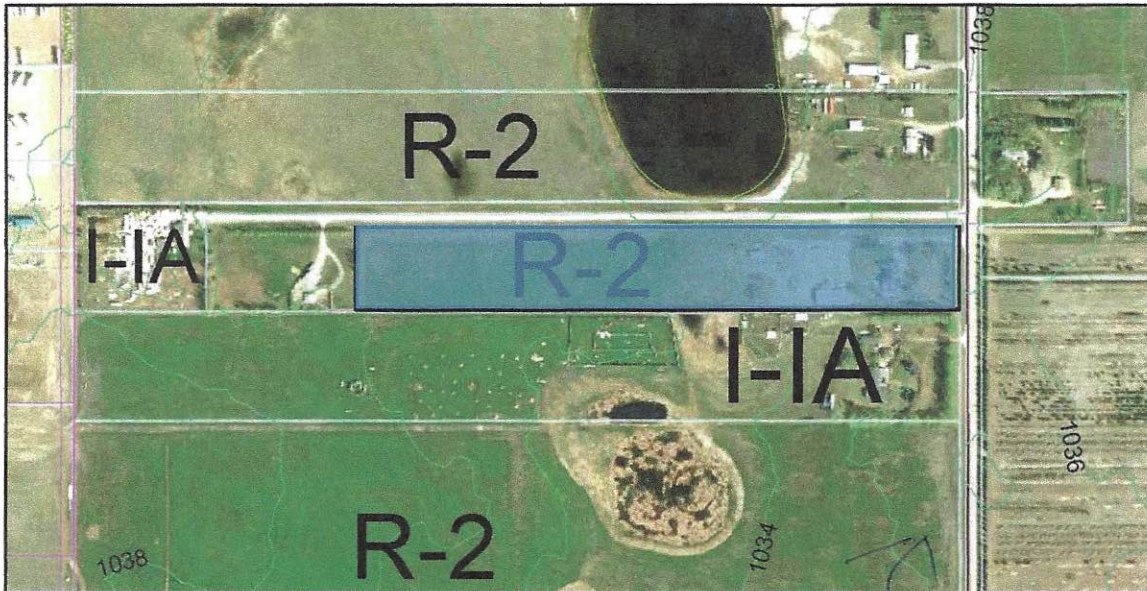
Attention: Rocky View County, Planning & Development Services
 Fax: 403.277.3066
development@rockyview.ca

Re: Redesignation
 235091 Range Rd 284, Rocky View County (RVC)

To Whom it may concern,

As neighbouring property owners to the above-mentioned property, I (we) support the application for the plan as presented. The intent is to:

- Change Residential Two (R-2) to Industrial Activity (I-^{IS}~~IA~~) to support light industrial, continued use of a residential dwelling and landscaping that is aesthetically pleasing and
- Following approval of the Land Use, a Development Permit may be applied for.



Thank you,

signature *[Signature]* date OCT 21/19name CARLO SIMONELLI address 7147-110 AV. S.E.

Should you have any questions, please feel free to contact:

Bart Carswell, MA, MCIP, RPP

Carswell Planning Inc.

Office Address: #200, 525 - 28th St, SE Calgary, AB T2A 6W9 (in Remax Complete Commercial)

Mailing Address: Box 223, 104 - 1240 Kensington Rd. NW Calgary, AB T2N 3P7

Phone: 587 437-6750

Bart.Carswell@carswellplanning.ca

SE-32-23-29 W047

40 Acres

Roll-03332001

Delivered by Email:
janderson@rockyview.ca

Rockyview County

September 2, 2020

Attn: Members of Council and Jessica Anderson [file manager]

Re: Landuse Application PL20190149

I am the owner of the property directly adjacent to the property seeking landuse approval under the captioned application.

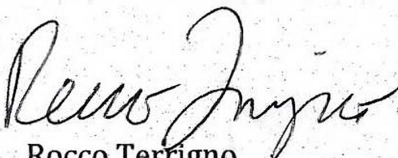
I am writing this letter to express my strong support of the said landuse application.

I support the application because the suggested use fits within the area context as there are other home businesses in the transition area that conduct business that the applicant seeks under its landuse application. Furthermore, the landuse aligns with the Janet ASP and most importantly further develops the transition zone that we need foster to ensure the redevelopment initiatives of the Janet ASP move forward and property owners obtain that which the Janet ASP directs.

Thank you for your time and consideration.

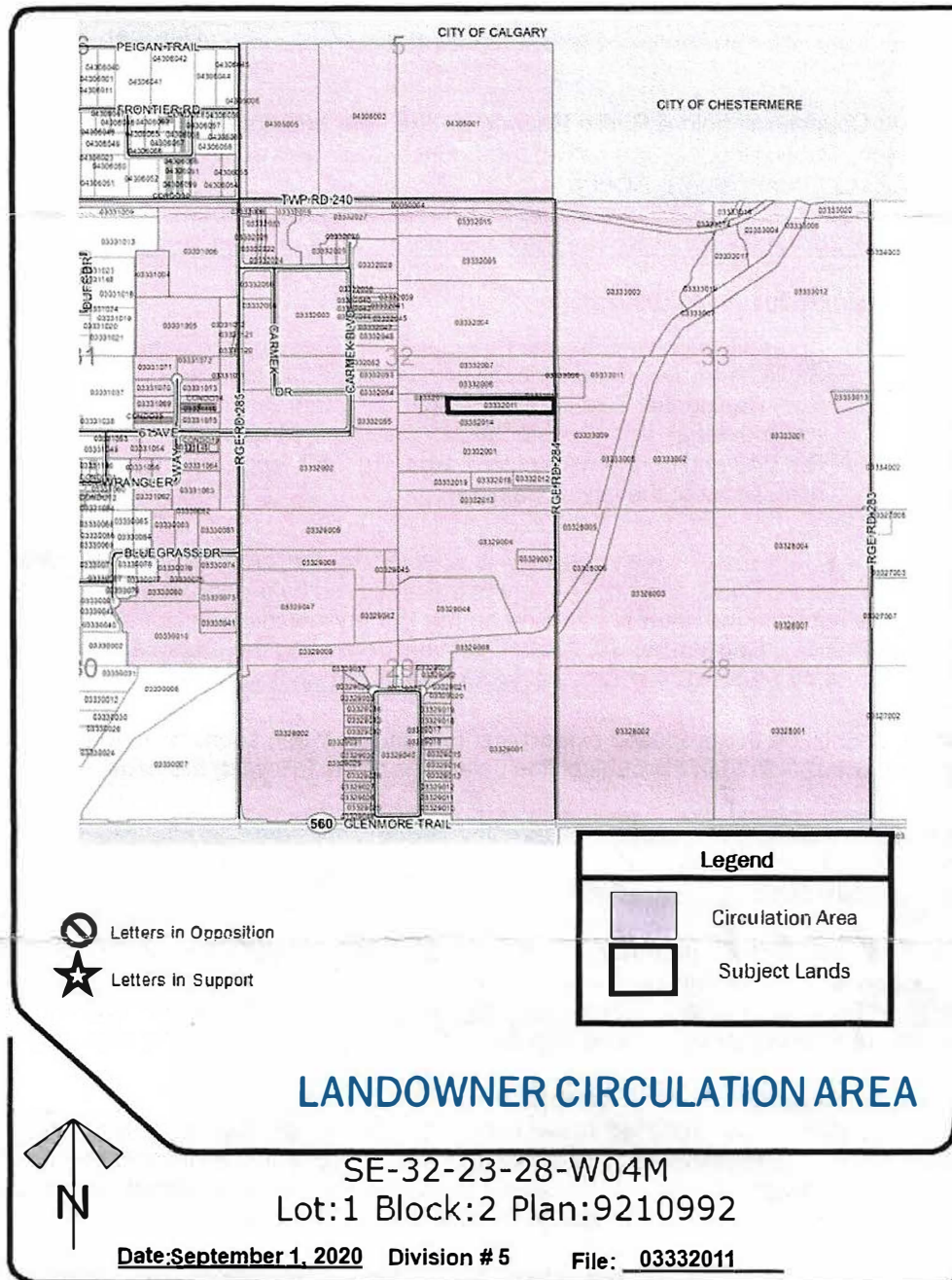
Be safe and well.

Sincerely yours


Rocco Terrigno

Your name, legal land description, street address, and any opinions provided in your written submission may be made available to the public and form part of the public record. Your personal contact information, including your phone number and email address, will be redacted prior to making your written submission available to the public. If you have questions regarding the collection or release of this information, please contact the Deputy Municipal Clerk at (403) 520-8197.

SITE MAP



Dated: Tuesday, September 1, 2020
Tyler Andreasen
Deputy Municipal Clerk

Jessica Anderson

From: Phil Bauer [REDACTED]
Sent: May 3, 2021 11:10 AM
To: Jessica Anderson
Subject: [EXTERNAL] - BYLAW C-7977-2020

Follow Up Flag: Follow up
Flag Status: Completed

Do not open links or attachments unless sender and content are known.

Phil Bauer - 63 Prairie Schooner Estates.

I am opposed to the proposed change for the following reasons:

1. Traffic - the current roads already struggle to handle the amount of industrial and commercial traffic on them. allowing for more industrial and commercial zoning will continue to traffic and will add to this issue further. These types of vehicles also add to air and noise pollution in the area. Access to these types of industrial and commercial properties should not be permitted via glenmore trail which runs directly along residentially zoned areas.
2. Noise pollution - Allowing for industrial or commercial businesses so close to residential housing cause a great deal of noise pollution. This noise can easily be heard from the surrounding and existing residential homes in the area which severely diminishes quality of life.
3. Light pollution. Many of the surrounding commercial and industrial businesses already produce a large amount of light pollution which flows freely into the properties of the surrounding residential homes. Allowing for more of this type of zoning will inevitably compound this issue. all sounding businesses should be required to contain their light pollution to their own property before they are permitted to build.
4. Strain on water supply. Continuing to add more commercial and residential business can potentially put a long term strain on the amount of well water available to residential properties in the area. The residential properties rely on this water inodred to be sustainable.

If Rocky View County continues to to allow for the rezoning of residential land to industrial or commercial it myas well rename itself to Warehouse View Industrial Park since there will be no view of the rockies and non residential properties. You will be devaluing adjacent properties and forcing established communities to leave.

Thank you



September, 2019

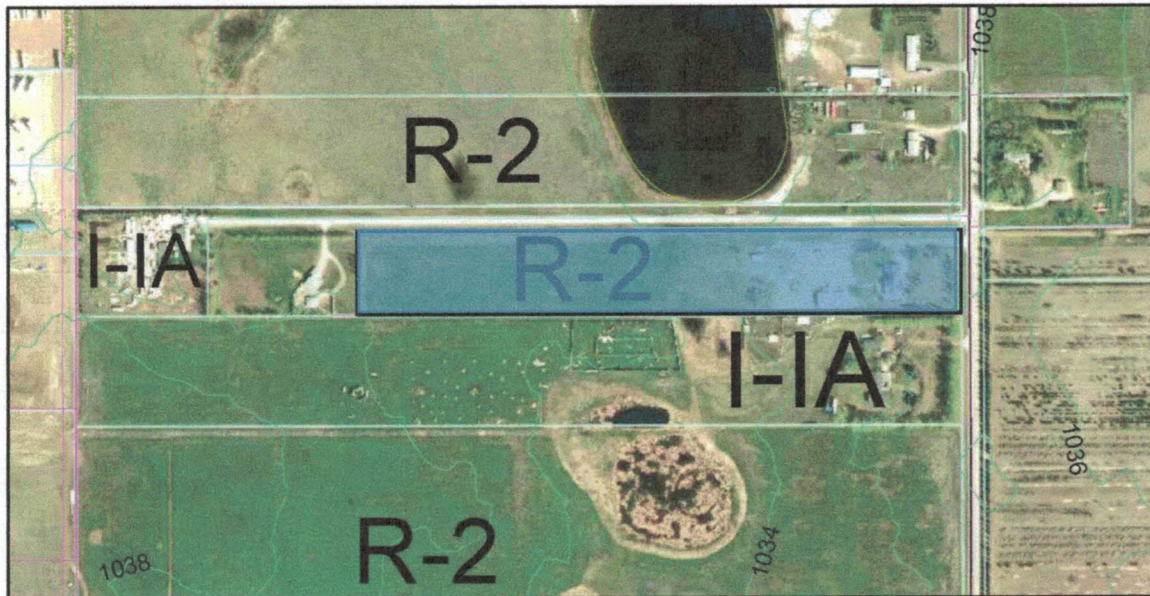
Attention: Rocky View County, Planning & Development Services
Fax: 403.277.3066
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- Following approval of the Land Use, a Development Permit may be applied for.



Thank you,

signature Gerald Ziegler date Sept 28 2019 235107 RA284
name GERALD ZIEGLER address 32-23-2804 LOT 1

Should you have any questions, please feel free to contact:

Bart Carswell, MA, MCIP, RPP

Carswell Planning Inc.

Office Address: #200, 525 – 28th St, SE Calgary, AB T2A 6W9 (in Remax Complete Commercial)

Mailing Address: Box 223, 104 – 1240 Kensington Rd. NW Calgary, AB T2N 3P7

Phone: 587 437-6750

Bart.Carswell@carswellplanning.ca



"No Hurdle too high"

September, 2019

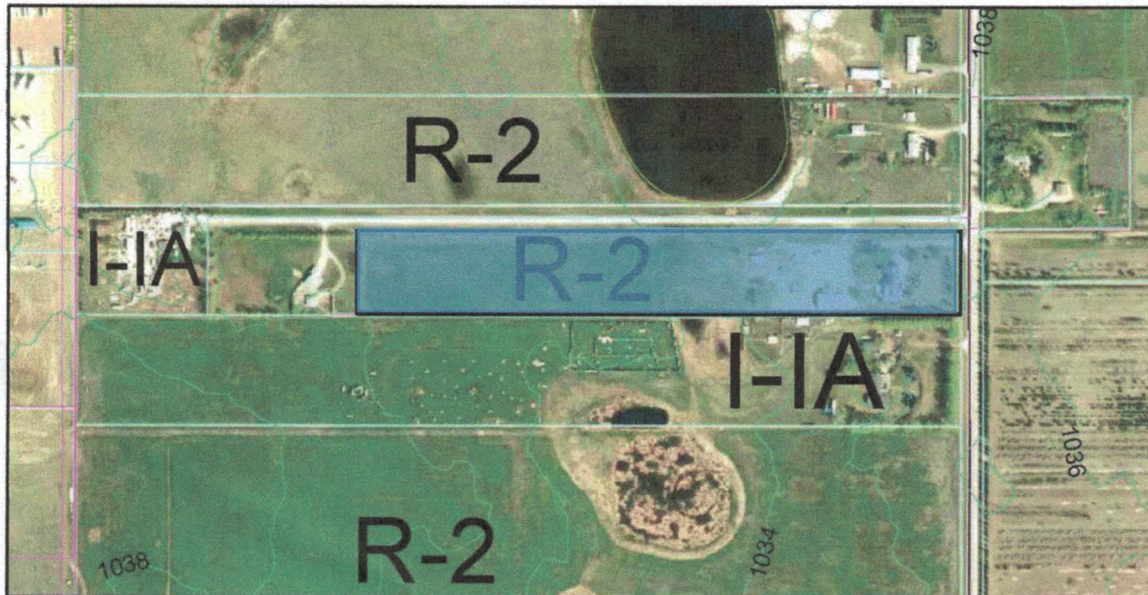
Attention: Rocky View County, Planning & Development Services
 Fax: 403.277.3066
development@rockyview.ca

Re: Redesignation
 235091 Range Rd 284, Rocky View County (RVC)

To Whom it may concern,

As neighbouring property owners to the above-mentioned property, I (we) support the application for the plan as presented. The intent is to:

- Change Residential Two (R-2) to Industrial Activity (I-IA) to support light industrial, continued use of a residential dwelling and landscaping that is aesthetically pleasing and
- Following approval of the Land Use, a Development Permit may be applied for.



Thank you,

signature B. Wakeford date Sept 28/19name BARRY WAKEFORD address 471 E. CHESTERMORE DR.Should you have any questions, please feel free to contact: 235115-P.R.-289

Bart Carswell, MA, MCIP, RPP

Carswell Planning Inc.

Office Address: #200, 525 – 28th St, SE Calgary, AB T2A 6W9 (in Remax Complete Commercial)

Mailing Address: Box 223, 104 – 1240 Kensington Rd. NW Calgary, AB T2N 3P7

Phone: 587 437-6750

Bart.Carswell@carswellplanning.ca



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September, 2019

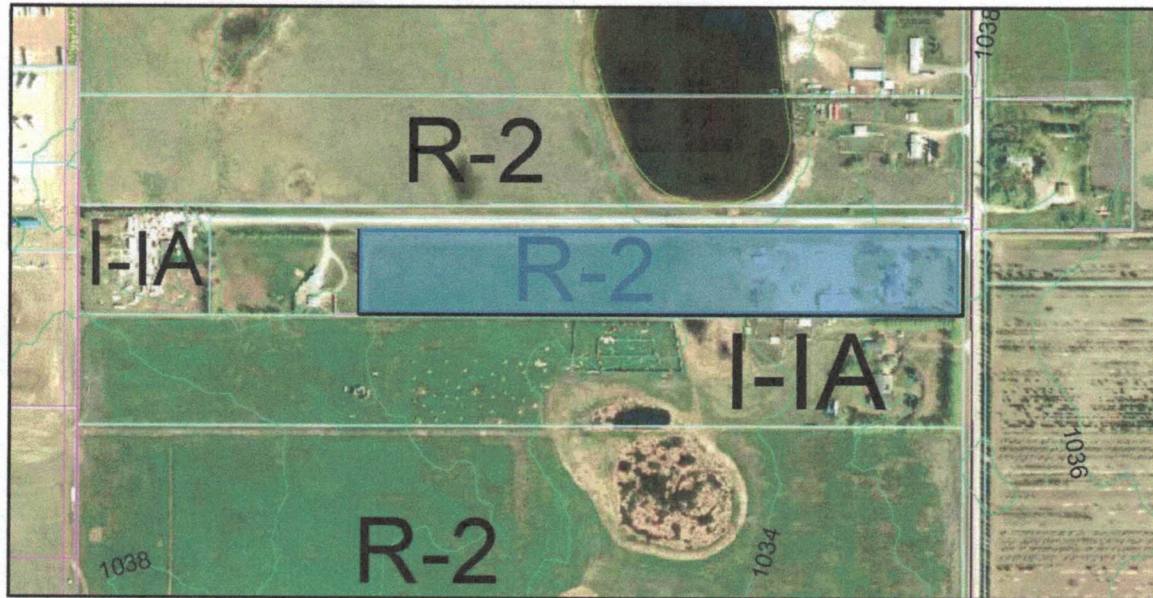
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signature

date

SEPT 28/2019

name

DARREL O WINCH

address

235017 RANGE RD 284 T1X-0J9

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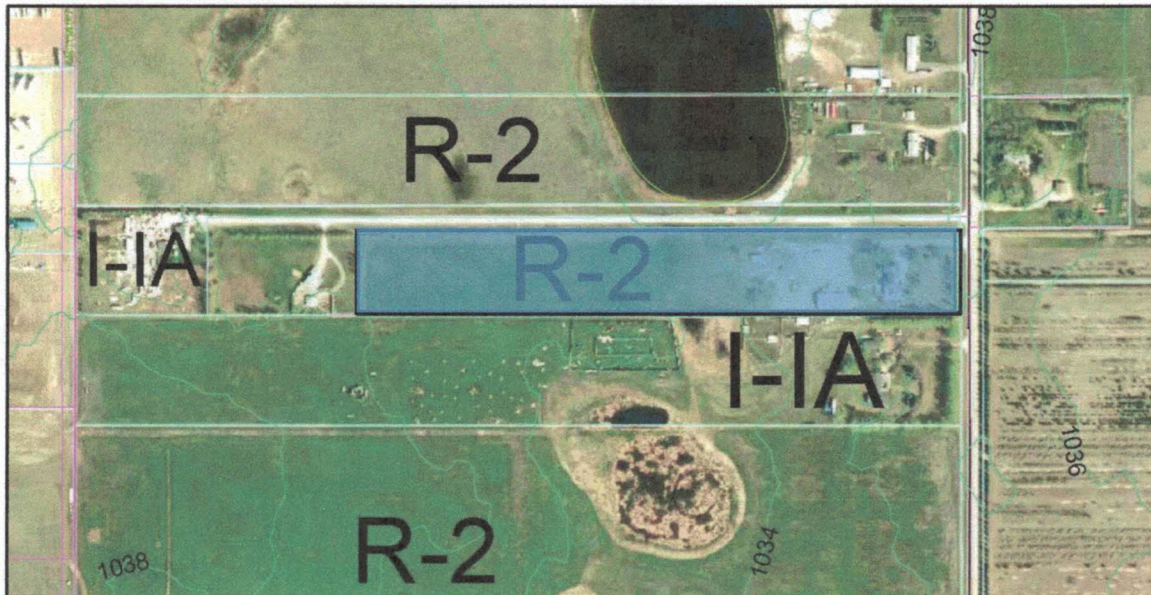
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Thank you,

signature

date

Sept 25 2019

name

Bob Hill

address

235027 Rg Rd 284

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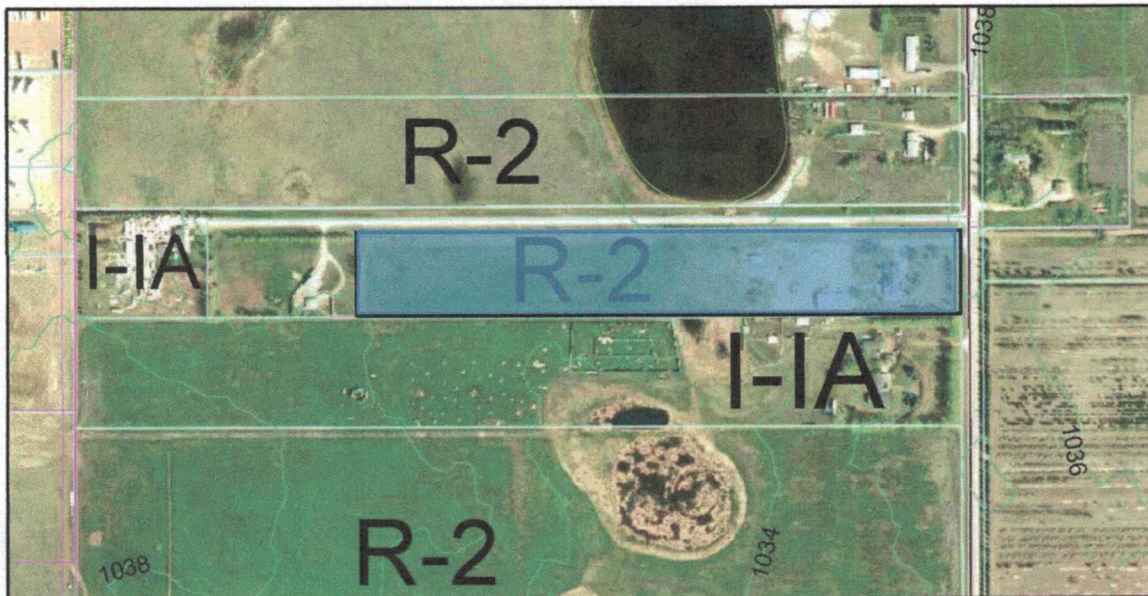
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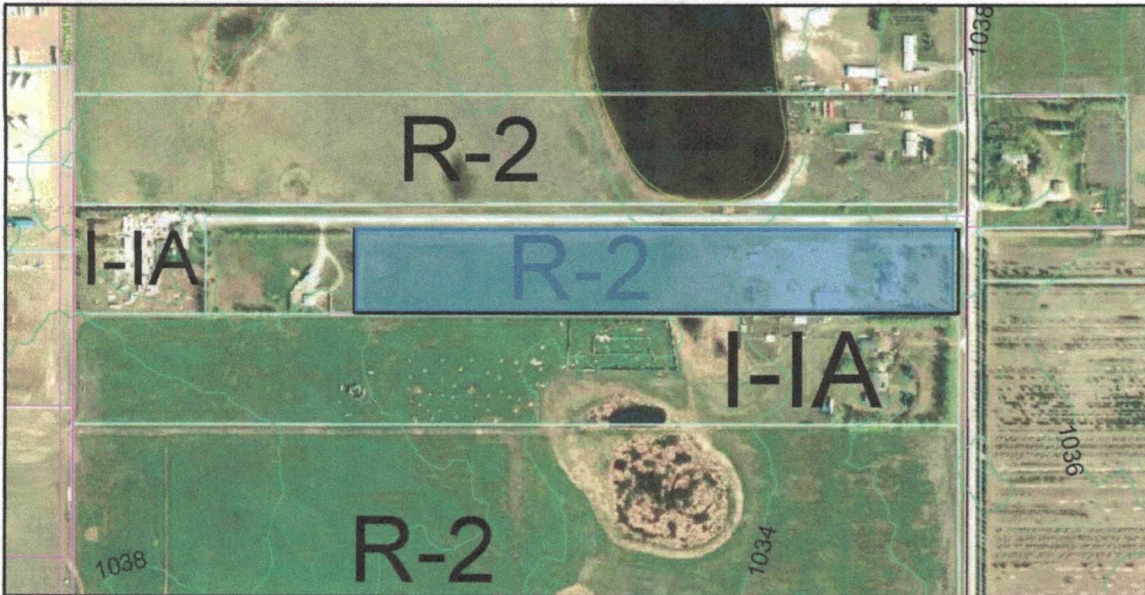
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Thank you,

signature

date Sept 30/19

name

Joe Thoen

address

235095 RR 284

Should you have any questions, please feel free to contact:

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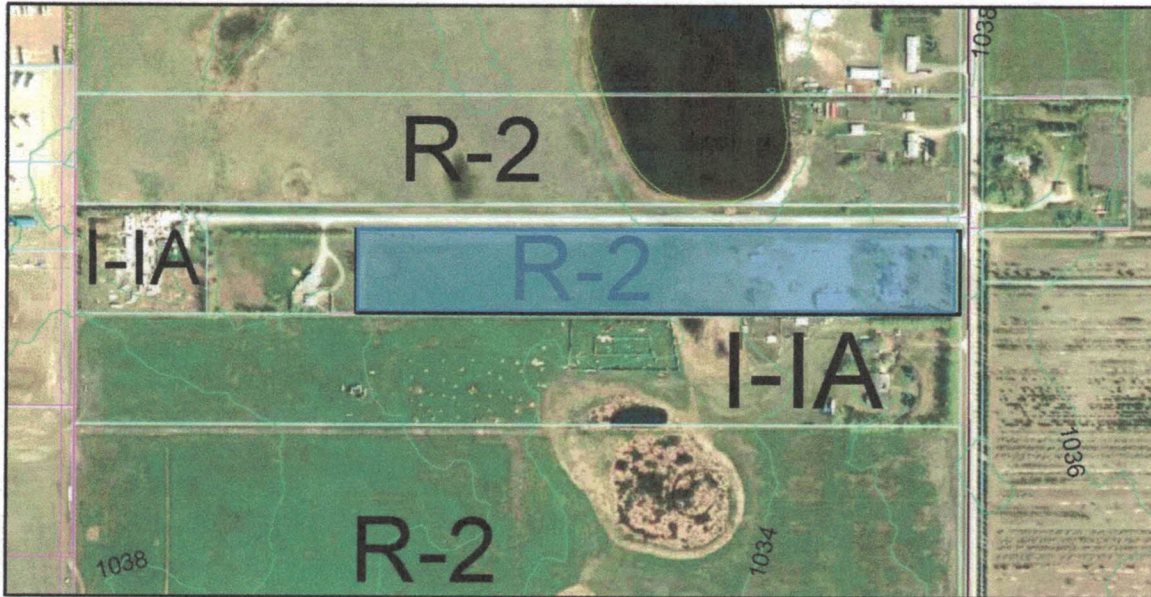
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Thank you,

signature [Signature] date Sept 30/19name Randy Mastor address Box 15 Site 13 RR7 Calgary AB T2P2G7

Should you have any questions, please feel free to contact:

Bart Carswell, MA, MCIP, RPP

Carswell Planning Inc.

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Phone: 587 437-6750

Bart.Carswell@carswellplanning.ca



RECREATION, PARKS AND COMMUNITY SUPPORT

TO:	Council		
DATE:	May 25, 2021	DIVISION:	4
FILE:	N/A	APPLICATION:	N/A
SUBJECT:	Proposed name change for Langdon Quad Diamonds		

POLICY DIRECTION:

Recreation Facility Naming Rights Policy C-329 governs Naming Rights Agreements for County Recreation Facilities. The scope of the policy is for community partners with a license of occupation to name or rename County owned facilities. The policy was developed:

- To pursue revenue opportunities needed for the financial sustainability of the facilities they develop and operate for public benefit and,
- For the sale of naming rights of facilities as a means for Licensees to generate revenue to offset the costs associated with developing and operating facilities.

As per the policy, Council approves recreation facility naming, and delegates to Administration the authority to negotiate a Facility Naming Agreement with a Licensee and Naming Entities.

EXECUTIVE SUMMARY:

Rocky View County constructed a quad diamond facility on the Langdon Joint Use Site owned by the County and Rocky View Schools. The transfer of the occupation is anticipated in early July of this year.

As the future operator of the site, the Langdon Community Association (LCA) is proposing to rename the Langdon Quad Diamonds. The generic name "Langdon Quad Diamonds" was assigned to this amenity as an opportunity for the future operator of the site to generate additional revenue through sponsorship and/or naming rights.

LCA has identified that little to no opportunity exists for sponsorship for naming rights of the diamonds and has also identified a similarity in naming with the ball diamonds in the Langdon park, which could cause confusion. The LCA is requesting Council consider renaming the Langdon Quad Diamonds to "Iron Horse Fields" as this name was selected as the favourite after a survey was conducted in the community.

Ms. Chrissy Craig, President of the Langdon Community Association will be sharing a short presentation with Council on the results of their survey.

ADMINISTRATION RECOMMENDATION:

Administration recommends approval, in accordance with Option #1.

BUDGET IMPLICATIONS:

There are no budget implications at this time.

Administration Resources

Sean Fontaine, Recreation, Parks and Community Support

OPTIONS:

- Option #1: THAT Administration be directed to proceed with a name change from Langdon Quad Diamonds to Iron Horse Fields.
- Option #2: THAT the name Langdon Quad Diamonds remain unchanged.
- Option #3: THAT alternative direction be provided.

Respectfully submitted,

Concurrence,

“Brock Beach”

“Kent Robinson”

Acting Executive Director
Community Development Services

Acting Chief Administrative Officer

SF/rp

ATTACHMENTS

ATTACHMENT ‘A’: Naming of Langdon Quad Baseball Facility Report

Naming of Langdon Quad Baseball Facility

Prepared by:

Chrissy Craig
Chair

Langdon Community Association



May 5, 2021

Naming of Langdon Quad Baseball Facility

Langdon is welcoming a beautiful new quad baseball diamonds this summer. It is a top-notch facility that will welcome visitors from many different ball communities in Alberta. Currently, this facility is named Rocky View County Langdon Ball Diamonds. The community of Langdon is requesting this name to be changed.

The current name of this new facility will cause confusion for residents and visitors. There are currently 2 ball diamonds located in Langdon Park. The community has called these diamonds the Langdon Ball Diamonds for years, as well when a google search is preformed, these diamonds are the ones that come up. With both set of diamonds called Langdon Ball Diamonds, but located in different parks, this will add confusion to both residents and visitors.

The Langdon Community Association asked the community to submit potential names for the new facility to engage them and give a sense of ownership to the new facility. The community submitted 32 different names. The LCA board, then short listed the names. First, the board removed the names that were not appropriate, and were down to 10 names that would work. The board short listed down to two, the final two made the cut for the following reasons:

1. Had the most submissions.
2. Fit with the theme of Langdon.
3. Was neutral to change if a sponsor came about.

The two names that made the short list are:

1. Clover Fields of Langdon
2. Iron Horse Fields.

The board engaged with a local marketing specialist to design a logo for the fields, keeping with Langdon tradition and creating a design that is easy to market the new facility.



Clover Fields of Langdon was chosen as the new facility looks like a 4-leaf clover from the birds' eye view. 4-leaf clovers are known to be lucky symbol. Langdon slogan is "The Good Luck Town".

Iron Horse Fields was chosen, as Iron Horse is another name for a train. Langdon was built on an old CP rail line. The diamonds are located on the corner of Railway Ave & Mowat St. Railway and trains go together, and Mr. Mowat was a big horse guy in his day.

May 5, 2021

Naming of Langdon Quad Baseball Facility

The LCA then engaged the community for a week of voting on the names. Voting was done April 26-May 1, via all social media and email. Unfortunately, due to the current COVID 19 pandemic any open houses or in person voting options were not able to happen. The board measured the homes that participated as all the votes came in as stated “our household, our family, my kids and I etc.” 41% of the homes voted, and 61% voted for Iron Horse Fields, and 39% voted for Clover Fields of Langdon.

As such, the community of Langdon is requesting that the name of the new quad facility be named Iron Horse Fields, to honor the traditions of Langdon, while at the same time creating a unique and welcoming name for the residents and visitors.





OPERATIONAL SERVICES

TO:	Council		
DATE:	May 25, 2021	DIVISION:	All
FILE:	6020-600	APPLICATION:	NA
SUBJECT:	Cemetery Services Feasibility Study		

POLICY DIRECTION:

On November 4, 2019, Council passed a resolution that Administration be directed to look at the feasibility of Cemetery Services and have a third party investigate potential options for Council's consideration. On February 25, 2020, a further resolution was passed that Administration be granted an extension of time to have the feasibility study completed, which is now available for Council's review and consideration.

EXECUTIVE SUMMARY:

Council requested that Administration work with a third party to investigate the feasibility of Cemetery Services and collect information regarding the viability of owning and operating Cemetery Services in Rocky View County. This includes the potential value in developing further cemetery lands and continuing options for future operations.

In July 2020, the RFP was awarded to Lees and Associates, who have previously worked with the County on the 2010 Cemetery Master Plan. Over the last few months, Administration has worked with Lees and Associates to provide the information needed to assess the feasibility of Cemetery Services. The final report has been provided as Attachment "A" (Lees and Associates Rocky View County Cemetery Feasibility Study, Nov. 2020). Erik Lees, owner of Lees and Associates will be providing a presentation to accompany their report.

Some highlights of the report show that Cemetery Services currently has significant assets and is an attractive well-maintained location with a diverse range of interment and memorialization services. The report predicts that the Cemetery could reach an operating break-even point within the next 12 to 20 years if we maintain an annual increase of 3%, a marketing budget of 5% (for 5 years), and then 2% thereafter. The report outlines strategies that will increase our market, capture and improve our operational efficiency. The report also provides information on exploring options for a strategic partnership with an outside entity to be responsible for part or all of Cemetery operations.

ADMINISTRATION RECOMMENDATION:

Administration recommends approval in accordance with Option #1.

BUDGET IMPLICATIONS:

The recommendations from the feasibility study will have a budget impacts that are not currently known at this time.

Administration Resources
Sheldon Racz, Operational Services



STRATEGIC OBJECTIVES:

The attached feasibility study supports all three strategic themes in the County's Strategic Plan, service excellence, financial health, and responsible growth.

OPTIONS:

Option #1: THAT the Cemetery Services Feasibility Study report be received for information.

Option #2: THAT alternative direction be provided.

Respectfully submitted,

Concurrence,

"Byron Riemann"

"Kent Robinson"

Executive Director
Operations

Acting Chief Administrative Officer

SR/bg

ATTACHMENTS:

ATTACHMENT 'A': Feasibility Study Report

Rocky View County Cemetery Feasibility Study

LEFS
ASSOCIATES

Rocky View County Feasibility Study

Date: November 5, 2020

Contact Information:

509-318 Homer St, **Vancouver** BC Canada, V6B 2V2 | p: 604.899.3806

51 Wolseley St, **Toronto** ON Canada, M5T 1A4 | p: 416 645 7033 | f: 415 645 7046

8 Boswell Crescent, **Whitehorse** YT Canada, Y1A 4T3 | p: 867.332.3806

info@elac.ca | www.elac.ca

EXECUTIVE SUMMARY

Rocky View County (RVC) is considering options for the long-term management of the three cemeteries presently under its control. The Garden of Peace Cemetery (GOP) is the primary active site operated by RVC. This Feasibility Study was commissioned to help guide Council in their decision making for the future direction and governance of the GOP. This Feasibility Study comprehensively reviews the status of the market, site conditions, operations, governance and financial model for the GOP. The recommendations in this study will guide RVC's future actions and help to optimize its cemetery operations and leadership strategy.

Whether RVC continues to lead the operations of the GOP, depends on the philosophy of Council regarding RVC's role in supporting the cemetery as a community service to its residents. It is common practice for Canadian municipalities to subsidize this service to its residents. If the Council decides to pursue an outsourcing relationship or partnership, RVC may achieve benefits from the collaboration. However, RVC will always retain some responsibility for its cemetery sites, the quality of care and how it meets the needs of its residents.

If RVC continues with its current business model, it can expect to continue operating the GOP at loss for the next couple decades. However, the cemetery market's long term momentum is moving in RVC's favor and it can expect to eventually achieve operating breakeven in foreseeable future.

KEY FINDINGS

Projected Demand and Current Supply

- In the next 25 years, the GOP can expect 5,600 casket and 4,800 cremation interments, as well as, 4,950 casket lot, 510 cremation lot, 380 niche and 260 scattering right-of-interment sales.
- The GOP has 35-40 years of developed casket lot sales, 5-10 years of developed cremation lot sales and 20-25 years of developed columbaria niche sales remaining, and
- The GOP has 35 acres of undeveloped land, which is expected to accommodate another 90 years of interment services.

Site Care and Operations

- The GOP has significant assets including its newly rebuilt crematorium, a well situated location with good frontage and visibility and a significant amount of undeveloped land;
- The GOP is well maintained and in good condition, offers a diverse range of interment and memorialization services, and
- The GOP's field work operations are appropriately resourced and meet best practices for site care.

Governance and Organizational Analysis

- The GOP's management and support operations are well resourced and provide good service. There is an opportunity to enhance RVC's records management, sales and marketing work, and
- The GOP may attract interest from contractors or a private company interested in establishing an outsourcing relationship or partnership, from which RVC may benefit.

Financial Plan

- RVC intermingles revenue and expense from other departments in its Cemetery Service Report and accounts. This is a challenge in assessing the GOP as a discrete business unit;
- There is an opportunity to enhance RVC's financial management system, by tracking its cemetery revenue by interment form, time of sale (at-need/pre-need) and residency of those served. It can also improve its cost management, by grouping its expenses by site care and other costs;
- The GOP averaged a total, annual net loss of \$687,000 from 2015 to 2019;
- The GOP will reach its Operating Breakeven point in the next 20 years in a Status Quo scenario. The GOP can reach breakeven within the next 12 years, if it maintains annual rate increases of 3%, a marketing budget of 5% operating revenue for 5 years, and then 2% per year thereafter;
- The GOP's PCF interest income reflects a low average rate of return (1.6%). GOP is 1% funded for basic site care and is not forecast to become fully funded in the next 50 years, and
- After the GOP begins to achieve break even in 2032, it is proposed the GOP accelerate to the PCF Stability Point within the 50 years, by increasing its annual sales contributions from 25% to 60% and halting the annual withdraw of interest income to cover the GOP's current costs.

RECOMMENDATIONS

The GOP's operations can be moved towards a more feasible model, by prioritizing strategies that will increase its market capture and improve operational efficiency. To do so, it is recommended that RVC:

- Commit to the short-term goal of accelerating the GOP towards operating breakeven in 15 years and a long-term plan to strengthen the PCF to self-supporting model within 50 years;
- Prepare a marketing plan. Retain a sales and marketing contractor to accelerate the GOP's promotion, revenue growth and market capture, as well as train RVC staff in this skill-set;
- Take advantage of the cremation trend, by partnering with the crematorium operator to cross-sell the GOP's range of cremated remains interment and memorialization options;
- Introduce new offerings including green burial, family vessels, estate lot options, new support services, as well as memorial wreathes, boulders, and statuary with engravings, and
- Train RVC staff to work with and enhance the cemetery records and financial management systems and procedures, to enable the provisions of better data to guide decision making.

RVC would also benefit from exploring the current opportunities for a strategic partnership, and further examining the feasibility of an alternate model. To do so, it is recommended that RVC:

- Review the governance options in this plan and go through the process (with Senior Leadership and Council) to identify RVC's expectations of a potential arrangement with an outside entity to be responsible for part of, or all, cemetery operations;
- Pending the outcome of Council's decision, undertake a review of the outcomes of the RPQ and RFP processes in 2016/17 to determine if any of the qualified proponents would be a good fit and if they are, consider re-issuing an updated version of the RFP to them, and
- In the event that those parties that expressed an interest previously are not interested now, then initiating a new RFP process to a broader potential market should be considered.

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INTRODUCTION

Rocky View County (RVC) commissioned LEES+Associates in August 2020 to prepare a Cemetery Feasibility Study. This Feasibility Study includes a detailed market and operations analysis with defensible recommendations that will guide Council on their options for the long-term operation and the management of the cemeteries presently under control of RVC. These cemeteries include the Garden of Peace (GOP), Bottrell and Dalemead cemeteries. The GOP is the keystone active site among these three cemeteries.

CEMETERY SITE OVERVIEW – THE VALUE

The GOP is an attractive cemetery site that has historically offered a reasonably good range of interment and memorialization services.

A significant asset at the GOP is the undeveloped land that slopes gently to the east. Although there are areas of water accumulation in the southeast corner, the majority of the property is suitable for cemetery development. An outside entity experienced in cemetery management would find this area attractive as it is part of the existing cemetery and has a viable plan. Although detailed engineering would be required, it is likely to receive direct approval from the Province and the Local Health Authority.

The small chapel and recently upgraded crematorium are additional assets that are well situated with good frontage and visibility. Parties interested in the cemetery, would most likely also be interested in the chapel and crematorium assets.

STRATEGIC OPTIONS – THE PAST + THE FUTURE

RVC has historically examined its range of options in pursuit of greater cost recovery, including introducing cemetery projects at the GOP that could lead to greater revenue streams and cost efficiencies, through expansion of its services and the attendant (potential) net revenues.

A Request for Pre-qualifications (RPQ), followed by a Request for Proposal (RFP) process was undertaken by RVC in 2016/2017 to explore alternative governance options. This process yielded a strong interest in RVC's cemetery facilities. To address changes in the market since that time, this Feasibility Study includes an updated scan of the regional cemetery market served by RVC and the internal operations of the GOP.

This report summarizes the latest market research, projections, key findings and recommendations that resulted from a detailed analysis of RVC's current cemetery operations and financial performance. This will serve as a guide for pursuing alternative business models, new operational resources and practices, as well as the future development of new inventory, products and services in the future, if RVC decides to remain in the cemetery business.

1 CEMETERY MARKET + NEEDS ANALYSIS

This chapter identifies the communities served by Rocky View County's (RVC) cemeteries, their demographic profile, death rates, cremation rates, and burial trends, as well as other service providers within RVC's cemetery market area. These key variables will drive the demand for cemetery land and services for the foreseeable future.

The purpose of this analysis is to compare RVC's projected demand to the currently available cemetery inventory and land capacity, including the Garden of Peace Cemetery's (GOP) undeveloped lands. The findings of this analysis will inform the recommendations for RVC's future operations, development, and business model.

1.1 KEY FINDINGS – MARKET + NEEDS ANALYSIS

The following section is a summary of the key findings from this plan's market and needs analysis.

Historic Demographic Trends, Interment Rates and Community Served

The Garden of Peace Cemetery (GOP) serves residents from the rural RVC electoral area and its surrounding small urban centers. This collective area is referred to in this report as the "RVC Market."

RVC's cemeteries also serve a significant number of the residents from the City of Calgary. Therefore, the total "Cemetery Market" served by RVC operated cemeteries, includes the RVC Market and the City of Calgary.

Current Market Profile

- The average age of rural RVC residents is older, than the relatively younger residents of the region's urban centers, including Calgary and the rest of the Province of Alberta;
- The majority of the RVC Market's residents identify as Christian. One third of residents have no religious affiliation, and less than 5% follow other faiths;
- The majority of the RVC Market's residents have a European origin. A smaller, but significant portion of the RVC Market's residents are also of Asian and Indigenous origin;
- Currently, the RVC Market has 174,000 residents and the City of Calgary has 1,600,000 residents. The RVC Market grew three times faster than the City of Calgary from 2015 to 2019;
- From 2015 to 2019, the RVC Market's death rate averaged 3.6 deaths per 1,000 residents per year and the City of Calgary's death rate averaged 4.0 deaths per 1,000 residents per year, and
- Currently, the RVC Market's cremation rate (86%) is higher than the City of Calgary's cremation rate (79%), and the overall cremation rate in the Province of Alberta (75%). The trend towards cremation increasing is expected to continue over the next decade.

Over the Past Five Years (2015 to 2019)

- In the GOP's Cemetery Market, there were:
 - 2,900 RVC resident deaths, averaging 580 deaths per year;
 - 2,450 RVC resident cremations, averaging 490 cremations per year;
 - 450 RVC resident burials averaging 90 burials per year;
 - 31,300 Calgary resident deaths, averaging 6,260 deaths per year;
 - 24,100 Calgary resident cremations, averaging 4,820 cremations per year, and
 - 7,200 Calgary resident burials, averaging 1,440 burials per year;
- The GOP served 2% of the Cemetery Market's residents choosing cremation and 10% of the Cemetery Market's residents choosing casket burial;
- 788 caskets and 422 cremations were interred at the GOP, averaging 158 casket and 84 cremation interments per year. Of 422 cremations, 232 cremations were interred within lots (55%), 41 within niches (10%) and 149 were scattered (35%), and
- 682 casket lots, 43 cremation lots, 32 niches and 22 scattering rights were sold at the GOP, averaging 136 casket lot, 9 cremation lot, 6 niche and 4 scattering sales per year.

Project Demographic Trends, Interment Rates and Community Served Over the next 25 years

- RVC Market's population will grow approximately 200%, and the City of Calgary's population will grow approximately 40%;
- Due to the passing of the Baby Boomer generation, it is anticipated that:
 - RVC Market's death rate will increase to 4.0 deaths per 1,000 residents, and
 - The City of Calgary's death rate will increase to 4.4 per 1,000 residents.
- Due to the ongoing trend of more families choosing cremation:
 - RVC Market's cremation rate is projected to increase to 90% by 2023, and
 - The City of Calgary's cremation rate is projected to increase to 90% by 2030.
- There will be approximately 5,600 caskets and 4,800 cremations interred at the GOP, averaging 225 caskets and 190 cremations interments per year, and
- There will be approximately 4,950 caskets lot sales, 510 cremations lot sales, 380 niche sales, and 260 scattering rights sales at the GOP, averaging 200 casket lot sales, 20 cremation lot sales, 15 niche sales and 10 scattering rights sales per year.

Supply: Inventory and Capacity

Our analysis of the GOP's inventory and capacity finds:

- There are **35 - 40 years** of developed casket lot sales remaining;
- There are **5 - 10 years** of developed cremation lot sales remaining, and
- There are **20 - 25 years** of developed columbaria niche sales remaining;

The methodology, analysis and key components of this analysis are outlined in sections to follow.

1.2 REGIONAL MARKET ANALYSIS

This section describes the GOP's market area, outlines its demographic characteristics that will affect demand for regional cemetery's land and services, and examines the service provider's participation in meeting that demand. The section is organized under the following headings:

- Catchment Area;
- Age Distribution;
- Religious + Ethnic Profile, and
- Cemetery Service Providers.

CATCHMENT AREA

This analysis assumes the GOP serves the RVC rural area (electoral division), and the small urban municipalities located in the RVC limits, including Airdrie, Chestermere, Cochrane, Crossfield, Irricana, Beiseker, Bragg Creek and Langdon. These urban centers are within the boundaries of RVC, but are demographically measured by the Province separately from the rest of RVC. This collective area is referred to in this report as the "RVC Market."

The City of Calgary has been included in the catchment area for RVC cemeteries, due to the high number of Calgary residents who choose to inter at the GOP. RVC staff estimate that 90% of those interred at the GOP are from Calgary. Therefore, the primary "Cemetery Market" served by the GOP, includes the RVC Market and the City of Calgary.

RVC staff report that the GOP occasionally also services non-residents from outside this primary Cemetery Market. In the absence of detailed residency records for those served by the GOP, it is assumed in this analysis that the number of individuals from outside the Cemetery Market served by the GOP is small and immaterial to the long term projections in this study.

The RVC Market covers a total area of 3,836 km² and has a population of 174,000 as of 2019. The RVC Market and the City of Calgary have a combined population of approximately 1,800,000 and a total area of 34,661 km².

The following figure outlines the primary catchment area of the RVC Market and the City of Calgary. It identifies the other two cemeteries operated by RVC, Bottrel and Dalemead Cemetery, and identifies active cemeteries comparable to the GOP in the region. These cemeteries have been used in this report for a benchmarking analyses.

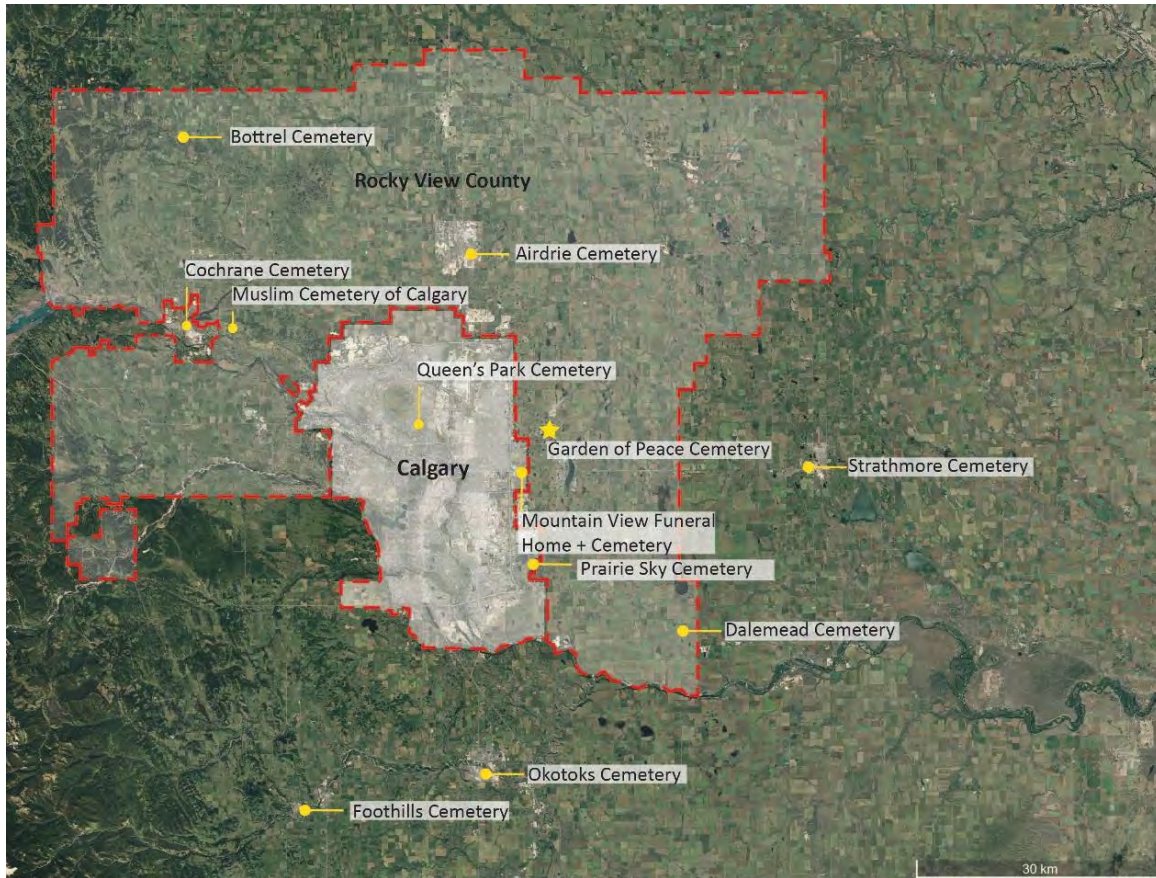


Figure 1: GOP Catchment Area and Comparable Cemetery Service Providers,
Source: LEES+Associates + Google Earth.

AGE DISTRIBUTION

Statistics Canada census finds that the average age for the RVC Market is 36. Residents in the rural areas of RVC are older averaging 40, while those in its small urban centers are averaging 35. Residents in the City of Calgary are on par with the Province of Alberta, with an average age of 38.

Communities with an older age profile usually have a higher average death rate, increasing the anticipated need for cemetery land in the short-term. Rural areas have a greater proportion of their populations which are Baby Boomers, than the small towns and cities within the RVC Market.

RELIGIOUS + ETHNIC PROFILE

Religious and ethnic affiliations often have a significant influence on an individual's end-of-life choices. Understanding the religious and ethnic profile of the RVC Market is important in understanding how the GOP can meet the communities demand for different types of interment and memorialization.

Religious Distribution

Some religions require specific forms of disposition and interment, such as full body burial, while others prohibit certain options. As some groups discourage or even forbid cremation, we expect there will always be a segment of the population that will seek in-ground casket burial.

An example of religiously-based influence is the discouragement of cremation for those of the Jewish faith. Reform and Conservative Jewish authorities also frown on the practice, although the cremation rate is increasing within the Jewish community, worldwide.¹

Since Vatican II in 1962,² cremation has been allowed by the Catholic Church provided the cremated remains are kept together and are not scattered. Catholics are more likely to choose interment in a cemetery due to church-mandated funeral and burial customs.³ Some other branches of Christianity; however, oppose cremation, including minority Protestant and Orthodox groups, such as Greek and Serbian Christians. Most notably, the Eastern and Oriental Orthodox Churches still forbid cremation.

The following figure illustrates the current religious distribution of residents in the RVC Market.

Figure 2: Religious Profile of the RV Market, Source: Statistics Canada.

¹ Cremation Becoming Increasingly Popular Among Jews, Funeral Professionals Say,
<http://www.haaretz.com/jewish/news/cremation-becoming-increasingly-popular-among-jews-funeral-professionals-say-1.447873>

² Changing Catholic Attitudes about Cremation,
<http://www.catholicworldreport.com/2012/11/03/changing-catholic-attitudes-about-cremation/>

³ Vatican issues new rules on Catholic cremation- Remains cannot be scattered, divided, or kept at home
<http://www.cbc.ca/news/world/vatican-catholic-cremation-1.3820336>

Analysis of the RVC Market's religious distribution data from Statistics Canada finds that:

- 61% of the population identify as Christian. The largest Christian group that residents identify with is Catholic, followed by 24% of the population;
- 35% of the population reported having no religious affiliations, and
- The largest groups from other faiths that residents identify with is Muslim and Sikh, represented by a combined 3% of the population.

Ethnic Distribution

An example of an ethnically based influence is the preference of many Italian and Portuguese families to be interred in mausoleum crypts or columbaria rather than being buried in graves.⁴

The following figure illustrates the current ethnic distribution of residents in the RVC Market.

Figure 3: Ethnic Profile of the RVC Market, Source: Statistics Canada.

Analysis of the RVC Market's ethnic distribution data from Statistics Canada finds that the majority of its residents are primarily of European origin. Asian and Indigenous residents are also strongly represented ethnic groups in the region.

In addition, understanding the current immigration trends that will impact the region's future ethnic distribution, which will also help inform decision-making about interment options and services that should be offered at the cemetery.

Analysis of the RVC Market's recent immigration trends (2011 to 2016) finds that:

- Recent immigrants make up less than 5% of the total population, and
- The largest group of first generation immigrants are from the Philippines.

⁴ Space and ethnic practices put heavy demands on cemeteries,
<http://www.sbs.com.au/news/space-and-ethnic-practices-put-heavy-demands-on-cemeteries>.

1.3 DEMOGRAPHIC + DISPOSITION TRENDS ANALYSIS

This section outlines the key demographic and disposition variables that will affect the future demand for lots and services offered at the GOP. These variables include historic and projected:

- Population growth;
- Deaths, and
- Disposition trends.

CEMETERY MARKET PROFILE

The following graph summarizes the demographic and disposition trends that define the market profile of the communities served by the GOP from 2015 to 2019. This graph shows data from the Cemetery Market, which includes the RVC Market and City of Calgary. The Cemetery Market's population data aligns with the left vertical axis. It's death, cremation and traditional burial data aligns with the right vertical axis.

*Figure 4: The GOP's Cemetery Market Demographic + Dispositions Profile,
Source: LEES+Associates, Province of Alberta Municipal Affairs and Vital Statistics.*

POPULATION GROWTH

The following table summarizes the RVC Market and the City of Calgary's historic and projected population numbers.⁵

Community	Population 2015	Population 2019	Average Growth 2015- 2019	Population 2044	Average Growth 2020-2044
RVC Market	148,252	173,732	4.2%	532,144	4.4%
City of Calgary	1,520,783	1,773,632	1.4%	2,239,100	1.3%
Cemetery Market	1,669,035	1,773,632	1.6%	2,771,244	1.8%

Table 1: The GOP Cemetery Market's Historic and Projected Population, Source: LEES+Associates.

Analysis of the Cemetery Market finds that the total area's population will grow 56% by 2044.

DEATHS

The "Baby Boom" generation in Canada includes those born between 1952 and 1965⁶. As this large cohort reaches its life expectancy, the average death rate will increase and the need for cemetery services will also grow. The average life expectancy of this cohort is about 80 years.

Statistics Canada expects the aging of the population to cause an increase in the need for cemetery and funeral-related goods and services starting in 2022, when the oldest of the Baby Boom generation reaches the age of 70. The number of deaths is expected to increase towards 2045, when the youngest members of this cohort turn 80.

The following table summarizes the RVC Market and City of Calgary's historic and projected death numbers.⁷

Community	Annual Deaths 2019	Deaths per 1,000 in 2019	Annual Deaths 2044	Deaths per 1,000 in 2044
RVC Market	615	3.5	2,124	4.0
City of Calgary	6,055	3.8	10,034	4.5
Cemetery Market	6,670	3.8	12,158	4.4

Table 2: The GOP Cemetery Market's Historic and Projected Death Rates, Source: LEES+Associates.

⁵ The demographic data sources in this plan include the RVC Total Population by Electoral Division (2018) projections, the 2019 Alberta Municipal Affairs Population Lists and Calgary and Region Economic Outlook 2019-2024.

⁶ Canada's Baby Boom Is Nothing like the One in the US," Robert L. Brown, Past President of the Canadian Institute of Actuaries, expert advisor EvidenceNetwork.ca, http://www.huffingtonpost.ca/robert-l-brown/canada-baby-boom_b_6478760.html

⁷ The death data used in this plan is from Alberta Vital Statistics.

Analysis of the Cemetery Market's historic death numbers finds that over the past five years, there were:

- An average 4.0 deaths per 1,000 residents per year, and
- 34,200 deaths, averaging 6,840 deaths per year.

Analysis of the Cemetery Market's projected death numbers finds that over the next 25 years:

- Due to the passing of the Baby Boomer generation, the Cemetery Market's death rate will increase to 4.4 per 1,000 residents per year, and
- There will be 237,514 deaths, averaging 9.500 per year.

DISPOSITION TRENDS

National Cremation Rate

Disposition describes the manner in which human remains are handled after death. The most common disposition options are casket burial and cremation, with cremation being the preferred option across most of Canada. The national average cremation rate rose from 64.0% in 2009 to 73.1% in 2019. It is expected to continue to rise across the country.

The following map illustrates the preference for cremation in Canadian provinces and territories as of 2019.

*Figure 5: Map of 2019 Canadian Cremation Rates as a Proportion of Total Deaths,
Source: Cremation Association of North America (CANA).*

Provincial Cremation Data

In 2019, there were 26,232 deaths across Alberta, of which 19,595 families chose cremation. The cremation rate in Alberta has increased from 64.0% in 2009 to 74.7% in 2019. The Cremation Association of North America (CANA) predicts Alberta's cremation rate will rise to 78.7% by 2024.

Local Cremation Rate

The RVC Market had 615 deaths in 2019, out of which 532 were cremated. The cremation rate in the RVC Market has increased from 82.7% in 2015 to 86.5% in 2019.

The City of Calgary had 6,055 deaths in 2019, out of which 4,752 were cremated. The cremation rate in the City has increased from 75.8% in 2015 to 78.5% in 2019.

This plan assumes that the Cemetery Market's cremation rate will continue to grow at approximately the same rate predicted for the Province by CANA. Given the region's religious and ethnic profile and our professional expertise, we anticipate that cremation will not rise beyond 90% of dispositions over the next 25 years.

Summary of Disposition Trends

Analysis of the historic disposition trends in the Cemetery Market finds that over the past 5 years, from 2015 to 2019:

- There were 26,550 cremations, averaging 5,310 per year, and
- There were 7,650 casket burials, averaging 1,530 per year.

Analysis of the projected disposition trends in the Cemetery Market find that over the next 25 years, from 2020 to 2044:

- There will be 209,500 deaths that will result in cremation, averaging 8,380 cremations per year;
- There will be 28,000 deaths that will result in casket burials, averaging 1,120 casket burials per year, and
- There will be an increase in families choosing cremation from 5,300 per year in 2019 to 10,900 per year in 2044, due to the projected population growth and the increasing trend toward cremation.

PROJECTED CEMETERY MARKET PROFILE

The following graph summarizes the demographic and disposition trends that will define the future market profile of the communities served by the GOP and the residents' need for cemetery space and services over the next 25 years. This graph shows data from the Cemetery Market, which includes the RVC Market and City of Calgary. The Cemetery Market's population data aligns with the left vertical axis. Its death, cremation and traditional burial data aligns with the right vertical axis.

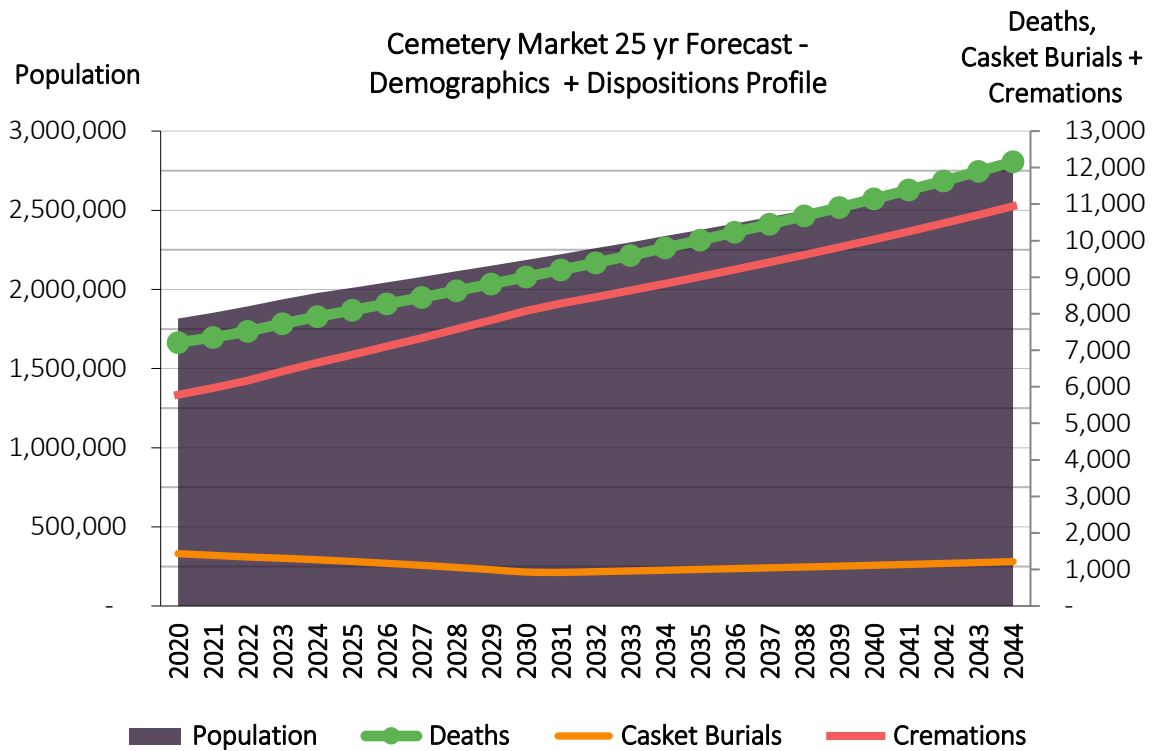


Figure 6: The GOP Cemetery Market's Demographic and Dispositions 25 Year Forecast,
Source: LEES+Associates.

1.4 CEMETERY DEMAND ANALYSIS

HISTORIC DEMAND

This section reviews the historic demand for RVC's interment services and cemetery space. Demand is measured in terms of the number of annual sales and interments at the GOP, as a proportion of the number of deaths in the Cemetery Market in the same year.

The following graph summarizes the GOP's historical sales and interments from 2015 to 2019. In this graph, the Cemetery Market's cremation and traditional casket burial data aligns with the left vertical axis, while the GOP's interments and sales align with the right vertical axis.

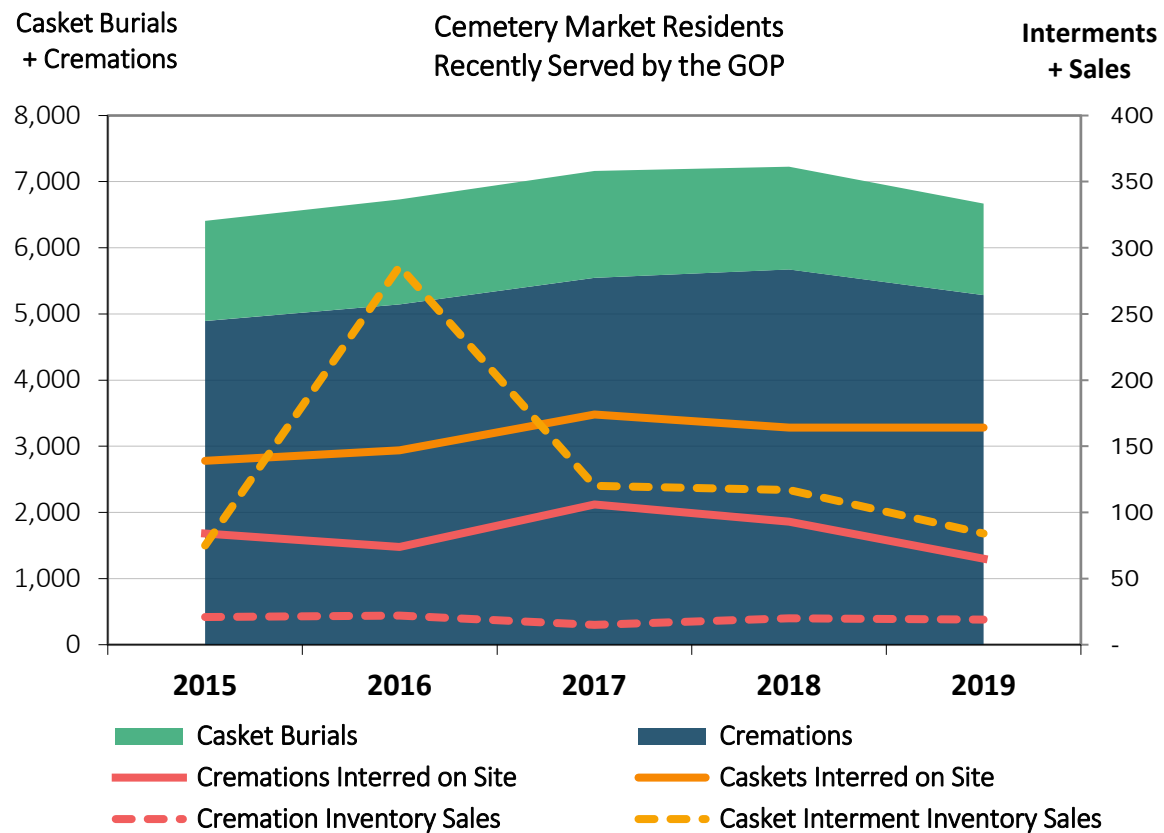


Figure 7: Cemetery Market Residents Recently Served by the GOP,
Source: LEES+Associates and RVC's Cemetery Records.

Based on their experience providing services to families at the GOP, RVC staff estimate that only about 10% of interments and sales at GOP are from RVC residents and that most of the GOP's activity comes from the residents of City of Calgary.

This is a rough estimate, as the GOP records do not precisely track and report the residency of those who have been interred at the cemetery. Therefore, there is not sufficient data available at this time to accurately determine the GOP's market capture of each community within its market area.

Analysis of historic sales and interment numbers finds that from 2015 to 2019, the GOP:

- Served 10% of residents choosing casket burial in the Cemetery Market, and
- Served 2% of residents choosing cremation in the Cemetery Market.

The following table shows the breakdown of interments and sales over the past five years.

Interments	Total between 2015-2019	Average per Year
Full Body Burial	788	158
Cremation Interments	422 (232 lots, 42 niches, 148 scatterings)	84
Sales	Total between 2015-2019	Average per Year
Full Body Burial Lot	682	136
Cremation Inventory	97 (43 lots, 32 niches, 22 scatterings)	19

Table 3: The GOP's Interment and Sales over the last five years, 2015 to 2019,
Source: LEES+Associates and RVC's Cemetery Records.

The GOP's market capture rate remained largely consistent over the past five years. Future projections of cemetery market demand in this analysis will assume that the proportion of the Cemetery Market that the GOP serves, will continue to remain consistent over the next 25 years.

TRENDS IN CEMETERY SERVICES

The proportion of residents that choose to be buried in a cemetery varies significantly and is influenced by several factors. These include the:

- Attractiveness of the cemetery site;
- Diversity of the product and service options;
- The cemetery's ability to meet religious/ethnic traditions;
- Level of site operator community engagement;
- Site's proximity to residential areas and residents;
- Cemetery's level of universal accessibility, and
- Pricing.

A high cremation rate affects the total number of families choosing to inter at a cemetery. This is because most cremated remains in North America are not interred in cemeteries. Many families choose to scatter a family members cremated remains in unregulated areas such as public parks, private property, lakes, rivers and other outdoor places of personal meaning. This trend is expected to increase in correlation with the increasing trend toward cremation as a preferred method of disposition in the Province. In contrast, the majority of families choosing casket burial will inter in their local cemetery.

Market research by LEES+Associates over the past two decades, finds that a majority of Canadian municipal cemeteries will serve a market area that consists of one community and its surrounding rural area. These cemeteries typically provide service for 80%-90% of those choosing casket burial, and 10%-20% of those who choose cremation in their community.

The GOP is distinct in that it captures an unusually large market area with multiple communities, which are served by several competing cemeteries. Consequently, the GOP captures a relatively small percentage of its total market area.

PROJECTED DEMAND

This section estimates the projected demand for the GOP services and cemetery land. This analysis assumes that historic service rates, interment patterns, sales trends and average annual growth in the Cemetery Market will remain consistent and continuous over the next 25 years. It also assumes RVC will continue to develop cemetery inventory similar to its existing offerings to meet market demand.

The following graph shows the expected distribution of deaths by Cemetery Market residents and summarizes how the regional interment demand is expected to be accommodated over the next 25 years.

*Figure 8: Distribution of Deaths from the GOP Cemetery Market's Residents over the next 25 years,
Source: LEES+Associates.*

The following graph summarizes the GOP's projected sales and interments over the next 25 years, from 2020 to 2044.

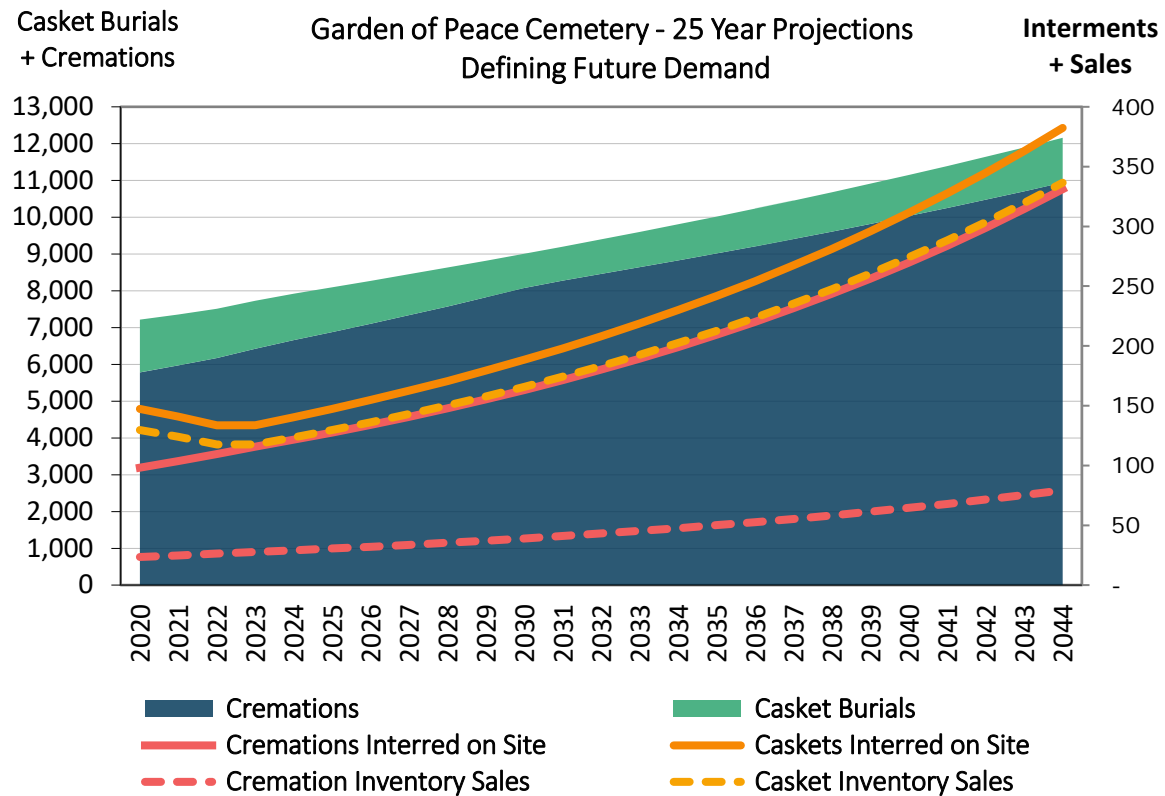


Figure 9: The GOP's 25 Year Projections – Defining Future Demand, Source: LEES+Associates.

Projections of sales and interment numbers over the next 25 years finds that the GOP can expect to:

- Inter 5,600 caskets and 4,800 cremations;
 - Averaging 225 casket and 190 cremation interments per year;
- Inter 4,800 cremated remains as follows: 2,630 will be interred in lots, 470 will be interred in niches, and 1,700 will be scattered.
 - Averaging 105 lot interments, 20 niche interments, and 70 scatterings per year.
- Sell 4,950 caskets lots, 510 cremations lots, 380 columbaria niches, and 260 scattering rights;
 - Averaging 200 casket lot sales, 20 cremation lot sales, 15 columbaria niches and 10 scattering right sales per year.

1.5 INVENTORY + CAPACITY (SUPPLY)

This section of the report analyzes the current developed inventory and potential capacity of undeveloped land at the GOP, and compares it to the land needed to meet demand over the next 25 years.

SALES CAPACITY

In this needs analysis, we compare the anticipated sales demand to the number of lots and niches available for sale, and then estimate the number of years of sales remaining.

In this plan, “sales” refers to all purchases of a right-of-interment for in-ground burial lot (“grave”) or columbaria niche that can accommodate a casket or an urn at the GOP. A sale often takes place significantly in advance of the need for interment services at municipal cemeteries.

The amount of inventory available for sale is usually a cemetery’s most limited resource and is the primary constraint for cemetery operations. A cemetery usually only sells a grave or niche once, whereas it is possible for a single lot or niche to accommodate multiple interments.

INTERMENT CAPACITY

RVC is expected to continue interring residents at the GOP long after its final lot is sold. The total space available for interments includes lots and niches that are currently available for sale, as well as those lots and niches that have been purchased in advance of need, but are not yet occupied.

This needs analysis will consider the total potential number of spaces (lots and niches) available to accommodate an interment. In this plan, “interments” includes the opening and closing service provided to the purchaser of a right-of interment after they have died. At the GOP, interment entails the burial of the deceased’s casket or urn in a grave or placement of an urn within a columbarium niche.

CEMETERY INVENTORY – PLANNED LOTS + NICHES

In this plan, “casket lots” refers to all in-ground burial lots at the GOP that could accommodate a full body burial.

“Interment spaces” refers to the total capacity of a lot or niche, as defined by the number of caskets and/or urns that could be placed within it.

According to the Cemetery Bylaw C-6947-2010, the interment capacity of a casket lot (approximately 4’ x 9’) is 2 full body burials and 4 sets of cremated remains.

The GOP has two lots areas that are designated specifically for in-ground cremation interments. The lots in these areas are approximately 4’ x 4’ and allow up to 4 urns. Casket lots are also often halved (approx. 4’ x 4’) as needed or when requested, and sold as cremation lots that can accommodate up to 4 urns. The GOP’s standard columbaria niches allow from 2 to 3 urns interments in the same niche.

The following figure summarizes the current distribution of inventory available for sale at the GOP.

*Figure 10: Distribution of the GOP's Inventory Available for Sale,
Source: RVC's Cemetery Records.*

The following table summarizes the GOP's inventory that is available for sale, the projected average number of sales per year (over the next 25 years) and the estimated number of years of sales remaining.

Inventory Type	Available for Sale	Average Sales Per Year	Years of Sales Remaining
Casket Lots	8,095 lots	198	35 – 40 years
Cremation Lots	119 lots	20	5 – 10 years
Columbaria Niche	349 niches	15	20 – 25 years
Total	9,479 spaces	233 sales	

*Table 4: Summary of the GOP's Inventory Sales Capacity,
Source: LEES+Associates and RVC's Cemetery Records.*

The casket lot inventory listed in the table above, includes 160 casket lots reserved for exclusive use by members of the Aga Khan.

Analysis of the GOP's inventory finds that:

- The number of interments consistently exceed the number of lot and niche sales over the past five years. Over the past five years, on average, there has been:
 - 1.2 times as many casket interments as there were casket lot sales;
 - 5.4 times as many cremation lot interments as there were cremation lot sales, and
 - 1.3 times as many niche interments as there were niche sales.
- To accommodate this level of interment demand individuals must regularly be interred in previously purchased interment spaces and/or lots and niches must regularly accommodate more than one interment, and
- RVC's cemetery records management system is not currently set up to report the precise number of its reserved inventory by inventory type. Therefore, at this time it is not possible to determine the total inventory available to accommodate interments to individuals that have bought lots and niches in advance of need.

In addition to the developed inventory available for sale, the GOP has approximately 35 acres of undeveloped land, available to be converted into additional interment space as needed. This is equivalent to an additional 90 years of cemetery lots sales.

CONCLUSION

Cemeteries are unique in that their land use designation is legislated to remain unchanged in perpetuity. For this reason, it is prudent for communities to plan to have enough cemetery land capacity to meet community needs for at least 100 years.

This analysis of the community needs and trends finds that the GOP currently has less than 40 years of developed inventory ready and available to accommodate future demand. However, the GOP does have substantial undeveloped land available to develop into additional cemetery inventory as needed.

Therefore, RVC meets the best practice for the amount of cemetery land capacity that it has at hand, and it can expect to continue serving the community for the next 100 years.

1.6 RECOMMENDATIONS – MARKET + NEEDS ANALYSIS

The following is a summary of the recommendations that would enable RVC to leverage and benefit from future cemetery market trends, should it continue leading the operations of the GOP. It is recommended that RVC develop a:

- **Customer profile** for the GOP, by enhancing its records to track the residency of those who purchase inventory and are interred at the cemetery.
 - This will help RVC update and refine its measurement of community market capture, to guide its future pricing and marketing strategies.
- **Inventory profile** of the GOP's pre-purchased cemetery lots and niches expected to accommodate interments in the future, and
 - This will help RVC accurately measure the future obligation of the cemetery operator to continue interring individuals in lots long after the final grave is sold at the GOP.
- **Interment profile** for the GOP's inventory, to assess the average number of casket and urns interred in each lot or niche.
 - This will help to increase the precision of future land need assessments, by refining the precision on the projected rate of inventory use.

2 SITE CARE + OPERATIONS ANALYSIS

During this chapter we will assess the current site conditions and field work functions of the GOP. This includes identifying key opportunities and challenges, reviewing RVC's current staffing levels and resources dedicated to site care, maintenance and service delivery, and comparing RVC's policies and practices to the current and best practices at Canadian municipal cemeteries.

2.1 KEY FINDINGS - SITE CARE + OPERATIONS ANALYSIS

The following section is a summary of the key findings from the observations of conditions at the GOP site, as well as a detailed analysis of the cemetery's site care and operations.

SITE CARE + OPERATIONS REVIEW

- The GOP field work operations are appropriately resourced and exceeds best practices for site care;
- The GOP site is in good condition, aesthetically pleasing and visitor complaints are infrequent, and
- There is are opportunities to enhance the performance measurement and efficiency of RVC staff's time on cemetery service delivery and site maintenance, through expanded records management and procedural documentation.

SITE CONDITION STRENGTHS

- The overall landscape character and vegetation is well maintained and appealing;
- The cemetery wayfinding is clear with discrete signage throughout the site and granite signs indicating the name of each section;
- The roads are well maintained;
- New columbaria are consistent in character and installed in numerous locations, increasing the interment options in burial areas, and
- The cemetery offers a variety of interment options and accommodations numerous religious practices.

SITE AREAS TO IMPROVE

- The current entrance lacks significance;
- Walkable pathways connecting sections and gardens from the road are needed;
- The vegetation character could be stronger by creating and following a vegetation strategy;
- Edge conditions should be improved with fencing or vegetation to screen the views in and out of the cemetery, and
- The location of the cemetery office should be reconsidered.

The methodology, analysis and key components of this analysis are outlined in sections to follow and in “Appendix A – Site Observations + Analysis.”

2.2 DETAILED SITE CARE + OPERATIONS REVIEW

This section provides a high-level review of RVC’s policies, practices and resources allocated to the GOP’s site care and on-site support systems.

HUMAN RESOURCES

At its most active point in the season, the GOP has 6 Full Time Equivalent Employees (FTEs) dedicated to site care and maintenance. These include the following workers:

Staff Category	Number of Staff	Hrs/Week	% of Year Worked on Cemetery	Annual FTE
Lead Operations Coordinator	1	40	80%	0.80
Groundskeepers - Permanent	3	120	60%	1.80
Full Time Field Workers	4	160 hrs	70%	2.60
Groundskeeper – Temp	1	40	60%	0.60
Groundskeeper – Seasonal (5 months)	1	40	60%	0.25
Part Time Field Workers	2	80	60%	0.85
Total Cemetery Field Workers	6	240 hrs	65%	3.45

Table 5: Cemetery Site Care Resourcing Summary, Source: RVC’s Human Resources Records.

FIELD WORK OVERVIEW

Grounds-keeping staff that maintain the cemetery are also responsible for summer maintenance of RVC’s parks, pathways and trails, municipal reserves, public utility lots, fire halls, grade sheds, campus grounds, roadway medians and ditches. Winter responsibilities include maintenance of pathways and parking lots. Grounds-keeping staff spend about 60% of their time on RVC’s cemeteries and 40% on RVC’s Parks work.

The majority of the maintenance work at the GOP is done by RVC Staff. However, occasionally a contractor will be hired for specialized tasks such as, spraying weeds, rodent control, trenching and in-ground disinterment. These contractors do not have ongoing contracts, they are used at an as-needed basis and paid per invoice.

RVC does not get many complaints about its cemeteries. When complaints are made RVC will complete a “Customer Service Request” (CSR). The CSR is then issued as a request to complete required work. Typical complaints are around cemetery maintenance, including the need for mowing or seeding, and sunken or damaged markers that need to be repaired.

These complaints typically come in the spring when RVC has just started its groundwork after the snow melts. Residents will call or email RVC to let them know sites require maintenance.

Additional information about the roles and responsibilities for RVC's Cemetery Field Workers can be found in "Appendix B – Cemetery Human Resources: Roles + Responsibilities".

STANDARD OPERATING PROCEDURES

RVC has a detailed Standard Operating and Procedures (SOP) manual for the daily operations of the cemeteries that meets the best practices at Canadian cemeteries.

The SOP covers items such as office health and safety, maintenance procedures and grave locating and digging techniques. The current SOP does not include financial, records management, marketing and sales policies.

MAINTENANCE SCHEDULES, PROGRAMS + TASKS

RVC does not have a formally documented maintenance program or standard schedule of care for the GOP. RVC has catalog of regular duties, however these are often impacted and driven by weather conditions. Task completed by RVC staff include, but are not limited to:

- Earth works;
- Excavation of lots;
- Standard lawn care;
- Marker installations;
- Equipment cleaning;
- Equipment cleaning;
- Tamping and leveling;
- Service set up and take down;
- Concrete ribbon installation, and
- Irrigation repair and maintenance.

2.3 RECOMMENDATIONS - SITE CARE + OPERATIONS

The following section summarizes key recommendations that could enhance the GOP's site conditions and operations, and potentially attract more residents from its Cemetery Market area. This would enhance market capture, move the GOP more quickly towards operating break even and increase the feasibility of ongoing cemetery operations, assuming RVC continues with its present business model.

Should it continue leading the operations of the GOP, it is recommended RVC introduce a:

- **Time and cost tracking** system for RVC staff to allocate their time and costs for cemetery work to the Cemetery Financial Report accounts, separating it from what they spend at parks, trails, and other facilities;
 - Develop a profile of how much time grounds keepers spend on each task at to determine if there are time and cost efficiencies to be gained, and
 - If current tracking systems do not presently provide management with the necessary detail, investigate whether RVC's existing software's user fields and tracking codes can be enhanced to report this additional information.

- **Maintenance schedule and program** based on the average conditions from the past three years, using staff time sheets and expense records;
 - Defining a baseline maintenance schedule and program can be a helpful tool for long-term planning and budgeting, and
 - RVC should expect to examine and refine this schedule annually. It will be necessary for RVC to add guidelines how to adjust the schedule in the event of more extraordinary conditions.
- **Landscape development** plan to prioritize enhancement of the follow site characteristics:
 - The prominence of the GOP's entry, by adding a distinct sign and gate;
 - The walkability of the site, by adding pathways and accessible connections between the sections and gardens;
 - The landscape character, by adding a planting strategy;
 - The privacy of the GOP, by defining site's edge conditions with fencing or plantings, and
 - The prominence of the cemetery office, by moving it to a more central location that is easy to find upon arrival to the cemetery.

3 GOVERNANCE + ORGANIZATIONAL ANALYSIS

In this chapter the governance functions and organizational systems of RVC's cemeteries are assessed. This includes reviewing RVC's staffing levels and resources dedicated to the GOP's management and administration, as well as identifying key opportunities and challenges related to the organization, records management and leadership guiding RVC's cemeteries.

Our analyses identify and consider the strengths and risks integral to RVC's current business model. This chapter also considers the range of alternatives available to RVC for its cemetery system's future governance, including but not limited to, private partnerships and contracting aspects or all of RVC's cemetery operations.

3.1 KEY FINDINGS – GOVERNANCE + ORGANIZATIONAL ANALYSIS

The following section is a summary of the key findings from this plan's governance and organizational analysis.

GOVERNANCE ALTERNATIVES

- There are three primary governance models that are available to RVC for consideration: 100% RVC Control, Outsourcing Relationship(s) and a Private Partnership.
- If RVC chose to pursue an outsourcing relationship, it may find a suitable proponent for the following reasons:
 - An updated crematorium;
 - A well situated location with good frontage and visibility;
 - Significant amount of undeveloped land to expand the cemetery in the future, and
 - An established clientele.

ORGANIZATIONAL RESOURCES

- RVC's cemetery management and support operations are well resourced and provide good quality customer service and leadership, and
- There is an opportunity for RVC to enhance its resourcing further for its cemetery records management, sales and marketing.
 - The City recognizes these are key areas for its cemetery operations to develop in and has been steadily increasing staff time and budgets for these elements.

The methodology, analysis and key components of this analysis are outlined in sections to follow.

3.2 GOVERNANCE ALTERNATIVES REVIEW

BENEFITS + CHALLENGES – MUNICIPAL CEMETERY GOVERNANCE MODEL

The following table summarizes the typical benefits and challenges of the most common, Canadian municipal cemetery governance model.

Benefits	Challenges
Community confidence in the operation based on the perception that the cemetery will always be there.	Cemeteries are often under-supported; marketing of municipal services is often not optimal.
Operational efficiencies through use of parks services.	Inefficiencies that can arise without a “business-like” approach to running the operation.
Optimize community’s heritage, culture, public art, architecture & environmental objectives, including preservation of historic structures & landscapes.	Organizational structures can limit cemetery services’ ability to be nimble/innovative.
Community focus for commemoration and memorialization across multiple layers of society.	Municipal cemeteries are rarely endowed with a clear mandate, which can limit their ability to extend into other areas, such as offering new products, services, or events.
Can be a net revenue generator if operated with both adequate autonomy and support.	Revenue, sales planning, and delivery can be hampered by a lack of business skills.
Quality of impartiality and service to the community can build community support.	Capital development and innovation is limited by taxpayer’s willingness to pay and/or borrow.
Credibility of operation due to length of operation and legislation regarding rights of perpetual interment.	Responsibilities for perpetual care significantly adds to the cost burden.

*Table 6: Benefits and Challenges of the Average Canadian Cemetery Governance Model.
Source: LEES+Associates.*

ALTERNATIVE GOVERNANCE MODELS

The following section describes the three primary alternatives considered by municipalities for the governance of its cemetery operations. This review considers each model and places it in the context of RVC, outlining what RVC staff working with the GOP could expect from each model.

Scenario 1: Cemetery Operations - 100% RVC Control

RVC is responsible for all duties associated with the cemeteries, including administration, interments and maintenance duties. Occasionally a contractor will be hired for specialized jobs, but they are not retained on long-term agreement or engaged for regular tasks.

Pros	Cons
RVC departments and staff can focus on their respective strengths in delivering the best site care and service to families. RVC is able to gain cost efficiencies in cemetery operations and achieve cost savings through internal controls and resource-sharing with other departments.	RVC has to invest time and resources into training to ensure its workers, as well as their back-ups, are available to serve grieving families. Grieving families cannot wait for staff to finish other duties. It only takes one disgruntled family to feel they've been let down to damage RVC's reputation.
At least one fully trained, permanent RVC staff member needs to always be on hand for the primary purpose of receiving and helping grieving family members. Historically, this has been achieved by RVC at the GOP. A full time RVC support worker can gradually gain the knowledge and experience necessary to ensure RVC will provide services to a high standard. This full time support worker needs to be supported by other staff who know how to administer the cemetery in the absence of the full time-staff member to ensure the continuity of service.	If RVC does not retain a permanent staff member to undertake the cemetery work, there is a risk that the standard of service to families could fall below an acceptable level, with the risk of increasing mistakes and errors. Staff turnover could leave casual staff to undertake the cemetery administration role. The additional burden of responsibility for cemetery administration may compromise their ability to carry out all their roles to the standard expected by RVC and the community.
RVC staff from a range of departments can have full control over cemetery operations and work together to improve the standard of service to families. RVC needs to provide precise information to field workers to ensure good site care and help them to prepare for any grave-side services.	Additional RVC resources will be required to be allocated to the cemetery's operations for training and improving the level of site care.

Table 7: Pros and Cons of Scenario 1: Cemetery Operations -- 100% RVC Control,
Source: LEES+Associates.

**Scenario 2: Outsourcing Relationship -
Cemetery Management + Administration retained under RVC Control.
Field Work, Services and/or Site Care are outsourced to a Contractor.**

The second scenario is an alternate model where RVC is largely responsible for the administrative and oversight duties associated with the cemeteries. A contractor is retained on an agreement to be entirely responsible for some or all regular field work tasks, including opening, closing, and cemetery site care and maintenance duties, as directed by RVC staff.

Pros	Cons
<p>RVC staff can continue to focus on and enhance their performance in their current roles, which they are already familiar with.</p> <p>RVC would not need to train any additional staff for cemetery field work operations. RVC's responsibilities would be reduced.</p>	<p>RVC would lack some control over cemetery field work processes.</p> <p>There would need to be a regular inspections of the contractor's practices and condition of the cemetery sites, to ensure an enhanced level of site care, as RVC is ultimately accountable.</p>
<p>A contractor could potentially provide better site conditions and aesthetics for the public, as the cemetery contractor has experience in managing this unique landscape and should be specially trained in this field.</p> <p>Contractors often own more resources and specialized equipment dedicated to site care, which would be available for use at RVC's cemeteries.</p>	<p>Cemetery field operation tasks are handled by two parties, RVC and the Contractor.</p> <p>This involves the double handling of information and time coordinating between RVC and contractor cemetery staff.</p> <p>RVC staff would need to ensure the contractor is helping to enforce the bylaw (e.g. effectively managing adornments).</p>
<p>RVC's other departments would have less of its resources redirected to deliver cemetery services and site care.</p> <p>The additional responsibility of the cemetery site care may be compromising the ability of RVC staff to meet their other responsibilities.</p>	<p>RVC lacks private, comfortable meeting space for grieving families.</p> <p>The varying work habits, style and approach of RVC and contractor staff, creates a working environment that may not be compatible with the service-oriented approach and awareness needed when in the proximity of grieving family members or other members of the public.</p>

Table 8: Pros and Cons of Scenario 2: Outsourcing Relationship - Cemetery Management + Administration retain under RVC Control. Field Work, Services and/or Site Care are outsourced to a Contractor. Source: LEES+Associates.

Scenario 3: Private Partnership - Outsourcing the Majority of Duties

The third scenario is for RVC to partner with a private enterprise, likely from the bereavement sector. In this scenario, RVC would partner to deliver all services to the public, manage administration and provide site care. With an improved mapping and enhanced records management system, necessary cemetery information could be easily shared between RVC and a partner, who could operate out of the existing chapel and crematorium.

Pros	Cons
<p>This model would allow RVC to focus on their primary roles and potentially deliver savings to RVC through cost and resource sharing arrangements with the private partner.</p> <p>RVC could expect a decreased spectrum of maintenance, human resources and administration costs in the short-term and extending in to the foreseeable future – IF a willing proponent emerges.</p>	<p>RVC would have the least amount of control over the quality of cemetery operations in this scenario. The process would largely be outsourced.</p> <p>RVC would need to be a regularly inspect of the private partners' practices and records management as RVC, because ultimately RVC as Trustees of the cemetery are accountable.</p>
<p>The private partners' staff could provide a better experience for the public, as they are usually well trained in the field of bereavement services.</p> <p>RVC would not need to train any staff to obtain a similar standard of service.</p>	<p>RVC would have less control over financial performance in this scenario. A partner would expect a revenue-sharing arrangement, if not full control of the site and operations. This could decrease revenue contributions to RVC's long-term costs that will continue after the site becomes inactive.'</p>
<p>A private partner's professional setting could provide a more suitable environment to meet with families than RVC is currently providing.</p>	<p>RVC staff would need to work with the private partner's staff for quality control and quality assurance purposes. This entails providing support to ensure the cemetery's bylaw is appropriately enforced and that families are being provided with accurate information about what is permitted at the cemeteries.</p>
	<p>The staff of the partner would require training in RVC policies on the administration of the cemetery system. RVC would need to confirm the partner it is complying with the contract with RVC bylaw, and any other regulations with regards to the cemeteries.</p>

Table 9: Pros and Cons of Scenario 3: Private Partnership - Outsourcing the Majority of Duties,
Source: LEES+Associates.

FUTURE GOVERNANCE STRATEGY

If RVC chooses to pursue an outsourcing relationship or partnership with a private enterprise, it may find several interested proponents through another RFP process.

In deciding how to optimize the governance model moving forward, it is important to consider and identify:

- The degree of control RVC wishes to retain over the GOP, as a community service;
- The amount of investment RVC is willing to consider, and
- The quality and capability of potential partners or alternative owner-operators to deliver some or all of the GOP's services to RVC's satisfaction.

“**Appendix C – Governance Decision Map**” outlines the best practices for decision making and the change management process typically followed by municipalities that are considering transitioning to an alternative governance model.

HISTORIC PRECEDENT

This process in **Appendix C** was recommended by LEES+Associates in its communications with RVC staff in 2016. In response to the 2016 proposal, RVC explored the possibility of a private sector entity taking over the GOP from 2016 to 2017. A Request for Pre-qualification (RPQ) was issued with at least 3 qualified respondents.

RVC with the support of LEES+Associates, then issued a Request for Proposals (RFP) to the qualified firms. Communications ensued with at least one party between RVC and the proponent. Despite RVC's efforts to formalize a lease and operating agreement the proponent failed to receive the needed authorization from their executive board. An arrangement was never formalized via the contracts prepared.

Given RVC's experience in 2016/2017 we believe there could be interest from the private sector in the GOP. Whether that arrangement would include some or all of the cemeteries, all the services expected or part of them is not possible to determine at this time.

As well, given that the 2016 conversations did not proceed to detailed negotiations and an authorized contract, it is not yet known what requirements the Province will have when considering approval (or even if that approval is required).

3.3 ORGANIZATIONAL RESOURCES REVIEW

This section of the report provides an analysis of the roles and responsibilities of RVC staff directly involved with supporting and managing the cemetery system. The following figure outlines the current organization structure of the workers that are involved with its operations.

*Figure 11: RVC Organizational Chart for its Cemetery Operations,
Source: LEES+Associates and RVC's Human Resources Records.*

A detailed description of the roles and responsibilities for the position in the above chart can found in “**Appendix B – Cemetery Human Resources: Roles + Responsibilities**”.

The position of Lead Administrator & Sales is new position that was established within the last 12 months. It is in the process of being fully developed. At this time, the focus of this role has been more administration than sales, with this person coming to understand all the processes in place and enhancing them further. This individual is expected to attend cemetery conferences when they occur and attend to direct sales inquiries made to RVC.

The following table summarizes all of RVC's human resources directly allocated to its cemetery operations. This does not include any time spent by Council or the Executive Director for the purposes of governing oversight.

Staff Category	Number of Staff	Staff Hrs/Week	% of Year Worked on Cemetery	Annual FTE
Manager of Operational Services	1	37.5 hrs	33%	0.31
Total Cemetery Field Workers	6	240 hrs	65%	3.45
Lead Administrator & Sales	1	37.5 hrs	100%	0.94
Cemetery Customer Services & Sales	1	37.5 hrs	100%	0.94
Administrative Assistant - Temp	1	37.5 hrs	100%	0.94
Total Support Workers	3	112.5 hrs	100%	2.82
Total Cemetery Staff	10	352.5 hrs	80%	6.58

Table 10: Cemetery System-wide Resourcing Summary, Source: RVC's Human Resources Records.

RVC's Full Time Equivalent (FTE) hours allocated to cemetery operations is on par with similar municipal cemetery operations. However, the team of RVC staff are, on average, newer to GOP cemetery operations, than many of the municipal workers are to their roles and responsibilities at other cemetery operations analyzed by LEES.

ADMINISTRATION, CUSTOMER SERVICE + RECORDS MANAGEMENT

This section of the report provides an analysis of the historic performance of RVC's cemetery administration, customer service and records management.

Interment Services

Purchasing of interment services is currently done directly by families on site or through a funeral home. Pre-need purchases are typically done at the cemetery site through RVC staff, where at-need purchases are typically through a funeral home. Payments are not accepted at the cemetery office and must be done via check or credit card, which are then sent to the main RVC office for processing. Families also have the option to go directly to the main office to process the payment.

Community Engagement + Marketing

RVC is in the process of updating its existing strategy and producing new methods of marketing. In the near future they plan to have new brochures made up, an update from the current brochure which was printed in 2012. The current brochure includes information on cemetery bylaws, price lists, and a contact list for RVC, funeral homes and Alberta Health Services (AHS).

The GOP is located along the 16th Ave (TransCanada Highway), an ideal location in terms of marketing potential. The cemetery has recently updated its entry to the site, located at the intersection of Garden Road and 16th Ave by installing an information kiosk and large map at the entrance of the cemetery, to better market its presence to those who are driving by.

RVC primarily engages with the public through their website. The website is easily navigated and offers a great amount of information regarding the GOP's interment options, prices and contact information for RVC staff and local funeral homes.

There has been no pro-active pre-need sales, annual promotional events or tours planned or undertaken by RVC staff in the past year.

Records Management

Current System Status

RVC staff fill out timesheets and record time spend on a cemetery project in **Avanti Time & Attendance** tracking system.

RVC currently uses **Central Square Technologies** software (previously known as Stone Orchard) for their cemetery records management. This software has the capacity to integrate interment records with financial information, inventory data, and up-to-date electronic maps of grave locations.

Overall, RVC's cemetery records management system is not being used as efficiently as it could be. Related connections between names and transfers, interments, monuments etc. are complicated to view. It is also not set up to effectively track and report the:

- Residency of the GOP customers;
- The number of interments per lot, and
- Which lots were sold pre-need and are available for interment, but not for sale.

In addition, previous RVC staff were not trained in the most effective use of RVC's cemetery software. This had an administrative repercussion, as current staff now have to reconcile any subsequent errors in the cemetery's records.

Enhancing the System

With Central Square's software, RVC could arrange to link digital records spatially with GIS mapping to improve RVC's cemetery site operations and customer service.

When these maps are linked to the cemetery's Central Square records, it would enable RVC to provide staff and site visitors with an app or online search option for their smartphones.

Either solution would take advantage of the power of GIS and the cemetery records management software already used by RVC. These options would direct staff, funeral homes and other GOP visitors easily to precise grave sites.

The iCemetery app is an available program in which cemeteries can subscribe to and get their data loaded on to. Alternatively, Central Square hosts an Online Search site which functions the same as the app but is using a browser. This option has direct upload capability to the webpage based on the client credentials configured in the system.

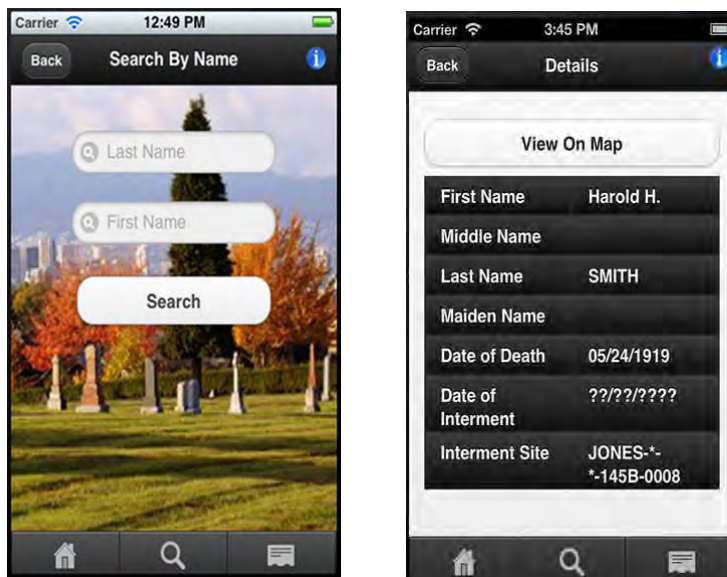


Figure 12: iCemetery App Grave Locator Screens, Source: LEES+Associates.

3.4 RECOMMENDATIONS - GOVERNANCE + ORGANIZATIONAL ANALYSIS

The following is a summary of the recommendations from this plan's governance and organizational analysis.

GOVERNANCE ALTERNATIVES

It is recommended RVC evaluated how it can optimize its cemetery's governance model by:

- Reviewing the governance options in this plan and with Senior Leadership and Council, identify the preferred path forward. If Council chooses to further explore the potential benefits of an alternate model, it will need to define RVC's goals and expectations from an arrangement with an outside entity, responsible for some or all cemetery operations.
 - Pending the outcome of Council's decision, RVC should review of the outcomes of RPQ 17-002 and RFP 17-013 issued in 2016 and 2017 to determine if any of the qualified proponents would be a good fit and if they are, consider re-issuing an updated version to establish an Operations Partnership for the GOP, and
 - In the event that Council chooses to revisit alternative governance options, and those parties that previously expressed an interest are not interested now, then initiating a new RFP process to a broader potential market should be considered.

ORGANIZATIONAL RESOURCES REVIEW

Assuming the Council decides that RVC will continue the leadership and operation of its cemeteries, it is recommended RVC:

- Invest in additional **training** for RVC support staff in the use of its cemetery software, as well as sales and marketing skill sets;
- Retain an experienced cemetery **sales and marketing contractor** to accelerate promotion and market capture growth in the short-term and train RVC staff;
- **Develop relationships** between the GOP and members of communities in the Cemetery Market. The primary goal of this initiative is to establish strategic partnerships which will raise the profile of the GOP in the region. This increased visibility is expected to accelerate revenue generation and market share growth;
- Expand RVC's **standing operating procedures**, by adding the GOP's cemetery sales process, records management and financial procedures to enhance the quality and consistency of the cemetery's administrative practices;
- Enhance the **cemetery records management** system settings to track, retrieve and report the residency of customers, number of interments per lot, and identify whether lots have been sold at-need or pre-need and other data;
- Undertake a **quality assurance review** of the cemetery records, and
- Arrange the **GPS and GIS** mapping of the GOP graves, and introduce iCemetery or an Online Search tool to RVC residents, staff, funeral homes and on-site contractors.

4 FINANCIAL PLAN

This chapter includes a benchmarking study of the Garden of Peace Cemetery's (GOP) services, an assessment of the GOP's financial performance and an analysis of the sustainability of RVC's cemetery operations. This includes a projection and evaluation of the cemetery's revenue streams, operating costs and Perpetual Care Fund (PCF).

This financial plan reviews the current range of RVC's cemetery offerings, prices, operating costs, and sales performance, as well as its financial tracking and reporting policies, procedures, and processes. It compares RVC's current practices, to its legislative requirements and to the best practices at other cemeteries in the region, the Province and across the Country.

4.1 KEY FINDINGS – FINANCIAL PLAN

The following section is a summary of the key findings from this plan's financial analysis.

- The GOP has a greater diversity of offerings than is typically available at other cemeteries;
- The GOP prices are on par with or higher than the rates at all regional cemeteries in RVC that were reviewed in this plan's price benchmarking study. All of GOP prices are lower than the current cemetery rates in the City of Calgary;
- The GOP has increased its rates annually, by between 2% and 7% per year, since 2015;
- The GOP averaged a total, annual net loss of \$687,000 from 2015 to 2019;
- The GOP is expected to reach its Operating Breakeven point within the next 20 years in a "Status Quo" scenario;
- The GOP can accelerate its progress to the Operating Breakeven point within the next 12 years by (2032) if it maintains annual cemetery rate increases of 3% per year and introduces a proactive marketing strategy;
- The GOP's PCF interest income reflects a relatively low average rate of return (1.6%), compared with other municipal cemeteries in Canada;
- The GOP is currently 1% funded for basic site care (50% of estimated care and maintenance expenses) and is currently forecast to become 22% funded in 50 years under projected status quo scenario conditions, and
- The GOP can accelerate to the PCF Stability Point within the next 50 years if it increases its annual sales contributions from 25% to 60% and halts the annual withdraw of interest income to cover current costs. These changes are projected to begin in 2033, after the GOP begins to regularly break even under the Alternate Scenario proposed in this plan.

The methodology, analysis and key components of this analysis are outlined in sections to follow.

4.2 PRODUCT + SERVICES REVIEW

A review of the GOP's current diverse range of cemetery products and services at the GOP is summarized in "Appendix D – Garden of Peace Cemetery Current Offerings".

NEW INTERMENT + MEMORIALIZATION OPTIONS

This section identifies new products and services RVC could introduce at the GOP.

Family Vessels

Family vessels are a new interment option recently introduced to the North American market. They have designed features for placement at key locations, such as along pathways and in cremation gardens. These vessels are granite urns about 30" tall with an interior capacity of about 14 cubic feet. Each vessel securely accommodates up to eight nested urns or ten sets of commingled remains. Like a columbarium, each vessel is owned by the cemetery, which sells families a right-of-interment for its use.

Family vessels are intended as a premium cremation interment option and have been placed in several cemeteries in Canada including at Royal Oak Burial Park, in Victoria (BC), Kelowna Memorial Park in Kelowna (BC), and in the Town of Slave Lake Cemetery, Slave Lake (AB).

Since these vessels are a relatively new offering in North America, the introduction of family vessels would require marketing to increase awareness. As such, family vessels should be installed in phases, beginning with one or two display units placed on display in the cemetery.



Figure 13: Family Vessel and Scattering Garden at Shuswap Cemetery, BC, Source: LEES+Associates.

FAMILY ESTATE PLOTS

Family estate burial plots vary in the number and type of interments permitted, and in size and features, between cemeteries across North America. The premium price of a family estate typically reflects the associated development cost and ongoing maintenance of the landscape features included.

Traditional in-ground burial family estates typically permit the interment of cremated remains, in addition to full body remains. These estates typically include a combination of interment spaces and landscape features such as the following mix of offerings:

- Two double depth lawn crypts, (four traditional in-ground burials);
- Cremation lots (16 cremation interments);
- Market foundation;
- Granite memorial bench;
- Planting beds, and
- Fencing, with an arched gate feature that includes bronze name plate.

GREEN BURIAL

Green Burial emerged out of Europe in the 1990's as a simpler form of full body interment and is now attracting increasing interest across North America. Also known as "natural burial," "country burial" or "woodland burial," green burial is defined as an earth burial with:

- No embalming;
- A fully biodegradable casket or shroud;
- No use of burial lot liners or concrete vaults;
- A form of habitat restoration of the grave site such as planting with native species, and
- A communal marker, no marker, or at most a simple marker made of local and natural materials.

Jewish, Muslim and the Bahá'í communities are the religious groups that have traditionally interred the deceased according to green burial principles. Most recently, the Catholic Church has begun to actively embrace green burial, based on the tenets of green burial aligning well with their core beliefs and practices.

Consumers across North America are increasingly seeking environmentally sustainable products and services, including from within the bereavement sector. Green Burial often appeals to those that would otherwise not choose to be interred in a conventional cemetery. An increasing number of cemeteries are now offering green burial interment options, either in a dedicated section with full habitat restoration, or anywhere within the cemetery, which typically means without the onsite habitat restoration component.

Most people have heard of Green Burial and are curious to learn more about it – which makes a cemetery simply committing to providing green burial a potential marketing opportunity. Media and social network sites are especially attuned to stories about Green Burial.

The Canadian based Green Burial Society of Canada or GBSC (<http://www.greenburialcanada.ca/>) is a non-profit organization who offers a certification program to qualifying service providers and lists the Canadian cemeteries currently offering green burial. Currently there are no certified green burial cemeteries in Saskatchewan.

Offering green burial at the GOP would not require a bylaw update to allow burials to take place as there is already a “green burial” section listed in the bylaw.



Figure 14: Green Burial at Royal Oak Burial Park, BC, Source: Wayne Warden.

MEMORIALIZATION OPTIONS

With increasingly mobile families and people choosing not to inter the cremated remains of their loved ones in a cemetery environment, there is potentially larger market for selling memorization without interment. These memorialization options enable people to memorialize family members or friends without interment, or individuals whose remains are interred or scattered elsewhere.

In addition, to its existing options offered by the GOP, RVC could offer plaques or engravings on wreaths, rock markers and statuary.

Figure 15: Examples of Engraved Boulder and Memorial Wall Options, Source: LEES+Associates.

4.3 CEMETERY PRICING REVIEW

This section analyzes the pricing of offerings at the GOP, as compared with other cemeteries in the region and across Canada.

MARKET TRENDS

Cemetery pricing in Canadian cemeteries tends to follow consistent market trends. For example, large urban centers often have higher rates than small towns and rural communities due to the increased demand relative to local supply. Cemeteries in large urban centers also tend to offer a greater diversity of offerings than small towns and rural communities. Families value a variety of interment options and are willing to pay a premium to accommodate their culture, religious and personal preferences.

The following figure shows the pricing continuum for typical Canadian cemetery offerings:

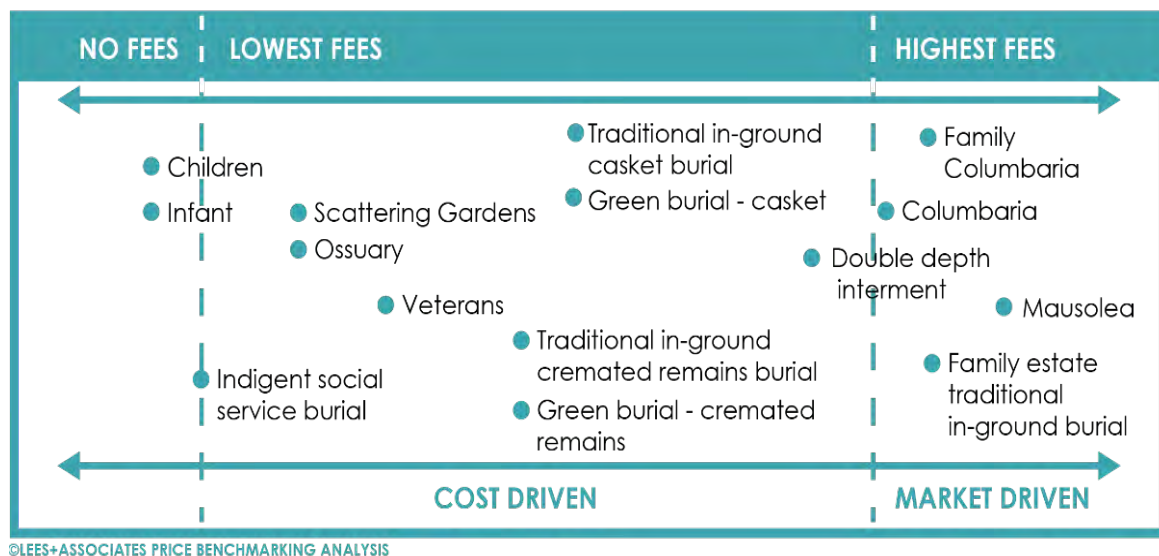


Figure 16: Pricing Continuum for Typical Canadian Cemetery Offerings, Source: LEES+Associates.

PRICE BENCHMARKING

Best practices for cemetery pricing entail annually comparing the rates of communities with similar landscapes, climate, and demographic profiles. This involves reviewing the rates of other cemeteries with similar business models, climate conditions, as well as population, ethnic and religious composition.

The price benchmarking study in this plan reviewed the GOP's rates relative to the averages at municipal cemeteries across Canada, and at select municipal cemeteries in cities and towns situated within and near the RVC Market.

The following table summarizes the resident rates (rounded up to the nearest dollar and including Perpetual Care Fund fees) and the comparative findings for the primary offerings and services available at all the cemeteries in this study.

Cemetery Offering	GOP Rates ⁸	Regional Rates ⁹	Canadian Rates ¹⁰	Price Comparison: GOP's Relative Position
Casket and Cremation Lots / Niches (Resident)				
Adult Casket Lot	\$3,034 to \$3,759	\$1,485 to \$1,749	\$1,250 to \$2,500	Regional: Higher Canadian Average: Higher
Child + Infant Lot	\$935 to \$1,205	\$670	\$400 to \$1000	Regional: Higher Canadian Average: Higher
Cremation Burial Lot	\$2,097 to \$3,255	\$930 to \$1,139	\$500 to \$1,500	Regional: Higher Canadian Average: Higher
Columbaria Niche	\$3,713 to \$5,569	\$1,937 to \$3,385	\$1,000 to \$5,000	Regional: Higher Canadian Average: On par
Opening and Closing Services				
Adult Casket Burial ¹¹	\$936 to \$1,350	\$915 to \$1,120	\$750 to \$2,000	Regional: On par Canadian Average: On par
Child + Infant Burial	\$500	\$251 to \$616	\$250 to \$1,000	Regional: On par Canadian Average: On par
Cremation Burial	\$410	\$300 to \$405	\$250 to \$750	Regional: Higher Canadian Average: Higher
Niche Interment	\$246	\$256	\$100 to \$500	Regional: On Par Canadian Average: On par
Scattering ¹²	\$93	\$140	\$150 to \$250	Regional: Below Canadian Average: Below

Table 11: Price Benchmarking Summary of Prime Offerings,
Source: LEES+Associates, the GOP and Regional Cemetery Price Lists.

Detailed results of the price benchmarking study for the GOP can be found in “**Appendix E – Detailed Price Benchmarking Study.**”

⁸ These rates are rounded up to the nearest dollar, and including the Perpetual Care Fund fee.

⁹ The average of comparable cemeteries situated around Rocky View County.

¹⁰ The average rates for a spectrum of low to high quality offerings within LEES+Associates price analyses for cemetery plans from 2014 to 2019.

¹¹ The lower rate is the summer fee, with the lowest cost vault option. The higher rate is the winter fee with the highest cost vault option. There is an additional premium for double depth burials.

¹² The listed price is for scattering only, a premium is added for a memorial plaque

NON-RESIDENT PRICING

A significant number of Canadian municipal cemeteries charge a non-resident premium on inventory sales. Non-residents typically pay a premium on top of the resident rate, ranging from **25% to 150%** on cemetery lot, crypt and niche sales. Less commonly, some communities also choose to charge premium on their cemeteries' interment services.

Cemeteries that charge a non-resident premium, usually define a "non-resident" as an individual that did not reside or own property in the cemetery operator's municipality for a minimum of **one year**, prior to that individual's date of death. Less commonly, some communities choose to make the required period of residency or property ownership longer, requiring five or ten years of local residence.

Alternatively, some North American communities intentionally opt to list and/or present their cemetery offerings at the upper end of the regional market price spectrum and then offer their residents a "**discount**" – rather than charge a "premium" to non-residents.

Community surveys undertaken by LEES+Associates have historically found that most resident respondents typically support a pricing policy whereby non-residents pay more than residents.

Precedents

Among the communities in this plan's price benchmarking study, Cochrane Cemetery offers a resident discount of 35% on its lot and niche sales. The Okotoks Cemetery and Foothills Cemetery also charge non-resident premiums.

Premiums at the Okotoks cemetery include:

- \$1,441 for a flat marker lot, an extra 57%,
- \$1,727 for an upright marker burial lot, an extra 57%;
- \$346 to \$620 for a cremation lot, an extra 40% - 48% depending on the size of lot and marker type, and
- \$976 to \$1,017 for a columbaria niche, an extra 40%.

Premiums at the Foothills cemetery include:

- \$1,400 to \$2,000 for a casket lot, an extra 70%;
- \$700 for a cremation lot, an extra 70%, and
- \$1,000 for a columbaria niche, and extra 50%.

Customer Residency Profile

RVC does not currently track the residency of those interred at the cemetery, nor does it charge a non-residents premium.

To better understand the market area and determine whether a non-resident premium is appropriate and what borders to use in defining non-residency, RVC needs to develop a customer residency profile for the GOP. This can be done by creating a tracking spreadsheet for RVC staff to record the community of residence for every sale and interment transaction that the GOP records over the next year.

A more long-term solution would be for RVC staff to set up and define new resident and non-resident revenue accounts and tracking codes in its cemetery records management and financial system software.

If RVC approves a non-resident premium, it should be sure to include the communities that provide the GOP with the majority of its sales and interments within its definition of “resident.”

An important consideration in this process should be whether RVC staff estimates are correct, and the majority of the GOP’s sales and interment do come from Calgary residents. If so, then RVC should consider whether a non-resident premium would deter their primary customer base.

SEASONAL PRICING

It is a common practice for Canadian cemeteries to charge a premium for opening and closing during the winter, particularly in regions with climates where conditions result in more labour time and effort for each interment.

The GOP is charging \$85 to \$256 (depending on the interment service) premium for seasonal interment services. This is an extra 20% to 27% depending on the service it is applied to.

Among the communities in this plan’s price benchmarking study, the Cochrane Cemetery charge a winter interment premium. This includes:

- \$260 for a casket interment, an extra 19%, and
- \$60 for a cremation interment, an extra 17%.

SERVICE-ORIENTED PRICING STRATEGIES

Some Canadian communities have a social services policy, that direct its cemetery staff to offer free services or a discounted rate to select residents. This may include rates for:

- Indigents residents (for those on disability and low-income households);
- Emergency responder including members of the police, fire, and ambulance service;
- Veterans and their spouses, and
- Infants and children.

The rate of discount is most commonly 50% of the normal standard cost for a cemetery product and service. Offering discounts to these select residents often encourages good will from the community and can mitigate the resident reaction to other price increases at the cemetery.

RVC follows a common pricing practice of offering discounted rates to families for infant, child, low income and military lot sales. Military lots at a discounted rate and are reserved for veterans, veteran Allies and their spouses. A proof of service must be provided at the time of sale. Low income families can get a subsidy for 50% off lot prices through the Government of Alberta.

PRICE CHANGES

The GOP's standard practice has been to increase its rates annually by between 2% and 7% per year over the past five years.

Increasing fees annually by the rate of inflation, at a minimum, is in line with practices from the majority of cemeteries LEES+Associates have analyzed over the past two decades. Consumer Price Index reports from the International Monetary Fund finds that inflation has ranged from 2% to 3% in North America over the past decade.

A business case for greater price increases is typically expected to be justified to the community by the cemetery owner-operator identifying a significant gap between the:

- Current cemetery rates and the regional average rate;
- Cemetery's operating revenue and expenses, and/or
- The Perpetual Care Fund's (PCF) projected balance and the projected balance needed to be fully funded. A PCF is fully funded when its future income is expected to support future care and maintenance costs.

In addition, greater price increases can also be supported by a commitment by the owner/operator to develop and improve a cemetery site's infrastructure, aesthetic, and interment capacity.

PRICING – NEW OPTIONS

The following section gives recommendations on price points for options that are currently not offered at the GOP.

Family Vessels

Family Vessels are currently offered at Canadian cemeteries with the typical rates ranging from \$6,000 to \$13,000 each, depending on their size and quality of positioning within the cemetery. Services for placing a nested urn or comingling remains within the vessel are typically \$200 for each vessel interment.

Green Burial

Green Burial should be just as valued and considered as valuable as traditional burial ground, and for that reason should be priced at the same rates as traditional burial.

Additional Service Fees

Extraordinary rates charged by other cemeteries in Province of Alberta that are not currently listed in the Cemetery's price schedule and that could also be an extra, include:

- Surrender/Sell Backs;
- Concrete slab for lanterns;
- Chairs for graveside services;
- Pallbearer - Assistant Service;
- Reservation fee for adjacent lots;
- Replacement right-of-interment certificates, and
- Reservation of a chapel or other provided gathering space.

The fees for these services range significant across cemeteries for these services.

STRATEGIC POSITIONING

Cemetery demand is relatively inelastic, meaning that there is usually little adverse resident response to price changes. This means the GOP can expect to increase their rates with little risk of losing revenue to residents choosing to be interred elsewhere, provided they are within the regional rate range expected (this is also known as the fair market value for cemetery services).

Currently, the majority of the GOP's rates are more expensive than the neighboring cemeteries and the Canadian average. However, rates are consistently below the rates offered by Calgary's cemetery. This may be a key reason why RVC staff have observed that a significant majority of the families interred at the GOP are City of Calgary residents. RVC should consider this if they choose to introduce a non-resident premium in the future.

Overall, a prudent approach to price growth will be necessary in the coming years to ensure RVC does not increase the GOP's rates entirely out of the fair market value range for the region.

Cemeteries with a wide and diverse range of interment and memorialization options, like GOP, are often perceived as being more attractive and as having a higher-quality, premium value. This enables them to often charge higher rates than other sites.

Almost all municipal cemeteries are run as a service to their communities, and these municipalities support their cemetery system, subsidizing them with tax dollars to some degree. RVC will need to decide where its business model sits on this spectrum of cost recovery. There is an understanding that few municipal cemeteries operate a full break-even cost recovery model. It is even more unusual for a municipal cemetery to operate a "for profit" model.

4.4 HISTORIC FINANCIAL PERFORMANCE

This section of the report examines the financial sustainability of RVC's cemetery operations and assesses RVC's capacity to continue funding its services to the region and support the long-term care and maintenance of its cemetery sites.

A comprehensive financial plan typically reviews key performance indicators, that reflect the short-term and long-term sustainability of a cemetery system, including the:

- **Operating Break Even point:** This is the point in time when a cemetery can fund itself while meeting the service expectations of the community. This measure indicates when a cemetery is able to cover its operating costs with its reliable sources of annual revenue, and
- **Perpetual Care Fund Stability point:** This is the point in time at which a Perpetual Care Fund (PCF) is expected to generate enough income to meet its long-term site care and maintenance costs.

This section also reviews RVC's financial practices and compares them to legislative requirements, as well as current and best practices for cemeteries in the region, Province and across Canada.

FINANCIAL MANAGEMENT

The effectiveness and ease of reporting from RVC's financial management system is currently challenged by the intermingling of the interdepartmental revenue and expenses from RVC's cemetery, parks, trails and other facilities.

The best practice for municipal financial reporting is to track and report its cemetery system as an independent business unit. It will become increasingly important to distinguish its performance from the rest of RVC's financials if there is a decision to transition the GOP's operations to a different governance model in the future.

RVC has an opportunity enhance its financial management by taking measures to enhance its capacity to provide more detailed reporting of the cemetery's key performance indicators. An operator's effectiveness in the measurement and assessment of their cemetery's financial performance often correlates to the number of tracking codes and account categories in the cemetery's financial management system.

Revenue

RVC has an opportunity to enhance the reporting of its cemetery's revenue by expanding its existing revenue accounts structure. Sophisticated financial management systems have accounts to track cemetery revenue for each type of sale or service by the:

- Form of interment (e.g. casket lot, cremation lot, niche, etc.);
- Time of sale (at-need/pre-need – before or after death), and
- Residency of the individual who purchased the sale or service.

This information is not presently available to RVC staff without extensive time spent to examine the GOP transaction records and general ledger.

The following graph summarizes the distribution of revenues reported by RVC Cemetery's Services Financial Reports, from 2015 to 2019.

*Figure 17: Distribution of RVC's Cemetery Revenue from 2015 to 2019,
Source: LEES+Associates and RVC's Financial Records.*

Non-operating revenue reported by RVC includes:

- Perpetual Care Fund Interest withdrawn by RVC;
- Federal and Provincial grants;
- Interdepartmental revenue, and
- Transfers from RVC's capital and carry over reserves.

EXPENSES

Cost Allocations

RVC staff estimated that approximately 85% of expenses allocated to the annual Cemetery Services Financial Report for 2019 was for cemetery operations. The remaining 15% were costs accrued for the maintenance of parks, trails, and other RVC facilities.

RVC reports that all staff labour costs for the workers listed in **Appendix B** were allocated to the GOP's financial accounts, even though some of their time spent and costs were related to other RVC departments.

Non-cemetery expenses allocated are expected to be off-set by the interdepartmental revenue reported. Interdepartmental revenue is intended to cover all the costs associated with cemetery staff working for other departments, based on historical numbers and an estimate of hours that will be needed in the current year to complete the requested work and average annual increases.

There is uncertainty to what degree the allocated estimated interdepartmental revenue and the actual interdepartmental expenses posted (which intermingle within the same expense accounts as the cemetery's operating costs) actually match. This has not been reconciled by RVC staff.

An in-depth review of non-cemetery cost allocations is warranted to refine RVC's estimate of interdepartmental revenue, provide RVC with a clearer picture of the actual cost of cemetery operations and improve the accuracy of future budgeting decisions.

The following graph summarizes the distribution of expenses reported by RVC's Cemetery's Services Financial Reports, from 2015 to 2019.

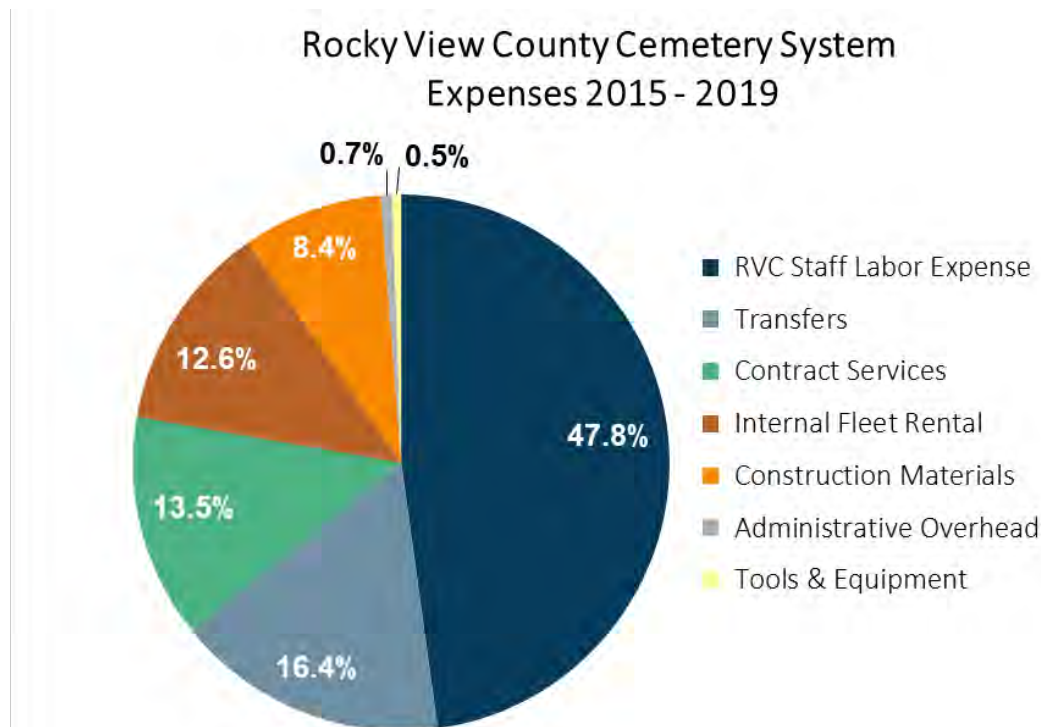


Figure 18: Distribution of RVC's Cemetery Expenses from 2015 to 2019,
Source: LEES+Associates and RVC's Financial Records.

Care and Maintenance

Currently, RVC's care and maintenance costs are co-mingled with other operating costs within "function" based expense accounts.

However, RVC was able to provide LEES with a proportional estimate of maintenance cost by reviewing its 2019 expense transactions. It was estimated that site care is related to the following proportions of RVC's cemetery expense accounts:

- Salary and Benefits - 93%;
- Contracted Services – 52%;
- Tools & Equipment – 50%;
- Construction Materials – 100%, and
- Internal Fleet Rental – 70%

Overall, RVC's cemetery site care and maintenance costs amounted to 69% of its total cemetery expenses from 2015 to 2019.

Sophisticated financial management systems track all cemetery costs related to site care and maintenance costs separately from other operating costs, and report them together in a single cost center or account group. This makes the tracking and reporting of care and maintenance costs easier to extract and relate to the performance of the cemetery's Perpetual Care Fund.

Marketing Budget

From 2015 to 2019, RVC has not historically created a budget for cemetery marketing.

RVC has recently created new marketing budget of \$5,000 per year, starting in 2020. This is less than what cemeteries in Canada usually spend on promotion.

The cemeteries LEES+Associates have assessed typically invest 2% to 5% of projected gross revenue in sales and marketing. Municipal cemeteries in Canada commonly budget a minimum of 1% of annual revenue in promotion and community engagement.

North American cemeteries usually employ a diverse mix of standard and online marketing methods. A Pre-need Sales Strategy is a common successful approach for cemeteries to increasing short-term cash flows. Whereas community engagement and public education is often an important component of a cemetery's long-term and enduring market share growth.

Cemetery sales often correlate to a cemetery owner's investment in community engagement, and promotional initiatives. This means RVC has an opportunity to increase its market capture and consequently its revenue by increasing its investment in the connection and communication with the communities it serves.

HISTORIC OPERATING FINANCIAL PERFORMANCE

The following graph summarizes the historic operating performance of the GOP by calendar year, as reported by RVC staff from 2015 to 2019.

*Figure 19: RVC's Cemetery System Operating Financials, 2015 to 2019,
Source: LEES+Associates and RVC's Financial Records.*

Most municipalities in Canada run their cemeteries at an operating loss and support their operations with tax dollars. This is consistent with the GOP's current financial performance.

A review of the GOP's historic performance finds that over the past five years (2015 – 2019), RVC's cemetery operations averaged, an annual:

- Net loss of \$687,000;
- Revenue of \$1,056,000. RVC's cemeteries averaged an annual:
 - Operating revenue from sales and services of \$566,100 (54% of total revenue), and non-operating revenue of \$489,000 (46% of total revenue).
- Expense of \$1,743,000, 2015 to 2019. RVC's cemeteries averaged an annual:
 - Gross operating expenses of \$1,458,000, and non-operating expenses of \$286,000 in transfers to reserve funds, and
- Increase in operating revenue by 9% per year, and in operating expenses by 8% per year.

4.5 PERPETUAL CARE FUND SUSTAINABILITY ANALYSIS

SUSTAINABILITY

An important factor in the future sustainability of a cemetery system is the adequacy of its Perpetual Care Fund (PCF). A cemetery operator's obligation for site care and maintenance begins at the time a cemetery is established, extends through the period during which they are active and generating revenue, and continues after the site is full and no longer generating revenue.

Most Canadian cemeteries contribute a percentage of its annual sales revenue to the principal of a Trust Fund, which is then expected to fund the perpetual care of the cemetery into the future. The PCF principal is expected to generate investment income (e.g. interest, dividends, etc.) which is either retained in the fund to compound growth on the investment income or withdrawn annually to pay for present day site care and maintenance costs.

Planning for a fully funded PCF, involves comparing the investment income and maintenance costs projected to the time the cemetery site is expected to become inactive. The future investment income (interest, dividends, capital gains, etc.) generated by the PCF will need to be equal to, or greater than the projected maintenance cost.

When the investment income needed is established, it is possible to identify the PCF end balance and appropriate revenue contributions necessary over the period of the cemetery's active life span, to reach that end balance.

LEGISLATION + REGULATIONS

Cemeteries are unique facilities and services, in that they are constrained in their governance by their Provincial legislation, which stipulates that cemetery owners must provide "care and maintenance" of their properties in perpetuity. The majority of Canadian provinces have this kind of legislation in place.

This legislation typically mandates that cemeteries establish a Perpetual Care Fund (PCF), which is to be managed very conservatively. Access to the PCF's principal is restricted and investment income can only be spent on cemetery care and maintenance. The income generated by a PCF is primarily intended to help offset inflation and provide the required monies to maintain the cemetery site in the future.

Alberta provincial legislation mandates 15% of interment rights purchases to a PCF for all privately owned cemeteries. While Alberta religious and municipal cemeteries are exempt from this PCF requirement, it is a good practice that helps municipalities move their cemeteries towards financial sustainability. The City of Calgary sets aside 40% of the rights purchased towards their care and maintenance fund.

Contributing more than the minimum is a proactive strategy since the minimum contributions are usually not adequate to fully fund the long-term perpetual care of a cemetery. RVC currently contributes 25% of its cemetery sales to its Perpetual Care Fund.

HISTORIC PCF PERFORMANCE

The following graph summarizes the historic performance of RVC's PCF over the past five years, from 2015 to 2019. In this graph, the PCF end balance aligns to the left vertical axis, while the year's interest income and maintenance costs align to the right vertical axis.

*Figure 20: RVC Cemetery System's PCF Performance, 2015 to 2019,
Source: LEES+Associates and RVC's Financial Records.*

As of December 31, 2019, RVC's PCF balance was \$697,500.

RVC currently meets and exceeds the Provincial annual contribution minimum requirements for their PCF, by contributing 25% of every inventory sale is to their PCF.

RVC does formally withdraw 100% of the PCF's interest income each year to cover its current year site care and maintenance costs, reporting it as annual cemetery revenue.

It is a best practice for municipal cemeteries to retain its interest income within its PCF portfolio and not withdraw these funds unless the cemetery system is determined to be materially funded (75% or more). The reason for this is to enable municipalities to take advantage of compound interest, which can accelerate the growth of the PCF toward full funded status.

RVC's PCF earned an average annual interest of 1.6%, approximately \$6,800 per year, from 2015 to 2019. This rate is at the low end of the average returns most municipal cemeteries' PCF earn. Municipal PCF investment income tends to range between 1% and 5% per year, typically averaging 2%. However, the overall value of the annual interest earned by the PCF is currently very low compared with RVC's cemetery maintenance costs.

RVC's site care and maintenance costs in 2019 was \$1,359,000. However, maintenance work usually decreases when cemeteries become inactive due to less use, on-site traffic and reduced expectations. Consequently, care costs of inactive sites can decrease as low as 50% of an active site's costs. Therefore, if GOP became inactive today, maintenance costs could potentially become as low as \$679,500 per year.

Based on these numbers, the PCF can be considered 1% funded for the basic site care and maintenance of the GOP as an inactive site.

In order for the RVC's PCF to be financially sustainable in the long-term it will need to accelerate the growth of its PCF through a variety of measures, including stopping the annual withdraw of its annual interest income to cover the current year's site care and maintenance, as it has historically done.

4.6 FINANCIAL PROJECTION SCENARIOS

To identify the best strategy for RVC's future operations, two scenarios are presented in this section: **"Scenario 1: Status Quo"** and **"Scenario 2: Alternate Model."**

The "Status Quo" assumes a scenario where there are no changes to RVC's cemetery system operations. In this scenario, financial performance is only driven by the anticipated changes in the population size, death rate, disposition and interment trends in the community.

The "Alternate Model" represents the most optimal scenario that would result from this plan's recommended changes to operations (including, but not limited to price changes, adding new offerings, promotional initiatives, etc.), as well as changes driven by demographics and community preferences.

On the revenue side of the equation, projections are related to number of families who choose to be interred in RVC's cemeteries and anticipated adjustments in pricing. On the expense side of the equation, costs are primarily related to inflation and the anticipated value of prearranged contract agreements that exist.

The assumptions that apply to these financial scenarios examined include:

- Demographic, disposition and interment trends will be a primary driver of future revenue;
- The proportion of the total market served will not change significantly in the next 50 years unless if RVC invests in new community engagement, customer service, sales and marketing initiatives;
- Annual cost increases will be equivalent to the historic rate of inflation, 2% per year;
- Annual interest income will continue to average 1.6% per year, as has been historically earned over the past 5 years, and
- RVC will develop additional cemetery land into new lots as needed and continue serving its residents for the next 50 years.

Forecasts do not include projections for new revenue streams adopted by RVC or extraordinary capital costs for acquiring land, engineering, development and new infrastructure.

Graphs in this section illustrate the key aspects of each financial scenario. These graphs show the revenues, expenses, profits or losses (net income) and Perpetual Care Fund (PCF) changes over the next 50 years. PCF graphs refer to both “**Active Maintenance Cost,**” which is the cost of maintaining RVC cemetery system as an active site and “**Inactive Maintenance Cost,**” which is the cost of maintaining RVC cemetery as an inactive site.

SCENARIO 1: STATUS QUO

In this scenario, it is assumed that RVC’s offerings, funding sources and current financial practices in its cemetery operations will **remain the same** as in the past five years. All cemetery prices are assumed to increase by only **2% per year** to offset the anticipated increase in expense by the anticipated annual rate of inflation. The primary driver of changes in this scenario are the projected demographic and disposition changes over the next 50 years.

The following graph summarizes the projected position of RVC cemeteries’ operating financials over the next 50 years under the Status Quo Scenario.

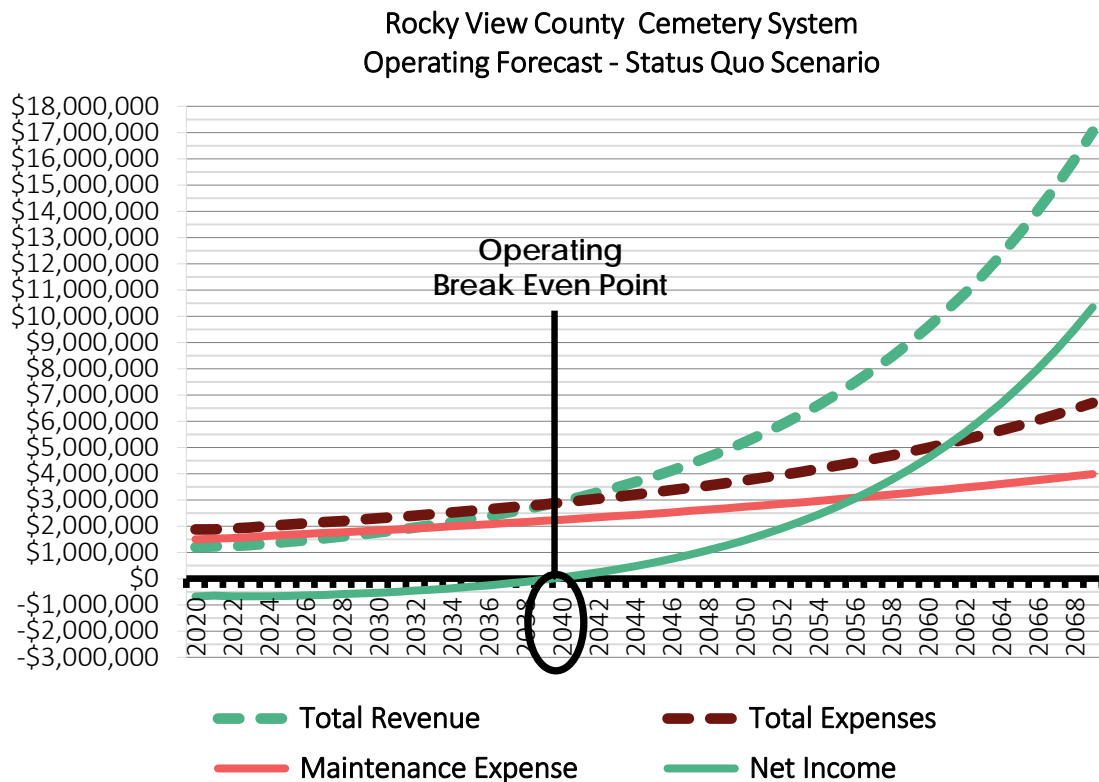


Figure 21: RVC Cemetery System - 50 Year Operating Financials Forecast, Status Quo,
Source: LEES+Associates.

Significant population growth expected in the Cemetery Market, as well as an increasing death rate projected by the bereavement sector due to the upcoming passing of the Baby Boom Generation is projected to boost sales at the GOP, over the next 25 years. In addition, the impact of the trend towards cremation is expect to subside in the near future, as cremation rate growth in Alberta begins to level off around 90% in the next five years.

This market momentum is expected to substantially drive the future demand for the GOP's services and enhance its financial sustainability in the foreseeable future. Under status quo conditions, the GOP is expected to exceed its operating break-even point within **20 years (2040)**, and RVC should begin to plan how to manage this future profit.

RVC may be challenged by the communities it serves in the coming years and be asked to justify its continued price increases, since the GOP's cemetery rates are already at the high end of the normal fair market value range. After the GOP begins to break even, RVC should emphasize and communicate the need to prioritize and commit to closing the gap on the sustainability of its Perpetual Care Fund.

The following graph summarizes the projected position of RVC's PCF over the next 50 years under the Status Quo Scenario.

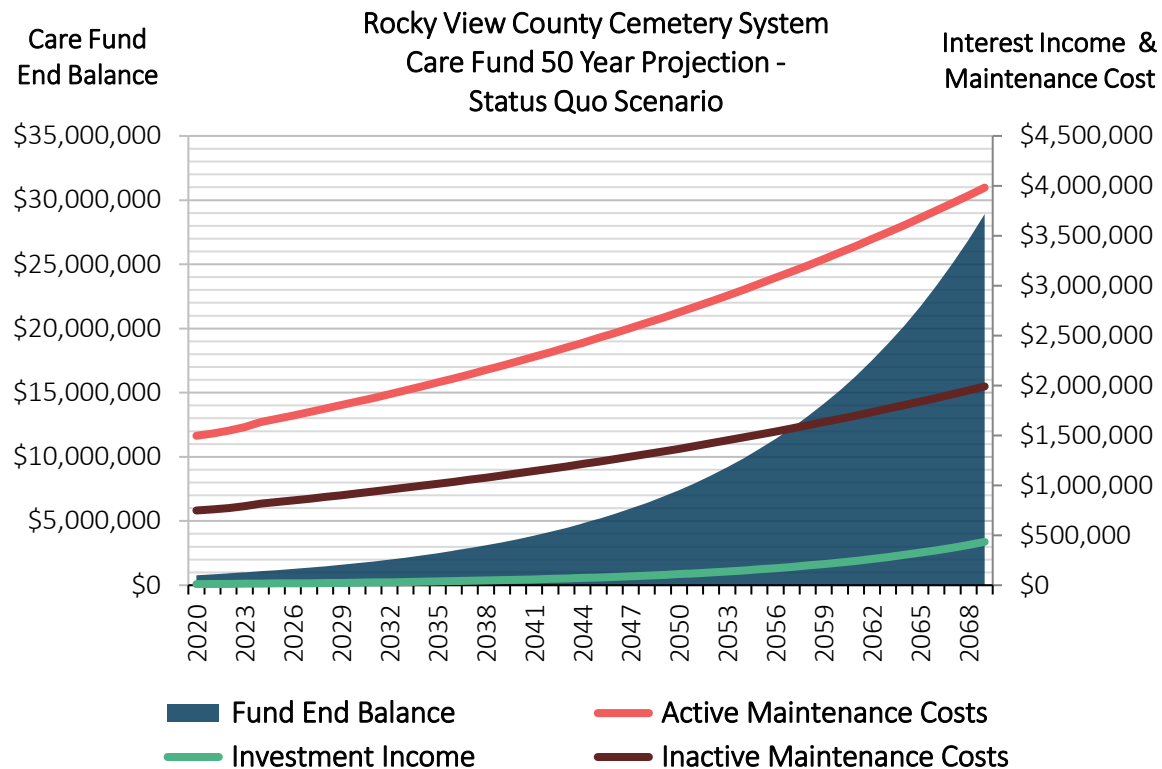


Figure 22: RVC Cemetery System - 50 Year Perpetual Care Fund Forecast, Status Quo,
Source: LEES+Associates.

Under status quo conditions, the GOP is not expected to exceed its PCF stability point in the foreseeable future.

In 50 years, RVC's PCF will reach a balance of \$28,900,000 and generate an investment income of \$463,000 per year, assuming the historic interest rate of 1.6% per year continues into the future.

Comparatively, the projected active maintenance costs will be increase from the current \$1,600,000 per year, amplified by inflation, to \$4,000,000 per year over the next 50 years.

It is expected that care costs may decrease to as low as \$2,000,000 (50% of active site costs) if it became inactive in 2069. This assumes RVC would maintain the cemetery at a more basic level of care, due to less site traffic and decreased use of the site by residents.

This is a long-term "snapshot" of the Perpetual Care Fund's break-even status. The GOP's operations are **not** expected to become inactive within 50 years. RVC has enough cemetery land capacity to continue serving its market area for well over 50 years.

However, 50 years is considered to be the maximum period of projection for a PCF analysis with a reasonable degree of precision. Projecting further into the future is significantly less certain.

PERPETUAL CARE FUND GROWTH STRATEGIES

RVC's PCF is not adequately funded at this time, as it is not expected to be able to cover the cemetery's future basic care in the foreseeable future.

However, the GOP has an extraordinary amount of undeveloped land available which will enable it to continue serving the region for several more generations. This is a significant asset, which is not available to most municipal cemeteries. Therefore, RVC has the luxury of time. The time when the GOP is expected to become fully reliant on its PCF to fund its ongoing care, is well beyond the 50 year period of projection in this plan.

That being said, it would be best practice for RVC to consider its options to accelerate the process of its PCF becoming self-sustainable. The primary benefit of moving the PCF to fully-funded status more quickly is that this would give RVC access to an enhanced annual interest income that could:

- Fully fund in perpetuity, the cemetery maintenance costs with PCF income – decreasing the reliance on other RVC interdepartmental funds to support the GOP site care;
- Potentially enable RVC to fund ongoing cemetery site care at a higher level than the minimum, basic site care provided to inactive sites across Canada, and
- Eventually eliminate the need for RVC to increase prices to RVC and Calgary residents, which is currently necessary to offset increasing site care costs due to inflation.

There are four common strategies available to RVC to accelerate PCF growth, including:

- Increasing prices for casket lot, cremation lot and columbaria niche sales;
 - Increasing prices increases revenue, inherently increasing the PCF portion for each sale. This strategy risks rates rising above the regional average, and
 - This is the optimal strategy for a cemetery that is not close to breaking even or generating an annual profit from its operations.
- Increasing the percentage of each sale contributed;
 - This is the optimal strategy for a cemetery that is breaking even and generating an annual income from its operations, as it will decrease short-term profits, and
 - This strategy will delay a cemetery from reaching its Operating Break Even point if implemented before a cemetery operation fully achieves costs recovery.
- Compounding investment income;
 - This entails making no further interest withdrawals to offset current care and maintenance costs. This would entail covering the site care costs with other RVC funds in the short-term (e.g. a tax subsidy), and
 - This strategy will accelerate PCF growth, so it reaches the PCF stability point in the next 50 years. However, it will delay the GOP from reaching its Operating Break Even point if implemented before it fully achieves costs recovery.
- Increasing the principal in the PCF through an increase in the annual fixed contribution from the sale of RVC assets, or from RVC's general tax or interdepartmental funds;
 - This strategy increases the annual contribution, thereby increasing the principal's earning base and future interest income to cover site care, and
 - This is the optimal strategy for a cemetery with funds to reallocate from other departments, or excess land and other resources to sell to fund this PCF growth.

SCENARIO 2: ALTERNATE MODEL

RVC's current strategy, "Scenario 1: Status Quo," is a viable path towards short-term financial sustainability for its operating financial performance. It is a less optimal approach to achieve long-term sustainability, due to RVC's underfunded PCF.

Scenario 2 is an alternative model that explores options for RVC to optimize its financial model, provides RVC with a strategy to mitigate the risk of lost market capture, while accelerating the GOP towards operating break even and a fully funded PCF.

This can be achieved by:

1. Increasing sales by increasing the number revenue streams. This can be done by adding new interment, memorial and support service options and premiums;
2. Increasing sales by significantly increasing cemetery site promotional initiatives, with a focus on growing pre-need revenue in the short-term, and
3. Increasing prices annually by 3%, to offset the impact of inflation and increase RVC's rate of cost recovery - while maintaining the GOP's rates within the fair market value range for cemetery services in the region.

This scenario assumes that over the next five years, that RVC will make a significant investment in time and resources to develop a detailed promotional plan, hire a sales and marketing firm to lead its initiatives and train staff in cemetery marketing methodology, to sustain an ongoing proactive sales program in the years to come.

Therefore, the key assumptions under Scenario 2 for the GOP operations are that RVC will:

- Increase all cemetery rates by **3% per year** to offset inflation and slowly close the GOP's cost recovery gap over time;
- Introduce a marketing budget of **5% of operating revenue** from 2021 to 2025 - \$36,000 (2021), \$38,000 (2022), \$42,000 (2023), \$47,000 (2024), and \$53,000 (2025);
- Increase the GOP's market capture and operating revenue by **5% per year** over the next five years, due to the net effect of new revenue streams and promotional initiatives expected to raise the cemetery's profile in the market area, and
- Introduce a marketing budget of 2% of operating revenue from 2026 forward, to sustain the GOP's higher market capture levels.

The following graph summarizes the projected position of RVC cemeteries' operating financials over the next 50 years under the Alternate Scenario.

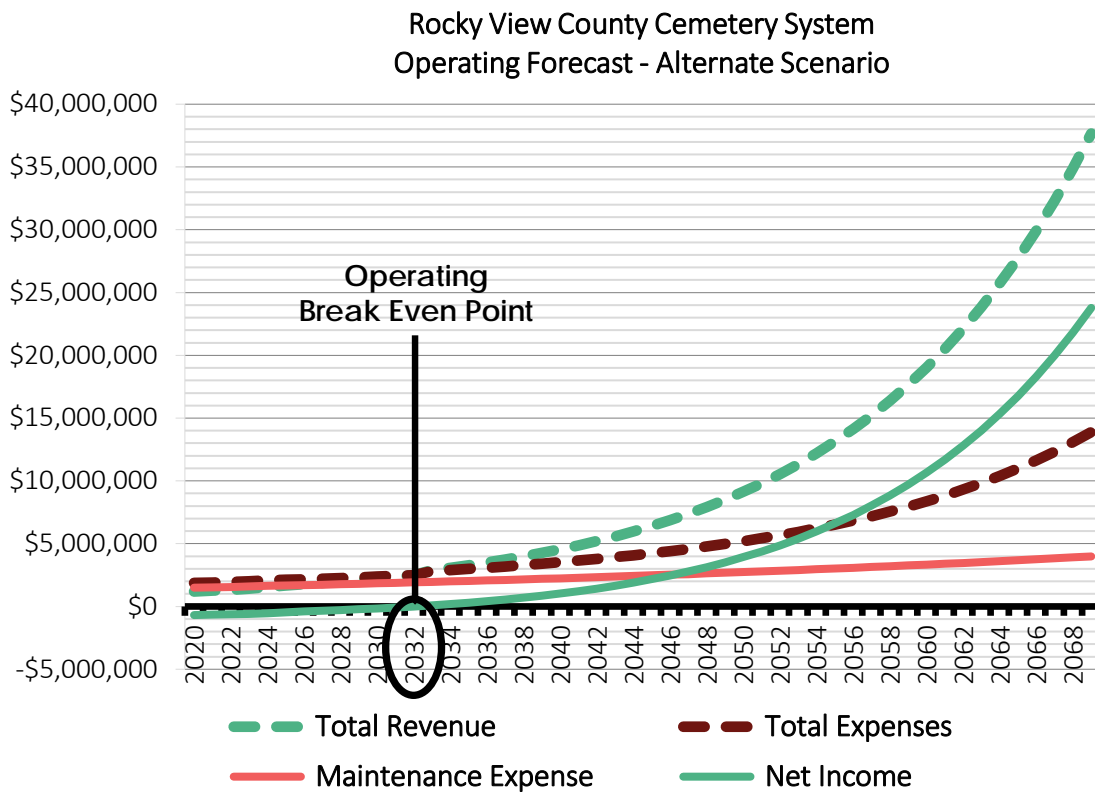


Figure 23: RVC Cemetery System - 50 Year Operating Financials Forecast, Alternate Scenario, Source: LEES+Associates.

Under alternate conditions, the GOP is expected to exceed its operating break-even point within **12 years (2032)**. This is eight years faster to reach the operating break-even point, than under the status quo scenario.

Once RVC's cemetery operations reach the short-term goal of consistently and reliably meeting operating break even, then RVC should consider redirecting a greater proportion of its revenue to the Perpetual Care Fund.

This would significantly accelerate the GOP towards the active site care PCF stability point. At this point, the PCF would be able to reliably fund 100% of the GOP's future maintenance costs at a basic level of care.

The key assumptions under Scenario 2 for the GOP's PCF practices are that RVC will:

- Increase annual sales contributions in 2033 from 25% to 60%, after GOP operations begins to regularly breakeven, and
- Stop withdrawing the PCF's interest income to cover current site care costs, to take advantage of compounding and accelerate the growth of the PCF balance.

The following graph summarizes the projected position of RVC's Perpetual Care Fund over the next 50 years under the Alternate Scenario.

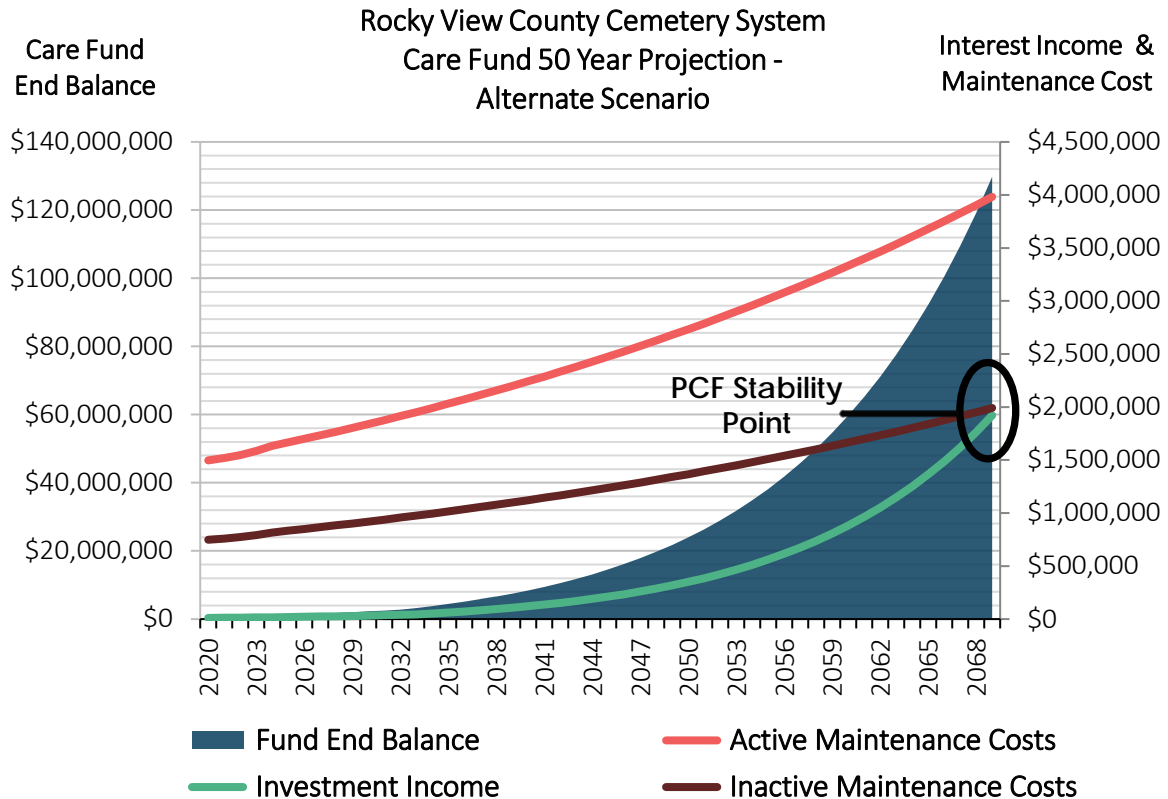


Figure 24: RVC Cemetery System - 50 Year Perpetual Care Fund Forecast, Alternate Scenario, Source: LEES+Associates.

Under this alternate scenario, the GOP is expected to exceed its PCF stability point and be fully funded for basic site care coverage within **50 years (2069)**.

In 50 years, the PCF will reach a higher balance of \$130,000,000 and generate a higher investment income of \$2,000,000 per year. This matches the expected balance of the cemetery's inactive basic care costs within 50 years.

4.7 RECOMMENDATIONS – FINANCIAL PLAN

The following recommendations are expected to improve future operating financial performance and ensure reliable, long-term care and maintenance funding. Should it continue leading the operations of the GOP, to achieve a more feasible and financially sustainable cemetery operations, RVC should:

- Expand the GOP's range of offerings by introducing innovative alternatives, including green burial, family vessels, family estate lot options, as well as new support services and memorial options including wreathes, boulders, and statuary with engravings;
- Pursue a cross-selling strategy to take advantage of the growing cremation trend, by partnering with the on-site crematorium operator to sell to cremation customers the GOP's range of cremated remains interment and memorialization options;
- Increase the GOP's basic scattering services fee from \$93 to \$150;
- In 2021, develop a customer residence profile and assess whether a non-resident premium is appropriate for the GOP;
- In 2022, if a non-resident premium is approved, RVC will need to define qualifying criteria for residency and non-residency, and add them to the cemetery bylaw;
- If approved, introduce a 25% non-resident premiums in 2022. Update the GOP's price list, to list one column for resident rates and one column for non-resident rates;
- Begin transitioning, the GOP's financial data to a distinct set of account ledgers that are separate from RVC parks, trails and other RVC facilities;
- Implement an Alternate Model that introduces strategic price increases, a new marketing budget and new revenue streams. This includes:
 - A marketing budget of 5% of operating revenue from 2021 to 2025, including \$36,000 (2021), \$38,000 (2022), \$42,000 (2023), \$47,000 (2024), \$53,000 (2025).
 - A marketing budget of 2% of operating revenue from 2026 forward, and
 - Maintaining cemetery rates increases of 3% per year from 2021 forward.
- Prepare a detailed marketing plan and budget for promotional initiatives to include in future financial projections, with the objective to preserve and enhance the GOP's community engagement and grow its market capture;
- Determine if the RVC's cemetery operation's progress towards the Operating Break-Even point should be accelerated;
 - The current rate of progress for Operating Break-Even meets best practices for financial sustainability. However, there are benefits to acceleration if the short-term cost is deemed reasonable by Council.

- Commit to a long-term strategy intended to strengthen the PCF. After the cemetery begins to consistently and reliably achieve operating break-even, plan to stop the withdrawal of interest income and increasing the percentage of annual sales contributed to the PCF from 25% to 60%.
- Review and assess all interdepartmental cost allocations to the GOP;
 - Cost allocations should be supported with documented methodology and rationale, and reconciled to ensure they accurately reflect an appropriate proportion of RVC interdepartmental revenue allocated to offset these costs.
- Enhance its financial management systems by adding:
 - New revenue sub-accounts (to track interment form, time of sale and residency),
 - A new site care and maintenance cost center or expense account group, and
 - Documentation to guide future financial management and reporting protocols.
- Revisit this plan in five years to review and evaluate RVC's resident response to the new offerings, promotional initiatives, price increases and changes in operations.

CONCLUSION

Rocky View County should plan for its cemetery system to continue operating at an annual loss for the next couple decades. However, the cemetery market's long term momentum is moving in RVC's favor and eventually achieving operating breakeven is possible in the foreseeable future.

To achieve this primary goal, substantial changes to cemetery operations will need to be implemented. In particular, a dedicated investment in community engagement, sales initiatives and raising the overall public profile of the GOP will be necessary for RVC to increase its service volume and gain the additional revenue, as well as achieve the cost efficiencies that are expected to come from economies of scale.

5 IMPLEMENTATION + CONCLUSION

This Feasibility Study comprehensively reviews the status of the GOP's market, site conditions, operations, governance and financial model. The outcome of this analysis is a list of recommendations to guide to RVC's future operations and leadership strategy. The recommendations in this plan may be implemented sequentially or concurrently.

5.1 SHORT-TERM IMPLEMENTATION SCHEDULE

The following timetable is proposed for the short-term implementation of the key recommendations in this strategic plan.

#	PHASE 1: SHORT-TERM RECOMMENDATIONS (2021 – 2025)
1.	Maintain ongoing price increase of 3% per year. Increase the scattering fee to \$150.
2	Develop a GOP customer profile throughout 2021. Update the bylaw to define resident/non-resident and introduce a non-resident premium in 2022.
3.	Prepare a detailed marketing plan and budget – 5% of projected operating revenue. \$36,000 (2021), \$38,000 (2022), \$42,000 (2023), \$47,000 (2024), \$53,000 (2025).
4.	Retain an experienced cemetery sales and marketing contractor to accelerate the GOP's promotion and train RVC staff.
5.	Develop a cross selling strategy with the on-site crematorium operator to sell to cremation customers the GOP's range of cremated remains offerings.
6.	Begin transitioning, the GOP's financial data to a distinct set of account ledgers that are separate from other departments.
7.	Enhance records reporting to better track cemetery activity, inventory, revenue and expenses by residency, interment form, and time of sale.
8.	Create a distinct cost center or accounts group to track site care and maintenance costs.
9.	Review and assess all interdepartmental cost allocations. Introduce time and cost tracking to reconcile the level of effort to the expenses being allocated to the GOP financial ledger.
10.	Train the GOP's staff in the procedures and effective use of its records management system. Assign a worker to a quality assurance review of the cemetery records.
11.	Add the GOP's cemetery sales processes, records management, and financial management procedures to RVC's standing operating procedures,
12.	Develop a landscape development plan that includes planting and wayfinding strategies.
13.	Discuss with Senior Leadership and Council RVC's expectations for a potential arrangement with an outside entity to be responsible for cemetery operations, should it choose to pursue this option.
14.	Review the 2016/2017 RPQ and RFP outcomes. Determine if previous proponents would be a good fit. Consider re-issuing an updated version of the RFP to them. If those parties are not interested, then a new RFP process to a broader market should be initiated.

Table 12: Short-term Implementation Schedule for Recommendations proposed for RVC's Cemetery Operations, Source: LEES+Associates.

5.2 LONG-TERM IMPLEMENTATION SCHEDULE

The following timetable is proposed for the long-term implementation of the key recommendations in this strategic plan.

#	PHASE 2: LONG-TERM RECOMMENDATIONS (2026 FORWARD)
15.	Update the marketing budget – 2% of projected operating revenue.
16.	Assign a member of RVC staff to developing relationships between the GOP and members of communities in RVC and City of Calgary. Establish strategic partnerships, and achieve revenue generation and market share growth.
17.	Add new interment and inventory options (including green burial, family estate lots, family vessels, and new columbaria options), memorial choices (including wreaths, boulders, and statuary) + support services.
18.	Prioritize development and enhancement of the GOP's entry, wayfinding, pathways, planting strategy and edge conditions. Relocate the office to a more central site.
19.	Develop and implement a new maintenance program and task schedule.
20.	In 2033, increase RVC's annual contributions from 25% to 60%
21.	In 2022, stop the withdrawal of interest income from the PCF to cover current costs.
22.	Map the GOP's graves using GPS and GIS services. Introduce iCemetery or an Online Search tool to community residents, RVC staff, funeral homes and on-site contractors.
23.	Revisit this plan in five years to review and evaluate the community's response to the new offerings, price increases and changes in operations.

Table 13: Long-term Implementation Schedule for Recommendations proposed for RVC's Cemetery Operations, Source: LEES+Associates.

This Feasibility Study charts a path forward that will address the GOP key issues and will move this important service towards long-term sustainability, regardless of the business model chosen by RVC to pursue in the future. The recommendations in this plan provide RVC with guidance for a range of feasible options for the GOP's future governance.

Should Council choose to continue supporting RVC's cemetery operations, this plan provides clear direction on how it can achieve the capacity necessary for timely response and the resources it will require to effectively meet all the future needs of the communities it serves over the next 50 years.

APPENDIX

Appendix A – Site Observations + Analysis

Appendix B – Cemetery Human Resources: Roles + Responsibilities

Appendix C – Governance Decision Map

Appendix D – Garden of Cemetery Current Offerings

Appendix E – Detailed Price Benchmarking Study

APPENDIX A – SITE OBSERVATIONS + ANALYSIS

ACCESS AND CIRCULATION

A traffic light along Hwy #1 makes Garden Road and the GOP easily accessible from all directions. Visibility of the cemetery from the west is sufficient with a large sign situated on the corner of Hwy#1 and Garden Road, however the sign is not as visible from the north or west.

The current cemetery entrance lacks significance in the threshold between public and sacred space. Currently, the entrance road into the cemetery has a several small directional and informational signs that contributes to the ease of navigating the cemetery, but distract from the welcome and cemetery sign. Improvements to the gate and sign should be made to provide adequate prominence.

The cemetery has recently increased their wayfinding and signage by installing an information kiosk and large map at the entrance of the cemetery. This plus the discrete signage placed along the roads through the cemetery and section markers, the cemetery is easily to navigate.

The roads in the cemetery area are well maintained and easily navigated. The walking circulation could be improved by establishing structured and connecting walking paths between the sections and upgrading the pathways from the road to the gardens.



Figure 25: Garden Road Entrance Sign and Information Board, Source: Rocky View County.

LANDSCAPE CHARACTER

The overall landscape character of the GOP is visually appealing. The lawn and vegetation are well maintained, and the site can attribute character to its fluctuating topography. The overall landscape aesthetic could be improved by establishing a planting strategy and a consistent planting palette throughout the cemetery.

The cemetery is not enclosed by a fence, and vegetation has been planted to mitigate the exposure. However, some areas are open - offering very little privacy. The edges of the cemetery could be improved with a fence and/or implementing a planting strategy and consistent planting palette that includes vegetation that would screen the cemetery.

An optimal planting strategy would consist of species that are effective screens in both summer and winter and should be established on all sides of the cemetery, including the edges that boarder farmland.



Figure 26: Cemetery Edge Conditions, Source: LEES+Associates.

INTERMENT OPTIONS

The GOP offers a variety of interment options and caters to specific religious preferences.

New columbaria have been installed in various locations throughout the cemetery, offering interment alternatives in sections that previously only offered in ground interment. Each columbaria is accessible from the road by a concrete pathway. The new columbaria differ in size, but maintain a consistent character through the use of the same materials and colours. The area immediately surrounding the columbaria could be improved by adding additional planting and benches.

Plantings would create privacy and benches will allow visitors to spend more time at the columbaria. It has been expressed that the pavers and cobbles surrounding the existing columbaria will be replaced with concrete pathways and pads to match the new columbaria. This will improve the overall symmetry of the cemetery and reduce the amount of maintenance needed.



Figure 27: Chinese Section, Source: LEES+Associates.



Figure 28: Cemetery Edge Conditions, Source: LEES+Associates.

BUILDINGS AND OPERATIONS YARD

The cemetery office building is not located in an easy to find location. From the entrance, signs must be followed to find the building located at the opposite corner of the cemetery.

It is our understanding that RVC will be doing renovations on the building in the near future to improve its overall appearance and functionality, including a new roof before winter 2021. The operations yard and garage are located behind a fence adjacent to the office building. The fence effectively screens the yard from visitors, however with the gates open the operations yard is in full view from the cemetery office.

The first building that is visible when entering the cemetery is the chapel, making it an ideal building to house the cemetery's office. Along with being in a direct line of vision from the entrance, this building overlooks the cemetery, making it an ideal spot to introduce new clients to the cemetery. When renovating and adding additions onto the building to accommodate a cemetery office, the chapel and crematorium should also be considered. The acoustics in this area are slightly better than the current location of the office building, which is adjacent to Hwy# 1 and the operations yard.

The exterior of the chapel and crematorium is in decent condition, however, the aesthetic is dated. Improvements to the crematorium and washrooms have been made. The chapel area is drastically dated and should be renovated. Fencing has been installed around the crematorium side of the building to add privacy for families attending a witness cremation.



Figure 29: Crematorium Side of Chapel Building, Source: LEES+Associates.

APPENDIX B – CEMETERY HUMAN RESOURCES: ROLES + RESPONSIBILITIES

MANAGEMENT + GOVERNANCE

Manager of Operational Services – Management + Governance Role

The Manager of Operational Services (Manager) is the primary RVC employee assigned to cemetery operations. They report to the Executive Director of the Operations Division, who reports to the Chief Administrative office and ultimately to RVC Council.

With respect to the cemetery, the Manager of Operational Services' responsibilities include working with the Executive Director to develop long and short-term strategies for the department, ensuring departmental goals and business plans are aligned with council strategies. They also provide coordination, collaboration and direction to ensure that services are provided to staff, residents and stakeholders in a timely, accurate, effective and efficient manner.

FIELD WORK

Lead Operations Coordinator – Field Work Leadership Role

The Lead Operation Coordinator (Lead Ops) reports to the off-site Manager of Operations Services. The responsibility of the Lead Ops includes planning, supervising, scheduling, and overseeing work of cemetery operational employees and various associated equipment. Lead Ops will collaborate with the Manager on cemetery expenditure forecasting, workloads, resources, and capital purchases. They are also expected to establish and provide necessary training for a safety culture and follow the responsibilities outlined in the health and safety manual, and maintain records of work orders, maintenance, and repair schedules.

Ground Keepers – Field Work Front Line

The groundkeepers report to the Lead Operation Coordinator. RVC has four types of groundkeepers including, Groundskeeper I, II, III and Seasonal Groundskeeper.

The Groundkeepers I and Groundskeeper II are responsible for maintaining RVC cemeteries. They provide assistance in preparation for cemetery services, maintain the grounds, install and maintain memorials, and are expected to have and show exceptional customer service when interacting with the public.

Groundkeeper III are equipment operators who in addition to the responsibilities of Groundkeeper I and Groundskeeper II, will provide assistance in preparation of cemetery services including opening and closing of graves, assuring the memorialization and interment processes are in compliance with the policies and procedures, and maintain the cemetery by operating a variety of equipment.

Seasonal Groundskeepers are expected to assist Groundskeeper I and Groundskeeper II members in seasonal maintenance and daily cemetery maintenance operations.

SUPPORT WORK

Lead Administrator & Sales – Support Leadership Role

The Lead Administration & Sales (Lead Admin) reports to the off-site Manager of Operations Services. This individual is responsible for the daily tasks associated with the cemetery business, contracts and directly supervise the cemeteries administrative employees.

They are tasked with ensuring burial documentation and financial reporting is complete and follows the policies and procedures established by the Alberta Cemeteries Act and RVC. They work with the funeral directors to ensure services meet the families' requirements and provincial legislation. They are in charge of entering the appropriate data into RVC's cemetery software. Lead Admin will collaborate with the Manager on cemetery expenditure forecasting, workloads, resources, and capital purchases.

Receptionist / Customer Service Representative – Support Role

The Receptionist reports to the Lead Administration and Sales. The Receptionist is the first point of contact for families seeking cemetery services. They provide administrative support to the cemetery team, including undertaking data entry into the cemetery software and provide exceptional customer service to the families seeking cemetery services.

The Receptionist also works on memorial and marker design and orders. This moves RVC closer to becoming a "One Stop Shop" for the cemetery needs of its families. This provide another complementary revenue stream to cemetery operations, as well as ensures consistency in the materials and installation techniques used at the GOP.

APPENDIX C – GOVERNANCE DECISION MAP

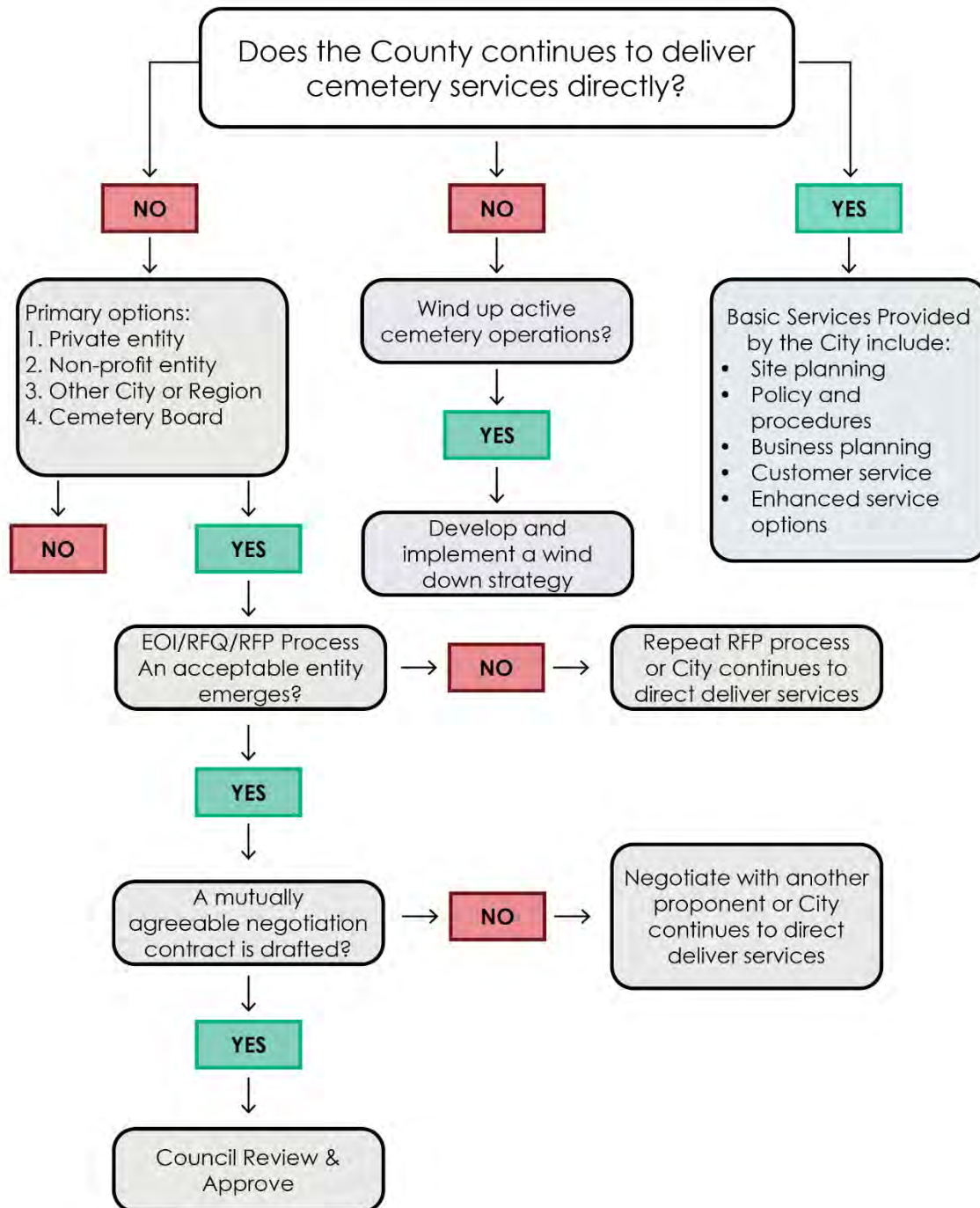


Figure 30: Municipal Cemetery Governance Model Decision Map, Source: LEES+Associates.

APPENDIX D – GARDEN OF PEACE CEMETERY CURRENT OFFERINGS

In-ground Interment Options

The Garden of Peace Cemetery (GOP) currently offers in-ground interment services for full body and cremated remains.

Full body casket burial lots are offered in 4'x9' plots for adults or children, and in 4'x4.5' lots for infants. Double depth burials are not recommended in the gardens of Sermon on the Mount or Gethsemane due to the high water table.

The Garden of Peace also offer 2'x4' or 4'x4' cremation lots for the interment of cremated remains only. There are two sections in the cemetery that allow only cremation; Memory and Remembrance. If requested, full body lots in other sections of the cemetery can be split in half and sold as a cremation lot.



Figure 31: Remembrance Cremation Section at the GOP, Source: RVC Staff.

Designate Sections

The GOP offers dedicated sections to the following residents:

- Roman Catholics;
- Chinese ethnicity;
- Muslims, including members of the:
 - Afghan Shia Muslim Association;
 - Ahmidayya Muslim Community;
 - Hussaini Association;
 - Ismaili Community, and
 - Anjumane Vajihi.
- Other religious groups, including:
 - Zoroastrian Association;
 - Fijian Community; and
 - Hambastegi Cultural Association.
- Pregnancies that do not make it to term, interred in the Silent Hopes area, and
- Veterans and their spouses, interred in the Field of Honor.



Figure 32: Hussaini Association Section at the GOP, Source: LEES+Associates.



Figure 33: Chinese Section the GOP, Source: LEES+Associates.

Above Ground Interment Options

In addition to in-ground burial, the GOP also offers columbaria niches for the above-ground interment of cremated remains. Two to three interments are allowed in one standard niche. The cemetery offers **standard columbaria**, as well as **family columbaria**.

Family columbaria vary significantly in size, price and design. A family columbarium is essentially the same as a standard columbarium, except they are scaled for a single family, which holds the right-of-interment to all the niches or other features. All of its memorialization is dedicated to members of that family. Custom features can be added to meet personal family tastes, customs, and religious practices as well as accommodate cemetery standards. Personalized engraving can be added to the roof line, side walls and doors for added detail.

When a family columbaria is requested, the family is required to purchase the number of lots the columbaria will be placed on. There are not designated spots in the cemetery for family columbaria, the cemetery staff work with the families in choosing an appropriate location. Family columbaria are offered at the Okotoks Cemetery, but have not been listed as an option at the other cemeteries identified as comparison cemeteries.

Columbaria niches are growing in popularity with the rising cremation rate with North American customers. RVC recently added numerous columbaria throughout the cemetery and currently has 40-45 years of standard columbaria niche sales remaining.

Columbaria construction costs vary widely, depending on size, design details and associated amenities placed in the adjacent landscape. All installations typically have high return on investment (typically ~200% or more), are very profitable due to the rising demand for niches, and have a relatively low cost of interment - the simple opening and closing of a niche. It takes significantly less time and cost to inter an urn in a niche (known as “inurnment”) than within an in-ground lot.

Columbaria also preserve interment land capacity, take up minimal space and can often be placed in areas unusable for other types of interment, both of which are assets in terms of conserving cemetery space.



Figure 34: Family Columbaria at the GOP, Source: LEES+Associates.



Figure 35: Columbaria at the GOP, Source: LEES+Associates.

Memorialization Options

A wide variety of memorialization options are available at the GOP. Current options include:

- Flat and upright markers and monuments;
- Plaques,
- Bronze vases;
- Memorial benches;
- Columbarium inscriptions, and
- Memorial trees and shrubs.

Of the comparable communities studied in this plan, Okotoks Cemetery also offers memorial bench and tree options. The City of Calgary, Airdrie Cemetery and Cochrane Cemetery offer its residents vases, columbarium inscriptions and plaques.

Scattering Garden

In addition to in-ground cremation lots and columbaria niches, GOP offers scattering as a cremation interment option. Families are given the option to scatter all or a portion of the ashes into the garden. Plaques can be purchased by the family for the memorial wall located in the scattering garden.

It is also common for an in-ground or above ground ossuary to be installed in a scattering garden, allowing for a portion of the cremated remains to be scattered and the remainder to be placed in the ossuary. This is done due to the plant life's inability to break down the high PH of cremated remains.



Figure 36: Scattering Garden at the GOP, Source: LEES+Associates.

ADDITIONAL SERVICES

Canadian cemeteries often bill fees for additional complementary and support services. These include the following extraordinary fees in the GOP's price list:

- Tent rental;
- Plot transfers;
- Bench permit;
- Snow removal;
- Administration;
- Interment vaults,
- Marker re-leveling;
- Marker re-finishing;
- Vases and installation;
- Memorial Marker Discard fee;
- Releveling flat marker;
- Flat marker installation;
- Seasonal service premium;
- Surcharge for late funerals;
- Disinterring caskets and cremated remains;
- Cement and plastic liners for casket burials;
- Saturday, Sunday and Holiday burial premiums., and
- Urgent accommodation fee for unplanned services.

APPENDIX E – DETAILED PRICE BENCHMARKING STUDY

Figure 37: Detailed Price Benchmarking of the RVC Market and City of Calgary Cemeteries, Sources: Regional Cemetery Bylaws, Price List and Websites.

PLANNING AND DEVELOPMENT SERVICES

TO: Council

DATE: May 25, 2021 **DIVISION:** 8

FILE: 06604002/06604003/06604004/06604005/
06604006 **APPLICATION:** PRDP20202785

SUBJECT: Development Permit: Aggregate Exploration Extractive Industry /
Listed DC Use, with no Variances

APPLICATION: renewal of an Aggregate Exploration Extractive Industry & Accessory Buildings, (Natural Extraction/Processing) and a portable aggregate testing lab building and portable office building.

GENERAL LOCATION: Located approximately 1.61 km (1 mile) south of Twp. Rd. 261A and on the east side of Rge. Rd. 24.

LAND USE DESIGNATION: Direct Control District 34 Bylaw C-4375-1994 (DC 34)

EXECUTIVE SUMMARY: This Development Permit application is for the renewal of Aggregate Exploration Extractive Industry, for natural resource extraction (gravel pit) and accessory buildings, including a portable aggregate testing lab building and a portable office building.

The extraction area is adjacent to riparian areas on the western and eastern boundaries. All activities within this phase, are occurring outside of these Riparian Protection Areas.

There is no relevant enforcement history on the subject properties. There are no changes to the proposed extraction activities. The site is expected to remain in operation until 2041. Extraction for the next five years is planned to total 30.00 acres, focused within the southern portion of NW-04-26-02-W5M and the northern portion of SW-04-26-25-W5M. The proposed extraction areas remain consistent with the DC 34 regulations and phasing plan. Registration #17439-01-03 remains valid with Alberta Parks & Environment (AEP).

ADMINISTRATION RECOMMENDATION: Administration recommends approval in accordance with Option #1.

OPTIONS:

- Option #1: THAT Development Permit No. PRDP20202785 be approved with the conditions noted in Attachment 'A'.
- Option #2: THAT Development Permit No. PRDP20202785 be refused as per the reasons noted (as determined by Council).
- Option #3: THAT alternative direction be provided.

Administration Resources

Jacqueline Targett, Planning & Development Services



ROCKY VIEW COUNTY

AIR PHOTO & DEVELOPMENT CONTEXT:



APPLICATION EVALUATION:

The application was evaluated based on the technical reports submitted with the application and the applicable policies and regulations.

APPLICABLE POLICY AND REGULATIONS:

- *Municipal Government Act;*
- Subdivision and Development Regulations;
- Municipal Development Plan;
- DC 34
- Land Use Bylaw C-1725-84; and
- County Servicing Standards.

UPDATED TECHNICAL REPORTS SUBMITTED:

- Updated Activities Plan 2020, as prepared by BURNCO, amended May 2021
- Updated Phasing Plans, as prepared by BURNCO, dated February 2021
- Environmental Noise Study for Burma Gravel Pit, prepared by ACI Acoustical Consultants Inc., dated April 1, 2020
- Traffic Impact Assessment (update), as prepared by Watt Consulting Group, File: 3292.T01; dated December 1, 2015
- BURNCO Road Gravel Pit Stormwater Report, as prepared by Matrix Solutions Inc., File: Matrix 22811-522; dated February 1, 2015
- Erosion and Sediment Control (ESC) plan, as prepared by Matrix Solution Inc., dated December 15, 2015.



DIRECT CONTROL PERMITTED USES: <ul style="list-style-type: none"> • Aggregate Resource Extractive Industry • Accessory Building 	DEVELOPMENT VARIANCE AUTHORITY: <ul style="list-style-type: none"> • Council
--	--

POLICY CONSIDERATIONS:

County Plan

Section 15 of the County Plan (CP) supports aggregate extraction with the proper master site development plan or land use regulations.

Bearspaw Area Structure Plan

The subject property falls within the Bearspaw Area Structure Plan policy area. The subject parcels are identified within Figure 4: Distribution of Natural Resource Aggregates as tertiary gravel.

The plan provides planning guidance under Natural Resource Extractive Industry - General in sections 8.3.14 through 8.3.23, including the requirement of Direct Control District land use. The application appears to be compliant with these regulations.

DC 34

DC 34 requires that Council be the Development Authority for the issuance of all Development Permits. It provides regulations and requirements concerning the development of Natural Resource Processing. The application is consistent with the regulations of DC 34 and is aligned with the purpose and intent to provide for the exploration, extraction, processing, stockpiling, and marketing of in-situ aggregate resources on the subject lands.

ADDITIONAL REVIEW CONSIDERATIONS

A Development Agreement (#1997-824), approved by Council, remains active as a long-term agreement between Rocky View County and BURNCO Rock Products Ltd., detailing a complete outline of the proposed extraction areas and several requirements including dust control and sound control. The proposed end date of the agreement is determined once full site reclamation is completed. Annual Noise and Dust Monitoring reports are required to be submitted and have been received yearly.

CONCLUSION:

Subject to the proposed conditions of approval, the application is recommended for approval.

Respectfully submitted,

“Brock Beach”

Acting Executive Director
Community Development Services

JT/ltt

Concurrence,

“Kent Robinson”

Acting Chief Administrative Officer



ROCKY VIEW COUNTY

ATTACHMENTS:

ATTACHMENT 'A': Development Permit Report Conditions

ATTACHMENT 'B': Maps & Other Information

ATTACHMENT 'C': Application Referrals

ATTACHMENT 'D': Applicant Response to Public Submissions



ATTACHMENT 'A': DEVELOPMENT PERMIT REPORT CONDITIONS

Description:

1. That a Natural Resource Extractive/Processing Industry (gravel pit) and accessory buildings (portable aggregate testing lab building, and portable office building) may continue to operate on the subject site in accordance with the approved proposed Phasing & Site Plans, as prepared by BURNCO, dated February 2021.

Permanent:

2. That any plan, technical submission, agreement, matter, or understanding submitted and approved as part of the application, previous permit approvals, or current signed site Development Agreement, in response to a Prior to Release or Occupancy condition, shall be implemented and adhered to in perpetuity unless amended.
3. That at no time shall the area directly involved in aggregate extraction, that has not been reclaimed in accordance with Provincial guidelines, exceed forty (40.00) acres.
4. That all extraction and processing shall be a minimum of 60.00 metres from any property line. The 60.00 metre setback shall be maintained as a buffer zone, shall be bermed and landscaped.
5. That no topsoil shall be removed from the site.
6. That there shall be no processing of aggregate into asphalt or similar components on the site.
7. That unless otherwise stated within this approval, the hours of operation of the gravel pit shall be 7:00 a.m. to 6:00 p.m.
8. That the days and hours of operation for aggregate crushing and other processing at the gravel pit shall be from 6:30 a.m. to 11:00 p.m., Mondays through Fridays only. No crushing is permitted on Saturdays, Sundays, or Statutory Holidays.
9. That the access and egress by gravel hauling trucks and construction equipment shall be from 7:00 a.m. to 6:00 p.m. No access or egress shall be permitted on Sundays or Statutory Holidays. Vending operations to the public or general commercial sales to the construction industry will be allowed from Mondays through Saturdays and shall be from 7:00 a.m. to 6:00 p.m.
10. That all equipment used in the removal of overburden, the construction of berms, the construction of roads, and other operations incidental to the development or operation of the site shall operate from 7:00 a.m. to 6:00 p.m., Mondays through Saturday, excluding Statutory Holidays.
11. That only in-situ extraction may be processed and/or sold on the site.
12. That recorded noise levels generated by aggregate operations shall not exceed *65 dba LAeq (1 hour)* at the receptors' location, in accordance with the approved Environmental Noise Study.
13. That Dust Control measures shall be maintained at all times within the site on all operations including but not limited to, excavating, construction of berms, hauling, crushing, and stockpiling operations as set out in the updated and approved Activities Plan or signed Development Agreement.
14. That the Applicant/Owner shall annually prepare and submit to the County's Transportation Services, a Trucking Policy in form and substance satisfactory to Council relating to the supervision of the Applicant/Owner's trucking contractors and the Applicant/Owner's employees



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using any municipal road to haul aggregate or products processed from same and the methods the Applicant/Owner will employ and has employed to address complaints from the Community.

15. That the perimeter of the site shall continue to be fenced and that the fencing shall be maintained to the minimum standard of 4-strand barb wire with the top strand a minimum of 1.20 metres above the adjacent ground and that the perimeter of the site shall be posted with signs at a minimum of 100 metres apart that clearly indicate that there is an open excavation.
16. That the portable buildings shall not be used for residential occupancy purposes at any time.
17. That all on site lighting, including private, site security and parking area lighting, shall be designed to conserve energy, reduce glare, and reduce uplight. All lighting shall be full cut-off (shielded) and be located and arranged so that no direct rays of light are directed at any adjoining properties, which may interfere with the use and enjoyment of neighbouring lands, or interfere with the effectiveness of any traffic control devices or the vision/safety of motorists.
18. That all garbage and waste for the site shall be stored in weatherproof and animal proof containers in garbage bins and screened from view by all adjacent properties and public thoroughfares.
19. That the Applicant/Owner shall prepare and submit to the County an Annual Operations Report on the state of the operations of the development, setting out any relevant information which might affect the continued operation of the development and any additional information that the Development Officer deems appropriate. The Applicant/Owner shall submit one (1) copy of the Annual Operations Report 30 days prior to each annual anniversary date of the issuance of the Development Permit.
20. That this permit shall be valid until **September 15, 2026**.

Advisory

21. That the Applicant/Owner shall reclaim all disturbed areas.
22. That the Applicant/Owner shall submit payment of the Community Aggregate Payment Levy, annually, in accordance with Bylaw C-7748-2018, as amended, in the amount of \$0.40 per tonne of aggregate extracted and remove.
23. That the site shall remain free of restricted and noxious weeds and be maintained in accordance with the Alberta Weed Control Act [*Statutes of Alberta, 2008 Chapter W-5.1; Current as of December 15, 2017*].
24. That any development should be located outside of Riparian Protection Area and that the Applicant/Owner shall make all efforts to avoid any area, if possible, in accordance with the County's Riparian principles and Alberta Stepping Back requirements.
25. That any other government permits, approvals, or compliances are the sole responsibility of the Applicant/Owner.
 - i. That the Applicant/Owner shall maintain a current registration from Alberta Environment & Parks at all times.
 - ii. That all gravel extraction and processing will cease at least 1.00 m above the water table and any aggregate washing shall be in accordance with AEP's Water Act and the Code of Practice for Pits regulations.
 - iii. That any aggregate washing shall be in accordance with the approvals from Alberta Environment at all times.
 - iv. That the aggregate extraction operation shall adhere to Alberta's Ambient Air Quality Objectives at all times.



ROCKY VIEW COUNTY

- v. That the Applicant/Owner shall follow the recommendations of the approved Environmental Noise study, to regulate noise on-site and in accordance with the County's Noise Control Bylaw C-5772-2003.
 - vi. That fire suppression and abatement measures shall continue to be implemented, to the satisfaction of the County's Fire Services.
26. That if the development authorized by the Development Permit is not commenced with reasonable diligence within twelve (12) months from the date of issue, and completed with twenty-four (24) months of issue, the permit is deemed to be null and void, unless an extension to this permit shall first have been granted by the Development Officer.



ATTACHMENT 'B': MAPS AND OTHER INFORMATION

APPLICANT: BURNCO Rock Products Ltd.	OWNER: Burnswest Properties Ltd.
DATE APPLICATION RECEIVED: September 15, 2020	DATE DEEMED COMPLETE: September 22, 2020
GROSS AREA: ± 193.50 hectares (±478.16 acres) (5 properties combined)	LEGAL DESCRIPTION: NW-SW-NE-4-26-2-W5M;
APPEAL BOARD: Court of Queen's Bench of Alberta	
HISTORY: Permit History: 2015 Development Permit PRDP20151672 was issued for two (2) accessory buildings (portable aggregate testing lab and portable office building) on the subject lands. This permit is valid until May 15, 2020. 2012 Development Permit 2012-DP-14851 was issued for two (2) accessory buildings (portable aggregate testing lab and portable office building) on the subject lands. This permit is valid until May 4, 2015. 2010 Development Permit 2009-DP-13857 was issued for the renewal of a natural resource extraction/processing (gravel pit) on the subject lands. This permit is valid until May 4, 2015. 2005 Development Permit 2005-DP-11245 was issued for renewal of a natural resource extraction/processing (gravel pit) on the subject lands. 2000 Development Permit 8552-99 was issued for renewal of gravel pit use on the subject lands. 1997 Development Permit 6152-95 was issued for a gravel pit use on the subject lands. 1995 Council approves Bylaw C-4375-94, known as DC-34, to redesignate the subject lands to a direct control district to provide for the exploration, extraction, processing, stockpiling, and marketing of in-situ aggregate resources on the lands.	
Development History: 2017 In 2013, 7.00 acres were disturbed and 7.00 acres were reclaimed to hayland pasture. An irrigation line operating from May to October provided water to the trees on the berm. An irrigation line to provide water for landscaping, berming, and grass cutting was run. An enclosed permanent crusher operated for 10 months. 2013 In 2013, 5.25 acres were disturbed, 4.00 acres of post gravel extraction area was backfilled, and 5.00 acres were reclaimed. An irrigation line operating from May to October provided water to the trees on the berm. A grass cutting program took place during the summer months as well as spraying for weeds. The crusher onsite was enclosed. 2009 In 2009, a total of 70.00 acres has been disturbed with 29.00 acres reclaimed. At this time there is a newly disturbed area of 5.50 acres and a newly reclaimed area of 3.00 acres.	



- 2008 In 2008, 6.20 new acres were disturbed and 9.90 acres of post gravel extraction area was backfilled and reclaimed. An irrigation line operating from May to October provided water to the trees on the berm. A grass cutting program took place during the summer months as well as spraying for weeds. The crusher on-site was enclosed.
- 2007 In 2007, 1.40 acres of clay was removed to expose gravel, 7.30 new acres were disturbed and 7.10 acres of post gravel extraction area was backfilled and reclaimed. An irrigation line operating from May to October provided water to the trees on the perimeter berm. A grass-cutting program took place during the summer along the perimeter berm. The crusher that worked on-site was enclosed.
- 2006 In 2006, 3.50 acres of clay was removed to expose gravel and an estimated 4.50 acres of post gravel extraction area was backfilled to grade. An irrigation line operating from May to October provided water to the trees on the perimeter berm. A grass-cutting program took place during the summer along the perimeter berm. The crusher that worked on-site was enclosed.
- 2004 In 2004, a total of 45.30 acres had been disturbed with 7.50 acres reclaimed to date and 2.20 acres were disturbed and an estimated 5.00 acres of post gravel extraction area was backfilled to grade. One hundred and thirty trees were planted along the perimeter berm to replace the ones that had died, mulch was spread around the base of the trees and an irrigation line with sprinklers was placed along the entire berm to provide consistent water to the trees to promote better growth. A grass-cutting program took place along the berms. On-site crushers were enclosed.
- 2003 In 2003, a total of 43.10 acres had been disturbed, a 7.50 acre slope was reclaimed on the south side of the pit and regular grass cutting of berms and watering of trees took place. Periodically, an enclosed crusher was on-site, producing products for sale. The berms were considered reclaimed.
- 2001 In 2001, a total of 33.90 acres had been disturbed.

PUBLIC & AGENCY SUBMISSIONS:

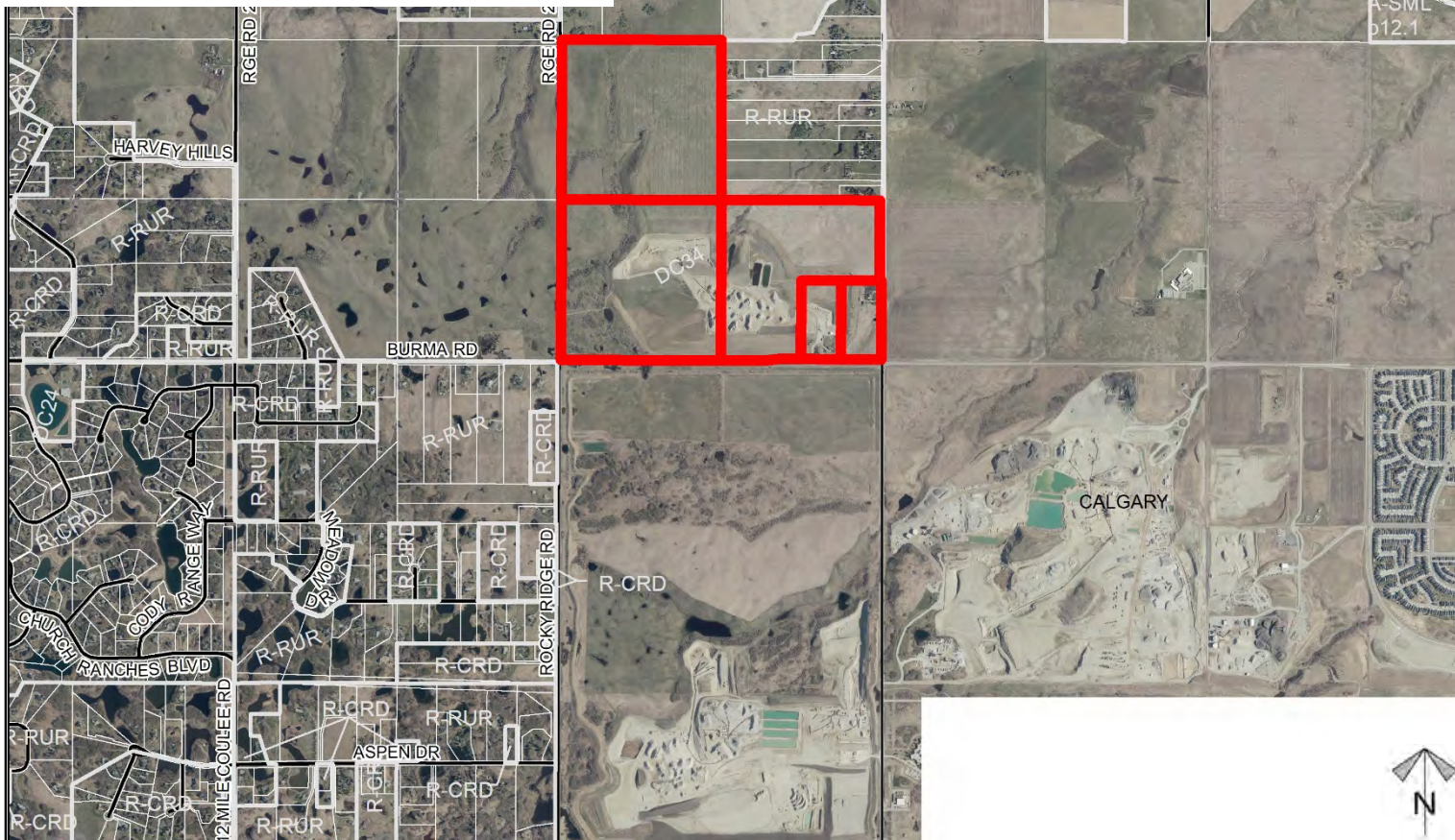
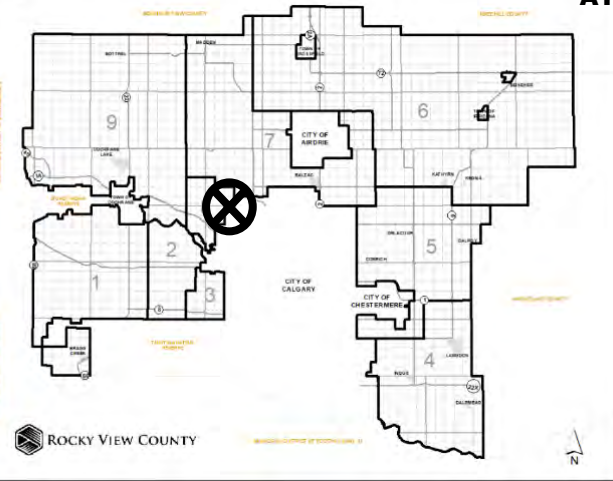
The application was previously circulated to adjacent landowners, including 157 residents within the County and 25 residents within the City of Calgary. To date, no letters were received in support and 12 letters were received in opposition to the application. The 12 responses and the Applicant's response has been included in Attachment 'D.'

The application was also circulated to a number of internal and external agencies and, where appropriate, conditions of approval have been proposed based on these comments.

Location & Context

Development Proposal

Renewal of a gravel pit and portable aggregate testing lab building and portable office building (Natural Resource Extractive Industry & Accessory Buildings).

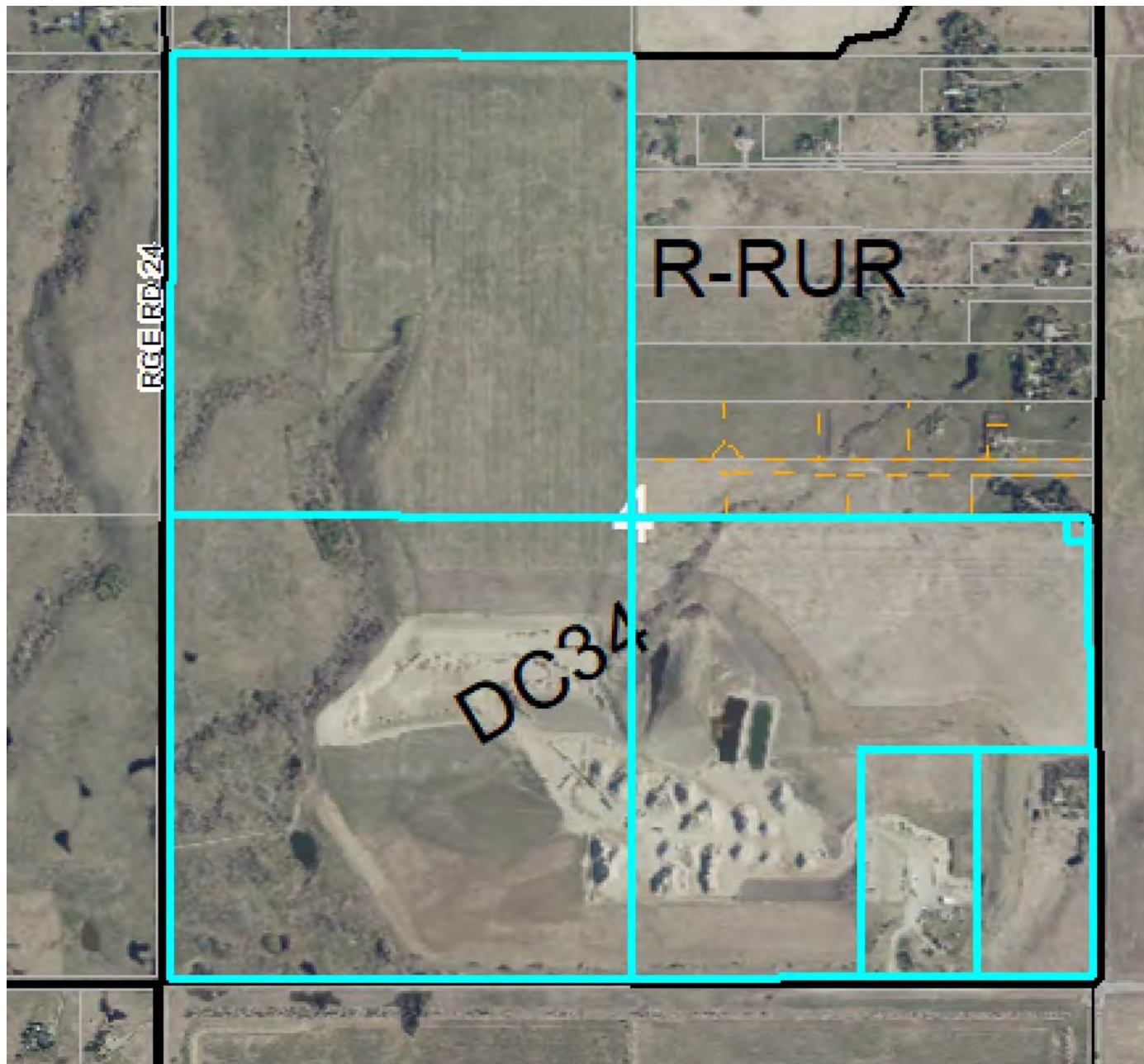


Division: 8
 Roll: 06604002/4004/4003/
 4005/4006
 File: PRDP20202785
 Printed: October 2, 2020
 Legal: SE-04-26-02-W05M
 Page 262 of 792

Location & Context






Development Proposal

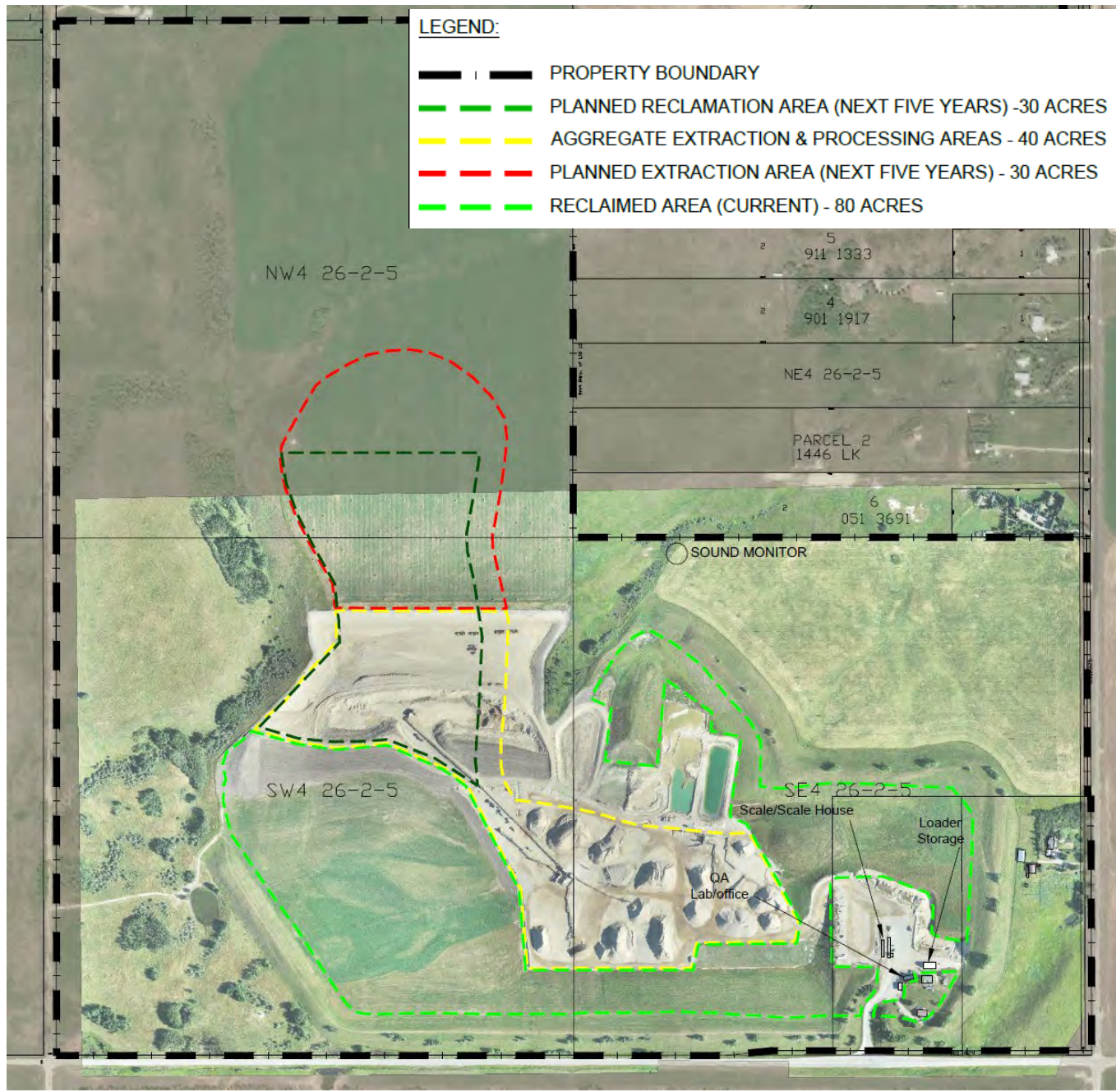
Renewal of a gravel pit and portable aggregate testing lab building and portable office building (Natural Resource Extractive Industry & Accessory Buildings).



Division: 8
 Roll: 06604002/4004/4003/
 4005/4006
 File: PRDP20202785
 Printed: October 2, 2020
 Legal: SE-04-26-02-W05M
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LEGEND:

-  PROPERTY BOUNDARY
-  PLANNED RECLAMATION AREA (NEXT FIVE YEARS) - 30 ACRES
-  AGGREGATE EXTRACTION & PROCESSING AREAS - 40 ACRES
-  PLANNED EXTRACTION AREA (NEXT FIVE YEARS) - 30 ACRES
-  RECLAIMED AREA (CURRENT) - 80 ACRES



Site & Phasing Plan






Development Proposal

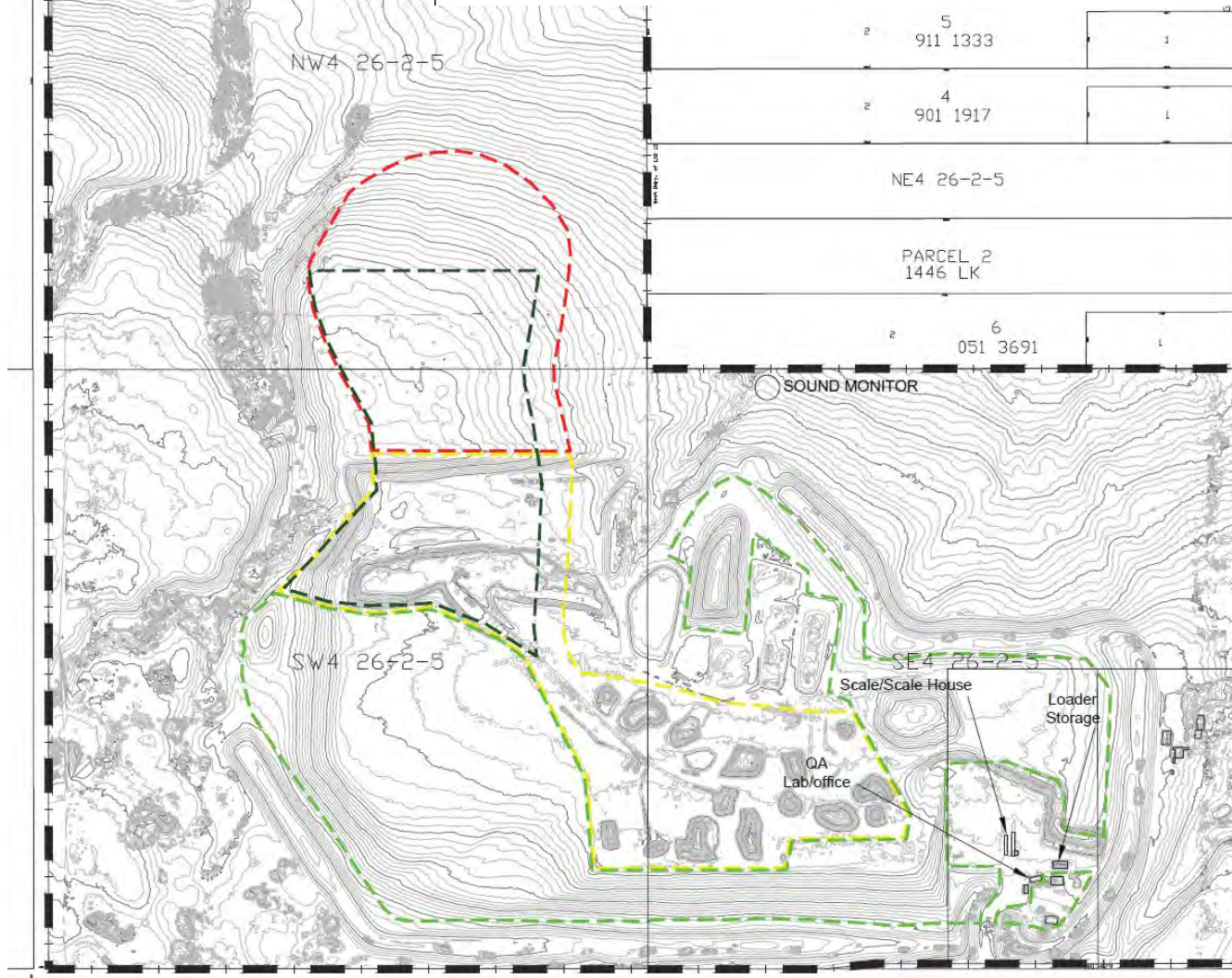
Renewal of a gravel pit and portable aggregate testing lab building and portable office building (Natural Resource Extractive Industry & Accessory Buildings).

Division: 8
 Roll: 06604002/4004/4003/
 4005/4006
 File: PRDP20202785
 Printed: October 2, 2020
 Legal: SE-04-26-02-W05M
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LEGEND:

-  PROPERTY BOUNDARY
-  PLANNED RECLAMATION AREA (NEXT FIVE YEARS) - 30 ACRES
-  AGGREGATE EXTRACTION & PROCESSING AREAS - 40 ACRES
-  PLANNED EXTRACTION AREA (NEXT FIVE YEARS) - 30 ACRES
-  RECLAIMED AREA (CURRENT) - 80 ACRES



Site & Phasing Plan

Development Proposal

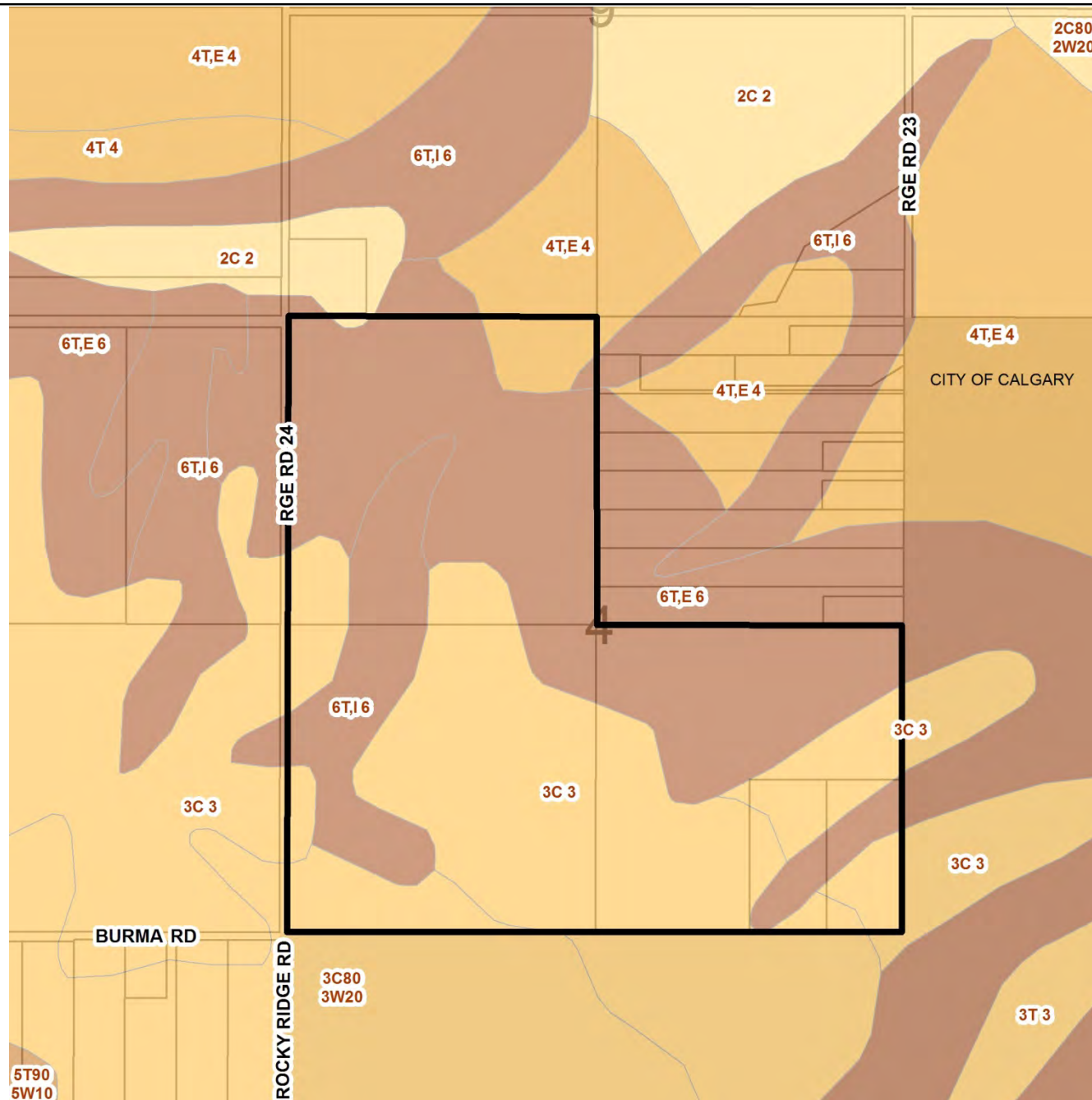
Renewal of a gravel pit and portable aggregate testing lab building and portable office building (Natural Resource Extractive Industry & Accessory Buildings).

Division: 8
 Roll: 06604002/4004/4003/
 4005/4006
 File: PRDP20202785
 Printed: October 2, 2020
 Legal: SE-04-26-02-W05M
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Soil Map

Development Proposal

Renewal of a gravel pit and portable aggregate testing lab building and portable office building (Natural Resource Extractive Industry & Accessory Buildings).

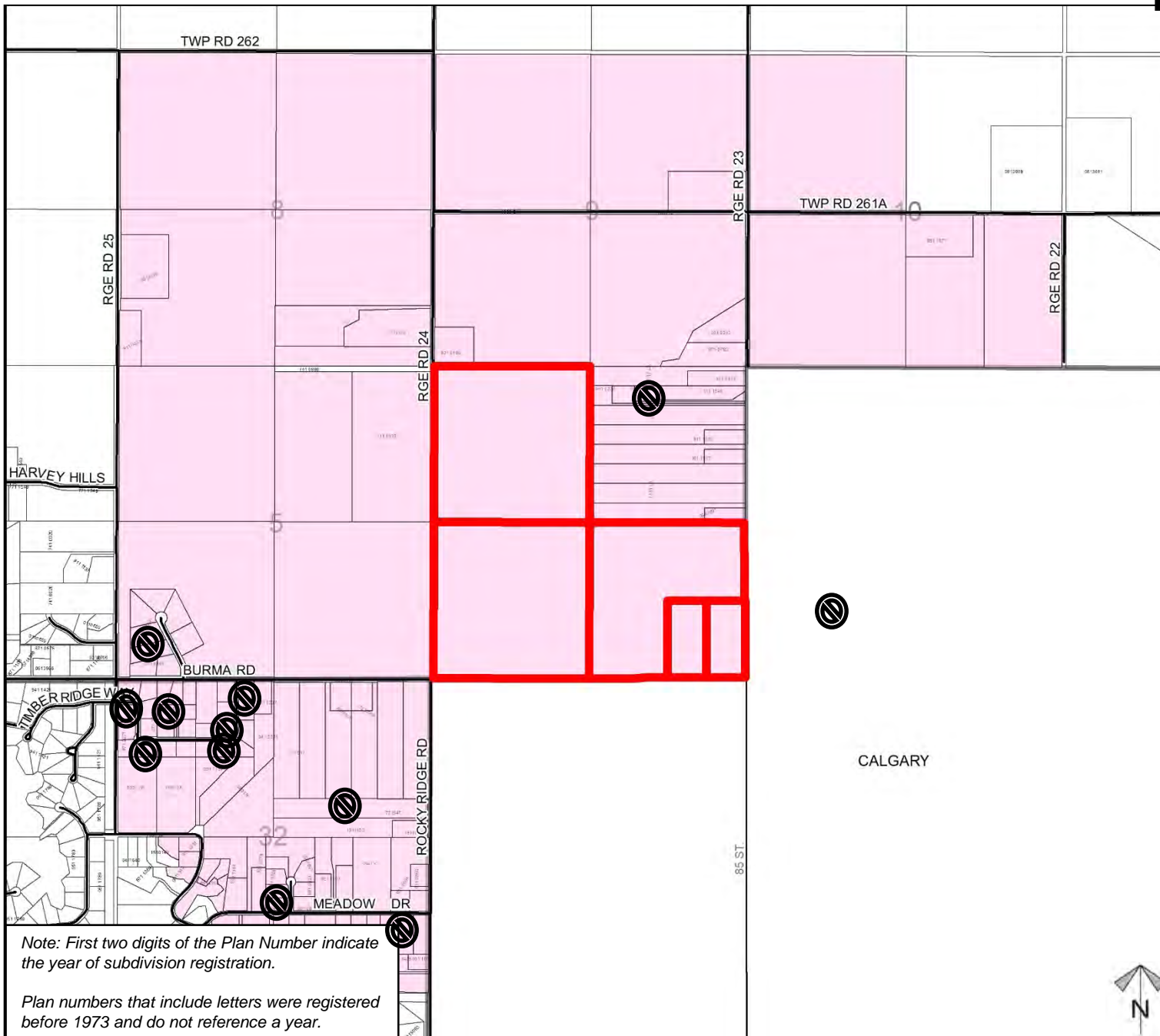


Division: 8
 Roll: 06604002/4004/4003/
 4005/4006
 File: PRDP20202785
 Printed: October 2, 2020
 Legal: SE-04-26-02-W05M
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Landowner Circulation Area

Development Proposal

Renewal of a gravel pit and portable aggregate testing lab building and portable office building (Natural Resource Extractive Industry & Accessory Buildings).



Note: First two digits of the Plan Number indicate the year of subdivision registration.

Plan numbers that include letters were registered before 1973 and do not reference a year.

Legend

Support



Opposition



Division: 8
Roll: 06604002/4004/4003/
4005/4006
File: PRDP20202785
Printed: October 2, 2020
Legal: SE-04-26-02-W05M
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REGISTRATION

PROVINCE OF ALBERTA

ENVIRONMENTAL PROTECTION AND ENHANCEMENT ACT

R.S.A. 2000, c.E-12, as amended

REGISTRATION NO.: 17439-01-03

APPLICATION NO.: 006-17439

EFFECTIVE DATE: July 6, 2020

REGISTRATION HOLDER: BURNCO ROCK PRODUCTS LTD.

Registration is issued for the following activity:

The construction, operation or reclamation of the Burma Road Pit located in the S½ & NW 4-26-02 W4M as per the Updated Activities Plan dated November 2018, and all supplemental information provided.

Designated Director under the Act

A handwritten signature in black ink, appearing to read "Jason Cayford".

Digitally signed by Jason.Cayford
Date: 2020.07.06 09:17:10 -06'00'

Jason Cayford, P.Eng.

Date Signed July 6, 2020



Regulatory Assurance Division
Regulatory Approvals Centre
5th Floor, South Petroleum Plaza
9915 – 108 Street
Edmonton, Alberta T5K 2G8
Canada
Telephone: (780) 427-6311
Fax: (780) 422-0154
www.alberta.ca

July 8, 2020

Maverick Lam
BURNCO Rock Products Ltd.
200-155 GLENDEER CIRCLE SE
CALGARY, AB T2H 2P9

Dear Mr. Lam:

**RE: Code of Practice for Pits
Burma Road Pit S & NW 04-026-02-W5M - Updated Activities Plan
Application No. 006-17439**

We have completed our review of your application for registration under the above Code of Practice. Attached is the original registration No. 17439-01-03 signed by the designated Director.

It is your responsibility to obtain any approvals, permits or licences that are required from other agencies.

The holder of a registration for a Pit must meet all the requirements of the applicable Code of Practice. It is recommended that you and operating staff regularly review the code requirements and keep a copy of the Code of Practice available for staff use.

In addition, a registration holder and any staff involved in operating a pit must comply with all requirements of the *Environmental Protection and Enhancement Act*, associated Regulations, and any other applicable laws.

All licences, authorizations, registrations and approvals issued by Environment and Parks under the Alberta *Environmental Protection and Enhancement Act* or the *Water Act* should not be taken to mean the proponent (applicant) has complied with federal legislation. Proponents should contact Fisheries and Oceans, Habitat Management, Whitemud Business Park, 4253 - 97 Street, Edmonton, Alberta, T6E 5Y7, telephone (780) 495-4220, fax number (780) 495-8606 in relation to the application of federal laws relating to the *Fisheries Act (Canada)* and the Navigable Water Protection Program, Transport Canada, Canada Place, 1100, 9700 Jasper Avenue, Edmonton, Alberta, T5J 4E6 telephone (780) 495-8215, relating to the *Navigable Waters Protection Act*.

Questions or concerns regarding the contents of the Code of Practice can be made to the:

South Saskatchewan Region
Alberta Environment and Parks
2938 11 ST NE
CALGARY, AB T2E 7L7
Telephone: 403-297-7602
Fax: 403-297-2749

If any changes to the operation (activities plan) of the pit are contemplated, the person responsible shall provide the Director with additional information about these proposed modifications by completing and submitting the applicable portions of Section 9 of the Guide to the Code of Practice for Pits, October, 2004.

Yours truly,

Tanya Berube

Tanya Berube,
Applications Coordinator

Attachment

cc: Meghan Nannt, South Region – Calgary District



ATTACHMENT 'C': APPLICATION REFERRALS

AGENCY	COMMENTS
<i>Province of Alberta</i>	
Alberta Environment	No response received
Alberta Sustainable Development (Public Lands)	No response received
Alberta Culture and Community Spirit (Historical Resources)	No response received
Alberta Health Services	<p>Thank you for inviting Alberta Health Services - Safe and Healthy Environments (AHS-SHE) to comment on the above-referenced application. AHS understands that this application is to renew a development permit for BURNGO's Burma Road Gravel Pit, located at NW-4-26-2-W5M, SW-04-26- 02-05, and SE-04-26-02-05.</p> <p>AHS - SHE doesn't have an objection to the renewal of the Burma Road Gravel Pit which has been existing since 2005. But we would like to suggest the following supplement information to provide the County and AHS - SHE with more informed content to understand the proposed changes:</p> <p>As per our record, there is an air monitoring program established for the site and the annual reports are submitted to the county. Since the new application suggests a full expansion of mining areas and relocation of screening berms, will the air monitoring program be modified accordingly? AHS would like to review the activities plan, the updated air monitoring program as well as the most recent air monitoring annual reports should they be available.</p> <p>County Response:</p> <p>Thank you for your review and comments. As requested, please find attached the most recent Activities Plan submitted by the applicant – it also contains the technical studies that they provided with this application package</p> <p>AHS Response:</p> <p>Thank-you Althea. I've accessed the document.</p>
<i>Adjacent Municipality</i>	
The City of Calgary	<p>Communication from March 2020 to March 2020</p> <p>Summary:</p> <ul style="list-style-type: none"> • The City provided adjacent City landowner details; • The City requested a copy of the Noise Study and Traffic Impact Assessment documents; Provided by the County;

Administration Resources

Jacqueline Targett, Planning & Development Services



AGENCY	COMMENTS
	<ul style="list-style-type: none"> The City requested amendments to ESC plan and Traffic Impact Assessment (<i>review proposed traffic impacts to 144 Avenue NW, access to 144 Avenue, and the intersection of 144 Avenue / 85 Street NW</i>); Noted and additional clarification requested from the County; No response to date
Internal Departments	
Agriculture & Environment Services	No agricultural concerns.
Building Services	There are no comments from Building Services as it appears the DP strictly involves a renewal of existing operations and structures. Provided, the existing structures on site are permitted.
Fire Services & Emergency Management	Fire Service has no comments at this time.
Development Compliance	Development Compliance has no comments or concerns related to the attached application.
Planning and Development Services - Engineering	<p>General</p> <ul style="list-style-type: none"> As a permanent condition, the Applicant/Owner shall be required to provide payment of the Community Aggregate Payment (CAP) Levy in accordance with Bylaw C-7748-2018, in the amount of \$0.40 per ton of aggregate extracted and removed. The Applicant submitted an Environmental Noise Study for Burma Gravel Pit, prepared by ACI acoustical consultants Inc., dated April 1, 2020. As a part of the study, long-term noise monitoring was conducted. As per the study, the sound level for the worst-case operational condition of the pit (when crushing, hauling, earthworks and washing are occurring simultaneously) is well within compliance with the development permit (55 dBA) to the nearest dwelling. As per the Updated Activities Plan, BURNCO recommends revising the noise target to 65 dBA Leq 1 hour as a development condition reflecting the noise limit for Residential Areas for the City of Calgary. Also, BURNCO recommends noise mitigation measures to minimize the noise of operations in conjunction with continuous noise monitoring. Engineering has no concerns with this. As a permanent condition, the applicant shall follow the recommendations of noise study to regulate noise on-site in accordance with noise control by-law C-5772-2003 and Directive 038: Noise Control by Alberta Energy Regulator.



AGENCY	COMMENTS
	<ul style="list-style-type: none"> As per the Updated Activities Plan, BURNCO will implement dust control measures to reduce dust generation. Engineering has no concern with this. The development permit application for the renewal of the existing permit PRDP20151672. All permanent conditions from the existing permit shall be carried forward. <p>Geotechnical:</p> <ul style="list-style-type: none"> As per the DP application, no groundwater was encountered in the completed test holes and during current mining operations on site. As a permanent condition, Gravel Extraction and Processing Operation will cease at least 1 m above the water table, which is compliant with "A Guide to the Code of Practice for Pits" by Alberta Environment. <p>Transportation:</p> <ul style="list-style-type: none"> Access to the site is off Burma Road and Range Road 24. The Applicant provided a TIA update, prepared by Watt Consulting Group, dated December 1, 2015, to review the impact of the existing gravel on the adjacent road network. As a part of the TIA update, intersections of Burma Road/85 Street NW and Burma Road/Site Access were studied. Based on the TIA update, the studied intersections are expected to operate at a satisfactory level of service. No operational or capacity issues were identified or expected at the studied intersections due to the operations of the existing BURNCO gravel extraction pit. As the application is for renewal and the site is limited to 30 open acres at any given time, Engineering has no further concerns at this time. As the application is for a renewal of an existing, historical permit, the TOL has been deferred at this time. Extraction was granted on the entire Burma Gravel pit before the Transportation offsite levy bylaw coming into effect in 2004. <p>Sanitary/Waste Water:</p> <ul style="list-style-type: none"> The applicant will use portable sanitary facilities on site. The applicant's proposal is in accordance with Policy 449 (use of sewage holding tanks for industrial, commercial, and institutional lands). <p>Water Supply And Waterworks:</p> <ul style="list-style-type: none"> No concerns at this time. <p>Storm Water Management:</p> <ul style="list-style-type: none"> The Applicant provided a stormwater report, prepared by Matrix Solutions Inc., dated February 1, 2015. As per the stormwater management plan, two stormwater collection



ROCKY VIEW COUNTY

AGENCY	COMMENTS
	<p>ponds and ditches are adequate to address stormwater on site. In an extreme greater than design event, any overflow from the ponds will enter the collection ditch and spill into the active pit area</p> <p>Environmental:</p> <ul style="list-style-type: none"> As per County's GIS, wetlands and west nose creek tributaries are present on site. As a permanent condition, the applicant will be responsible for obtaining all necessary approvals from AEP for wetland/watercourse disturbance. As a permanent condition, riparian areas should be protected in accordance with the County's Riparian Policy and Alberta Stepping Back requirements. The Applicant provided an Erosion and Sediment Control (ESC) plan, prepared by Matrix Solution Inc., dated December 15, 2015. As per the plan, ESC inspection will be conducted on-site monthly to assess the performance of the control measures and to identify any additional measures that are required.
Transportation Services	<p>Below, please find comments from County Road Operations' perspective regarding circulation PRDP20202785:</p> <ul style="list-style-type: none"> BURNCO has submitted its 2020 CAP Levy Payment for this gravel pit. No other comments from a road operation's perspective.

Circulation Period: October 1, 2020, to October 22, 2020

Agencies that were not required for distribution are not listed

BURNCO Rock Products Ltd
Main Floor, 155 Glendee Circle SE
Box 1480, Station T
Calgary, AB, Canada T2H 2P9

burnco.com
Phone: 403 255 2600

April 5, 2021

Jacqueline Targett
Senior Development Officer | Planning and Development Services
Rocky View County
262075 Rocky View Point
Rocky View County, Alberta T4A 0X2
Phone: 403-520-8161
Email: jtargett@rockyview.ca

Delivered Via E-Mail

Attention: Jacqueline Targett

Dear Ms. Targett:

**Subject: BURNCO Rock Products Ltd.
Burma Road Gravel Pit – Circulation Response
Renewal of PRDP20151672**

BURNCO Rock Products Ltd. (BURNCO) is providing the following response to the circulation comments received by Rocky View County from adjacent residents with regard to the renewal of PRP20151672.

The circulation occurred at the same time as a circulation of the adjacent Scott Pit Land Use. In reviewing the comments provided by adjacent property owners, it appears that a number of responses provided feedback overlapping with comments on the Scott Pit application. Opposition is expressed to “another gravel pit”, to “redesignation”, and to “more gravel pits”. These appear to be in reference to the Scott Pit as the BURNCO Burma Gravel Pit has been in operation since the 1990’s. That said, twelve responses appear to have been received and all touch on some common themes:

Noise / Dust

BURNCO is extremely proud of the Burma Gravel Pit. This site has industry leading mitigations including large landscaped screening berms, enclosed processing equipment, and a high level of attention paid to progressive reclamation. This site is shut down for nights and no crushing occurs on Saturdays, Sundays, or Statutory Holidays. This has resulted in an extremely well kept and operated site. BURNCO does not believe that this operation is having an undue impact on its neighbors.



Truck Traffic

BURNCO works closely with the Rocky View County as well as the City of Calgary to encourage responsible trucking behaviors. BURNCO is a strong supporter of the Alberta Sand and Gravel Truck Registry program which provides a system of truck identification and compliant. BURNCO is also proud of the initiatives which have been implemented in the Spy Hill area of Calgary through the City CAPL committee. These include a daily sweeping program along key routes during the summer construction season, period bylaw patrols to enhance compliance, and incremental investment in NW truck routes to enhance pedestrian access, widen shoulders, and improve intersections in the area.

Home Values

BURNCO believes that land values are best addressed with thoughtful site planning. The landscaped screening berm at this site has minimized the visual impact of this operation on Neighbors. BURNCO also has industry leading mitigations for noise, dust, and truck traffic. In combination, BURNCO does not feel that it is having an undue impact on neighboring property values.

We thank you for your consideration. BURNCO has reviewed a number of the Agency comments and would be receptive to addressing any required studies, assessments or plan updates as prior to issuance conditions.

Sincerely,

BURNCO Rock Products Ltd

Travis Coates, P. Eng
Land and Resource Manager
Alberta and Saskatchewan
Phone: (403) 640-9217
Email: travis.coates@burnco.com

Jacqueline Targett

From: Kerry Rioux [REDACTED]
Sent: Friday, October 23, 2020 11:26 AM
To: Althea Panaguiton
Subject: [EXTERNAL] - Application number PRDPDP20202785
Importance: High
Categories: Gravel

Do not open links or attachments unless sender and content are known.

Re: Application number PRDPDP20202785
Applicant Burnco Properties Ltd

Hello,

I wish to add my name to those who are **STRONGLY OPPOSED** to this development approval. Another gravel pit operation so close to residential homes would be a travesty and extremely unfair to residents who have lived here and made this their home. The resulting traffic, particulate dust (a known health hazard) and noise will negatively affect not only our health, but quality of life and property values in an extremely negative way. **PLEASE DO NOT APPROVE THIS.** NW Calgary has enough gravel extraction centers that already create chaos via the points mentioned. The gravel vein runs much further out, away from residential properties. There is simply NO NEED to put them this close to such a pristine area where residents have invested decades in maintaining this. These have been denied many times – how often must we defend this? Enough already – please tell these companies NO – the residents don't want this! **Literally ALL OF US do NOT want this!**

Sincerely,

Kerry Rioux
49 Silverwoods Drive
[REDACTED]

[REDACTED]

[REDACTED]

Jacqueline Targett

From: CHRIS BLOOMER [REDACTED]
Sent: Sunday, October 25, 2020 2:07 PM
To: Evan Neilsen; Andrea Bryden; Althea Panaguiton; Division 8, Samanntha Wright; gbhoehlke@rockyview.ca
Cc: Minister MunicipalAffairs
Subject: [EXTERNAL] - Application #: PL20200093/0094 (File #s: 06605001, 06605002, 06605003, 06605004, 066-5005 and #: PRDPDP20202785
Categories: Gravel

Do not open links or attachments unless sender and content are known.

I am writing to express opposition to Application #: PL20200093/0094 (File #s: 06605001, 06605002, 06605003, 06605004, 066-5005 and #: PRDPDP20202785 concerning the designation of lands currently approved as rural agriculture to allow for Lehigh Hanson's application to develop a large new gravel mining operation, the Scott Farm development. I am also writing to also oppose Burnco's application to conduct assessment work at their current gravel mining operation that could result in the expansion of their current operation.

I am a long time resident of Silverwoods and have been through the previous attempts to reclassify the the Scott Lands to allow for gravel mining. This is the third attempt by Lehigh Hanson. The previous two attempts were appropriately voted down by Rocky View Council. This matter should have been settled as a matter of "settled expectations". I have a long experience as a project proponent for oil and gas, oil sands and pipeline projects in Canada and internationally.

A long time has passed since the first application by Lehigh Hanson and the current application, at least a decade. A lot has changed with respect to expectations as to how developments are brought forward by proponents and evaluated by governing jurisdictions and most importantly how stakeholders are treated. There are higher expectations with respect to consultation, engagement, mitigation, cumulative effects and the ability of directly affected engage in the process.

With respect to consultation, Lehigh Hansen has not met even minimal standards to engage the directly affected stakeholders to garner "social license" for the project. They have merely repackaged and expanded their previous application. More volume does not make the project acceptable as the issues remain the same. This is also being pursued at a rather convenient time when we are enduring COVID and there are economic challenges to all communities that are distracting stakeholders. Engagement with stakeholders has been disrespectful and dismissive, in my experience. This is a cynical perspective but I think it has merits.

On the issue of mitigation, there is high standard for long lived projects that have permanent impacts like gravel mining operations that will be in operation for decades. The mitigation attempts by current operators have been weak. Building a berm and planting a few spindly trees is not mitigation to the visual ethics; sound and dust mitigation is similarly weak.

Cumulative effects have been discussed in previous attempts but have not been adequately addressed. Noise, harmful dust emissions, the impact of increased heavy load traffic and the

increased risks to area residents, loss of precious wetland habitat over a significant portion of the lands. There are higher standards and expectations today.

The ability for directly affected stakeholders to meaningfully engage in the assessment of a proponent's project is fundamental to any project proposal. Where project proponents have the ability to produce highly technical and voluminous reports and analysis for their projects the directly affected stakeholders need to have "capacity" to fully engage in the process to evaluate the proposed project. Stakeholders require adequate funding to fully evaluate and verify the proponent's project and to put forward alternate technical and social analysis as well as options. It is a tremendous imposition on directly affected communities to be able to meaningfully engage in the process. There has to be adequate time for stakeholder to conduct their assessment. The current timing rushes and abuses the process. There is no urgency for the proponent. The process should meet current standards to allow for stakeholders the time to thoroughly assess the project. Stakeholders should have the funding to engage their own experts.

In addition, the Burnco application is of concern too as they plan to evaluate their land, that one would assume would lead to an expansion. This potential along with a Lehigh Hanson project would be a huge addition to cumulative impacts for the area. These operations are not independent of each other and have to be viewed in the together for the big picture.

I look forward to engaging with my fellow community members and you on this matter.

Sincerely,

Chris bloomer
Gianna Bloomer

Jacqueline Targett

From: Kelsi Urban [REDACTED]
Sent: Tuesday, October 13, 2020 2:05 PM
To: Althea Panaguiton
Subject: [EXTERNAL] - Application # PRDPDP20202785

Categories: Development Permit

Do not open links or attachments unless sender and content are known.

Hi there my name is Kelsi Urban we live at 36 Meadow Bay, [REDACTED] We are a **HARD NO** to any gravel pits happening or continuing in this area Bearspaw , Rocky view County. Our children were both born very premature and have very bad Asthma, the dust is awful and hard on there lungs and others as well. Please **STOP** with the Gravel pits already. The Noise is awful, they bring our house value down enough is enough. **NO GRAVEL PITS PLEASE.**

Thank you
Dominic and Kelsi Urban

Sent from [Mail](#) for Windows 10

Jacqueline Targett

From: Judith [REDACTED]
Sent: Friday, October 9, 2020 11:04 AM
To: Althea Panaguiton
Subject: [EXTERNAL] - on application PRDPDP20202785/Burnco
Categories: Development Permit

Do not open links or attachments unless sender and content are known.

Please no more gravel pits. I cannot breath well with the dust in the air from all these gravel pits already and the dust factor here is unbelievable. We have noise all night and during the day. Sometimes louder than normal. We have three around us, please no more and no to getting bigger. Plus we are on a well for our water and cannot afford the co-op water to be brought in. We don't see the wild life as much anymore, because of the trucks and noise. Our acreage life of peace and quiet are not exiting any more. The noise and the dust is not want we wanted in our retirement life. Please listen to the people here, we have three in our back yard and I see one from my window one and another one wants to come across from us. Please don't let our value of our home be affected.

Thankyou
Judith Zariwny
21 Silverwoods Drive

Jacqueline Targett

From: Michelle Mitton
Sent: Friday, October 16, 2020 12:57 PM
To: Althea Panaguiton
Subject: FW: [EXTERNAL] - Air Quality in Residential Areas - Gravel Country NW
Attachments: Burnco DP 2020.docx

Categories: Development Permit

[REDACTED]

MICHELLE MITTON, M.SC
Legislative Coordinator | Municipal Clerk's Office

ROCKY VIEW COUNTY
262075 Rocky View Point | Rocky View County | AB | T4A 0X2
Phone: 403-520- 1290 |
MMitton@rockyview.ca | www.rockyview.ca

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-----Original Message-----

From: Mike Edwards [REDACTED]
Sent: October 14, 2020 3:48 PM
To: Legislative Services Shared <LegislativeServices@rockyview.ca>
Cc: Theresa Cochran <TCochran@rockyview.ca>; Andrea Bryden <ABryden@rockyview.ca>; Travis Coates <Travis.Coates@burnco.com>; Lynn Que <Lynn.que@ahs.ca>; Dr. Jason Cabaj <Jason.Cabaj@ahs.ca>
Subject: [EXTERNAL] - Air Quality in Residential Areas - Gravel Country NW

Do not open links or attachments unless sender and content are known.

Althea Panaguiton - Rocky View County

Dear Althea,

Attached, please find a submission regarding Application Number
WORDPRESS20202785 - Burnco Rock Products (Burma Road).

Mike Edwards 32 Crestview Estates, Calgary [REDACTED] [REDACTED]
[REDACTED]

M.W. Edwards
32 Crestview Estates
Calgary, Alberta
Canada T3R 1E1
11 October 2020

Althea Panaguiton
Planner – County of Rocky View
262075 Rocky View Point
Rocky View County, AB
T4A 0X2

In the Matter of: Application PRDPDP20202785 – Burnswest, Burma Road

Dear Althea,

Please consider this my written reply to your request dated October 2, 2020 received October 9, 2020 for expressions of interest respecting a Burnco gravel extraction operation on Burma Road.

Please be reminded of the fact that a judicial review of Rocky View decisions respecting new gravel operations near HWY567 was rendered by Justice J.T. Eamon <https://blog.carscallen.com/big-win-for-carscallen-llp-in-court-dispute>. There is a lot of 'crowing' by the legal firm about its 'victory' but the Court decided that Rocky View needed to account for the 'cumulative effects' of multiple extraction and crushing operations. I believe the citizens of Rocky View would be well served if our County heeded the Court's advice and took into account the effect of multiple extraction operations upon air quality where people live in the northwest Calgary area and Rocky View County (Bears paw). In addition to the Burnco permit up for renewal, there are the following gravel operations: Lafarge, STAR (Burnco 30%, Lafarge, 60%, Volker-Stevin 10%), Lehigh Hanson (Spy Hill), Volker-Stevin and the City of Calgary. All except (possibly) the City of Calgary are considered major operations with all of the externalities that such operations entail, including noise and dust. This letter will focus upon dust and request that 'cumulative effects' analyses are undertaken prior to any extension of the Burnco permit on Burma Road in Rocky View.

To illustrate the concept of 'isopleths', attached is an excerpt (page 18 – Millennium Air Quality Study) from the Lehigh Hanson 2010 Burma Road application (also called Scott Farm). It is used only to illustrate the concept of an 'isopleth' which is a line of constant concentration around a point source of emittance (such as a crusher). The maximum projection for particulate matter 2.5 (PM 2.5) in 2010, according to Lehigh Hanson's consultants, would have been 30µg/CM right around Crestview Estates. The expected concentration around the Burnco facility (because of the proposed Lehigh Hanson facility), according to the isopleth, would have been about 17.5 µg/CM. Isopleth values are additive, so that when they cross each other, the values from both lines must be added together to obtain the resulting value at that particular geographical point. In the Burnco case, we have crossing isopleths from STAR, Lafarge, Lehigh Hanson (Spy Hill) Volker-

Stevin and the City's pit as well as Burnco itself and any ambient concentration including the heavy trucks that regularly use Burma Road to deliver gravel products to Cochrane and points west. If the County approved another extraction operation, such as Lehigh Hanson's proposed Burma Road application, it would have to be added in too. Needless to say, the air people breathe who have to live there, is compromised by the air contamination brought about by the multiple gravel extraction operations nearby. Hopefully, Alberta Health Services has brought this to the attention of the County

Regulatory Creep – a process by which restrictions in a government permission are gradually relaxed over time by those responsible for enforcement. This often occurs 'offline'. Burnco has benefitted from 'regulatory creep' before. Toward that end, would you please provide a listing of any permit provisions that have changed in the proposed regulations from the last permit? Thanks!

Regarding PM 2.5, the Calgary Regional Airshed Zone (CRAZ), of which Rocky View is a Member, offers the following:

There is no safe level of exposure and increased levels of particulate matter may cause congestion, difficulty breathing, asthma attacks, and occasionally death. PM 2.5 is also associated with an increase in heart attacks. (Page 4, CRAZ Newsletter, November 2012)

Health Canada also offers advice respecting PM 2.5 in a recent publication available at: http://publications.gc.ca/collections/collection_2019/sc-hc/H144-51-2019-eng.pdf

Please check out the list of PM 2.5 related afflictions shown on Page 11 and the morbidity rate due to PM 2.5 on Page 13.

In short, an air quality study, including isopleth analyses, is important to the health of area residents (and taxpayers). Rocky View residents living in Church Ranches, Briarwoods and Silverwoods did not choose to live there to enjoy the externalities of gravel extraction – and live shorter lives.

Yours Truly,

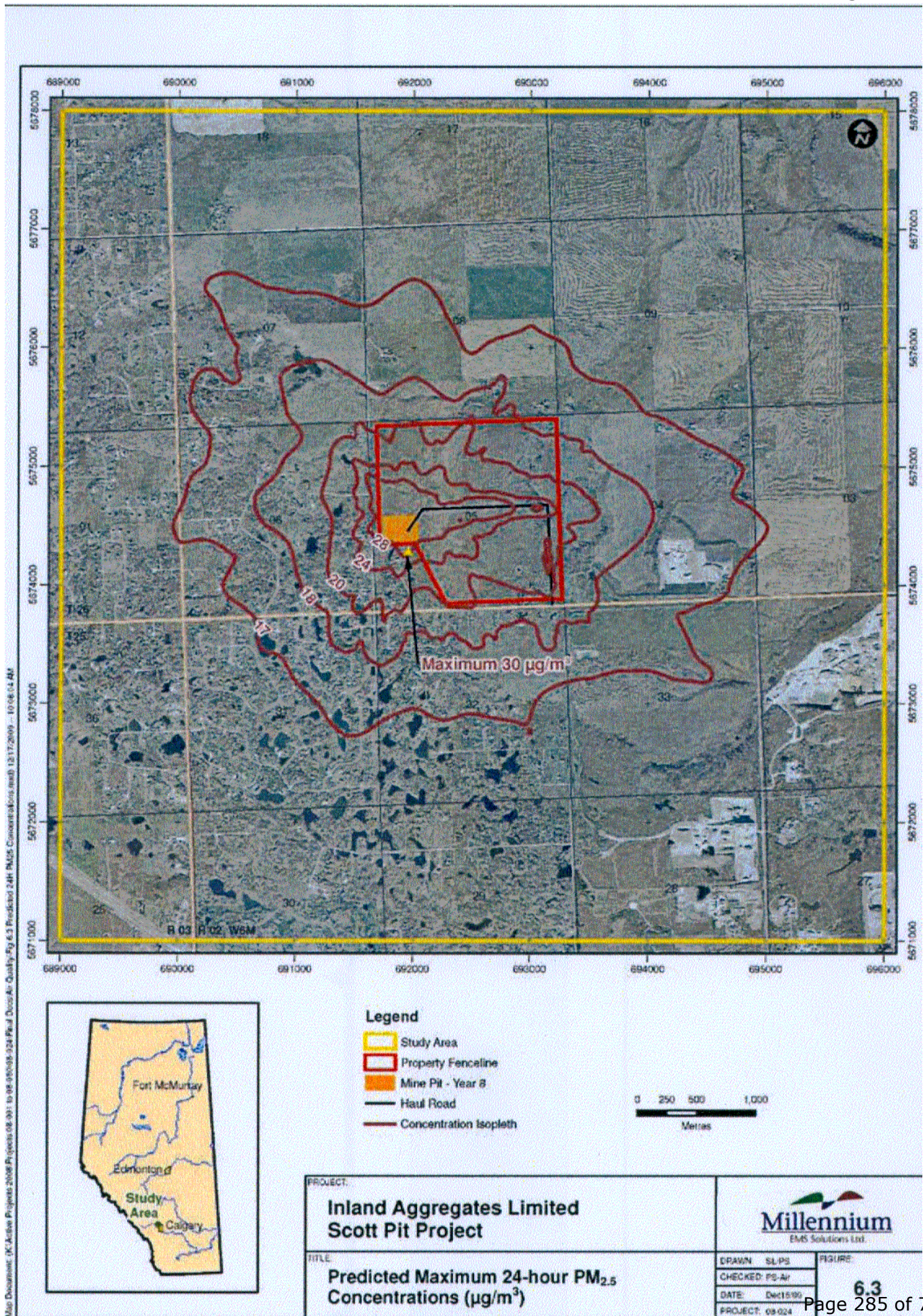
Original Signed by

M.W. Edwards

STAR Entrance

Bearspaw Christian School





Jacqueline Targett

From: [REDACTED]
Sent: Thursday, October 15, 2020 3:15 PM
To: Althea Panaguiton
Subject: [EXTERNAL] - Burnco PRDPDP20202785
Categories: Development Permit

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I am concerned with this application as a neighbor Burnco has not been living up to the initial agreement of 1997 that got amended by Rocky view council in 2005 without consultation from any of the adjacent land owners where the hours of operation were amended. That agreement ended in 2010 and we are unaware of another agreement. I would like to see the a new agreement revert back to the original 1997 agreement the main issue is the hours of operation. As far as the buildings if they remain in the same location it is not a problem.

I would like to see the reclamation of the pit to the original topography started soon as I believe when it is finished Rocky View will be left with a hole. There has been real plan as to how it will be finished including timeline.

Pat Green 260233 Range Road 23

[REDACTED]

Jacqueline Targett

From: DOUGLAS MORRISON [REDACTED]
Sent: Thursday, October 22, 2020 12:07 AM
To: Althea Panaguiton
Subject: [EXTERNAL] - Application PRDPDP20202785
Attachments: Burnco.docx

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Ms. Panaguiton - my view regarding this application from Burnco.

Doug Morrison

Jacqueline Targett

From: [REDACTED]
Sent: Thursday, October 22, 2020 1:55 PM
To: Althea Panaguiton
Cc: rwgibson12@gmail.com
Subject: [EXTERNAL] - Burnco Application PRDPDP20202785

Categories: Gravel

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Attention: Althea Panaguiton - Planner

Re: Application Number: PRDPDP20202785

Roll Number: 06604002/06604003/06604004/06604005/06604006

Applicant: BURNCO Rock Products Ltd. – Travis Coates

The application indicates that this is simply for a “renewal”. Please confirm that this will involve no additional buildings or traffic on the site.

Our residence is located approximately 1 km from the existing Burnco and STAR gravel pits, and across Burma Road from the proposed Inland Scott Property gravel pit development. We are most definitely not in favour of any incremental gravel development in the immediate area.

Regards,

Ralph & Judy Gibson

33 Silverwoods Drive

[REDACTED]

[REDACTED]

Jacqueline Targett

From: Nasir Rahim [REDACTED]
Sent: Friday, November 6, 2020 1:38 PM
To: Althea Panaguiton
Subject: [EXTERNAL] - Objection on: 06604002/06604003/06604004/06604005/060004006
Categories: Gravel

Do not open links or attachments unless sender and content are known.

Re: Application BURNCO Rocky Products Ltd - Travis Coates

Hello Althea Panaguiton,

We are the landlord of 255149 Rocky Ridge Road, Calgary, [REDACTED] We received the letter from the county on above reference and application.

We are not in favor of this proposal and have following concerns as follows,

1. This creates noise pollution and sometimes this noise gives us an uncomfortable feeling leading to headache.
2. We not only saw dust around and we have a lot of gravel dust coming to our houses.
3. We can see this dust in the air when wind is in our houses direction. Which is not good for our health.

We are not at all in the favour of this pit as this will cause numerous damages to our and our community neighbour's health. Please feel free to contact us for any further information.

Best Regards,

Nasir and Ayesha Rahim
[REDACTED]

Jacqueline Targett

From: Michelle Jakeman [REDACTED]
Sent: Sunday, October 25, 2020 3:44 PM
To: Althea Panaguiton
Subject: [EXTERNAL] - Application # PRDPDP20202785 Burnco Rock Products
Categories: Gravel

Do not open links or attachments unless sender and content are known.

Hi Althea,

I am responding to the Notice I received for the above Application number for BURNCO to apply for a gravel pit.

I would like to express my concern and voice that I do not agree with another gravel pit in this area.

I have been in my home for 18+ years and the dust, noise, traffic is affecting health and value.

I am available for any further discussions if required.

Thank you,

Michelle
[REDACTED]

Jacqueline Targett

From: Matt Palsky [REDACTED]
Sent: Tuesday, October 27, 2020 1:20 PM
To: Althea Panaguiton
Subject: [EXTERNAL] - Re: Application PRDPDP20202785

Categories: Gravel

Do not open links or attachments unless sender and content are known.

Good Afternoon,

Bearspaw Christian School has received communication regarding the above mentioned Application. We would like to express our concerns with this application. We have two chief concerns we would like to take the time to explain.

1. Air quality.

As I am sure this is already something that is at the forefront of the applicants mind, air quality is a concern. We are a large community of people at BCS. We do have some parents with air quality being a concern and have discussed it with us. As an administration we need to express these concerns to the applicant and hoping in some way there is a bit of a plan to help with this. This is more specifically related to us as an organization because we are in the prevailing wind path from the applicant.

2. Large Trucks Traffic

This concern holds quite a bit more weight. Particularly on the corner of 144 ave and 69 st NW, we have 2 specific times of the day where we have an influx in vehicular traffic. The amount of large trucks and the speed at which they are going pose a very real threat as their has been some close encounters with our families and aggregate trucks. This is a multi-faceted problem and we intend as an organization to figure out solutions. We would like less gravel trucks on 144 ave OR some sort of partnership with concrete plans and target dates of potential solutions.

Our intention is to figure out solutions together! We look forward to hearing back!

--

Warmest Regards,

Matt Palsky
Director of Operations
BEARSPAW CHRISTIAN SCHOOL
[15001 – 69 Street NW, Calgary, AB T3R 1C5](#)

[REDACTED]

Jacqueline Targett

From: Mardelle Gamble [REDACTED]
Sent: Friday, October 23, 2020 11:54 AM
To: Evan Neilsen; Andrea Bryden; Althea Panaguiton; Division 8, Samanntha Wright; Division 6, Greg Boehlke
Cc: Minister.MunicipalAffairs@gov.ab.ca
Subject: [EXTERNAL] - Application #: PL20200093/0094 (File #s: 06605001, 06605002, 06605003, 06605004, 066-5005 and #: PRDPDP20202785)

Categories: Gravel

Do not open links or attachments unless sender and content are known.

Good Morning Evan,

I wrote to you this past summer in relation to a concern I raised regarding the current, existing gravel pits that reside in our area. Your response is below. I am responding to it now as more than ever, it deems a reply.

My responses are in red.

In addition I have included Andrea Bryden and Althea Panaguiton on this email.

Andrea, this email is a formal written opposition to Lehigh Hanson's, an international company, application for a new gravel pit operation.

Anthea, this email is a formal written opposition to Burnco's application to expand it's current, existing gravel operations which will be right next door to the Lehigh Hanson's operations.

Gravel in our residential community is a direct violation of the social contract of our community.

The concerns, backed by science, are expressed below. As I stated answers in red.

On Aug 28, 2020, at 2:00 PM, development@rockyview.ca wrote:

Hello Dr. Gamble,

We always appreciate your thoughtful comments and always work to try and provide as much information as we have available.

In this specific instance, our level of regulation does not typically extend to having a County representative on-site at all times in order to confirm the operational status of a gravel pit at any given moment. This statement is concerning. Our goal is to serve the public interest to the greatest degree possible the direct voice of the public that is interested in this issue is NO MORE GRAVEL IN OUR RESIDENTIAL COMMUNITY. Thus, no gravel would serve our public interest – a direction determined by both elected (your elected Councillors) and unelected (Executives within County Administration) decision makers. Unfortunately due to the actions of our current council, our elected representative has not been able to represent fully the interest of those who elected her to office. This despite the fact

that the courts ruled in Councillor Wright's favour. The fact that the residents tax dollars were used to fight against our own elected representative, and then worse to challenge the Judge's ruling, seriously puts into question the current processes that are occurring within our RVC council and administration. I absolutely understand the deep care you bring to the future of the built environment within Bearspaw and our goal is to continue serving the public interest (as determined through the decision-making channels outlined above) to the greatest degree we are able. Our 'care' is that of a father and mother whose concern is backed by science. The evidence within the literature regarding the harmful effects of gravel is expansive, growing and extensively documented. This evidence has been provided to the county on more than one occasion. As stated previously, it causes cancer, worsens underlying lung and heart disease, and now in the setting of Covid 19 has shown to increase death. Harvard University was the first to state this effect and now more researchers are stating that even the smallest amounts of pm 2.5 particles, those directly associated with gravel, makes Covid 19 more deadly. This does not even take into account the increased risk associated with trauma related deaths.

The potential of submitted information being inaccurate is a major factor as to why these plans are reviewed not only by technical experts within the County, but also shared with members of the public, such as yourself. Through this process, any incomplete, incorrect or inaccurate statements can be identified, reviewed, and potentially challenged if required. Despite how frustrating it may feel sometimes, the County will review applications for truth, completeness and accuracy once they have been submitted for a formal review, however the nature of a free society compels our municipality to allow individuals and organizations the right to be 'wrong' – however it may be defined – for those claims or statements made outside of a formal review process. As our thirteenth Prime Minister John Diefenbaker once said: "Freedom is the right to be wrong, not the right to do wrong" and so with that in mind, the right to freedom of speech (within constitutionally-protected limits) is guaranteed at the Federal level by the Canadian Charter of Rights and Freedoms Part 1, Section 2 (b). Excellent quote, most relevant the part 'not to do wrong.' To knowingly allow gravel to be placed within our residential community knowing the documented health risks that it places upon it's residents, most importantly our children, would be the council and the administration supporting the right to do wrong. This, in addition, would be a direct violation of the Municipal Government Act as it currently stands.

My apologies for entering a bit of a philosophical tangent, but I hope this helps to identify what would, and would not fall within our regulatory purview.

As always, further thoughts and feedback are always welcome, and please feel free to reach out if we can assist further.

Yes, further assistance would be appreciated. Please send current cumulative impact studies performed by the county, not the applying gravel companies. In addition, projected cumulative impact data is appreciated.

I do have two last questions that I would like answered.

1. Council and Administration has been well informed of all the risks that industrial gravel brings to our residential community. It has been presented to all on multiple occasions, in many forms, now for the third time. Does our Council and Administration have full understanding of these risks and the consequences to those directly affected (including our children) that call Bearspaw home?

2. Lastly, how during our current pandemic, is the County proposing to hold a fair, transparent, SAFE, PUBLIC hearing that allows those directly affected by their decisions to have their voices heard?

Respectfully,

Mardelle and Fraser Gamble

Best regards,

Evan Neilsen

Development Assistant | Planning Services

Rocky View County

262075 Rocky View Point | Rocky View County | AB | T4A 0X2

Phone: 403-520-7285

ENeilsen@rockyview.ca | www.rockyview.ca

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CAPITAL PROJECT MANAGEMENT

TO:	Council	
DATE:	May 25, 2021	DIVISION: 3
FILE:	5001-650	APPLICATION: N/A
SUBJECT:	Budget Adjustment for Drainage Improvements - Lower Springbank Road and 101 st Street SW	

EXECUTIVE SUMMARY:

Administration is requesting a budget adjustment of \$766,000 in order to advance a drainage improvement project near the community of Pinebrook. The project will accommodate changes to drainage in the area as a result of the West Calgary Ring Road (WCRR) project and ensure that the community of Pinebrook is protected from increased flows upstream of the community. The preferred drainage alignment that has been discussed between Rocky View County and Alberta Transportation involves utilizing the right of way of Lower Springbank Road and 101st Street SW to bypass the community of Pinebrook and direct flows to the Highway 8 right of way.

The project is proposed to be joint funded between Alberta Transportation and Rocky View County as follows:

- Alberta Transportation has provided commitment to fund up to \$383,000
- Rocky View County's matching contribution of \$383,000 is recommended to be funded out of tax stabilization reserve.

101st Street SW is a City of Calgary road and will be severed from the remainder of 101st Street as part of the WCRR construction. The option for Rocky View County to assume maintenance responsibilities for this portion of road following the WCRR construction was identified in the early design stages of the WCRR. Considering the added benefit this right of way can provide to accommodate drainage conveyance in the area, Administration is recommending that the ownership of 101st Street SW be transferred to the County from the City of Calgary. Administration is therefore requesting Council direction to continue discussions with the City of Calgary for the transfer of ownership of 101st Street SW.

ADMINISTRATION RECOMMENDATION:

Administration recommends approval in accordance with Option #1.

BACKGROUND:

Rocky View County has been working with Alberta Transportation and the community of Pinebrook to establish a solution for drainage for upstream County lands that will be re-routed as part of the WCRR project. The original design proposed by Alberta Transportation would have required significant improvements within the community of Pinebrook to accommodate ultimate flows from upstream lands. These improvements within Pinebrook were neither cost effective nor supported by the community. As a result, a series of alternatives have been explored by the County in consultation with the Province ranging in price from approximately \$600,000 to upwards of \$6 million.

Administration Resources

Angela Yurkowski, Capital Project Management



The County and the Province have reached an agreement on a preferred alignment which establishes adequate downstream conveyance for upstream lands while protecting the community of Pinebrook. The preferred alignment involves bypassing the community of Pinebrook and directing drainage southeast along Lower Springbank Road and then south along 101st Street SW to Highway 8. Alberta Transportation and Rocky View County are proposing that the project costs be shared equally between the parties, and the Province has agreed to fund up to \$383,000 towards the improvements. A formalized cost sharing agreement between Rocky View County and Alberta Transportation will subsequently be required to outline the terms of the cost share.

As part of the WCRR project, the portion of 101st Street SW that is south of Lower Springbank Road will be severed from the remainder of 101st Street. Discussions have been ongoing regarding the future maintenance and operation of this roadway, as it will serve only Rocky View County residents once it is severed from the remainder of 101st Street SW and the City of Calgary would need to traverse County roads in order to access the road for maintenance. Considering the 101st Street right of way can also provide benefit to the County to address drainage conveyance in the area, Administration recommends that the full ownership and control of the road be transferred to Rocky View County.

BUDGET IMPLICATIONS:

\$383,000 of funds be received from the Government of Alberta to fund the Province's contribution to the project.

\$383,000 of funds be transferred from tax stabilization to fund Rocky View County's contribution to the project.

STRATEGIC OBJECTIVES:

Council's support of this project would align with the County's Strategic Theme of Responsible Growth as the project will ensure the community of Pinebrook is not adversely impacted by upstream development in future and modifications to drainage as a result of the WCRR. Additionally, the project aligns with the County's Strategic Objective of Embracing Partnerships, as there is an opportunity to take advantage of provincial funding through a cost share partnership with the Province for the project.

COMMUNICATIONS PLAN:

N/A

OPTIONS:

- | | | |
|------------|-----------|--|
| Option #1: | Motion 1: | THAT the Budget Adjustment for Drainage Improvements at Lower Springbank Road and 101 st Street SW be approved in accordance with Attachment 'A'. |
| | Motion 2: | THAT Administration be directed to enter into a Cost Sharing Agreement with Alberta Transportation for the project. |
| | Motion 3: | THAT Administration be directed to continue discussion with the City of Calgary for the transfer of ownership of 101 st Street SW. |



Option #2: THAT alternative direction be provided.

Respectfully submitted,

Concurrence,

"Byron Riemann"

"Kent Robinson"

Executive Director

Acting Chief Administrative Officer

AY/bg

ATTACHMENTS:

ATTACHMENT 'A': Budget Adjustment Form

ATTACHMENT 'B': Letter from Alberta Transportation – Funding Commitment

ROCKY VIEW COUNTY
BUDGET ADJUSTMENT REQUEST FORM
BUDGET YEAR: 2021

Description	Budget Adjustment
EXPENDITURES: Drainage Improvements - Lower Springbank Road and 101st Street SW	766,000
TOTAL EXPENSE:	766,000
REVENUES: Cost Recovery - Alberta Transportation Transfer from Tax Stabilization Reserve	(383,000) (383,000)
TOTAL REVENUE:	(766,000)
NET BUDGET REVISION:	0
REASON FOR BUDGET REVISION: Budget adjustment for drainage improvements - lower Springbank Road and 101st Street SW	
AUTHORIZATION: <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Chief Administrative Officer: _____ Kent Robinson (Interim)</p> <p>Executive Director Corporate Services: _____ Kent Robinson</p> <p>Manager: _____ Byron Riemann</p> </div> <div style="width: 45%;"> <p>Council Meeting Date: _____</p> <p>Council Motion Reference: _____</p> <p>Date: _____</p> </div> </div>	

Budget A/E No: _____

Posting Date: _____



Major Capital Projects Branch
2nd Floor, Twin Atria Building
4999-98 Avenue
Edmonton, Alberta T6B 2X3
Canada
Telephone: 780-644-1199
www.alberta.ca

April 29, 2021

Mr. Byron Riemann
Executive Director, Operations
Rocky View County
262075 Rocky View Point
Calgary, Alberta
T4A 0X2

Dear Mr. Riemann:

**Subject: WEST CALGARY RING ROAD
HIGHWAY 8 TO OLD BANFF COACH ROAD SEGMENT
REQUEST FOR DRAINAGE SCOPE REMOVAL BY ROCKY VIEW COUNTY**

The West Calgary Ring Road (WCRR) is a primary transportation connection within the provincial highway network being constructed for the benefit of residents of Calgary and Alberta. Significant public resources and planning have already been invested in this project that will increase accessibility within Alberta, improve safety for the travelling public, and support Alberta's economy for many years to come.

Rocky View County has requested Alberta Transportation (Province) remove from the scope of the Highway 8 to Old Banff Coach Road segment (Project) drainage infrastructure that the County had previously requested be included in the Project, as agreed to in 2019. Following discussions between the Province and the County, the following modifications to the drainage scope of the Project (as depicted in the attached) have been agreed to:

- Removal of the proposed culvert that crosses from the northern side to the southern side of Lower Springbank Road near Pinetree Drive (Culvert 9); and
- Removal of the proposed ditch from the roundabout leg on the realigned Lower Springbank Road to Culvert 9.

The parties agree that all upstream work will remain within the scope of the Project and be completed by the contractor responsible for the Project.

As this entire scope of work was included in the Project contract, the Province will work with the contractor to remove the relevant portions of the scope per above. In lieu of this work being done, the Province may make available to the County a maximum of \$383,000 in funding for the purposes of addressing the historical drainage issues in the area, subject to the parties entering a written agreement on terms and conditions acceptable to the Province. The Province will work with the County to finalize an agreement for this funding.

.../2

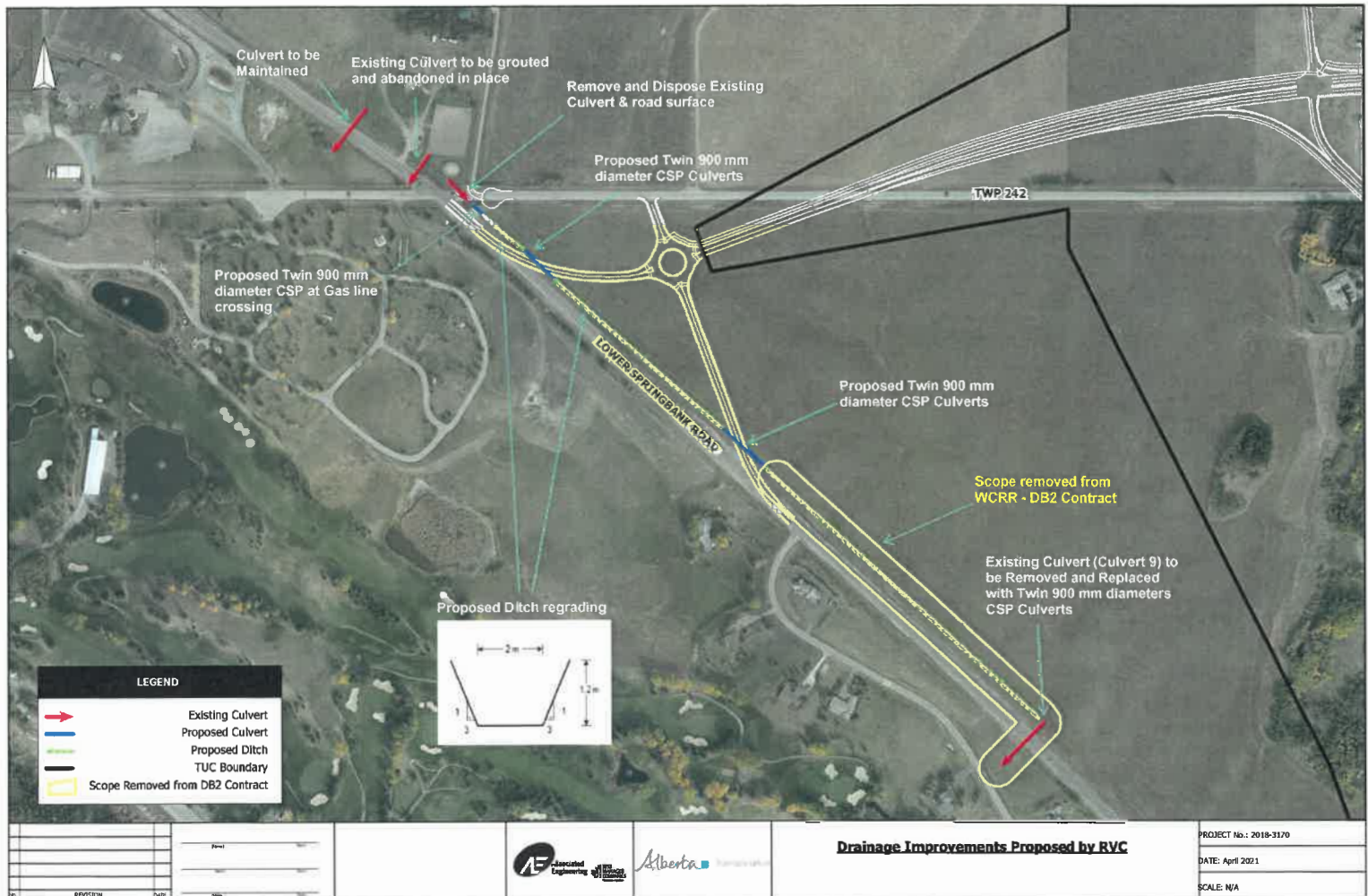
Please provide written confirmation and agreement to the above, and acknowledge the County's continued responsibility to maintain adequate drainage downstream of these proposed works until a suitable drainage outlet has been constructed by the County.

Sincerely,



Landon Reppert, P.Eng.
Executive Director

attachment





CAPITAL PROJECT MANAGEMENT

TO:	Council	
DATE:	May 25, 2021	DIVISION: All
FILE:	2000-475 / 1011-535	APPLICATION: NA
SUBJECT:	Capital Priorities, C-460	

POLICY DIRECTION:

Council regularly develops and reviews its policies, such as Capital Priorities, C-460, to ensure that Council's objectives are represented, and that the needs of the County are addressed, in accordance with Council's responsibilities in the *Municipal Government Act* as it may be amended from time to time.

EXECUTIVE SUMMARY:

Capital Priorities, C-460 was adopted by the Policy and Priorities Committee on December 1st, 2015. The policy has undergone a review under the County's policy review project. During this process, it has been identified that the contents of C-460 would be more appropriate within an Administrative Policy and the Administrative Policy A-460 was adopted on December 9th, 2020. Administration is therefore recommending that Capital Priorities, C-460 be rescinded.

Council's approval of capital infrastructure projects in the County occurs annually as part of the budgeting process or through special Council initiatives as they arise.

ADMINISTRATION RECOMMENDATION:

Administration recommends approval in accordance with Option #1.

DISCUSSION:

Capital Priorities, C-460 was developed to guide the evaluation and Administrative ranking of capital projects over \$400,000 in value. The policy was created to show a complete picture of how capital projects are ranked against one another which is ultimately presented to Council for approval in the form of capital priorities under the capital budget. As part of Administration's review of this policy, it has been identified that the contents of the policy are not required to be within a Council policy and rather, would be more appropriate within an Administrative Policy with an accompanying Administrative Procedure. Administrative Policy A-460 and Procedure PRO-460 have been adopted and is therefore recommended that the existing Capital Priorities, C-460 be rescinded.

BUDGET IMPLICATIONS:

There are no budget implications at this time.

OPTIONS:

- Option #1: THAT Capital Priorities, C-460 be rescinded.
- Option #2: THAT alternative direction be provided.

Administration Resources

Angela Yurkowski, Capital Project Management



ROCKY VIEW COUNTY

Respectfully submitted,

“Byron Riemann”

Executive Director
Operations

AY/bg

ATTACHMENTS:

ATTACHMENT ‘A’: Capital Priorities, C-460

Concurrence,

“Kent Robinson”

Acting Chief Administrative Officer

POLICY

#460



	Title: Capital Priorities Policy
Legal References: Municipal Government Act	Policy Category: Engineering Services
Cross References: Tangible Capital Assets Policy Corporate Strategic Plan	Effective Date: December 1, 2015 Revision Date:
<p>Purpose:</p> <p>The purpose of the Capital Priorities Policy is to establish criteria to guide Administration in developing and maintaining a priority list for sequencing of <i>Capital Infrastructure Projects</i>. The projects should align with the County's current strategic plan and have been developed in response to a corporate business need or service demand.</p> <p>Definitions:</p> <p>"Capital Infrastructure" means a system or works that is used to provide a public service and may include, but not be limited to, water or wastewater systems, public transportation systems, storm drainage systems, flood protection, fire protection, public recreation, public facilities, acquisition or improvement or development of land, vehicles or equipment and includes the planning or engineering related to the specific system or works.</p> <p>"Capital Infrastructure Project" means a County project that has a budget greater than \$400,000 and will result in the creation of a new or improved <i>tangible capital asset</i>.</p> <p>"County" means Rocky View County.</p> <p>"Engineering Report" means a report generated by a professional who is licenced to practice engineering or architecture in Alberta that evaluates a <i>capital infrastructure</i> need and identifies estimated probable costs to implement a resulting project.</p> <p>"Priority List" means a numerical list of <i>capital infrastructure projects</i> requiring budgeting and workforce scheduling.</p> <p>"Project Proponent" means the party or department that has requested the <i>capital infrastructure project</i> be considered under this Policy. The Project Proponent is considered the champion of the <i>capital infrastructure project</i> and plays a key role in the project delivery process.</p> <p>"Project Brief" means the high level summary that formalizes the project, documents the business or community need, captures the project scope, identifies risks and establishes the requirements for successful completion. The Brief will be used in the <i>ranking</i> process to determine the timing of work proceeding.</p> <p>"Ranking" means the procedure by which all existing or proposed <i>capital infrastructure projects</i> are assessed for budgeting and workforce schedule considerations.</p> <p>"Strategic Plan" means the County Council's current Strategic Plan that sets the framework for priorities in day to day business in Rocky View County. Alignment with the strategic plan shall be considered in the ranking of <i>capital infrastructure projects</i> or initiatives.</p> <p>"Tangible Capital Asset" means a non-financial asset having a physical substance. <i>Tangible capital assets</i> are recognized as assets on the County's financial statements when the asset is put into use for its intended purpose.</p>	

Policy Statements:

1. County Administration will establish a 10 year capital priorities list which may be revised annually.
2. The policy will identify an objective ranking system with a needs based approach that will be used in prioritizing County investment in *capital infrastructure projects*.
3. The County intends to make sound investment decisions as it relates to the construction of *capital infrastructure* and through the ranking process will prioritize projects that align with County strategic plans, incorporate community level priorities and provide desired services to the public.
4. The County, through this policy, will establish an annual capital infrastructure program that will see projects advance in accordance with their *ranking* and the annual budgeting process. A *priority list* shall be maintained for use in the annual budgeting process.
5. The County shall follow established standards and sustainable practices, including life cycle cost analysis, when selecting solutions to service delivery via *capital infrastructure*.
6. The County may utilize third party engineering assessments, as needed, to develop *project briefs* or preliminary design reports. These costs are eligible under this policy.

Eligibility

7. Projects eligible for advancement under this policy:
 - a. must have a project budget value over \$400,000;
 - b. must create a new or improved *tangible capital asset*;
 - c. may claim third party engineering costs as an expense.

Ranking Criteria

8. Administration will rank *capital infrastructure projects*, using the information contained in the approved *project brief* and corresponding engineering reports, on an annual basis.
9. Re-evaluation of a *capital infrastructure project* may occur during the annual ranking process should any of the inputs to the *project brief* change in a material way that affects the *ranking* score.
10. Administration will prioritize those *capital infrastructure projects* that have identified funding sources not including tax revenue support under this policy. Options available may include stakeholder contributions, local improvement taxation, available government grant programs or other third party sources.
11. Ranking shall be based on responses to the following weighted criteria:

Strategic Significance (maximum of 19 points)

The criteria included in this category are designed to measure the strategic importance, both current and historic, of the capital project being considered.

1. County Critical Objective (Max 11pts – select all that apply)

If a capital project directly addresses a critical objective, the relative attractiveness of that project increases.

- A. Identified in a strategic plan, comprehensive plan, project plan, other study or a Council decision. (7 points)
- B. Allows Council and Administration to maintain an existing service standard or operational requirement previously committed to by Rocky View County.(4 points)
- C. Important but not critical. (1 point)

2. Resource Allocation in Previous Years (Max 8pts – award up to 2 criteria)

Has the capital project or related projects consistently been identified as priorities in prior fiscal periods? (Max 6 points)

- A. The County has identified this program area as a priority and allocated resources for over 5 years. (6 points)
- B. The County has identified this program area as a priority and allocated resources within the last 5 years. (4 points)
- C. The project was never identified in prior fiscal periods. (0 points)

Financial Impact and Benefit (maximum of 30 points)

The criteria included in this category are designed to measure the financial impacts and benefits of the capital project being considered. In order to appropriately evaluate the capital project under this category, financial tools such as net present value may be utilized.

3. Nature of the Investment (Max 4pts – select one criteria)

Does the capital improvement request replace or maintain an existing asset or provide for a new capital asset?

- A. Maintenance of an existing asset (4 points)
- B. Replacement of an existing asset (3 points)
- C. Expansion of an existing asset (2 points)
- D. New capital asset (1 point)

4. Capital Costs (Max 5pts – select one criteria)

These represent the annual total costs, including future year capital costs. Also to be considered is whether the proposed project will reduce future capital costs, for example, a rehabilitation project that averts a more expensive, subsequent replacement, and the extent of such savings.

- A. Lower future capital costs (5 points)
- B. High future capital costs (-5 points)
- C. No impact (0 points)

5. Annual Costs (Max 6pts – select all that apply)

The expected change in operation and maintenance costs. Operating departments provide year-by-year estimates of the additional costs or reductions likely in the operating budget because of the new project. Also to be considered is changes in revenues, which may be affected by a project, for example, the loss of property taxes incurred when private land is used for a capital project.

- A. Lower operating costs (3 points)
- B. Higher source of revenues (2 points)
- C. Increases in productivity or opportunity (1 point)
- D. Higher operating costs (-1 point)
- E. Lower source of revenues (-2 points)
- F. No impact (0 points)

6. Project Timing and Cost Benefit (Max 5pts – select all that apply)

Project implementation is often time sensitive and unnecessary costs can be incurred if critical infrastructure projects are delayed. A priority should be placed on projects that are ready for implementation and have low risk scopes that can be managed from a schedule perspective.

- A. Implementation under County control (no complicated regulatory approvals, land acquisition, 3rd party agreements) (3 points)
- B. Project requires completion within 10yr timeframe (2 points)
- C. Project need is beyond a 10 year timeframe (-5pts)

7. Implication of Deferring the Project (Max 10pts – select all that apply)

Deferring capital projects is tempting for hard-pressed governments, but an estimate of the possible effects, such as higher future costs and inconvenience to the public, provides valuable guidance in proposal assessment.

- A. Deferral of the capital project will significantly increase the cost of the project (4 points)
- B. Deferral of the capital project will significantly increase the inconvenience to the public (3 points)
- C. Deferral of the capital project will increase operating costs (2 points)
- D. Deferral of the capital project will inhibit productivity improvements (1 point)

Community and Regional Benefit (maximum of 43 points)

The criteria included in this category are designed to measure the community and regional benefit, including public perception of a capital project.

8. Health and Safety Effects (Max 5pts – select all that apply)

This criterion includes health-related environmental impacts like reductions/increases in traffic accidents, injuries, deaths, sickness due to poor water quality, health hazards due to sewer problems, etc.

- A. Positive impact on public health (3 points)
- B. Positive impact on public safety (2 point)
- C. No impact (0 points)

9. Community and Citizen Benefits (Max 11pts – select all that apply)

Economic impacts such as property values, the future tax base, added jobs, income to citizens, changes in business income, and the stabilization (or revitalization) of neighborhoods. Such impacts may apply more to capital projects related to growth and expansion than to infrastructure maintenance though deteriorating structures can adversely affect business.

- A. Add to tax base (4 points)
- B. Promote economic development (3 points)
- C. Create employment in a County community (3 points)
- D. Stabilize or revitalize neighborhood(s) (1 point)

10. Environmental, Aesthetic, and Social Effects (Max 11pts – select all that apply)

A catch-all criterion for other significant quality-of-life related impacts, this includes community appearance, noise, air and water pollution effects, households displaced, damage to home, effect on commuters, changes in recreational opportunities, etc.

- A. Improved environmental protection effort (clean air, land and water) (5 points)
- B. Improved quality of life for residents (i.e. noise, light pollution) (3 points)
- C. Improves community appearance (2 points)
- D. Improves recreational/cultural opportunities (1 point)

11. Distributional Effects (Max 5pts – select one criteria that best applies)

Estimates of the number and type of persons likely to be affected by the project and nature of the impact. Equity issues are central here – who pays, who benefits.

- A. Significant multi-jurisdictional benefit (5 points)
- B. County wide benefit (4 points)
- C. Benefits one area of the County (2 point)
- D. No impact (0 points)

12. Public Perception of Need (Max 5pts – select all that apply)

This criterion refers to project assessment of (a) the extent of public support; (b) interest group advocacy and/or opposition.

- A. Identified in comprehensive plan, project plan or other study (3 points)
- B. Specific request of the Council (2 point)
- C. Knowledge of public perception of need unknown (0 points)
- D. Public opposition (-1 point)

13. Effect on Inter-jurisdictional Relationships (Max 6pts – select all that apply)

Possible beneficial/adverse effects on relationships with other jurisdictions or quasi-governmental agencies in the area constitute this criterion. Such effects, e.g., waste disposal via landfills in other jurisdictions, are likely to require special regional co-ordination and could impair the proposal's attractiveness.

- A. Inter-jurisdictional benefit will be achieved (3 points)
- B. Inter-jurisdictional project that has the support of another community or agency (2 points)
- C. Inter-jurisdictional project that will need to obtain approval from another municipality (1 point)

Project Feasibility (maximum of 8 points)

The criteria included in this category are designed to measure the certainty of information available and the likelihood that a project would proceed and be successful.

14. Feasibility and Planning of Implementation (Max 5 pts – select one criteria)

This element is a measure of (a) special implementation problems (e.g., physical or engineering constraints) and (b) compatibility with capital planning horizons established by the County.

- A. Feasibility of implementation is manageable and project is planning completion within 10 budget years (5 points)
- B. Feasibility of implementation presents special challenges and project is planned for completion within 10 budget years (3 points)
- C. Feasibility of implementation is manageable and project is planning completion beyond 10 budget years (2 points)
- D. Feasibility of implementation presents special challenges and project is planned for completion beyond 10 budget years (0 points)

15. Certainty of Information Supplied (Max 3pts – select one criteria that best applies)

Amount of uncertainty and risk – For each proposal, each of the above criteria will have associated with it some degree of uncertainty as to cost estimates, effect on service quality, or impact of new procedures. When substantial uncertainties exist regarding any of the evaluation criteria for any proposal, the County should consider estimating, at least in broad terms, the amount of uncertainty – probability of occurrence – and the magnitude of the likely negative consequences.

- A. Certainty of the cost estimate is high based on recent bid document or publicly advertised price (3 points)
- B. Certainty of the cost estimate is high based engineering estimate (2 points)
- C. Certainty of the cost estimate is moderately high based on best professional judgement.(1 point)



CAPITAL PROJECT MANAGEMENT

TO:	Council	
DATE:	May 25, 2021	DIVISION: All
FILE:	5000-100 / 2000-475	APPLICATION: NA
SUBJECT:	Storm Drainage Improvements, C-459	

POLICY DIRECTION:

Council regularly develops and reviews its policies, such as Storm Drainage Improvements, C-459, to ensure that Council's objectives are represented, and that the needs of the County are addressed, in accordance with Council's responsibilities in the *Municipal Government Act* as it may be amended from time to time.

EXECUTIVE SUMMARY:

Storm Drainage Improvements, C-459 was adopted by Council on June 24th, 2014 based on the recommendation from the Policy and Priorities Committee. The policy has undergone a review under the County's policy review project. During this process, it has been identified that the contents of C-459 would be more appropriate within an Administrative Policy and the Administrative Policy A-459 Storm Water Drainage Projects was adopted on December 9th, 2020. Administration is therefore recommending that Council Storm Drainage Improvements, C-459 be rescinded.

Council's approval of storm drainage improvement projects in the County occurs annually as part of the budgeting process.

ADMINISTRATION RECOMMENDATION:

Administration recommends approval in accordance with Option #1.

DISCUSSION:

Storm Drainage Improvements, C-459 was developed to guide the evaluation and implementation of storm drainage improvement projects up to a value of \$400,000. The policy outlines the methodology used by Administration in the ranking and prioritization of projects in order to deal with the numerous requests received County wide to mitigate local flooding and drainage issues. As part of Administration's review of this policy, it has been identified that the contents of the policy are not required to be within a Council policy and rather, would be more appropriate within an Administrative Policy with an accompanying Administrative Procedure. Administrative Policy A-459 and Procedure PRO-459 have been adopted and is therefore recommended that the existing Storm Drainage Improvements, C-459 be rescinded.

BUDGET IMPLICATIONS:

There are no budget implications at this time.

OPTIONS:

Option #1: THAT Storm Drainage Improvements, C-459 be rescinded.

Option #2: THAT alternative direction be provided.

Administration Resources

Angela Yurkowski, Capital Project Management



Respectfully submitted,

Concurrence,

"Byron Riemann"

"Kent Robinson"

Executive Director
Operations

Acting Chief Administrative Officer

AY/bg

ATTACHMENTS:

ATTACHMENT 'A': Storm Drainage Improvements, C-459

COUNCIL POLICY

#459



	Title: Storm Drainage Improvements Policy
Legal References: Municipal Government Act Water Act Environmental Protection and Enhancement Act Public Lands Act County Plan	Policy Category: Infrastructure and Operation Services
Cross References:	Effective Date: June 24, 2014 Revision Date:
<p>Purpose:</p> <p>To rank stormwater drainage improvement projects in order to guide Administration in the sequencing of projects over a five year time frame. The projects are intended to resolve stormwater impacts to public and private infrastructure. Each project would be identified by a project charter and will be supported by Council through the annual budgeting process.</p> <p>Definitions:</p> <p>“County” means Rocky View County.</p> <p>“Overland Drainage Right of Way & Easement Agreement” means the legal encumbrance required to be obtained for any publicly financed improvement on private property, at no cost to the County.</p> <p>“Priority List” means a numerical list of <i>storm drainage improvement</i> projects requiring implementation that are ranked based on the criteria contained in this Policy.</p> <p>“Project Proponent” means the party that has requested the storm drainage improvement be considered under this Policy. The Project Proponent is considered the local champion of the initiative and is responsible for demonstrating community or landowner support.</p> <p>“Project Charter” means the high level summary that formalizes the project, documents the business or community need, captures the project scope, identifies risks and establishes the requirements for successful completion. The Charter will be used in the <i>ranking</i> process to determine the timing of work proceeding.</p> <p>“Private Infrastructure” means a roadway, building, septic field or other structure owned and controlled by a private landowner or corporation.</p> <p>“Public Infrastructure” means a road, ditch, public utility or other work located on land owned or controlled by Rocky View County and used to provide a level of service to the community.</p> <p>“Ranking” means the procedure by which all existing or proposed <i>storm drainage improvements</i> are assessed for priority based on the criteria in this policy.</p> <p>“Storm Drainage Improvement” means the scope of work required to permanently address impacts to public and private infrastructure associated with poor surface drainage. The improvement shall be defined in a <i>project charter</i> and undergo the <i>ranking</i> process prior to implementation.</p>	

Policy Statements:

1. The County Plan identified the importance of providing stormwater systems that are “safe, effective, and do not adversely impact other lands”.
2. The County recognizes the role *public infrastructure* plays in the management of surface water in our communities and supports the resolution and improvement of drainage constraints wherever practical.
3. The County recognizes the role private landowners and their property play in the storage and conveyance of surface water. The majority of existing natural conveyance systems are located on private property and so support of affected residents to resolve and improve drainage must be established by the *project proponent* prior to preparation of a *project charter*.
4. All *storm drainage improvements* shall adhere to legislative requirements under the Provincial Water Act, Environmental Protection and Enhancement Act, the Public Lands Act and associated regulations. All applicable provincial and federal regulatory approvals shall be in place, where required, prior to any construction proceeding.
5. The County shall follow established standards and sustainable practices, including life cycle cost analysis, when selecting solutions to storm drainage issues. Surface flow conveyance by gravity and the restoration of natural drainage shall be utilized wherever possible in place of mechanical or other solutions that impact operational resources.
6. The County may utilize third party engineering assessments, as needed, to develop solutions to storm drainage constraints. These costs are eligible under this policy.
7. Until such time as a *storm drainage improvements* advances to implementation, responses to requests for support will be managed on a priority basis in accordance with the Flood Response Policy.

Eligibility

8. Projects eligible for advancement under this policy:
 - a. must be valued between \$0 and \$400,000. Projects over \$400,000 should be assessed under the Capital Priorities Policy and process;
 - b. may claim third party engineering assessment costs as an expense;
 - c. and shall demonstrate landowner support for the project prior to *ranking*.

Ranking Criteria

9. Administration will rank *Storm Drainage Improvement* projects, using the information contained in the approved *project charter* on an annual basis.
10. Re-evaluation of a *storm drainage initiative* may occur during the annual ranking process should any of the inputs to the *project charter* change in a material way that affects the *ranking* score.
11. Administration will prioritize those *Storm Drainage Improvement* projects that have identified funding sources not including tax revenue support under this policy. Options available to project proponents include stakeholder contributions, local improvement taxation, available grant programs or other third party sources.
12. Ranking shall be, based on the following weighted criteria:

Criteria	Maximum Points (total 100)	Considerations
Project Feasibility - Land and Approvals Criteria <ul style="list-style-type: none"> All required easements or rights of way have been provided or the work can be completed within existing County rights of way. Downstream consents, if required, are in place and regulatory approvals can easily be achieved or are pending. 	15 10	<ul style="list-style-type: none"> The use of public funds on private property requires easements to ensure the improvements can be accessed, protected and maintained into perpetuity. Impacts to downstream stakeholders must be avoided and community support established by the party requesting the project.
Strategic Significance - Fiscal & Economic Analysis <ul style="list-style-type: none"> Does the project reduce the demand on County operational resources? Can funding be acquired from alternative sources? What benefit will the project provide: <ul style="list-style-type: none"> Regional Local Can the project optimize or benefit existing County infrastructure? 	10 15 10 5 5	<ul style="list-style-type: none"> Reductions in County operating costs or requirements create fiscal and staffing capacity. Projects that are supported financially through non-tax based revenues should be a priority. Examples: project proponent contributions, local improvement support and eligible grant programs. Improvements that benefit many constituents should be a higher priority than those that benefit only localized areas. Resolving poor subgrade drainage can benefit the adjacent road structure and reduce long term maintenance costs.
Environmental Stewardship <ul style="list-style-type: none"> Will the project improve water quality or the local environment? Is the project in line with the basin Watershed Management Plan, Master Drainage Plan or other statutory plan? 	10 5	<ul style="list-style-type: none"> Environmental protection and stewardship is a County Plan and strategic priority. Projects that result in improvements to the local watershed should be a priority. Improvements that align with master plans should be supported.
Resources & Engineering Complexity <ul style="list-style-type: none"> Can the improvements be considered maintenance or be designed without the use of external engineering support? Is there an existing technical report or study that supports the advancement of the project? 	10 5	<ul style="list-style-type: none"> Complexity of the project will impact scope, schedule and cost to complete. Priority should be given to simple projects that can be completed quickly with existing resources. Priority should be placed on initiatives that have already undergone technical study or can be supported by previous engineering efforts.

**Maximum
Points**
(total 100)

Considerations

Project Feasibility - Land and Approvals Criteria

- All required easements or rights of way have been provided or the work can be completed within existing County rights of way.
- Downstream consents, if required, are in place and regulatory approvals can easily be achieved or are pending.

15

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- The use of public funds on private property requires easements to ensure the improvements can be accessed, protected and maintained into perpetuity.
- Impacts to downstream stakeholders must be avoided and community support established by the party requesting the project.

Strategic Significance - Fiscal & Economic Analysis

- Does the project reduce the demand on County operational resources?
- Can funding be acquired from alternative sources?
- What benefit will the project provide:
 - Regional
 - Local
- Can the project optimize or benefit existing County infrastructure?

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- Reductions in County operating costs or requirements create fiscal and staffing capacity.
- Projects that are supported financially through non-tax based revenues should be a priority. Examples: project proponent contributions, local improvement support and eligible grant programs.
- Improvements that benefit many constituents should be a higher priority than those that benefit only localized areas.
- Resolving poor subgrade drainage can benefit the adjacent road structure and reduce long term maintenance costs.

Environmental Stewardship

- Will the project improve water quality or the local environment?
- Is the project in line with the basin Watershed Management Plan, Master Drainage Plan or other statutory plan?

10

5

- Environmental protection and stewardship is a County Plan and strategic priority. Projects that result in improvements to the local watershed should be a priority.
- Improvements that align with master plans should be supported.

Resources & Engineering Complexity

- Can the improvements be considered maintenance or be designed without the use of external engineering support?
- Is there an existing technical report or study that supports the advancement of the project?

10

5

- Complexity of the project will impact scope, schedule and cost to complete. Priority should be given to simple projects that can be completed quickly with existing resources.
- Priority should be placed on initiatives that have already undergone technical study or can be supported by previous engineering efforts.



TRANSPORTATION SERVICES

TO:	Council	
DATE:	May 25, 2021	DIVISION: 7
FILE:	4050-100	APPLICATION: N/A
SUBJECT:	Range Road 14 Update	

EXECUTIVE SUMMARY:

The intent of this report is to provide Council with a general briefing of work to date in regards to RR14 from HWY#567 north to the County limit as well as future maintenance initiatives.

ADMINISTRATION RECOMMENDATION:

Administration recommends approval in accordance with Option #1.

BACKGROUND:

In 2015 under the guidance of the Research and Development Program, work commenced on RR14 from TWP274 north to TWP280, a section of gravel road previously treated with oil as dust abatement. Test sections of approximately 1000 feet each were treated utilizing a variety of aggregate and chloride specifications in order to validate a 2007 Transportation Research Board Low Volume Road - Dust Abatement research record. These records have undergone peer review and then accepted for public record. The construction of the test sections, testing and reporting of results was provided by a third party engineering firm and results were presented to Council in 2018. Monitoring of the results continued with adopted best practices presented to Council in 2019.

In 2017, building upon the success of the test sections, Transportation Services performed surface treatment to RR14 south from TWP274 to HWY567 as well as from TWP280 north to TWP282. Monitoring of the project in collaboration with an intensive agricultural operation located adjacent to the test sections has provided valuable feedback regarding excessive crown, potholes and shoulder failures. Utilizing this feedback and the adopted best practices has resulted in this section of RR14 remaining in an acceptable dust free condition and has been requested to remain as such by the collaborative partner.

Simultaneously in 2017, Capital Projects performed a substantial reshape and gravelling of RR14 from TWP282 north to the County limit. Upon completion of the gravel placement, it was determined that a surface treatment would provide a dust free benefit and work commenced in October 2017. Unfortunately, weather conditions deteriorated with daytime temperatures averaging +5C with freezing overnight. The following spring it was determined that the desired results had not been achieved due to the utilization of a standard gravel specification versus the modified specification used in the test sections as well as the chloride being applied outside manufacturer specifications. In spring 2018, chloride was reintroduced with less than satisfactory results, primarily due to the lacking gravel specification. It should be noted that this work was completed prior to the Research and Development test results and subsequent best practices outlined above.

Administration Resources

Steven Hulsman, Transportation Services



RR14 from TWP282 north to the County boundary is now scheduled for surface remixing as per adopted best practices. An application of modified specification gravel is required to align with the adopted best practices and the work should result in RR14 from HWY567 north to the County boundary being in an acceptable condition as a dust free gravel road.

BUDGET IMPLICATIONS:

The work outlined within this report is part of the Research and Development program within the approved 2021 Operating Budget.

STRATEGIC OBJECTIVES:

Providing consistent dust mitigation measures aligns with Council's Strategic Objectives:

"Create a Culture of Customer Service"

- Continuous improvement of gravel roads by providing a dust free environment to residents and the travelling public.

"Enhance Transparency and Communication"

- Develop a relationship and trust with residents and customers regarding effective dust control on gravel roads

OPTIONS:

Option #1: THAT the Range Road 14 Update report be received as information.

Option #2: THAT alternative direction be provided.

Respectfully submitted,

Concurrence,

"Byron Riemann"

"Kent Robinson"

Executive Director
Operations

Acting Chief Administrative Officer

SH/bg

ATTACHMENTS:

ATTACHMENT 'A': Range Road 14 Update Presentation

RR14 Update

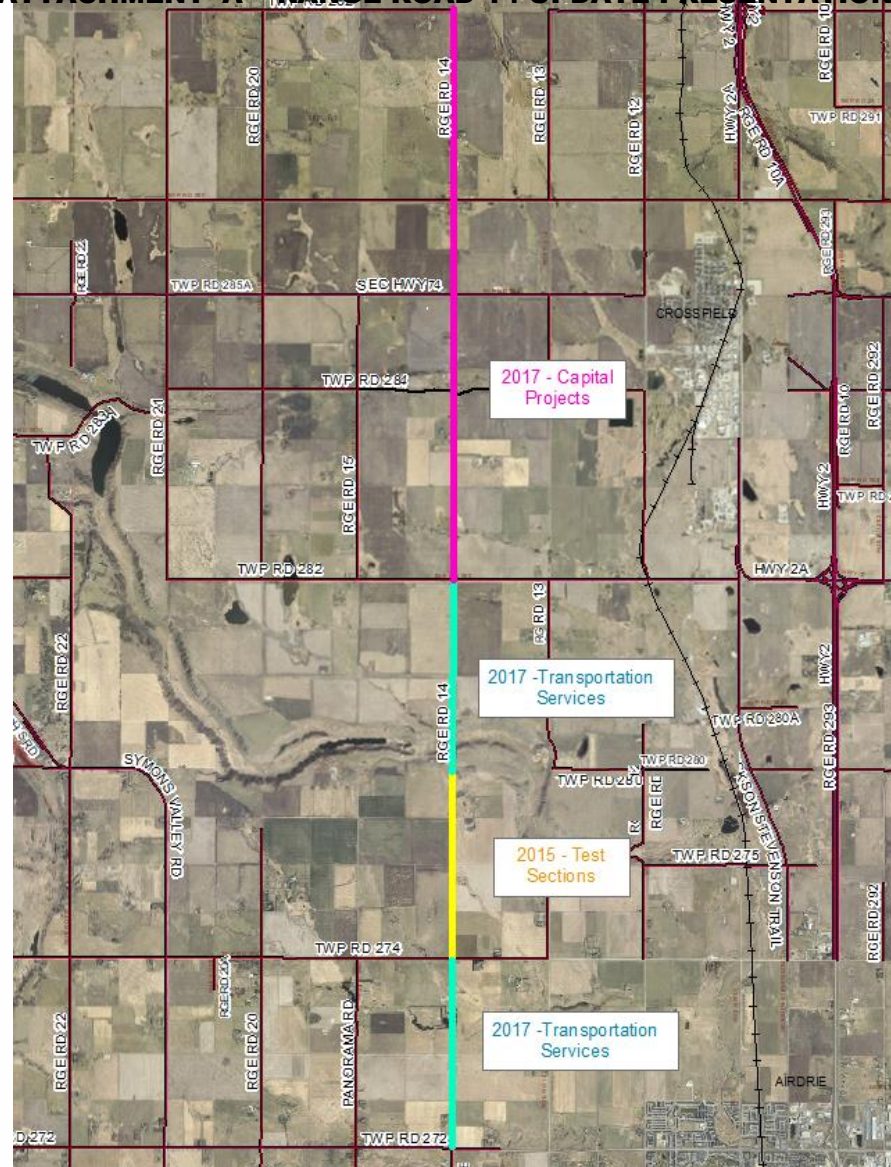


History

- Gravel road 11m wide
- Exceeding 150vpd, 30% truck traffic
- Weekly grading
- Yearly spot gravel
- Yearly gravel program
- Excessive dust
- Excessive washboard
- Frost failures



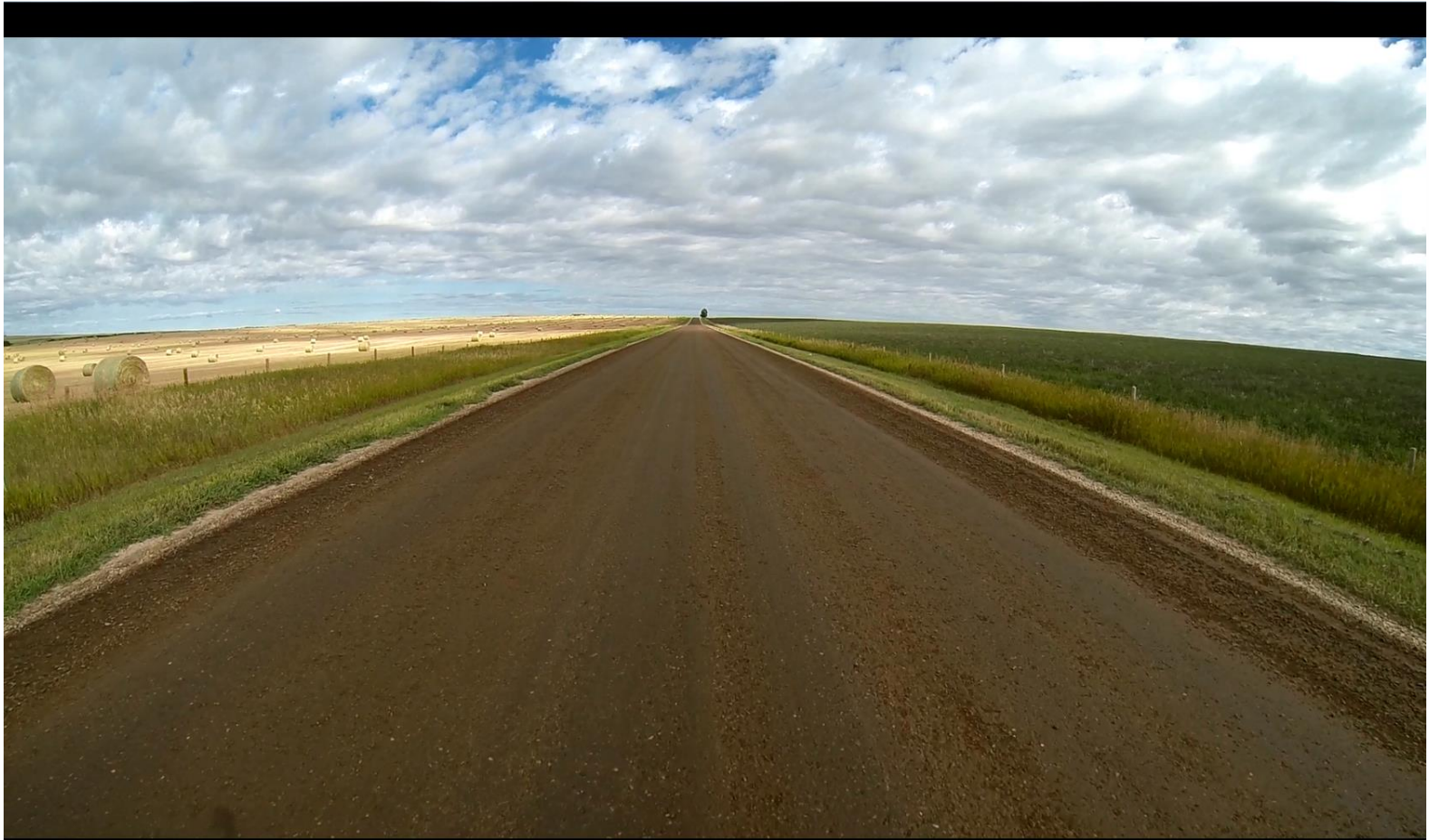
F-7 - Attachment A
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Treatment Process



After Treatment



Maintenance



At Lifecycle



Comparative Costs

TWP282 north to County Boundary – 9km



Continue Treatment - Add Gravel

	2021	2022	2023	2024	2025	2026	6 Year Cost
Initial Stabilization	\$330,000						
Maintenance		\$5,000	\$5,000		\$5,000	\$5,000	
Restabilization				\$145,000			
Annual Cost	\$330,000	\$5,000	\$5,000	\$145,000	\$5,000	\$5,000	\$495,000

Continue Treatment

	2021	2022	2023	2024	2025	2026	
Initial Stabilization	\$145,000						
Maintenance		\$5,000	\$5,000		\$5,000	\$5,000	
Restabilization				\$145,000			
Annual Cost	\$145,000	\$5,000	\$5,000	\$145,000	\$5,000	\$5,000	\$310,000

Regular Maintenance

Initial Gravel	\$16,000						
Annual Regravel		\$16,000	\$16,000	\$16,000	\$16,000	\$16,000	
Grading (30)	\$46,800	\$46,800	\$46,800	\$46,800	\$46,800	\$46,800	
Dust Abatement - 2km	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	
Annual Cost	\$68,800	\$68,800	\$68,800	\$68,800	\$68,800	\$68,800	\$412,800



Surface Stabilization

	6 Year Cost	Per km
Remix - add 2" modified gravel	\$495,000	\$55,000
Remix	\$310,000	\$34,444

Regular Maintenance

Annual Gravel		
Grading (30)		
Dust Abatement		
Total	\$412,800	\$45,867

Asphalt

Class "D"	\$5,062,500	\$562,500
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Questions?





FINANCIAL SERVICES

TO:	Council		
DATE:	May 25, 2021	DIVISION:	All
FILE:	0650	APPLICATION:	N/A
SUBJECT:	Water and Wastewater Debt Report		

POLICY DIRECTION:

On December 22, 2020, Council passed a resolution to direct Administration to investigate alternate funding sources for annual debt payments related to water and wastewater infrastructure, and to prepare a report for Council's consideration on or before the last Council meeting in May 2021.

EXECUTIVE SUMMARY:

Administration has investigated alternative funding sources for annual debt payments relating to water and wastewater infrastructure and is providing this report to Council for information purposes.

ADMINISTRATION RECOMMENDATION:

Administration recommends that the report be received as information in accordance with Option #1.

BACKGROUND:

The main premise behind the water and wastewater systems was to collect enough off site levies to service the yearly principal and interest payments. Within the borrowing bylaws, there are debt covenants highlighting that, annually, an amount sufficient for the payment of the principal and the interest thereon shall be raised by way of user fees, developer contributions, offsite levies, tax levies or reserve transfers.

In 2013, Council approved \$1 million of tax support annually to ensure Rocky View County made the minimum payments. For the years 2019 and 2020, Rocky View County did not collect enough off site levies to service the water and wastewater debt, and Administration presented a report to Council with two options: 1) make up the difference in levies collected and debt service by supplementing the difference from the Tax Stabilization Reserve; or 2) request a principal payment deferral from our financial institution. Option 2 would have extended the repayment period further into the future. Council approved a transfer from the Tax Stabilization Reserve for 2019 and 2020 to assist in paying down the utility debt.

As requested on December 22, 2020, Administration analyzed the following:

- 1) Paying the entire water and wastewater debt with the Tax Stabilization Reserve. The current balance of the water and wastewater outstanding debt as at December 31, 2020, is \$37.5M. To payout this amount would significantly affect the Tax Stabilization Reserve and limit Council's ability to address any future unfunded projects. This would become even more difficult now that new debt will be issued to purchase additional water and wastewater systems within the County. Additional pressure would be placed on the Tax Stabilization Reserve to potentially subsidize utility systems until they are able to become fully cost recoverable.
- 2) Moving the utility debt to the Provincial – Local Authorities Loans (formerly ACFA). This option does not provide the flexibility to pay down debt should the County receive more than required off site levy payments in any given year.

Administration Resources

Barry Woods, Financial Services



ROCKY VIEW COUNTY

- 3) Keeping with the current system of: a) an additional \$1 million tax supported assistance to make minimum water and wastewater debt payments; and b) collection of offsite levies to service related utility debt.

Currently, the outstanding debt as at December 31, 2020, consists of the following amounts:

Infrastructure	2020 Year End
Local Improvement Tax (LIT)	\$ 7,312,568.70
Bridges	\$ 350,912.83
Langdon 4th Street Walkway	\$ 248,237.48
Vehicles	\$ 1,399,074.88
Recreation	\$ 111,067.56
Water and Wastewater	\$ 37,469,500.38
	\$ 47,261,614.79

Administration is proposing that: 1) the current funding from offsite levies remain the primary source of funding to service outstanding amounts related to water and wastewater systems; 2) the \$1.0M of additional tax supported payments continue annually to ensure minimum debt service amounts are attainable; and 3) should there be a short fall for debt servicing, Administration would bring a report to Council with appropriate options.

BUDGET IMPLICATIONS:

There is no budget implication at this time.

OPTIONS:

- Option #1: THAT the Water and Wastewater Debt report be received for information.
 Option #2: THAT alternative direction be provided.

Respectfully submitted,

Concurrence,

“Barry Woods”

“Kent Robinson”

 Manager
 Financial Services

 Acting Chief Administrative Officer

BW/rp



FINANCIAL SERVICES

TO:	Council	
DATE:	May 25, 2021	DIVISION: All
FILE:	0785	APPLICATION: N/A
SUBJECT:	Payment Solution for Taxes – Budget Adjustment	

POLICY DIRECTION:

On April 28, 2020, the following Motion Arising was carried:

MOVED by Councillor McKylor that Administration be directed to explore offering payment of property taxes, whether monthly or annually, via credit card to support the timely payments of property taxes using a new payment method, including a service fee to ensure the County's taxes remain whole. This report should come back to Council on June 9, 2020.

On June 9, 2020, Administration presented a report to Council, and the following motion was carried:

MOVED by Deputy Reeve Schule that the report be received for information and that an update come back to Council by the end of October, 2020.

On October 27, 2020, Administration presented a report to Council regarding the acceptance of credit cards for tax payments, and the following motion was carried:

"THAT this report be accepted for information and that Administration provide an update to the inclusion of credit card payments for property taxes to Council on or before the end of March, 2021."

On April 13, 2021, Administration presented a report to Council with information in regards to payment solutions for property taxes and requesting direction on bringing back a budget adjustment.

"MOVED by Councillor Hanson that Administration be directed to bring back budget adjustments by the end of May 2021 for Council's consideration to begin the process of accepting online credit card payments by implementing a custom IT solution."

EXECUTIVE SUMMARY:

Administration is presenting three options for Council consideration of accepting credit card payments for taxes.

- 1) Implement the software Virtual City Hall to process credit cards through an online platform only for a cost of \$50,000.
- 2) Increase service charges by \$1,036,000.00 to absorb transaction fees to accept credit card payments through the front counter hand-held terminals;
- 3) Implement both platforms, thereby requesting a budget adjustment of \$1,086,000.00.

ADMINISTRATION RECOMMENDATION:

Administration recommends approval in accordance with Option #1.

Administration Resources

Barry Woods, Financial Services



BACKGROUND:

The two individual options to consider are in-person, hand-held terminals, and online accessibility:

In-person, hand-held credit card terminal

As previously presented to Council, Rocky View County would be responsible for any credit card transaction fees processed through a hand held terminal and would be unable to charge the fee back to the rate payer. This charge would form part of Rocky View County’s service charges cost, and would increase the current 2021 budget of \$64,000 to approximately \$1,100,000. As more than 50% of the property taxes relate to external requisitions, the County would be paying for those transaction costs through this platform.

Virtual City Hall

Credit cards used to pay property taxes online can have the transaction fee charged directly to the rate payer, thereby having no effect on other rate payers that do not use this method. The County currently uses an online provider that charges a transaction fee directly to the rate payer utilizing this system; however, there is no integration into the County’s financial system. Administration has sourced an IT provider to implement this system (Attachment A) and has obtained a quote of \$50,000 for this service.

BUDGET IMPLICATIONS:

There are three budget implications associated with this service depending on the option chosen:

Option #1: \$50,000

Option #2: \$1,036,000

Option #3: \$1,086,000

COMMUNICATIONS PLAN:

If either or both systems are implemented, a detailed communication plan would have to be developed to ensure rate payers understand the two different types of payment methods.

OPTIONS:

- Option #1: THAT the budget adjustment of \$50,000 be approved for the purchase and implementation of an online system for the payment of property taxes, as per Attachment ‘B’.
- Option #2: THAT the budget adjustment of \$1,036,000.00 be approved related to service charges to absorb transaction fees to accept credit card payments through the front counter hand-held terminals, as per Attachment ‘C’;
- Option #3: THAT the budget adjustments totalling \$1,086,000 be approved to implement both platforms, as per Attachments ‘B’ and ‘C’.
- Option #4: THAT alternative direction be provided.



ROCKY VIEW COUNTY

Respectfully submitted,

"Barry Woods"

Manager
Financial Services

BW/aw

Concurrence,

"Kent Robinson"

Acting Chief Administrative Officer**ATTACHMENTS:**

ATTACHMENT 'A' – Virtual City Hall Fact Sheet

ATTACHMENT 'B' – Budget Adjustment for online system

ATTACHMENT 'C' – Budget Adjustment for service charge increase



As your citizens have become more comfortable with conducting business on-line, the demand for web-enabled self-service has increased to where citizens actively seek these services. That's why Diamond Municipal Solutions has developed our Virtual City Hall Suite with a broad range of features and account support.

Perfect for municipalities of all sizes, Diamond Virtual City Hall gives your citizens easy, 24/7 access and payment options to all of their accounts. Also, the system's modern and responsive design means they can access the site through any device anywhere; from Smartphone to tablet to PC, all without any special site design or app download.

Diamond Virtual City Hall is fully integrated with the ERP system too. No cumbersome synchronizations or uploads – just seamless, real-time and accurate information- all the time. Even payment, application and tax certificate requests flow seamlessly back to the ERP system so there is zero double entry of data.

SUPER EASY TO USE

One simple login will automatically return all of the accounts and business that a citizen does with you. They can easily drill down to see account details, review balances, and see all messages and printable copies of bills and notices that have been sent.

Everybody wins! Your citizens get instant access to their account and balance information and your customer service teams can focus on more meaningful inquiries and service requests.

FEATURES

- Fully integrated with Diamond ERP, no extra entries
- Easy for customers to sign up automatically
- Works with Diamond eSend for a paperless experience
- Online Payment Engine - Debit and Credit cards
- Simple login - no pin or account numbers to remember
- Modern Design - Fits any device from Smartphone to PC
- Things your Citizens can do with Virtual City Hall:
- Easy Budget vs Actual Report
- Company Colour Schemes
- Simplified Accounts Payable Transaction Entry
- Default Payables Transaction Display Options
- Dictionary Management
- Dropped Connections



PUBLIC FACING INFORMATION

Your Diamond Virtual City Hall provides a number of “public facing” tools and information too. Without requiring login, citizens and others can:

- Search properties to obtain basic public information and assessment data
- Search and obtain business directory information
- Return lost dogs to their owners using just a tag or tattoo number
- Search for and pay fines and tickets

Business information (above) and pet owner information (right) can be obtained quickly and easily allowing citizens to be informed and neighborly!

Of course, controls are also in place to protect business and pet owner privacy if they wish to not share information online.

ONLINE PAYMENTS

Virtual City Halls has superior payment flexibility. We work with the major online payment providers to provide a truly secure and PCI compliant payment experience.

We offer both credit card and debit card processing with a host of additional options:

Easily configure payment option types by subledger. For example, you may want to allow debit card but NOT credit card for property tax payments.

Add either a dollar or percentage surcharge fee to the transaction with different behavior for debit/credit.

All transaction details flow back to the Diamond ERP system automatically with no double entry.

TAX CERTIFICATES

Your Virtual City Hall also offers lawyers and other stakeholders to quickly and easily search, generate and pay for tax certificates all online.

The super easy search facility makes finding properties and generating certificates a breeze and will lead to very high adoption by the legal industry.

In addition, all requests automatically get written back to your tax system.

ROCKY VIEW COUNTY
BUDGET ADJUSTMENT REQUEST FORM
BUDGET YEAR: 2021

Description	Budget Adjustment
EXPENDITURES: Online Payment System for Property Taxes	50,000
TOTAL EXPENSE:	50,000
REVENUES: Transfer from Tax Stabilization Reserve	(50,000)
TOTAL REVENUE:	(50,000)
NET BUDGET REVISION:	0
REASON FOR BUDGET REVISION: Budget adjustment - online payment system for property taxes	
AUTHORIZATION: <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Chief Administrative Officer: _____ Kent Robinson (Interim)</p> <p>Executive Director Corporate Services: _____ Kent Robinson</p> <p>Manager: _____</p> </div> <div style="width: 45%;"> <p>Council Meeting Date: _____</p> <p>Council Motion Reference: _____</p> <p>Date: _____</p> </div> </div>	

Budget AJE No: _____

Posting Date: _____

**ROCKY VIEW COUNTY
BUDGET ADJUSTMENT REQUEST FORM
BUDGET YEAR: 2021**

Description	Budget Adjustment
EXPENDITURES: Service Charges	1,036,000
TOTAL EXPENSE:	1,036,000
REVENUES: Transfer from Tax Stabilization Reserve	(1,036,000)
TOTAL REVENUE:	(1,036,000)
NET BUDGET REVISION:	0
REASON FOR BUDGET REVISION: Budget adjustment - service charges to absorb transaction fees to accept credit card payments through the front counter hand - held terminals	
AUTHORIZATION: <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> Chief Administrative Officer: _____ Kent Robinson (Interim) Executive Director Corporate Services: _____ Kent Robinson Manager: _____ </div> <div style="width: 45%;"> Council Meeting Date: _____ Council Motion Reference: _____ Date: _____ </div> </div>	

Budget AJE No: _____
Posting Date: _____



FINANCIAL SERVICES

TO:	Council	
DATE:	May 25, 2021	DIVISION: 7
FILE:	07320003	APPLICATION: N/A
SUBJECT:	Late Tax Payment Penalty Cancellation Request	

POLICY DIRECTION:

This request was evaluated in accordance with the Late Tax Payment Penalty Cancellation Policy C-204, which establishes a uniform and consistent approach for Council to address late tax payment cancellation requests in Rocky View County (the County).

EXECUTIVE SUMMARY:

On October 12, 2020, Administration received a request from the owner of roll 07320003 regarding late payment penalty cancellation in the amount of \$345.09. The County received payment on October 13, 2020, for the 2020 taxes. They are now registered on TIPP.

The ratepayers wrote that on June 5, 2020, at 3:22 p.m., they submitted a TIPP application via email to the Tax Department (tax@rockyview.ca), but were notified of a 12% penalty on October 5, 2020. They have attached their evidence of the email sent to the Tax Department on June 5, 2020. They said they were of the belief that deductions were being made from their bank account after they submitted their application. They are requesting a cancellation of penalty from Council. The Tax Department, after checking its records, confirmed that the June 5, 2020, TIPP application email from the ratepayers was never received.

This request is not in compliance with the criteria in Policy C-204 (see Attachment 'B'); Administration therefore recommends that the request be denied.

ADMINISTRATION RECOMMENDATION:

Administration recommends the request be denied in accordance with Option #1.

BUDGET IMPLICATIONS:

There are no budget implications at this time.

OPTIONS:

- | | |
|------------|---|
| Option #1: | THAT the request for late tax penalty cancellation in the amount of \$345.09 be denied. |
| Option #2: | THAT alternative direction be provided. |

Administration Resources

Barry Woods, Manager Financial Services



Respectfully submitted,

“Barry Woods”

Manager
Financial Services

BW/rp

Concurrence,

“Kent Robinson”

Acting Chief Administrative Officer

ATTACHMENTS:

ATTACHMENT ‘A’: Request Letter 07320003

ATTACHMENT ‘B’: Policy C-204

Adrienne Wilson

From: [REDACTED]
Sent: October-12-20 11:46 AM
To: Rocky View Tax Section
Cc: [REDACTED]
Subject: [EXTERNAL] - policy 204 late tax payment penalty exemption

Do not open links or attachments unless sender and content are known.

Attn: RockyView Council
Re: 204 late tax payment penalty cancellation

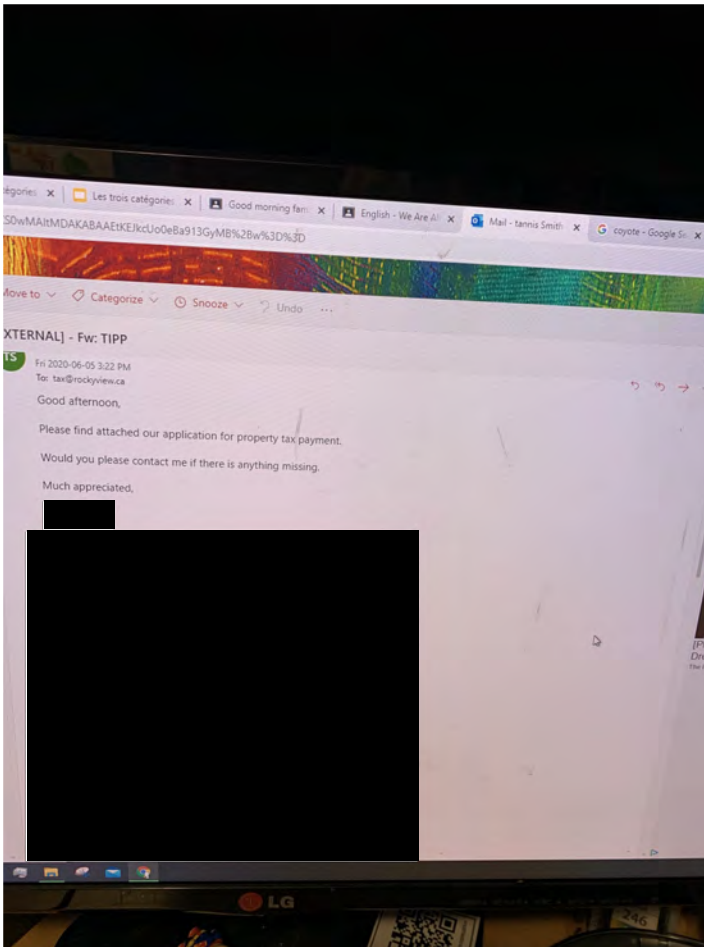
Goal: request of cancellation of penalty added to property taxes

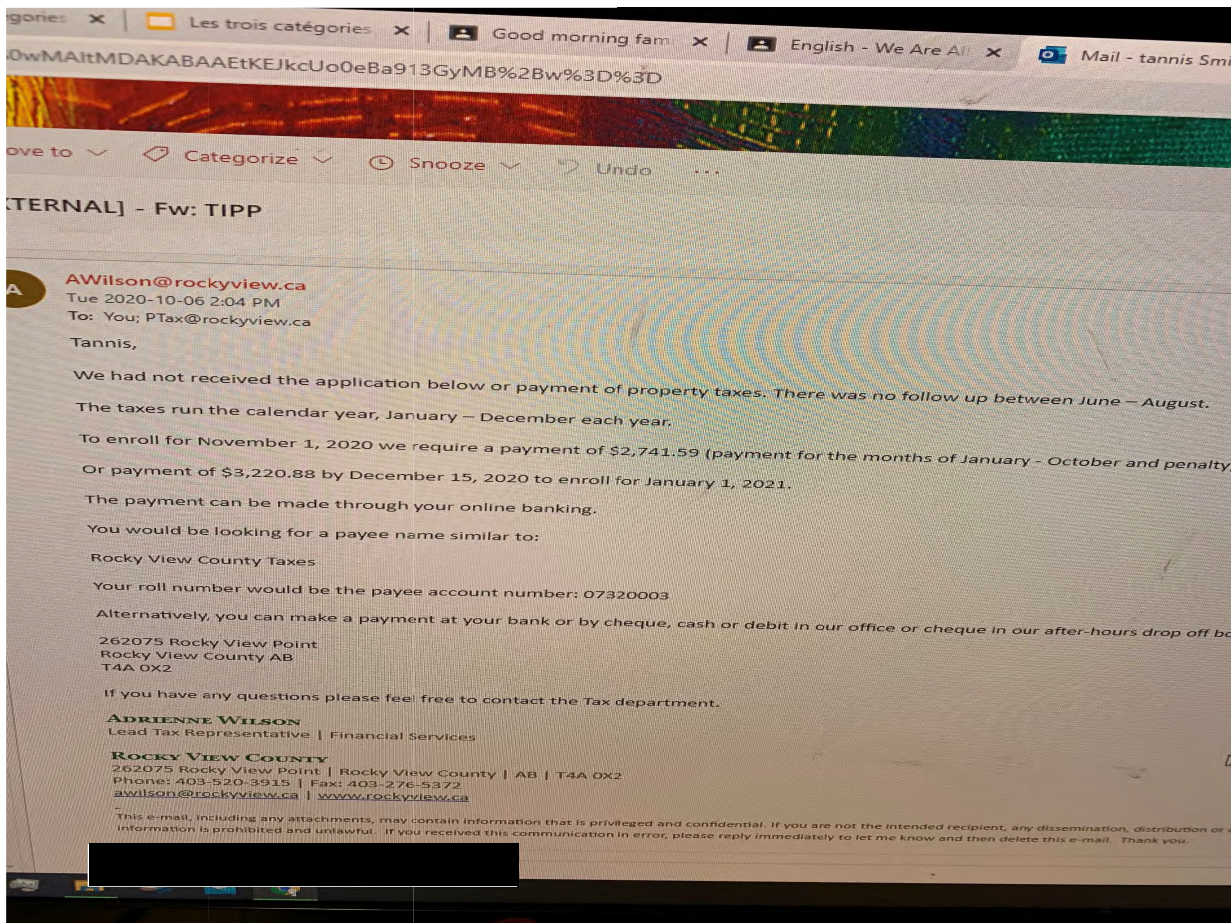
Reason: This year, due to Covid and financial difficulties, we opted to try the monthly payment plan for our yearly property taxes, which we normally pay all at once at the beginning. The due date for the submission of the paperwork was June 30, 2020. Normally we would have gone in to speak to a representative, however, mid Covid, this was not something we were able or comfortable doing. As such, we completed the paper work, took a picture with the required documentation and sent it in to the email requested [tax@rockyview.ca] on June 5th at 3:22pm. Never having done a program like this, we expected that to be the extent of our involvement.

This week we received notification in the mail (October 5th 2020) stating that we had not paid our taxes and we were getting a 12% penalty added to our taxes (\$345.09). In a single income family during Covid, where we were not applying for CERB payments, this was a large fine and we did not understand why the taxes were not being deducted monthly from our account, and currently not sure how we'll afford. We immediately phoned and had several conversations with the tax department (Ms. Adrienne Wilson) at Rockyview, and were informed that they never received our application, even though we have confirmation on our end that the email had indeed been successfully sent. This was very confusing to us.

Had we known, we would have immediately made arrangements to make payments necessary. Upon discussion with the tax department, they stated that our information had somehow not reached them, even though we have the email (attached below) that this email had gone through.

The recommendation of the tax department was that the only appeal we could do was to RockyView council as they were unable to do anything from their end. **We are very thankful for their support in explaining and pointing us in the right direction to hopefully get resolution.**



**Hoped for Resolution:**

- *after discussion we have immediately paid the full year taxes of \$2875.79, but hope to have the penalty removed from our account with RockyView (an additional 345.09).
- *Please note, we have made the payment of the full annual amount as soon as we found out about the issue

Evidence:

- Attached is the email sent June 5th 2020, 25 days prior to the deadline with the attached paperwork documentation requested by RockyView for the monthly payment program

Thank you very much for your time and attention in this matter. Please do not hesitate to reach us if there is anything missing from this document

Sincerely,

[Redacted Signature]



Late Tax Payment Penalty Cancellation

Council Policy

C-204

Policy Number:	C-204
Policy Owner:	Financial Services
Adopted By:	Council
Adoption Date:	2003 October 07
Effective Date:	2003 October 07
Date Last Amended:	2021 April 22
Date Last Reviewed:	2021 April 22

Purpose

- 1 This policy establishes a uniform and consistent approach for Council to address late tax payment penalty cancellation requests in Rocky View County (the County).



Policy statement

- 2 Council may cancel, reduce, refund, or defer property tax if it is equitable to do so pursuant Section 347(1) of the *Municipal Government Act (MGA)*. MGA Section 203 prohibits Council from delegating this power to administration.
- 3 Council recognizes the need to be fair and equitable to all County taxpayers in its effort to address late tax payment penalty cancellation requests.
- 4 This policy does not apply to exempt tax accounts held under the jurisdiction of the provincial or federal governments.



Policy

- 5 Council considers and balances the interests of the County's property owners when responding to any penalty cancellation request.
- 6 The County must provide sufficient notice of a property tax payment due date, the terms of payment for remitting property taxes, and the penalties for late or non-payment of property taxes.



Late Tax Payment Penalty Cancellation

Council Policy

C-204

- 7 The County endeavors to be consistent from year to year in setting its due dates for payment of property taxes.
- 8 Property owners seeking late tax payment penalty cancellation must submit a written request to the County within 60 days of the date when the related penalty was applied to the tax account, along with payment of the amount of the outstanding penalty.
- 9 Administration must present late tax payment penalty cancellation requests during public meetings of Council, as Council's decisions on these matters have an impact on all property owners. The report regarding the request includes the information provided by the requesting property owner.

Tax relief categories

- 10 When Council grants a late tax payment penalty cancellation request, the late tax payment penalty cancellation is only available for the penalties in the current taxation year:
 - (1) where a death in the immediate family of the property owner occurred within twenty-one (21) days prior to the due date;
 - (2) where the tax notice has been sent to an incorrect address as a result of the County's error in recording an address change on the tax roll; or
 - (3) where a late tax payment has been processed by a financial institution and either the financial institution or the property owner provides documentation indicating the payment was processed on or before the due dates.
- 11 Council may consider penalty adjustments or cancellations for types of requests not set out in this policy.

Tax relief not available

- 12 A property owner may not seek tax relief under this policy for:
 - (1) taxes imposed under Section 326(1)(a)(vi) of the *MGA* relating to designated industrial property;
 - (2) taxes or penalties relating to more than one prior taxation year; or
 - (3) amounts added to the tax roll that do not relate to the annual property assessment and taxation process, including but not limited to:



Late Tax Payment Penalty Cancellation

Council Policy

C-204

- (a) charges arising from the tax recovery process;
- (b) unpaid violation charges;
- (c) utility consumption or installation charges; or
- (d) any penalties, interests or other charges related to those amounts.



References

Legal Authorities

- [Municipal Government Act, RSA 2000, c M-26](#)

Related Plans, Bylaws, Policies, etc.

- [Rocky View County Tax Penalty Bylaw C-4727-96](#)

Related Procedures

- N/A

Other

- N/A



Policy history

Amendment Date(s) – Amendment Description

- 2019 November 26 – Council amended to reflect changes to the MGA, keep penalty cancellations to current tax year, set consideration criteria, and align with new policy standards
- 2011 November 01 – Amended by Council
- 2009 December 15 – Amended by Council
- 2004 September 07 – Amended by Council
- 2003 October 07 – Amended by Council

Review Date(s) – Review Outcome Description

- 2019 November 20: Minor changes recommended in light of MGA amendments and current County processes and standards



Definitions

13 In this policy:

- (1) “administration” means the operations and staff of Rocky View County under the direction of the Chief Administrative Officer;



Late Tax Payment Penalty Cancellation

Council Policy

C-204

- (2) "Council" means the duly elected Council of Rocky View County;
- (3) "County" means Rocky View County;
- (4) "immediate family" means spouse, a parent, child, or sibling;
- (5) "*Municipal Government Act*" means the Province of Alberta's *Municipal Government Act*, RSA 2000, c M-26, as amended or replaced from time to time; and
- (6) "Rocky View County" means Rocky View County as a municipal corporation and the geographical area within its jurisdictional boundaries, as the context requires.



FINANCIAL SERVICES

TO:	Council	
DATE:	May 25, 2021	DIVISION: 2
FILE:	04721022	APPLICATION: N/A
SUBJECT:	Late Tax Payment Penalty Cancellation Request	

POLICY DIRECTION:

This request was evaluated in accordance with the Late Tax Payment Penalty Cancellation Policy C-204, which establishes a uniform and consistent approach for Council to address late tax payment cancellation requests in Rocky View County (the County).

EXECUTIVE SUMMARY:

On October 14, 2020, Administration received a request from the financial representative of roll 04721022 regarding a reduction of the \$733.02 late payment penalty. The County received payment on October 8, 2020, for the 2020 taxes and penalty.

The representative wrote, on behalf of the ratepayer, that on July 13, 2020, they had erroneously mailed a cheque to the County's previous address in Calgary; they have yet to receive returned mail from Canada Post. They claim they were unaware of the change in address as last year's tax bill was paid directly through the bank. They are therefore requesting that their internal records be considered acceptable in hopes of getting the penalty reduced.

This request is not in compliance with the criteria in Policy C-204 (see Attachment 'B'); Administration therefore recommends that the request be denied.

ADMINISTRATION RECOMMENDATION:

Administration recommends the request be denied in accordance with Option #1.

BUDGET IMPLICATIONS:

There are no budget implications at this time.

OPTIONS:

- | | |
|------------|---|
| Option #1: | THAT the request for late tax penalty cancellation in the amount of \$773.02 be denied. |
| Option #2: | THAT alternative direction be provided. |

Administration Resources

Barry Woods, Manager Financial Services



ROCKY VIEW COUNTY

Respectfully submitted,

"Barry Woods"

Manager
Financial Services

BW/rp

Concurrence,

"Kent Robinson"

Acting Chief Administrative Officer

ATTACHMENTS:

ATTACHMENT 'A': Request Letter 04721022

ATTACHMENT 'B': Policy C-204



Tax Department
Rocky View County
262075 Rocky View Point
Rocky View County, AB
T4A 0X2

Re: [REDACTED] **Tax Roll Number 04721022 –** [REDACTED]

To Whom it May Concern:

I am writing to discuss tardy payment of the 2020 property taxes due for the above noted parcel, processed by AMP Financial Inc. on behalf of [REDACTED].

Our records indicate that cheque # 190, in the amount of \$6,108.50, was mailed out to your office in error on July 13th, 2020. We realise that the cheque was inadvertently mailed to Rocky View County's previous address, 911 32nd Ave. NE, Calgary, Alberta.

The 2019 tax bill was paid directly through the bank, which is why the address mistake was not caught the prior year. This year, we chose to send the property tax payments through standard mail for the safety and best interest of our staff. Consequently, the property tax cheque was not received, nor has the cheque has been returned to our office as "undeliverable."

It is worth noting that the cheque for the adjacent parcel [REDACTED] was mailed on June 7, 2020, also with the incorrect address, and was received by Rocky View County and processed prior to the deadline.

Although we are lacking outside proof of payment prior to August 31, 2020 in the forms of a Registered Mail receipt or returned cheque, we hope that our internal records will be considered acceptable. We would appreciate Rocky View County will consider reducing the late penalty charge of 13%.

We thank you for your time and consideration.

Kindest Regards,

A handwritten signature in blue ink, appearing to read "Claire Rosenau", with a long horizontal stroke extending to the right.

Claire Rosenau
General Manager



Late Tax Payment Penalty Cancellation

Council Policy

C-204

Policy Number:	C-204
Policy Owner:	Financial Services
Adopted By:	Council
Adoption Date:	2003 October 07
Effective Date:	2003 October 07
Date Last Amended:	2021 April 22
Date Last Reviewed:	2021 April 22

Purpose

- 1 This policy establishes a uniform and consistent approach for Council to address late tax payment penalty cancellation requests in Rocky View County (the County).



Policy statement

- 2 Council may cancel, reduce, refund, or defer property tax if it is equitable to do so pursuant Section 347(1) of the *Municipal Government Act (MGA)*. MGA Section 203 prohibits Council from delegating this power to administration.
- 3 Council recognizes the need to be fair and equitable to all County taxpayers in its effort to address late tax payment penalty cancellation requests.
- 4 This policy does not apply to exempt tax accounts held under the jurisdiction of the provincial or federal governments.



Policy

- 5 Council considers and balances the interests of the County's property owners when responding to any penalty cancellation request.
- 6 The County must provide sufficient notice of a property tax payment due date, the terms of payment for remitting property taxes, and the penalties for late or non-payment of property taxes.



Late Tax Payment Penalty Cancellation

Council Policy

C-204

- 7 The County endeavors to be consistent from year to year in setting its due dates for payment of property taxes.
- 8 Property owners seeking late tax payment penalty cancellation must submit a written request to the County within 60 days of the date when the related penalty was applied to the tax account, along with payment of the amount of the outstanding penalty.
- 9 Administration must present late tax payment penalty cancellation requests during public meetings of Council, as Council's decisions on these matters have an impact on all property owners. The report regarding the request includes the information provided by the requesting property owner.

Tax relief categories

- 10 When Council grants a late tax payment penalty cancellation request, the late tax payment penalty cancellation is only available for the penalties in the current taxation year:
 - (1) where a death in the immediate family of the property owner occurred within twenty-one (21) days prior to the due date;
 - (2) where the tax notice has been sent to an incorrect address as a result of the County's error in recording an address change on the tax roll; or
 - (3) where a late tax payment has been processed by a financial institution and either the financial institution or the property owner provides documentation indicating the payment was processed on or before the due dates.
- 11 Council may consider penalty adjustments or cancellations for types of requests not set out in this policy.

Tax relief not available

- 12 A property owner may not seek tax relief under this policy for:
 - (1) taxes imposed under Section 326(1)(a)(vi) of the *MGA* relating to designated industrial property;
 - (2) taxes or penalties relating to more than one prior taxation year; or
 - (3) amounts added to the tax roll that do not relate to the annual property assessment and taxation process, including but not limited to:



Late Tax Payment Penalty Cancellation

Council Policy

C-204

- (a) charges arising from the tax recovery process;
- (b) unpaid violation charges;
- (c) utility consumption or installation charges; or
- (d) any penalties, interests or other charges related to those amounts.



References

Legal Authorities

- [Municipal Government Act, RSA 2000, c M-26](#)

Related Plans, Bylaws, Policies, etc.

- [Rocky View County Tax Penalty Bylaw C-4727-96](#)

Related Procedures

- N/A

Other

- N/A



Policy history

Amendment Date(s) – Amendment Description

- 2019 November 26 – Council amended to reflect changes to the MGA, keep penalty cancellations to current tax year, set consideration criteria, and align with new policy standards
- 2011 November 01 – Amended by Council
- 2009 December 15 – Amended by Council
- 2004 September 07 – Amended by Council
- 2003 October 07 – Amended by Council

Review Date(s) – Review Outcome Description

- 2019 November 20: Minor changes recommended in light of MGA amendments and current County processes and standards



Definitions

13 In this policy:

- (1) “administration” means the operations and staff of Rocky View County under the direction of the Chief Administrative Officer;



Late Tax Payment Penalty Cancellation

Council Policy

C-204

- (2) "Council" means the duly elected Council of Rocky View County;
- (3) "County" means Rocky View County;
- (4) "immediate family" means spouse, a parent, child, or sibling;
- (5) "*Municipal Government Act*" means the Province of Alberta's *Municipal Government Act*, RSA 2000, c M-26, as amended or replaced from time to time; and
- (6) "Rocky View County" means Rocky View County as a municipal corporation and the geographical area within its jurisdictional boundaries, as the context requires.



FINANCIAL SERVICES

TO:	Council	
DATE:	May 25, 2021	DIVISION: 9
FILE:	07923017	APPLICATION: N/A
SUBJECT:	Late Tax Payment Penalty Cancellation Request	

POLICY DIRECTION:

This request was evaluated in accordance with the Late Tax Payment Penalty Cancellation Policy C-204, which establishes a uniform and consistent approach for Council to address late tax payment cancellation requests in Rocky View County (the County).

EXECUTIVE SUMMARY:

On October 14, 2020, Administration received a request from the owner of roll 07923017 regarding late payment penalty cancellation in the amount of \$270.83. The County received payment on October 16, 2020, for the 2020 taxes, and the penalty was paid on December 29, 2020.

The ratepayer wrote that she never received a copy of her tax bill when they were sent out in May 2020. She only became aware of the outstanding taxes and penalty when she received a reminder letter. She confirmed that her mother, who is a joint owner of the property, did receive her copy, but the mother had a massive heart attack in June 2020, was in a hospital for a week, and thereafter underwent a triple bypass. The copy of the tax notice that was received was misplaced because of the chaos. The ratepayer is therefore requesting that the penalty be waived as she wasn't aware of the outstanding taxes, and because of her mother's major surgery and lengthy hospital stay.

This request is not in compliance with the criteria in Policy C-204 (see Attachment 'B'); Administration therefore recommends that the request be denied.

ADMINISTRATION RECOMMENDATION:

Administration recommends the request be denied in accordance with Option #1.

BUDGET IMPLICATIONS:

There are no budget implications at this time.

OPTIONS:

- | | |
|------------|---|
| Option #1: | THAT the request for late tax penalty cancellation in the amount of \$270.83 be denied. |
| Option #2: | THAT alternative direction be provided. |

Administration Resources

Barry Woods, Manager Financial Services



Respectfully submitted,

“Barry Woods”

Manager
Financial Services

BW/rp

Concurrence,

“Kent Robinson”

Acting Chief Administrative Officer

ATTACHMENTS:

ATTACHMENT ‘A’: Request Letter 07923017

ATTACHMENT ‘B’: Policy C-204

Adrienne Wilson

From: Christine Harrison
Sent: October-14-20 8:03 AM
To: Taxes
Cc: Brenda McBeth
Subject: FW: [EXTERNAL] - Lorna O'Shea - Overdue Tax Notice

Hello,

We have received this email in our general mailbox for your department, please respond to this inquiry.

We respectfully request you include us in your response or confirm contact when this inquiry is completed.

Thank you.

CHRISTINE HARRISON
Call Centre Representative | | Customer Care and Support

ROCKY VIEW COUNTY
262075 Rocky View Point | AB | T4A 0X2
Phone: 403-230-1401
charrison@rockyview.ca | www.rockyview.ca

This e-mail, including any attachments, may contain information that is privileged and confidential. If you are not the intended recipient, any dissemination, distribution or copying of this information is prohibited and unlawful. If you received this communication in error, please reply immediately to let me know and then delete this e-mail. Thank you.

-----Original Message-----

From: [REDACTED]
Sent: October 13, 2020 7:01 PM
To: Questions <questions@rockyview.ca>
Subject: [EXTERNAL] - [REDACTED] - Overdue Tax Notice

Do not open links or attachments unless sender and content are known.

After talking to crystal Jessel regarding this issue she advised us to send you an email to look into this for us. The tax notice was sent out at the end of May, beginning of June. This is just the same time my mother, [REDACTED], has a massive heart attack. She then ended up in hospital for a week, afterwards for tests and ending up needing a triple bypass. Her notice got mislaid in all the chaos. Unfortunately I, her daughter, [REDACTED], living on the same property didn't receive a copy and wasn't aware of it. (It still as not arrived to this day) We see on the reminder we just received

in the mail which made us aware of the problem that we have been charged a late fee on top of our taxes. It is our hope that after review this late payment may be waived as you will see all our previous payments on our account have been paid early or on time. This late payment was obviously due to my mothers major surgery and lengthy hospital stay during the Covid pandemic. Thank you for your time reviewing this matter for us.

Regards,

[REDACTED]

Tax roll 07923017

[REDACTED]

Balance \$2527.78



Late Tax Payment Penalty Cancellation

Council Policy

C-204

Policy Number:	C-204
Policy Owner:	Financial Services
Adopted By:	Council
Adoption Date:	2003 October 07
Effective Date:	2003 October 07
Date Last Amended:	2021 April 22
Date Last Reviewed:	2021 April 22

Purpose

- 1 This policy establishes a uniform and consistent approach for Council to address late tax payment penalty cancellation requests in Rocky View County (the County).



Policy statement

- 2 Council may cancel, reduce, refund, or defer property tax if it is equitable to do so pursuant Section 347(1) of the *Municipal Government Act (MGA)*. MGA Section 203 prohibits Council from delegating this power to administration.
- 3 Council recognizes the need to be fair and equitable to all County taxpayers in its effort to address late tax payment penalty cancellation requests.
- 4 This policy does not apply to exempt tax accounts held under the jurisdiction of the provincial or federal governments.



Policy

- 5 Council considers and balances the interests of the County's property owners when responding to any penalty cancellation request.
- 6 The County must provide sufficient notice of a property tax payment due date, the terms of payment for remitting property taxes, and the penalties for late or non-payment of property taxes.



Late Tax Payment Penalty Cancellation

Council Policy

C-204

- 7 The County endeavors to be consistent from year to year in setting its due dates for payment of property taxes.
- 8 Property owners seeking late tax payment penalty cancellation must submit a written request to the County within 60 days of the date when the related penalty was applied to the tax account, along with payment of the amount of the outstanding penalty.
- 9 Administration must present late tax payment penalty cancellation requests during public meetings of Council, as Council's decisions on these matters have an impact on all property owners. The report regarding the request includes the information provided by the requesting property owner.

Tax relief categories

- 10 When Council grants a late tax payment penalty cancellation request, the late tax payment penalty cancellation is only available for the penalties in the current taxation year:
 - (1) where a death in the immediate family of the property owner occurred within twenty-one (21) days prior to the due date;
 - (2) where the tax notice has been sent to an incorrect address as a result of the County's error in recording an address change on the tax roll; or
 - (3) where a late tax payment has been processed by a financial institution and either the financial institution or the property owner provides documentation indicating the payment was processed on or before the due dates.
- 11 Council may consider penalty adjustments or cancellations for types of requests not set out in this policy.

Tax relief not available

- 12 A property owner may not seek tax relief under this policy for:
 - (1) taxes imposed under Section 326(1)(a)(vi) of the *MGA* relating to designated industrial property;
 - (2) taxes or penalties relating to more than one prior taxation year; or
 - (3) amounts added to the tax roll that do not relate to the annual property assessment and taxation process, including but not limited to:



Late Tax Payment Penalty Cancellation

Council Policy

C-204

- (a) charges arising from the tax recovery process;
- (b) unpaid violation charges;
- (c) utility consumption or installation charges; or
- (d) any penalties, interests or other charges related to those amounts.



References

Legal Authorities

- [Municipal Government Act, RSA 2000, c M-26](#)

Related Plans, Bylaws, Policies, etc.

- [Rocky View County Tax Penalty Bylaw C-4727-96](#)

Related Procedures

- N/A

Other

- N/A



Policy history

Amendment Date(s) – Amendment Description

- 2019 November 26 – Council amended to reflect changes to the MGA, keep penalty cancellations to current tax year, set consideration criteria, and align with new policy standards
- 2011 November 01 – Amended by Council
- 2009 December 15 – Amended by Council
- 2004 September 07 – Amended by Council
- 2003 October 07 – Amended by Council

Review Date(s) – Review Outcome Description

- 2019 November 20: Minor changes recommended in light of MGA amendments and current County processes and standards



Definitions

13 In this policy:

- (1) “administration” means the operations and staff of Rocky View County under the direction of the Chief Administrative Officer;



Late Tax Payment Penalty Cancellation

Council Policy

C-204

- (2) "Council" means the duly elected Council of Rocky View County;
- (3) "County" means Rocky View County;
- (4) "immediate family" means spouse, a parent, child, or sibling;
- (5) "*Municipal Government Act*" means the Province of Alberta's *Municipal Government Act*, RSA 2000, c M-26, as amended or replaced from time to time; and
- (6) "Rocky View County" means Rocky View County as a municipal corporation and the geographical area within its jurisdictional boundaries, as the context requires.



FINANCIAL SERVICES

TO:	Council	
DATE:	May 25, 2021	DIVISION: 5
FILE:	04312069	APPLICATION: N/A
SUBJECT:	Late Tax Payment Penalty Cancellation Request	

POLICY DIRECTION:

This request was evaluated in accordance with the Late Tax Payment Penalty Cancellation Policy C-204, which establishes a uniform and consistent approach for Council to address late tax payment cancellation requests in Rocky View County (the County).

EXECUTIVE SUMMARY:

On October 21, 2020, Administration received a request from the owners of roll 04312069 regarding late payment penalty cancellation in amount of \$373.00. The County received payment on October 8, 2020, for the 2020 taxes and the penalty.

The rate payers have stated that they did not receive their tax notice, which was mailed out in May 2020, but they received the reminder letter sent out in September 2020. As per section 337 of the *Municipal Government Act*, "a tax notice is deemed to have been received 7 days after it is sent." All tax notices were mailed out May 29, 2020.

This request is not in compliance with the criteria in Policy C-204 (see Attachment 'B'); Administration therefore recommends that the request be denied.

ADMINISTRATION RECOMMENDATION:

Administration recommends the request be denied in accordance with Option #1.

BUDGET IMPLICATIONS:

There are no budget implications at this time.

OPTIONS:

- | | |
|------------|---|
| Option #1: | THAT the request for late tax penalty cancellation in the amount of \$373.00 be denied. |
| Option #2: | THAT alternative direction be provided. |

Administration Resources

Barry Woods, Manager Financial Services



Respectfully submitted,

“Barry Woods”

Manager
Financial Services

BW/rp

Concurrence,

“Kent Robinson”

Acting Chief Administrative Officer

ATTACHMENTS:

ATTACHMENT ‘A’: Request Letter 04312069

ATTACHMENT ‘B’: Policy C-204

Adrienne Wilson

From: [REDACTED]
Sent: October-21-20 8:32 PM
To: Rocky View Tax Section
Subject: [EXTERNAL] - 2020 Property Taxes Roll #04312069

Do not open links or attachments unless sender and content are known.

[REDACTED] and I have lived in the County of Rockyview for 37 years and have never missed our Property Taxes. This year we did not receive a first Notice for Property Payment for Taxes. Therefore, a second Notice was issued, leaving us with a penalty of \$373.00.

We did pay \$3,481.33 which included the penalty of \$373.00 on October 13, 2020

We are asking for the penalty of \$373.00 back. We are seniors on fixed income and this portion is high for us. This is part of our food money for the month of October.

Refunding this portion back to us would be greatly appreciated.

Kindest Regards,

[REDACTED]



Late Tax Payment Penalty Cancellation

Council Policy

C-204

Policy Number:	C-204
Policy Owner:	Financial Services
Adopted By:	Council
Adoption Date:	2003 October 07
Effective Date:	2003 October 07
Date Last Amended:	2021 April 22
Date Last Reviewed:	2021 April 22

Purpose

- 1 This policy establishes a uniform and consistent approach for Council to address late tax payment penalty cancellation requests in Rocky View County (the County).



Policy statement

- 2 Council may cancel, reduce, refund, or defer property tax if it is equitable to do so pursuant Section 347(1) of the *Municipal Government Act (MGA)*. MGA Section 203 prohibits Council from delegating this power to administration.
- 3 Council recognizes the need to be fair and equitable to all County taxpayers in its effort to address late tax payment penalty cancellation requests.
- 4 This policy does not apply to exempt tax accounts held under the jurisdiction of the provincial or federal governments.



Policy

- 5 Council considers and balances the interests of the County's property owners when responding to any penalty cancellation request.
- 6 The County must provide sufficient notice of a property tax payment due date, the terms of payment for remitting property taxes, and the penalties for late or non-payment of property taxes.



Late Tax Payment Penalty Cancellation

Council Policy

C-204

- 7 The County endeavors to be consistent from year to year in setting its due dates for payment of property taxes.
- 8 Property owners seeking late tax payment penalty cancellation must submit a written request to the County within 60 days of the date when the related penalty was applied to the tax account, along with payment of the amount of the outstanding penalty.
- 9 Administration must present late tax payment penalty cancellation requests during public meetings of Council, as Council's decisions on these matters have an impact on all property owners. The report regarding the request includes the information provided by the requesting property owner.

Tax relief categories

- 10 When Council grants a late tax payment penalty cancellation request, the late tax payment penalty cancellation is only available for the penalties in the current taxation year:
 - (1) where a death in the immediate family of the property owner occurred within twenty-one (21) days prior to the due date;
 - (2) where the tax notice has been sent to an incorrect address as a result of the County's error in recording an address change on the tax roll; or
 - (3) where a late tax payment has been processed by a financial institution and either the financial institution or the property owner provides documentation indicating the payment was processed on or before the due dates.
- 11 Council may consider penalty adjustments or cancellations for types of requests not set out in this policy.

Tax relief not available

- 12 A property owner may not seek tax relief under this policy for:
 - (1) taxes imposed under Section 326(1)(a)(vi) of the *MGA* relating to designated industrial property;
 - (2) taxes or penalties relating to more than one prior taxation year; or
 - (3) amounts added to the tax roll that do not relate to the annual property assessment and taxation process, including but not limited to:



Late Tax Payment Penalty Cancellation

Council Policy

C-204

- (a) charges arising from the tax recovery process;
- (b) unpaid violation charges;
- (c) utility consumption or installation charges; or
- (d) any penalties, interests or other charges related to those amounts.



References

Legal Authorities

- [Municipal Government Act, RSA 2000, c M-26](#)

Related Plans, Bylaws, Policies, etc.

- [Rocky View County Tax Penalty Bylaw C-4727-96](#)

Related Procedures

- N/A

Other

- N/A



Policy history

Amendment Date(s) – Amendment Description

- 2019 November 26 – Council amended to reflect changes to the MGA, keep penalty cancellations to current tax year, set consideration criteria, and align with new policy standards
- 2011 November 01 – Amended by Council
- 2009 December 15 – Amended by Council
- 2004 September 07 – Amended by Council
- 2003 October 07 – Amended by Council

Review Date(s) – Review Outcome Description

- 2019 November 20: Minor changes recommended in light of MGA amendments and current County processes and standards



Definitions

13 In this policy:

- (1) “administration” means the operations and staff of Rocky View County under the direction of the Chief Administrative Officer;



Late Tax Payment Penalty Cancellation

Council Policy

C-204

- (2) "Council" means the duly elected Council of Rocky View County;
- (3) "County" means Rocky View County;
- (4) "immediate family" means spouse, a parent, child, or sibling;
- (5) "*Municipal Government Act*" means the Province of Alberta's *Municipal Government Act*, RSA 2000, c M-26, as amended or replaced from time to time; and
- (6) "Rocky View County" means Rocky View County as a municipal corporation and the geographical area within its jurisdictional boundaries, as the context requires.



FINANCIAL SERVICES

TO:	Council	
DATE:	May 25, 2021	DIVISION: 3
FILE:	04714096 & 04714098	APPLICATION: N/A
SUBJECT:	Late Tax Payment Penalty Cancellation Request	

POLICY DIRECTION:

This request was evaluated in accordance with the Late Tax Payment Penalty Cancellation Policy C-204, which establishes a uniform and consistent approach for Council to address late tax payment cancellation requests in Rocky View County (the County).

EXECUTIVE SUMMARY:

On October 21, 2020, Administration received a request from the owners of roll 04714096 and 04714098 regarding late payment penalty cancellation in the total amount of \$1,415.89. The County received payment on September 8, 2020, for the 2020 taxes, and the penalty was paid on December 15, 2020.

The rate payer stated that a cheque was mailed on August 27, 2020, for payment of taxes. As per section 341 of the *Municipal Government Act*, a tax payment is deemed received on the date of the postmark stamped on the envelope. The postmark on the envelope from the ratepayer is for September 3, 2020.

This request is not in compliance with the criteria in Policy C-204 (see Attachment 'B'); Administration therefore recommends that the request be denied.

ADMINISTRATION RECOMMENDATION:

Administration recommends the request be denied in accordance with Option #1.

BUDGET IMPLICATIONS:

There are no budget implications at this time.

OPTIONS:

- | | |
|------------|---|
| Option #1: | THAT the request for late tax penalty cancellation in the amount of \$1,415.89 be denied. |
| Option #2: | THAT alternative direction be provided. |

Administration Resources

Barry Woods, Manager Financial Services



ROCKY VIEW COUNTY

Respectfully submitted,

“Barry Woods”

Manager
Financial Services

BW/rp

Concurrence,

“Kent Robinson”

Acting Chief Administrative Officer

ATTACHMENTS:

ATTACHMENT 'A': Request Letter 04714096 & 04714098

ATTACHMENT 'B': Policy C-204

Adrienne Wilson

From: [REDACTED]
Sent: October-21-20 10:28 PM
To: Rocky View Tax Section
Subject: [EXTERNAL] - Request to Waive Tax Penalty
Attachments: ROCKY VIEW P TAX 20201018.pdf

Do not open links or attachments unless sender and content are known.

Good Morning,

I hope this note finds you well. I am emailing in regards to a late property tax payment penalty (receipt and penalty attached). I submitted my cheque for the total payment on August 27th, 2020 via Canada Post. However, on the attached penalty note it states that Canada Post marked the delivery for September 3rd. I'm sure you can imagine my surprise when I received an official account of the 12% penalty. I am requesting that you please reconsider the 12% penalty charge, as I mailed out the cheque on August 27th. It's possible that due to COVID-related logistical trouble that the payment was late and that Canada Post mistakenly marked it for September 3rd; however, that was entirely out of my control. I would also like to note that this is the first time my property tax payment was received late. I have been paying tax on this address for 10 years and have not ever made a late payment. I request to waive this penalty. Please let me know if we want any old record of tax payments.

Kindest regards

[REDACTED]
[REDACTED]



Late Tax Payment Penalty Cancellation

Council Policy

C-204

Policy Number:	C-204
Policy Owner:	Financial Services
Adopted By:	Council
Adoption Date:	2003 October 07
Effective Date:	2003 October 07
Date Last Amended:	2021 April 22
Date Last Reviewed:	2021 April 22

Purpose

- 1 This policy establishes a uniform and consistent approach for Council to address late tax payment penalty cancellation requests in Rocky View County (the County).



Policy statement

- 2 Council may cancel, reduce, refund, or defer property tax if it is equitable to do so pursuant Section 347(1) of the *Municipal Government Act (MGA)*. MGA Section 203 prohibits Council from delegating this power to administration.
- 3 Council recognizes the need to be fair and equitable to all County taxpayers in its effort to address late tax payment penalty cancellation requests.
- 4 This policy does not apply to exempt tax accounts held under the jurisdiction of the provincial or federal governments.



Policy

- 5 Council considers and balances the interests of the County's property owners when responding to any penalty cancellation request.
- 6 The County must provide sufficient notice of a property tax payment due date, the terms of payment for remitting property taxes, and the penalties for late or non-payment of property taxes.



Late Tax Payment Penalty Cancellation

Council Policy

C-204

- 7 The County endeavors to be consistent from year to year in setting its due dates for payment of property taxes.
- 8 Property owners seeking late tax payment penalty cancellation must submit a written request to the County within 60 days of the date when the related penalty was applied to the tax account, along with payment of the amount of the outstanding penalty.
- 9 Administration must present late tax payment penalty cancellation requests during public meetings of Council, as Council's decisions on these matters have an impact on all property owners. The report regarding the request includes the information provided by the requesting property owner.

Tax relief categories

- 10 When Council grants a late tax payment penalty cancellation request, the late tax payment penalty cancellation is only available for the penalties in the current taxation year:
 - (1) where a death in the immediate family of the property owner occurred within twenty-one (21) days prior to the due date;
 - (2) where the tax notice has been sent to an incorrect address as a result of the County's error in recording an address change on the tax roll; or
 - (3) where a late tax payment has been processed by a financial institution and either the financial institution or the property owner provides documentation indicating the payment was processed on or before the due dates.
- 11 Council may consider penalty adjustments or cancellations for types of requests not set out in this policy.

Tax relief not available

- 12 A property owner may not seek tax relief under this policy for:
 - (1) taxes imposed under Section 326(1)(a)(vi) of the *MGA* relating to designated industrial property;
 - (2) taxes or penalties relating to more than one prior taxation year; or
 - (3) amounts added to the tax roll that do not relate to the annual property assessment and taxation process, including but not limited to:



Late Tax Payment Penalty Cancellation

Council Policy

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- (a) charges arising from the tax recovery process;
- (b) unpaid violation charges;
- (c) utility consumption or installation charges; or
- (d) any penalties, interests or other charges related to those amounts.



References

Legal Authorities

- [Municipal Government Act, RSA 2000, c M-26](#)

Related Plans, Bylaws, Policies, etc.

- [Rocky View County Tax Penalty Bylaw C-4727-96](#)

Related Procedures

- N/A

Other

- N/A



Policy history

Amendment Date(s) – Amendment Description

- 2019 November 26 – Council amended to reflect changes to the MGA, keep penalty cancellations to current tax year, set consideration criteria, and align with new policy standards
- 2011 November 01 – Amended by Council
- 2009 December 15 – Amended by Council
- 2004 September 07 – Amended by Council
- 2003 October 07 – Amended by Council

Review Date(s) – Review Outcome Description

- 2019 November 20: Minor changes recommended in light of MGA amendments and current County processes and standards



Definitions

13 In this policy:

- (1) “administration” means the operations and staff of Rocky View County under the direction of the Chief Administrative Officer;



Late Tax Payment Penalty Cancellation

Council Policy

C-204

- (2) "Council" means the duly elected Council of Rocky View County;
- (3) "County" means Rocky View County;
- (4) "immediate family" means spouse, a parent, child, or sibling;
- (5) "*Municipal Government Act*" means the Province of Alberta's *Municipal Government Act*, RSA 2000, c M-26, as amended or replaced from time to time; and
- (6) "Rocky View County" means Rocky View County as a municipal corporation and the geographical area within its jurisdictional boundaries, as the context requires.



FINANCIAL SERVICES

TO:	Council	
DATE:	May 25, 2021	DIVISION: 3
FILE:	04617012	APPLICATION: N/A
SUBJECT:	Late Tax Payment Penalty Cancellation Request	

POLICY DIRECTION:

This request was evaluated in accordance with the Late Tax Payment Penalty Cancellation Policy C-204, which establishes a uniform and consistent approach for Council to address late tax payment cancellation requests in Rocky View County (the County).

EXECUTIVE SUMMARY:

On October 26, 2020, Administration received a request from the owner of roll 04617012 regarding late payment penalty cancellation in the amount of \$1,412.42. The County received payment for the 2020 taxes and penalties on October 29, 2020.

The ratepayer wrote that her husband passed away on June 10, 2020, and she was in the hospital for three weeks. She also stated that her husband took care of the payments for property taxes prior to his demise and she was under the assumption that he had paid the 2020 property tax. She is asking Council to waive the penalty as there was a death in her immediate family. Policy C-204 *Late Tax Payment Penalty Cancellation* states that penalty can be cancelled if the death in the immediate family of the property owner occurred within seven days prior to the due date. As of May 11, 2021, Policy C-204 has been amended to allow for twenty-one (21) days prior to the due date (Attachment 'B'). This request was sent in prior to the policy being amended.

This request is not in compliance with the criteria in Policy C-204 at the time of submission (see Attachment 'C'); Administration therefore recommends that the request be denied.

ADMINISTRATION RECOMMENDATION:

Administration recommends the request be denied in accordance with Option #1.

BUDGET IMPLICATIONS:

There are no budget implications at this time.

OPTIONS:

- Option #1: THAT the request for late tax penalty cancellation in the amount of \$1,412.42 be denied.

- Option #2: THAT alternative direction be provided.

Administration Resources
Barry Woods, Manager Financial Services



ROCKY VIEW COUNTY

Respectfully submitted,

“Barry Woods”

Manager
Financial Services

Concurrence,

“Kent Robinson”

Acting Chief Administrative Officer

BW/rp

ATTACHMENTS:

ATTACHMENT ‘A’: Request Letter 04617012

ATTACHMENT ‘B’: Policy C-204

ATTACHMENT ‘C’: Policy C-204 prior to May 11, 2021 amendments

Adrienne Wilson

From: [REDACTED]
Sent: October-26-20 11:58 AM
To: Rocky View Tax Section
Subject: [EXTERNAL] - Taxes home

Do not open links or attachments unless sender and content are known.

[REDACTED] sorry for not paying tax on time my husband passed away on June 10 and I was in the hospital for 3 weeks he always took care of the payments and I thought he had done this just wondering if you could wave the penalty under these circumstances if you could I would be grateful [REDACTED]
[REDACTED]



Late Tax Payment Penalty Cancellation

Council Policy

C-204

Policy Number:	C-204
Policy Owner:	Financial Services
Adopted By:	Council
Adoption Date:	2003 October 07
Effective Date:	2003 October 07
Date Last Amended:	2021 April 22
Date Last Reviewed:	2021 April 22

Purpose

- 1 This policy establishes a uniform and consistent approach for Council to address late tax payment penalty cancellation requests in Rocky View County (the County).



Policy statement

- 2 Council may cancel, reduce, refund, or defer property tax if it is equitable to do so pursuant Section 347(1) of the *Municipal Government Act (MGA)*. MGA Section 203 prohibits Council from delegating this power to administration.
- 3 Council recognizes the need to be fair and equitable to all County taxpayers in its effort to address late tax payment penalty cancellation requests.
- 4 This policy does not apply to exempt tax accounts held under the jurisdiction of the provincial or federal governments.



Policy

- 5 Council considers and balances the interests of the County's property owners when responding to any penalty cancellation request.
- 6 The County must provide sufficient notice of a property tax payment due date, the terms of payment for remitting property taxes, and the penalties for late or non-payment of property taxes.



Late Tax Payment Penalty Cancellation

Council Policy

C-204

- 7 The County endeavors to be consistent from year to year in setting its due dates for payment of property taxes.
- 8 Property owners seeking late tax payment penalty cancellation must submit a written request to the County within 60 days of the date when the related penalty was applied to the tax account, along with payment of the amount of the outstanding penalty.
- 9 Administration must present late tax payment penalty cancellation requests during public meetings of Council, as Council's decisions on these matters have an impact on all property owners. The report regarding the request includes the information provided by the requesting property owner.

Tax relief categories

- 10 When Council grants a late tax payment penalty cancellation request, the late tax payment penalty cancellation is only available for the penalties in the current taxation year:
 - (1) where a death in the immediate family of the property owner occurred within twenty-one (21) days prior to the due date;
 - (2) where the tax notice has been sent to an incorrect address as a result of the County's error in recording an address change on the tax roll; or
 - (3) where a late tax payment has been processed by a financial institution and either the financial institution or the property owner provides documentation indicating the payment was processed on or before the due dates.
- 11 Council may consider penalty adjustments or cancellations for types of requests not set out in this policy.

Tax relief not available

- 12 A property owner may not seek tax relief under this policy for:
 - (1) taxes imposed under Section 326(1)(a)(vi) of the *MGA* relating to designated industrial property;
 - (2) taxes or penalties relating to more than one prior taxation year; or
 - (3) amounts added to the tax roll that do not relate to the annual property assessment and taxation process, including but not limited to:



Late Tax Payment Penalty Cancellation

Council Policy

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- (a) charges arising from the tax recovery process;
- (b) unpaid violation charges;
- (c) utility consumption or installation charges; or
- (d) any penalties, interests or other charges related to those amounts.



References

Legal Authorities

- [Municipal Government Act, RSA 2000, c M-26](#)

Related Plans, Bylaws, Policies, etc.

- [Rocky View County Tax Penalty Bylaw C-4727-96](#)

Related Procedures

- N/A

Other

- N/A



Policy history

Amendment Date(s) – Amendment Description

- 2019 November 26 – Council amended to reflect changes to the MGA, keep penalty cancellations to current tax year, set consideration criteria, and align with new policy standards
- 2011 November 01 – Amended by Council
- 2009 December 15 – Amended by Council
- 2004 September 07 – Amended by Council
- 2003 October 07 – Amended by Council

Review Date(s) – Review Outcome Description

- 2019 November 20: Minor changes recommended in light of MGA amendments and current County processes and standards



Definitions

13 In this policy:

- (1) “administration” means the operations and staff of Rocky View County under the direction of the Chief Administrative Officer;



Late Tax Payment Penalty Cancellation

Council Policy

C-204

- (2) "Council" means the duly elected Council of Rocky View County;
- (3) "County" means Rocky View County;
- (4) "immediate family" means spouse, a parent, child, or sibling;
- (5) "*Municipal Government Act*" means the Province of Alberta's *Municipal Government Act*, RSA 2000, c M-26, as amended or replaced from time to time; and
- (6) "Rocky View County" means Rocky View County as a municipal corporation and the geographical area within its jurisdictional boundaries, as the context requires.



LATE TAX PAYMENT PENALTY CANCELLATION

Council Policy

C-204

Policy Number:	C-204
Policy Owner:	Financial Services
Adopted By:	Council
Adoption Date:	2003 October 07
Effective Date:	2003 October 07
Date Last Amended:	2019 November 26
Date Last Reviewed:	2019 November 20

Purpose

- 1 This policy establishes a uniform and consistent approach for Council to address late tax payment penalty cancellation requests in Rocky View County (the County).



Policy Statement

- 2 Council may cancel, reduce, refund, or defer property tax if it is equitable to do so pursuant section 347(1) of the *Municipal Government Act*. *Municipal Government Act* section 203 prohibits Council from delegating this power to administration.
- 3 Council recognizes the need to be fair and equitable to all County taxpayers in its effort to address late tax payment penalty cancellation requests.
- 4 This policy does not apply to exempt tax accounts held under the jurisdiction of the provincial or federal governments.



Policy

- 5 Council considers and balances the interests of County's property owners when responding to any penalty cancellation request.
- 6 The County must provide sufficient notice of property tax payment due date, the terms of payment for remitting property taxes, and the penalties for late or non-payment of property taxes.
- 7 The County endeavors to be consistent from year to year in setting its due dates for payment of property taxes.



LATE TAX PAYMENT PENALTY CANCELLATION

Council Policy

C-204

- 8 Property owners seeking late tax payment penalty cancellation must submit a written request to the County within 120 days of the date when the related penalty was applied to the tax account.
- 9 Administration must present late tax payment penalty cancellation requests during public meetings of Council, as Council's decisions on these matters have an impact on all property owners. The report regarding the request includes the information provided by the requesting property owner.

Tax Relief Categories

- 10 When Council grants a late tax payment penalty cancellation request, the late tax payment penalty cancellation is only available for the penalties in the current taxation year:
 - (1) where a death in the immediate family of the property owner occurred within seven days prior to the due date;
 - (2) where the tax notice has been sent to an incorrect address as a result of the County's error in recording an address change on the tax roll; or
 - (3) where a late tax payment has been processed by a financial institution and either the Financial Institution or the property owner provides documentation indicating the payment was processed on or before the due dates.
- 11 Council may consider penalty adjustments or cancellations for types of requests not set out in this policy.

Tax Relief Not Available

- 12 A property owner may not seek tax relief under this policy for:
 - (1) taxes imposed under section 326(1)(a)(vi) of the *Municipal Government Act* relating to designated industrial property;
 - (2) taxes or penalties relating to more than one prior taxation year; or
 - (3) amounts added to the tax roll that do not relate to the annual property assessment and taxation process, including but not limited to:
 - (a) charges arising from the tax recovery process;
 - (b) unpaid violation charges;



LATE TAX PAYMENT PENALTY CANCELLATION

Council Policy

C-204

- (c) utility consumption or installation charges; or
- (d) any penalties, interests or other charges related to those amounts.



References

Legal Authorities

- *Municipal Government Act*, RSA 2000, c M-26

Related Plans, Bylaws, Policies, etc.

- Rocky View County Tax Penalty Bylaw C-4727-96

Related Procedures

- N/A

Other

- N/A



Policy History

Amendment Date(s) – Amendment Description

- 2019 November 26 – Council amended to reflect changes to the MGA, keep penalty cancellations to current tax year, set consideration criteria, and align with new policy standards
- 2011 November 01 – Amended by Council
- 2009 December 15 – Amended by Council
- 2004 September 07 – Amended by Council
- 2003 October 07 – Amended by Council

Review Date(s) – Review Outcome Description

- 2019 November 20: Minor changes recommended in light of MGA amendments and current County processes and standards



Definitions

13 In this policy:

- (1) “administration” means the operations and staff of Rocky View County under the direction of the Chief Administrative Officer;
- (2) “Council” means the duly elected Council of Rocky View County;



LATE TAX PAYMENT PENALTY CANCELLATION

Council Policy

C-204

-
- (3) "County" means Rocky View County;
 - (4) "immediate family" means spouse, a parent, child, or sibling;
 - (5) "*Municipal Government Act*" means the Province of Alberta's *Municipal Government Act*, RSA 2000, c M-26, as amended or replaced from time to time; and
 - (6) "Rocky View County" means Rocky View County as a municipal corporation and the geographical area within its jurisdictional boundaries, as the context requires.



UTILITY SERVICES

TO:	Council	
DATE:	May 25, 2021	DIVISION: 6
FILE:	4060-100	APPLICATION: N/A
SUBJECT:	East Rocky View Wastewater Transmission Main Repair	

EXECUTIVE SUMMARY:

Administration is requesting a budget adjustment of up to \$985,000 for blockage removal and remediation required for the East Rocky View Wastewater Transmission Main.

Administration has been working through the system blockages since the end of March. The blockages have now been removed and additional safe guards have been installed to improvement system operations.

ADMINISTRATION RECOMMENDATION:

Administration recommends approval in accordance with Option #1.

BACKGROUND:

The operations of the East Rocky View Transmission line was recently impacted. Multiple blockages were identified throughout a 99.0 km stretch of force main between Balzac and Conrich. The East Rocky View Transmission line has a total system length in excess of 50.0 km. Such blockages forced the shutdown of the wastewater transmission line and resulted in the emergency and necessary cleaning of the force main. Wastewater was delivered via trucks from the Balzac area to the Conrich lift station and thereafter pumped to the Langdon Wastewater Treatment Plant.

Administration hired contractors to perform the necessary cleaning and repairs of the wastewater force main to return the line to service which included flushing the blocked areas and vacuuming out the waste. This resulted in the cleaning of a total of 1800 meters of the force main. The recently cleaned areas that were flushed are susceptible to the collection of debris and flush points were installed along the line for cleaning and pipe access. This infrastructure will remain in place for future operations of the system.

Administration ensured that no service disruptions occurred throughout the duration of the cleaning and repair of the force main. It is anticipated that the current increased flows will provide enough scouring velocity to ensure the system is kept clear of debris. Ongoing inspections of the interior of the force main will occur to monitor any potential build-up within the pipe.

BUDGET IMPLICATIONS:

Up to \$985,000 will be funded by the Tax Stabilization Reserve. Repayment of the Reserve will be forthcoming report to Council once Administration has finalized it review and assessment of the root cause of the blockages and developed repayment options for consideration.

Administration Resources
Steve Seroya, Utility Services



OPTIONS:

Option #1: THAT the Budget Adjustment for the East Rocky View Transition Main Repair be approved as described in Attachment 'A'.

Option #2: THAT alternative direction be provided.

Respectfully submitted,

Concurrence,

"Byron Riemann"

"Kent Robinson"

Executive Director

Acting Chief Administrative Officer

SS/bg

ATTACHMENTS:

ATTACHMENT 'A': Budget Adjustment Form

ROCKY VIEW COUNTY
BUDGET ADJUSTMENT REQUEST FORM
BUDGET YEAR: 2021

Description	Budget Adjustment
EXPENDITURES: East Rocky View Wastewater Transmission Main Repair	985,000
TOTAL EXPENSE:	985,000
REVENUES: Transfer from Tax Stabilization Reserve	(985,000)
TOTAL REVENUE:	(985,000)
NET BUDGET REVISION:	0
REASON FOR BUDGET REVISION: Budget adjustment for East Rocky View Wastewater Transmission Main Repair	
AUTHORIZATION: <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Chief Administrative Officer: _____ Kent Robinson (Acting)</p> <p>Executive Director Corporate Services: _____ Kent Robinson</p> <p>Manager: _____ Byron Riemann</p> </div> <div style="width: 45%;"> <p>Council Meeting Date: _____</p> <p>Council Motion Reference: _____</p> <p>Date: _____</p> </div> </div>	

Budget AJE No: _____

Posting Date: _____



PLANNING POLICY

TO:	Council	
DATE:	May 25, 2021	DIVISION: 3
FILE:	04736002/6011	APPLICATION: PL20200083
SUBJECT:	Amending Bylaw – Highway 1 / Old Banff Coach Road Proposal	

APPLICATION: To adopt the Highway 1 / Old Banff Coach Road Conceptual Scheme to provide a policy framework to guide future redesignation, subdivision and development proposals within a portion of SW-36-24-03-W05M.

GENERAL LOCATION: Located at the southeast junction of Highway 1 and Range Road 31, directly bordering the city of Calgary.

LAND USE DESIGNATION: Residential, Mid-Density Urban District and Direct Control District

EXECUTIVE SUMMARY: On April 13, 2021, Council held a Public Hearing to consider the Highway 1/ Old Banff Coach Road proposal. Second reading was granted and Administration was directed to refer the applications to the Calgary Metropolitan Region Board (CMRB). During the hearing, Administration had included a proposed motion to address concerns raised by the City of Calgary about the application; however, Council opted not to pass the motion at that time. Since then, Qualico Communities has formally requested that Council reconsider making this amendment to the Conceptual Scheme to strengthen their application as it moves through the CMRB approval process.

The motion is suggested as follows:

THAT a new policy 8.1.5 be added to the Hwy 1 / OBCR Conceptual Scheme (Bylaw C-8121-2020) that reads:

Prior to subdivision approval, Rocky View County, in consultation with The City of Calgary, shall review the impacts to The City of Calgary's infrastructure and services. If material impacts are found, prior to subdivision a cost sharing agreement or alternative appropriate mechanisms shall be in place to mitigate those impacts.

Administration continues to support the proposed motion for several reasons:

- It demonstrates collaboration and an attempt to resolve the concerns of the City;
- The City has indicated that this policy may resolve their outstanding concerns (in conjunction with information sharing and on-going collaboration efforts of Staff);
- It allows for further consideration of possible impacts, and agreements to manage those impacts at the appropriate stage of development; and,

Therefore, Administration recommends that Council amend the Hwy 1 / OBCR Conceptual Scheme prior to referral to the CMRB in accordance with Option #1.

Administration Resources

Jessica Anderson, Planning Policy



OPTIONS:

Option #1: Motion #1 THAT Bylaw C-8121-2020 (Highway 1 / Old Banff Coach Road Conceptual Scheme) be amended to insert a new policy (Policy 8.1.5) that reads:

Prior to subdivision approval, Rocky View County, in consultation with The City of Calgary, shall review the impacts to The City of Calgary's infrastructure and services. If material impacts are found, prior to subdivision a cost sharing agreement or alternative appropriate mechanisms shall be in place to mitigate those impacts.

 Motion #2 THAT Bylaw C-8121-2020 be referred to the Calgary Metropolitan Region Board, as amended.

Option #2: THAT Bylaw C-8121-2020 be referred to the Calgary Metropolitan Region Board as approved April 13, 2021.

Respectfully submitted,

Concurrence,

“Brock Beach”

“Kent Robinson”

Acting Executive Director
Community Development Services

Acting Chief Administrative Officer

JA/sl

ATTACHMENTS:

ATTACHMENT 'A': Amendment to Bylaw C-8121-2020 & Schedule A

ATTACHMENT 'B': Applicant's Request Letter



ROCKY VIEW COUNTY

BYLAW C-8121-2020

A bylaw of Rocky View County, in the Province of Alberta, known as the Hwy 1 / Old Banff Coach Road Conceptual Scheme

The Council of Rocky View County enacts as follows:

Title

- 1 This Bylaw may be cited as the Highway 1 / Old Banff Coach Road Conceptual Scheme.

Definitions

- 2 Words in this Bylaw have the same meaning as those set out in the *Municipal Government Act* except for the definitions provided below:
 - (1) **“Council”** means the duly elected Council of Rocky View County;
 - (2) **“Municipal Government Act”** means the *Municipal Government Act*, RSA 2000, c M-26, as amended or replaced from time to time; and
 - (3) **“Rocky View County”** means Rocky View County as a municipal corporation and the geographical area within its jurisdictional boundaries, as the context requires.

Effect

- 3 THAT Bylaw C-8121-2020 being the “Highway 1 / Old Banff Coach Road Conceptual Scheme”, affecting Lot 1, Block 1, Plan 0313354, and Lot 1, Block 2, Plan 0313363, within SW-36-24-03-W05M, be adopted as defined in Schedule ‘A’, which is attached to, and forms part of, this Bylaw; and,
- 4 THAT the Central Springbank Area Structure Plan be amended to ~~append~~ list the “Highway 1 / Old Banff Coach Road Conceptual Scheme”, ~~thereunder~~, as shown in Schedule ‘B’, and to list the Conceptual Scheme within Section 3.3 of the Central Springbank Area Structure Plan.

Severability

- 5 If any provision of this bylaw is declared invalid for any reason by a court of competent jurisdiction, all other provisions of this bylaw will remain valid and enforceable.

Effective Date

- 6 Bylaw C-8121-2020 is passed and comes into full force and effect when it receives third reading and is signed in accordance with the *Municipal Government Act*.

READ A FIRST TIME IN COUNCIL this 22nd day of December , 2020

PUBLIC HEARING WAS HELD IN COUNCIL this day of , 2021

READ A SECOND TIME IN COUNCIL this day of , 2021

READ A THIRD TIME IN COUNCIL this day of , 2021

Reeve

Chief Administrative Officer or Designate

Date Bylaw Signed

SCHEDULE 'A'
FORMING PART OF BYLAW C-8121-2020

A Conceptual Scheme affecting Lot 1, Block 1, Plan 0313354, and Lot 1, Block 2, Plan 0313363, within SW-36-24-03-W05M, consisting of a total of ± 46.66 hectares (± 115.30 acres) of land, herein referred to as the Highway 1 / Old Banff Coach Road Conceptual Scheme.



Highway 1/Old Banff Coach Road

Conceptual Scheme

December 2020 March 2021

Submitted By
Qualico Communities

Submitted To
Rocky View County

Prepared By
Stantec Consulting Ltd.

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DEVELOPMENT AND IMPLEMENTATION
OF THE HIGHWAY 1/OLD BANFF
COACH ROAD CONCEPTUAL SCHEME
WILL PROVIDE JOB OPPORTUNITIES
AND STIMULATE THE ECONOMY
BY FACILITATING COMMERCIAL
OPPORTUNITIES ALONG HIGHWAY
1 TO SUPPORT RESIDENTS IN BOTH
ROCKY VIEW COUNTY AND CALGARY.

1.0

INTRODUCTION

1.1 PURPOSE

This Conceptual Scheme, with supporting applications for Land Use Redesignation (LUR) and Area Structure Plan (ASP) amendment has been prepared to provide a planning framework for future development of the Site illustrated in **Figure 1.0 Location Plan**. The Conceptual Scheme is intended to complement the vision of the County Plan and the Central Springbank ASP area by developing the Site as a Key Focus Area for employment growth and providing a complementary urban interface along the municipal border with the City of Calgary.

As per the Central Springbank ASP, a Conceptual Scheme is “a plan for the subdivision and development of lands including, but not limited to, generalized land uses at the ¼ section scale, rationale for the developability of the lands, and internal road hierarchy.”

The following Conceptual Scheme has been prepared to plan for commercial and residential uses within the Site.



Figure 1.0 Location Plan



1.2 VISION

The proposed Highway 1/Old Banff Coach Road Conceptual Scheme is supported by the following vision and objectives.

VISION

Development and implementation of the Highway 1/Old Banff Coach Road Conceptual Scheme will provide job opportunities and stimulate the economy by facilitating commercial opportunities along Highway 1 to support residents in both Rocky View County (the County) and Calgary.

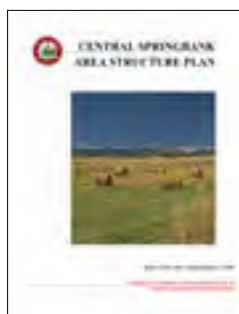
OBJECTIVES

- a) To facilitate a comprehensive land use, subdivision, and development framework for the Conceptual Scheme Area, incorporating a mix of commercial and residential uses;
- b) To align with the County Plan, Rocky View/Calgary Intermunicipal Development Plan (IDP), and the Central Springbank ASP (where relevant);
- c) To propose amendments to the Central Springbank ASP to align with the current growth context and more closely align with the objectives set out in the current County Plan and IDP;
- d) To provide job creation and regional and local economic stimulus opportunities;
- e) To ensure that development is compatible with future residential development within Calgary;
- f) To provide a residential transition from the City of Calgary municipal boundary, creating a unique identity for residential properties within the County municipal boundary;
- g) To establish a servicing scheme and supporting policy framework appropriate for facilitation of the proposed development;
- h) To establish a stormwater management strategy to meet drainage requirements of the ASP;
- i) To appropriately notify and consult surrounding residents and landowners in order to respond to community concerns;
- j) To identify and address any development constraints on the Site; and
- k) To describe the rationale for proceeding with development at this time.



1.3 RELEVANT POLICY DOCUMENTS

CENTRAL SPRINGBANK ASP



The Central Springbank ASP was adopted in 2001 and does not reflect current growth and development conditions in the Springbank area, and did not envision or plan for the development of commercial/business uses at the Site at the time. With this in mind, the County is in the process of preparing a draft ASP (the North Springbank ASP). Due to the uncertainty regarding the timing of adoption of the North Springbank ASP, the Applicant is proceeding with this Conceptual Scheme through amendments to the Central Springbank ASP. An amendment to this ASP is required to facilitate the development of commercial and residential development, as proposed.

A full redline version of the Central Springbank ASP has been provided under separate cover, with a summary of the proposed amendments provided below:

- Map edits to modify the Site as primarily a residential area to a part commercial/part residential area;
- Edits throughout the document to reflect the facilitation of regional commercial development at the Site; and
- Amendments to Chapter 2.10 Business Development to allow for regional commercial development

Certain sections of the ASP are relevant to the proposed Conceptual Scheme and LUR and the amendments proposed will complement the intent of the existing ASP. The Site is identified as a Trans Canada Highway Planning Area within the Central Springbank ASP. A summary of ASP policies and strategies relevant to this Conceptual Scheme is provided below:

- *Site and building design criteria of the Conceptual Scheme, a landscaping plan, buffer treatments, and other development standards are addressed in **Section 6.0** of the Conceptual Scheme as per policies within ASP section 2.3.2.*
- *Additional requirements of this Conceptual Scheme from ASP section 2.3.2.3 including a Traffic Impact Assessment and Master Drainage Plan are underway or complete.*
- *A variety of Intermunicipal Special Planning Area interface considerations are addressed within this Conceptual Scheme including parcel sizes, transportation links, and sensitivity to uses within the City of Calgary as per ASP policy 2.3.2.3. A summary of alignment with ASP policy 2.3.2.3 can be found in Table 1.*

Table 1 Alignment with 2.3.2.3 Special Planning Areas

ASP Policy	Conceptual Scheme
TransCanada	
Protection of scenic views	<p>The development will have minimal impacts to views, particularly view to the west (mountains), for the following reasons:</p> <ul style="list-style-type: none"> • The Site slopes from highpoints at the south and east to low points along the northern boundary. • Grading for the development has been designed where proposed parcels along the southern boundary will have a floor level that is significantly below the level of Old Banff Coach Road, thereby minimizing views from Old Banff Coach Road to the north. • A proposed storm pond is located along a significant stretch of the northern boundary, meaning a reduced number of commercial buildings along the northern boundary of the Site to Highway 1.
Development should complement the landscape characteristics of the area	<p>Landscaping requirements for the development have been prepared and are outlined within Section 6 of the Conceptual Scheme. The development also proposes the establishment of a storm pond facility that is designed to double as an amenity feature that is accessible to visitors/residents (as opposed to only an infrastructure item).</p>

ASP Policy	Conceptual Scheme
No impacts on the functionality of the highway	Access to the Site is proposed exclusively by Old Banff Coach Road and locally through the proposed West View development. A network analysis has been undertaken by Stantec in accordance with Alberta Transportation to support the proposed access points for the Site.
Sensitive height, massing, and architectural detailing of buildings	Commercial development standards are identified in Section 6 to address height, massing, and architectural detailing of buildings. Detailed architectural controls will also be developed by the Applicant for the proposed residential area during the subdivision phase.
Open landscapes abutting the highway right-of-way and appropriate landscaping plans	The development has been designed with a proposed stormwater pond abutting the majority of the boundary with Highway 1, providing an open landscape solution. Supplementary landscaping requirements are provided in Section 6.0 of the Conceptual Scheme.
Attention to noise and light attenuation and buffering	Light attenuation is addressed in Sections 6.9 and 6.10 of the Conceptual Scheme. Noise attenuation for the proposed residential area will be addressed during the subdivision stage.
Any signage along the TransCanada Highway should be unlit directional signage and meet the satisfaction of the Province	Section 6.9 of the Conceptual Scheme provides development standards for signage, including prohibiting signage that would affect traffic safety or cause distraction.
City of Calgary	
Parcel sizes	Residential parcel sizes have been selected at a higher density than other areas within the County in order to integrate and transition with the proposed West View development immediately adjacent in Calgary.
Site design and building envelopes	Commercial development standards are identified in Section 6 to address height, massing, and architectural detailing of buildings. Detailed architectural controls will also be developed by the Applicant for the proposed residential area during the subdivision phase.
Visual separation and sound attenuation	The proposed commercial/residential interface within the development is detailed in Section 6.12 of the Conceptual Scheme. This interface has been carefully planned and designed to ensure these uses are compatible and commercial development does not adversely impact residential amenities. Sound attenuation will be addressed during the subdivision and development permit stages of implementation.
Integration of open space alternatives	Open space alternatives are addressed in Section 5 of the Conceptual Scheme.
Vegetation and building materials	Commercial development standards are identified in Section 6 to address height, massing, and architectural detailing of buildings. Detailed architectural controls will also be developed by the Applicant for the proposed residential area during the subdivision phase.
Wildlife corridors	No wildlife corridors are present on this Site according to Map 6 of the Central Springbank ASP.

ASP Policy	Conceptual Scheme
Transportation links	<p>The Conceptual Scheme provides the following transportation links:</p> <ul style="list-style-type: none"> Two primary access points to Old Banff Coach Road, one at the southwestern boundary and the second at the southeastern boundary. These access points provide suitable connection points should adjacent parcels develop in the future. A connection to the adjacent West View development is provided along the municipal boundary. Qualico is responsible for both developments and has designed this collector to match on both sides of the municipal boundary for ease of function and permeability by residents of the respective developments. <p>The proposed transportation links are in accordance with the Transportation Impact Assessment (TIA) and the Old Banff Coach Road Network Analysis prepared by Stantec in accordance with Alberta Transportation.</p>
Sensitivity to existing land uses and community characteristics within the City of Calgary	The R-MID district is proposed for the residential portion of the Site in order to provide similar lot and housing typology outcomes, as well as density, intended to be facilitated within the adjacent West View development.
Demonstration of initiatives to include City of Calgary residents and planning stage in the preparation of conceptual schemes	Section 9.0 identifies the public consultation process which involved a mail out to landowners within a 1.5 mile radius of the Site including those within Calgary.

ROCKY VIEW/CALGARY INTERMUNICIPAL DEVELOPMENT PLAN



The Site is located within the Highway 1 West Corridor, which is identified as a Key Focus Area within the IDP. The IDP supports employment growth in this area to locate jobs near residents, with this corridor identified as a special planning policy area for the County. The IDP also sets out policies related to addressing the interface across the municipal boundary and between commercial and residential uses.

This Conceptual Scheme proposes a mix of commercial and residential uses, which transition from residential along the eastern (municipal) boundary, to commercial along the Old Banff Coach Road/Highway 1 interface. A summary of the Conceptual Scheme's compliance with the intent and policy of the IDP is provided below:

- Commercial uses proposed within this document will aid in employment growth in the Highway 1 West Corridor and support existing rural residential nearby (IDP Section 4.3).
- Policies contained within this Conceptual Scheme, particularly within the proposed Development Standards in **Section 6.0**, address encouraging and maintaining this Site as an intermunicipal entranceway (IDP policy 6.1.4).
- The Conceptual Scheme has been planned and designed in alignment with the adjacent West View development (immediately east of the Site) due to Qualico owning both parcels. Land use, density, road network, and active transportation connectivity are aligned to ensure a seamless transition between the two developments and across the municipal boundary (IDP policies 6.1.5 and 6.1.6).
- The Conceptual Scheme provides an appropriate transition from proposed residential development, along the eastern boundary of the Site, to commercial development (IDP policy 6.1.3). Details regarding the treatment of this commercial/residential interface is provided in **Section 6.12** of this document.



COUNTY PLAN



The County's current Municipal Development Plan (MDP), referred to as the 'County Plan', was originally adopted in 2013 and was subject to amendments in 2019.

Under the current County Plan, the Site is considered to meet the criteria of a highway business area. Specifically, the Site is within close proximity to the provincial highway network, is intended to be developed in a comprehensive manner (transitioning and integrating with proposed urban residential development to the east), and will be planned and designed in consultation

with Alberta Transportation. A summary of relevant County Plan policies and strategies to this Conceptual Scheme is provided below:

- *As per Section 6.0 of the County Plan, a financial sustainability goal is to increase the County's business assessment base. The development of this Conceptual Scheme will aid in achieving this goal.*
- *This Conceptual Scheme aligns with County Plan policy 5.13 to direct higher density residential development adjacent to urban municipalities by placing residential uses next to the West View residential development.*
- *The Site aligns with requirements for highway business area identified in County Plan policies 14.10 and 14.11. **Section 1.4** of this document identifies how the proposed location would not adversely impact nearby business areas and provides a rationale for why the development occurs outside an existing business area.*
- *Proposed commercial uses align with County Plan policy 14.22 requirements for business development outside of an identified business area.*

As per Section 6.0 of the County Plan, a financial sustainability goal is to increase the County's business assessment base.

The development of this Conceptual Scheme will aid in achieving this goal.

1.4 RATIONALE FOR PROCEEDING WITH DEVELOPMENT

Submission of a Conceptual Scheme requires supporting rationale for proceeding with development of the Site. Additionally, proposed new business areas must “demonstrate the proposed location would not adversely impact the build-out of land within nearby business areas” (County Plan policy 14.11) and “provide a rationale why the proposed development cannot be located in a business area” (County Plan policy 14.21).

The following rationale is provided to support the approval and implementation of this Conceptual Scheme at this Site:

- This Conceptual Scheme proposes the development of commercial and residential uses in alignment with the intent and siting of new business areas as per the County Plan and the IDP.
- The nearest business area to the Site that is identified in the County Plan is the Highway Business Area located on Highway 1 and Range Road 33, which includes entertainment (e.g. Calaway Park), institutional, and storage type uses. This Conceptual Scheme is intended primarily for retail and service development and will therefore have minimal overlap in terms of proposed uses with this existing Highway Business Area. The Site is an optimum location for this type of business use due to its adjacency to existing and proposed higher residential densities such as that proposed within the City of Calgary West View ASP and on the Site itself.

- The Site is located to take advantage of the adjacent existing and proposed residential communities to the east and south and will support the retail and service needs of future urban growth within a developing area of the County (and Calgary).
- The Site provides excellent exposure and access opportunities that commercial developments seek. The immediate access to and from Highway 1 (via the Old Banff Coach Road interchange) is ideal for a commercial development of this size.
- The development of commercial uses at this time supports (rather than follows) the growth and needs of surrounding residential communities.
- The development of the Site will provide job opportunities and stimulus for the local and regional economy. Anticipated real estate value, investment, and job creation outputs are summarized in the following tables.

Table 2 Anticipated Real Estate Value (Proposed Commercial)

Commercial Site Area	Anticipated Floor Area	Real Estate Value per sqft *	Total Real Estate Value
59.98 ac	~700,000 sqft	\$165/sqft	\$155m

* Altus Construction Cost Guide 2020

Table 3 Anticipated Job Creation (Proposed Commercial)

Permanent Jobs	Direct Construction Jobs	Indirect Construction Jobs
2,320	960	992

Table 4 Anticipated Population & Density

Population	Density
966 **	~8 units/acre ***

** Based on average household size of 3.0 people, as per the 2016 Census for Rocky View County

*** Residential lots to be developed based on minimum lot size requirements of the R-MID district

The proposed commercial development is anticipated to create approximately 2,320 new permanent jobs at ultimate build-out

1.5 PLAN DEFINITIONS & INTERPRETATION

The following definitions and interpretation notes apply to the preparation and implementation of this Conceptual Scheme.

DEFINITIONS

Conceptual Scheme – *Conceptual Schemes* provide detailed land use direction, subdivision design, and development guidance to Council, Administration, and the public. In this document, the term “Conceptual Scheme” refers to the Highway 1/Old Banff Coach Road Conceptual Scheme.

Council – Rocky View County Council.

The Site – refers to all lands that fall within the boundaries of the Highway 1/Old Banff Coach Road Conceptual Scheme as identified in **Figure 1.0 Location Plan**.

INTERPRETATION

Shall – a directive term that indicates that the actions outlined are mandatory and therefore must be complied with, without discretion, by administration, the developer, the Development Authority, and the Subdivision Authority.

Should – directive term that indicates or directs a strongly preferred course of action by Council, administration, and/or the developer but one that is not mandatory.

May – a discretionary term, meaning the policy in question can be enforced by Rocky View County if it chooses to do so, dependent on the particular circumstances of the Site and/or application.





2.0

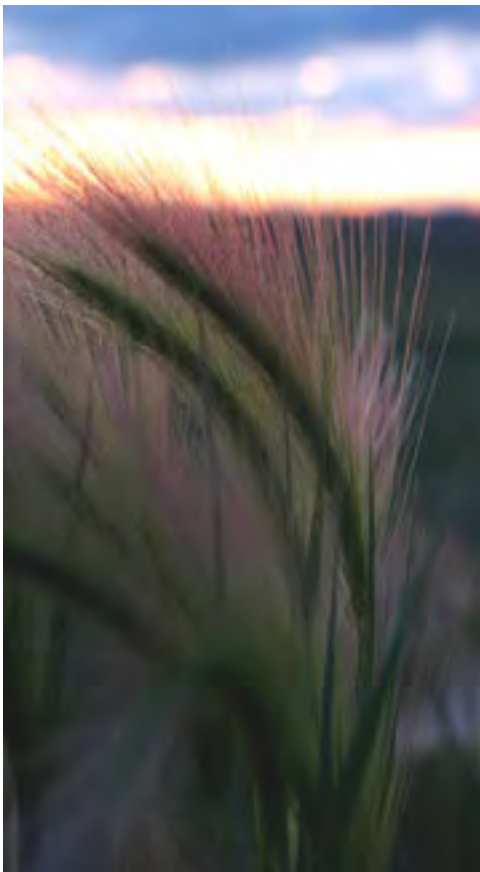
THE CONCEPTUAL SCHEME AREA

2.1 REGIONAL LOCATION

The Site is located on the west side of the County in Springbank. It is bounded by Highway 1 to the north, Old Banff Coach Road to the south and west, and the City of Calgary municipal boundary to the east (see **Figure 1.0 Location Plan**). The Site has direct access to Highway 1 via Old Banff Coach Road.

2.2 LEGAL DESCRIPTION

The Site consists of ± 46.6 ha (115.3 ac) of land within SW36-24-3-W5M (Lot 1, Block 2, Plan 0313363 and Lot 1, Block 1, Plan 0313354).



2.3 CURRENT LAND USE

The Site consists of two parcels that are currently designated as A-GEN (Agricultural, General District) under the current Rocky View County Land Use Bylaw (LUB). Surrounding Sites to the south, west, and north are also designated as A-GEN. Lands to the east, within the City of Calgary, are designated S-FUD (Special Purposes – Future Urban Development District) under the City LUB and are subject to the West View ASP that was recently approved by the City of Calgary on February 24, 2020. The lands to the east are also owned by Qualico and are being planned and designed concurrently (through preparation of an Outline Plan) with this Conceptual Scheme.

The Site is currently tenanted by a private cattle ranching operation located within the southwest corner of the parcel, with the remainder of the Site undeveloped. Agricultural uses are located south and west of the Site.

2.4 PHYSICAL SITE FEATURES

EXISTING STRUCTURES

A total of twelve buildings were identified on the southwest portion of the Site as part of a cattle ranch operation and include an occupied house and associated garage, two unoccupied houses and garages, barns, cattle shelters and a shed. It is understood these buildings were constructed between 1948 and 1960s (Trace Associates Inc. 2020). Remaining areas of the Site are undeveloped.

TOPOGRAPHY & DRAINAGE

Existing topography of the Site is characterized by high points along the south and east boundary, gradually lowering to the northwest corner of the Site with an approximate 30 to 36 m grade differential (see **Figure 2.0 Existing Topography**).

An existing low point with a drainage culvert is present under the Highway 1 and the Site currently drains northward along a natural drainage and ultimately discharging into the Bow River. The drainage culvert is located at an existing low point and drains the existing pre-developed lands along the north boundary.

GAS WELLS & PIPELINES

No oil, gas, or disposal wells were identified or reported to be present and no oil and gas-related infrastructure were identified within the Site (Trace Associates Inc. 2020). No further recommendations have been made with regards to gas wells and pipelines.

SOILS

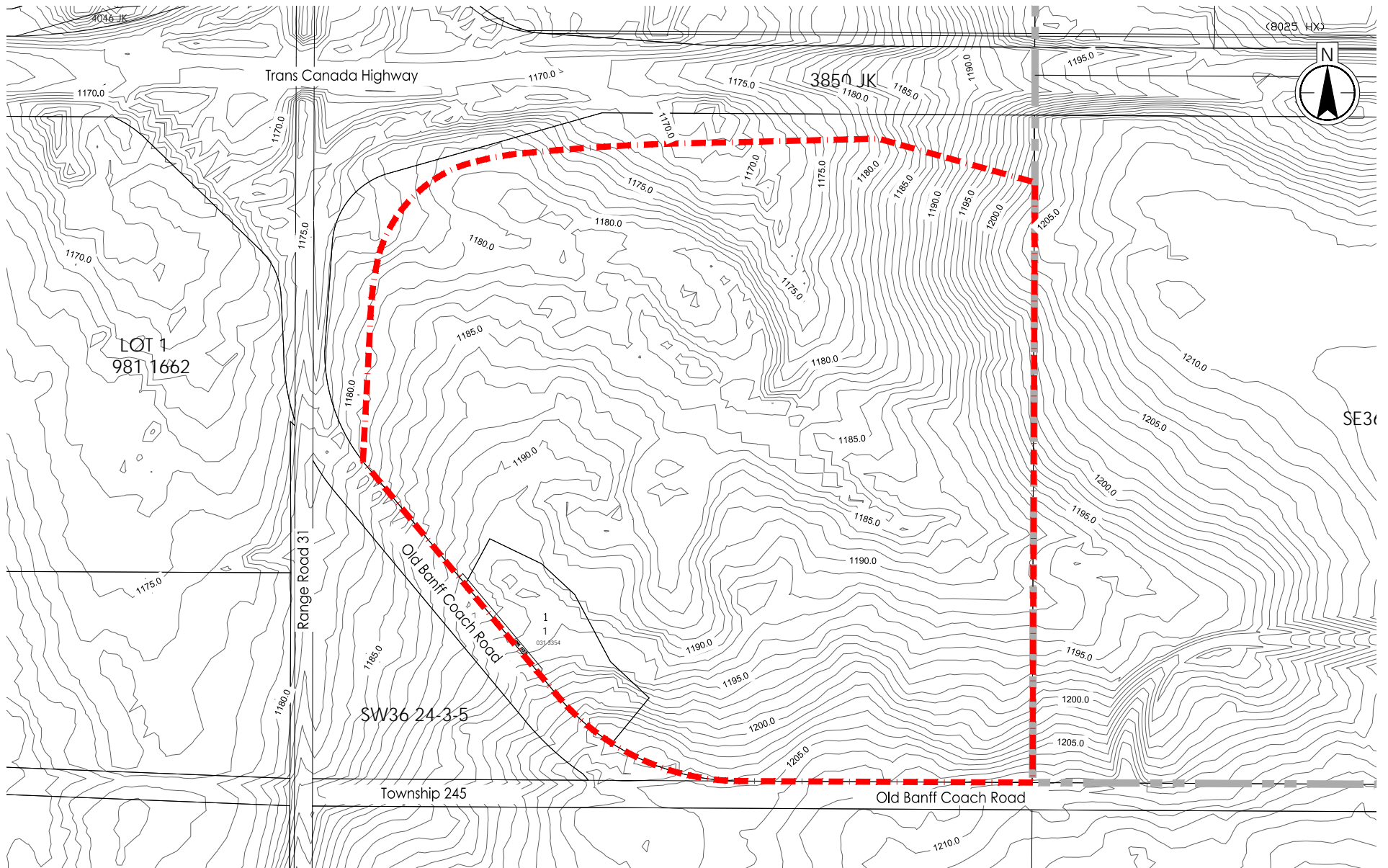
A geotechnical investigation and accompanying report has been prepared and is provided under separate cover.

ARCHAEOLOGICAL & HISTORICAL CONDITIONS

Historical Resources Act (HRA) approval was received for the Site in June 2018 following preparation of an Historical Resources Impact Assessment completed by Lifeways of Canada Limited. A copy of the HRA approval has been submitted under separate cover. Typical mitigative options for field works are required to address two sites of significance located within the parcel in order to facilitate development.



Figure 2.0 Existing Topography



● BIOPHYSICAL FEATURES

Golder Associates Ltd. completed a Biophysical Impact Assessment (BIA) for the Site in 2019. A copy of the BIA is provided under separate cover.

Field surveys were completed on October 5, 2017 and identified two ephemeral watercourses and one wetland (W13) within the Site (Golder Associates 2019). The wetland (W13) has been classified as an anthropogenic shallow open waterbody. The ephemeral watercourses were determined to be non-fish bearing.

Vegetation land cover include modified pasture, water, and disturbed area (associated with residential land use). No listed current vascular plant species were identified within the Site. Regulated Noxious weeds creeping thistle (*Cirsium arvense*) and perennial sow-thistle (*Sonchus arvensis*) were identified within the Site (Golder Associates 2019).

Species-specific surveys were completed targeting amphibians, raptors and breeding birds. A wildlife reconnaissance, winter track and acoustic species of concern survey were also completed. No species of management concern (listed provincially or federally) were identified. Wildlife habitat suitability was ranked low for 84% of the Site and the anthropogenic shallow open wetland (W13) was ranked moderate for songbird, waterfowl and bat habitat. A coyote den was identified in the northern portion of the Site (Golder Associates 2019).

● GEOTECHNICAL EVALUATION

A geotechnical investigation and accompanying report for the Site has been prepared and provided under separate cover.

● ENVIRONMENTAL SITE ASSESSMENT

A Phase I Environmental Site Assessment (ESA) was completed by Trace Associates Inc. in March 2020 to identify potential sources of soil and/or groundwater contamination. The Phase I ESA did not identify any sources of contamination and no further investigations are recommended. A copy of the Phase 1 ESA has been provided under separate cover.



3.0

LAND USE

The policies contained within this section identify an integrated land use, subdivision, and development framework for the Conceptual Scheme, in accordance with the vision and objectives identified in **Section 1.2**.

3.1 LAND USE

The Conceptual Scheme proposes the development of the Site for commercial and residential uses, with single-family residential development located within the eastern portion of the Site, integrating with similar residential development proposed within the parcel to the east, and transitioning to commercial development within the central and western portions of the Site. This configuration provides a strategic location and direct access from Old Banff Coach Road and Highway 1 that is ideally suited for commercial development, while providing an appropriate transition and interface to residential uses to the east. Stormwater infrastructure, in the form of a privately operated pond, is proposed centrally along the northern boundary of the Site to address stormwater management requirements of the entire development.

Land use districts proposed as part of this Conceptual Scheme (see **Figure 3.0 Land Use**) align with the Land Use Bylaw C-8000-2020. For the residential areas of the Conceptual Scheme, a Mid-Density Urban District (R-MID) is proposed. The R-MID district is proposed in order to provide similar lot and housing typology outcomes, as well as density (as identified in **Table**

4 on page 8), intended to be facilitated within the adjacent West View development.

For the commercial areas of the Site, a direct control (DC) district is proposed that is based on the Commercial, Regional District (C-REG) of the Land Use Bylaw. The DC district is proposed to facilitate the uses permitted under the C-REG district, with a modification to the minimum parcel size to two hectares and the inclusion of additional uses to align with the vision of the Conceptual Scheme.

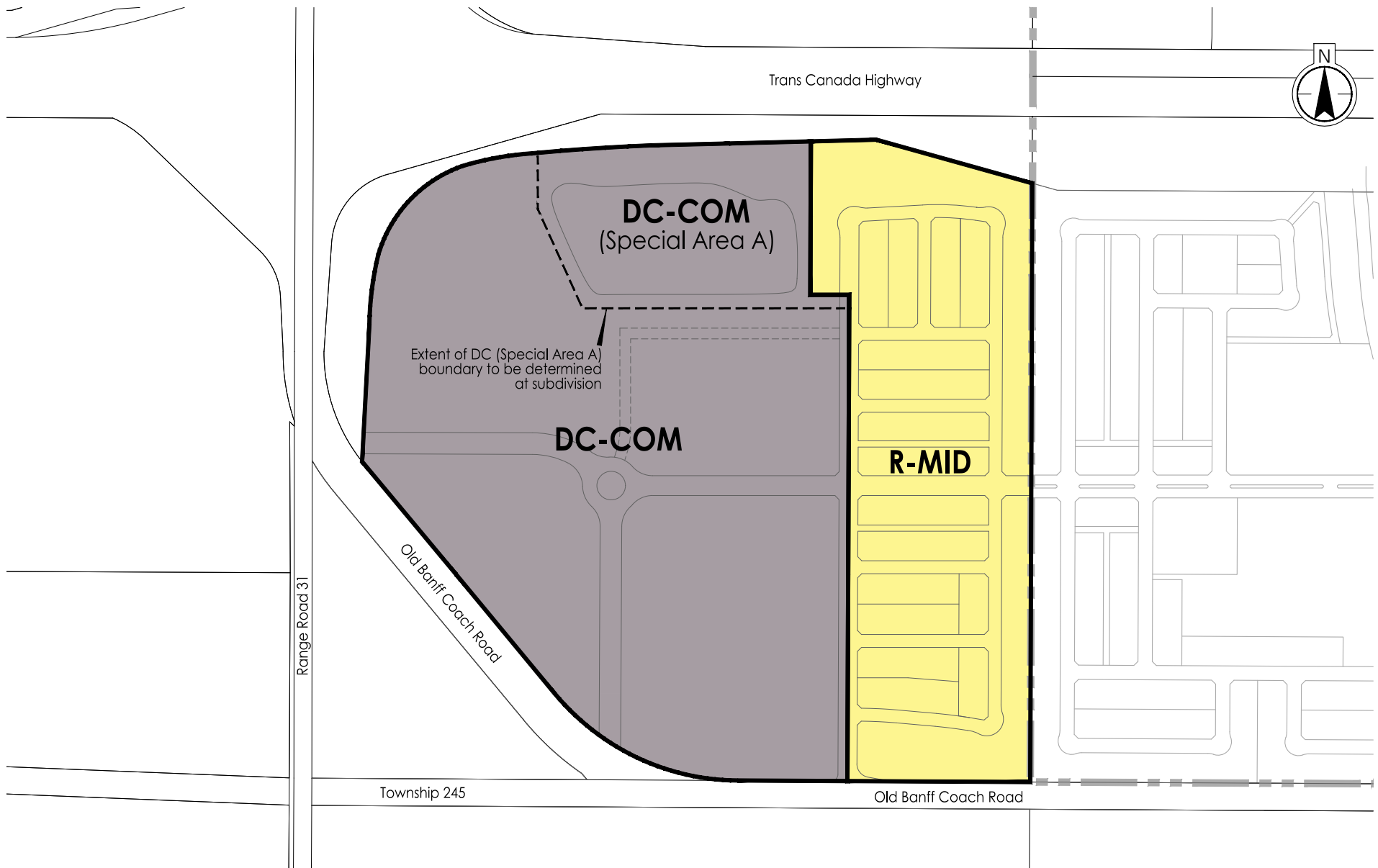
The DC district will also incorporate the privately operated storm pond through a sub-area of the DC referred to as 'Special Area A'. Identification of the Special Area will allow specific land use provisions applicable to the storm pond use to be prepared. The extent of land required to accommodate the storm pond will be confirmed as part of subdivision and this is reflected within **Figure 3.0 Land Use**. The commercial DC district will be refined as part of the assessment and completion of this Conceptual Scheme.

POLICY

- 3.1.1 The proposed stormwater management facility (pond) shall be incorporated within a cell of the Direct Control District to ensure land use policy specific to the development of the storm pond can be applied. The extent of the Special Area boundary within the DC District shall be determined at time of subdivision.



Figure 3.0 Land Use



3.2 CONCEPT LAYOUT & SUBDIVISION

The proposed Conceptual Scheme layout is provided in **Figure 4.0 Concept** and is characterized by the following:

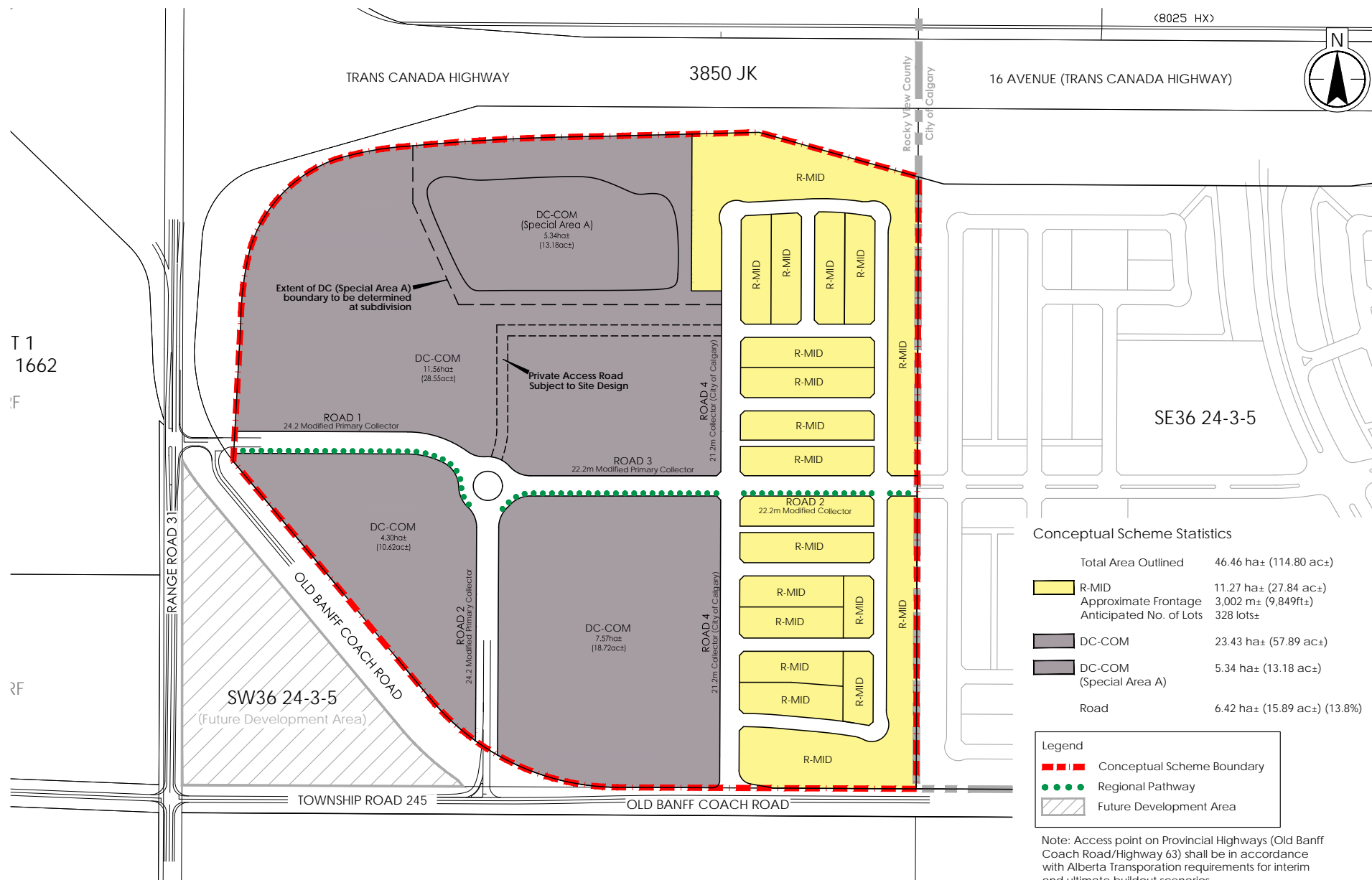
- Provision of three commercial parcels located within the central/western portion of the Site. These parcels are split by two collector roadways that traverse east-west and north-south and provide access to the parcels via Old Banff Coach Road. Development within the commercial parcels is intended to be orientated and focused along these collector roadways to provide gateway entries.
- The commercial parcels have been sized and configured to provide maximum flexibility for future site and tenant development. These parcels will be comprehensively planned and managed via land condominium (i.e. the parcels are not intended to be subdivided further).
- Design and development of the northern commercial parcel will involve the creation of an internal private road network to provide convenient access and movement through this parcel. Proposed primary access locations to this parcel from the public road network and the internal road network are indicated on the Conceptual Scheme layout.
- As outlined within **Section 3.1**, a privately operated storm pond is proposed centrally along the northern boundary of the Site. The storm pond will be located on its own separately titled parcel. The extent of land required to accommodate the storm pond will be confirmed as part of subdivision.
- Single family residential development is proposed in the eastern extents of the Site and will involve similar housing product/typologies to the proposed residential development located within the West View development immediately east of the Site.
- The internal road network has been designed in accordance with proposed access points off Old Banff Coach Road. Please refer to **Section 4.1** for details regarding access locations.

- The Future Development Area, as shown on **Figure 4.0**, is owned by others and has been considered in the preparation of this plan. An amendment to this Conceptual Scheme would be required to support a future land use application for the Future Development Area, in accordance with Rocky View County requirements. One future development scenario may include the closure of a portion of Old Banff Coach Road, and consolidation of these lands with the balance of the quarter section. This would be subject to Alberta Transportation and Rocky View County coordination.

POLICY

- 3.2.1 Subdivision of the Site shall be in general conformity with the block configuration illustrated in **Figure 4.0**. While not intended, the commercial parcels may be further subdivided provided they meet minimum parcel size requirements under the corresponding land use district, and relevant Development Standards of the Conceptual Scheme.
- 3.2.2 Notwithstanding Policy 3.2.1, minor changes to the block configuration may be made at the subdivision stage without the need for a Conceptual Scheme amendment. This includes modifications to block configuration to reflect refinement of access points from Old Banff Coach Road.
- 3.2.3 A separately titled parcel shall be created for the storm pond infrastructure. The exact size of the storm pond parcel is to be determined at subdivision.
- 3.2.4 The exact size of individual parcels shall be determined at the subdivision stage.
- 3.2.5 Future land use and development applications for the Future Development Area (SW 36-24-3-5) shall require an amendment to this Conceptual Scheme, in accordance with Rocky View County requirements.

Figure 4.0 Concept



4.0

TRANSPORTATION

This section provides an overview of the road network providing access to and within the Site. A Traffic Impact Assessment (TIA) has been provided under separate cover. The road system has been designed with the possibility of future transit connecting with Calgary in mind.

4.1 REGIONAL ROAD SYSTEM

Access locations are identified on **Figure 5.0 Transportation & Connectivity** that align with discussions with Alberta Transportation following completion of the Old Banff Coach Road Network Analysis (Stantec, 2020). Two of the proposed access points off Old Banff Coach Road involve interim and ultimate configurations, with specific requirements to be addressed as part of subdivision applications for corresponding phases of the build out. The ultimate configuration also allows for potential future closure of the perpendicular segment of Old Banff Coach Road and integration of the adjacent landholding (portion of SW1/4 36-24-3-5) with the Site.

POLICY

- 4.1.1 Subdivision and development shall satisfy relevant requirements of requirements of Alberta Transportation and Rocky View County.
- 4.1.2 Access to the Site shall be generally in accordance with Figure 5.0, with access locations off Old Banff Coach Road to be confirmed at the subdivision phase and in accordance with Alberta Transportation requirements. Direct access to Highway 1 shall not be permitted.
- 4.1.3 As a condition of subdivision, Rocky View County will collect funds required to finance off-site road improvements required as a result of development within the Site in accordance with the Transportation Off-Site Levy Bylaw.
- 4.1.4 Improvements will be conducted to the transportation network as per the TIA.
- 4.1.5 TIAs shall be conducted at subdivision and development permit stages to determine specific upgrades to the local road network based on the level of development being proposed.
- 4.1.6 Should transit service be pursued for this development, Rocky View county shall collaborate with the City of Calgary on transit connectivity and service options.



4.2 INTERNAL ROAD SYSTEM

The proposed internal road network **Figure 5.0**

Transportation & Connectivity consists of the following:

- Two 24.2 m Modified Primary Collectors, incorporating 2 drive lanes in either direction, to accommodate traffic volumes entering the commercial areas, and a median to restrict turning movements across the driving lanes.
- A roundabout located centrally along the Modified Primary Collector, to provide primary access points into the proposed commercial parcels.
- A 22.2 m Modified Primary Collector east of the proposed roundabout. This cross section mirrors the 24.2 m cross section, although doesn't include the median. As this roadway enters into the residential areas of the development, one of the driving lanes converts to a parking lane.
- A 21.2 m Modified Collector is proposed to accommodate north/south traffic movements, as well as provide an acceptable interface between the proposed commercial and residential uses.
- A 14.5 m Modified Local Residential is proposed to service the residential development. This involves a standard 16.0 m City standard, with a sidewalk on one side.

Design details of the proposed cross-sections are provided in **Appendix A**.

POLICY

- 4.2.1 The location of road approaches and commercial parcel access points may be deferred to the Development Permit stage.
- 4.2.2 The Rocky View County Infrastructure Cost Recovery Policy will apply.

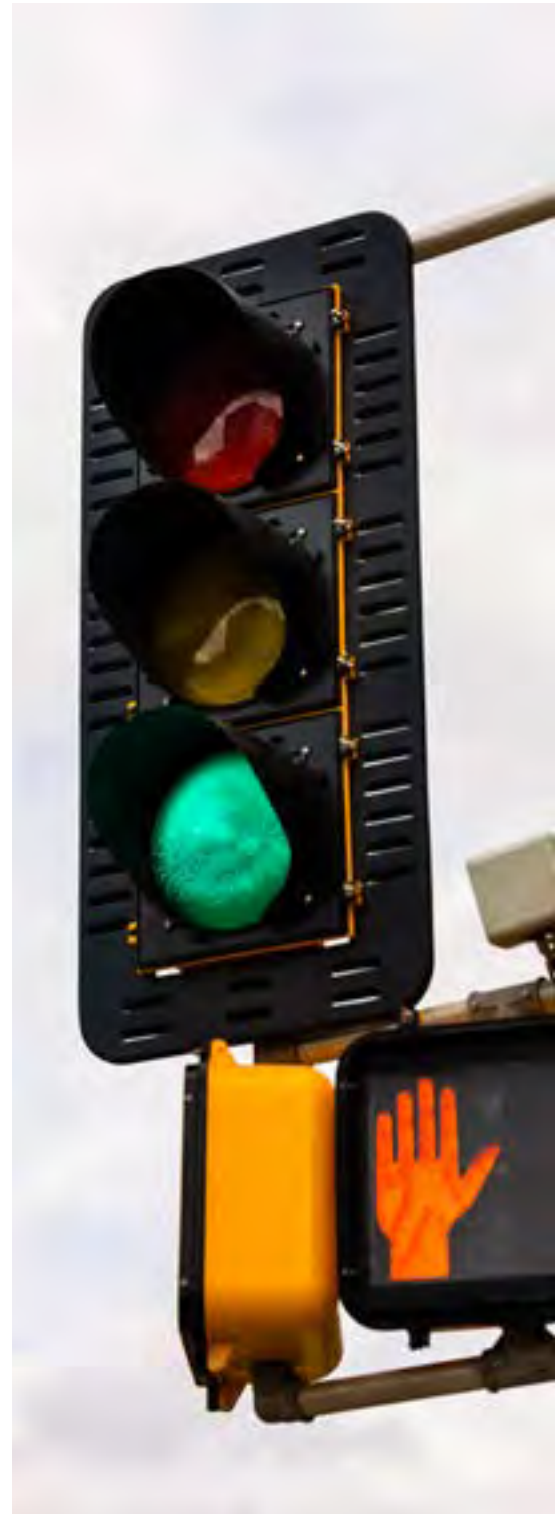
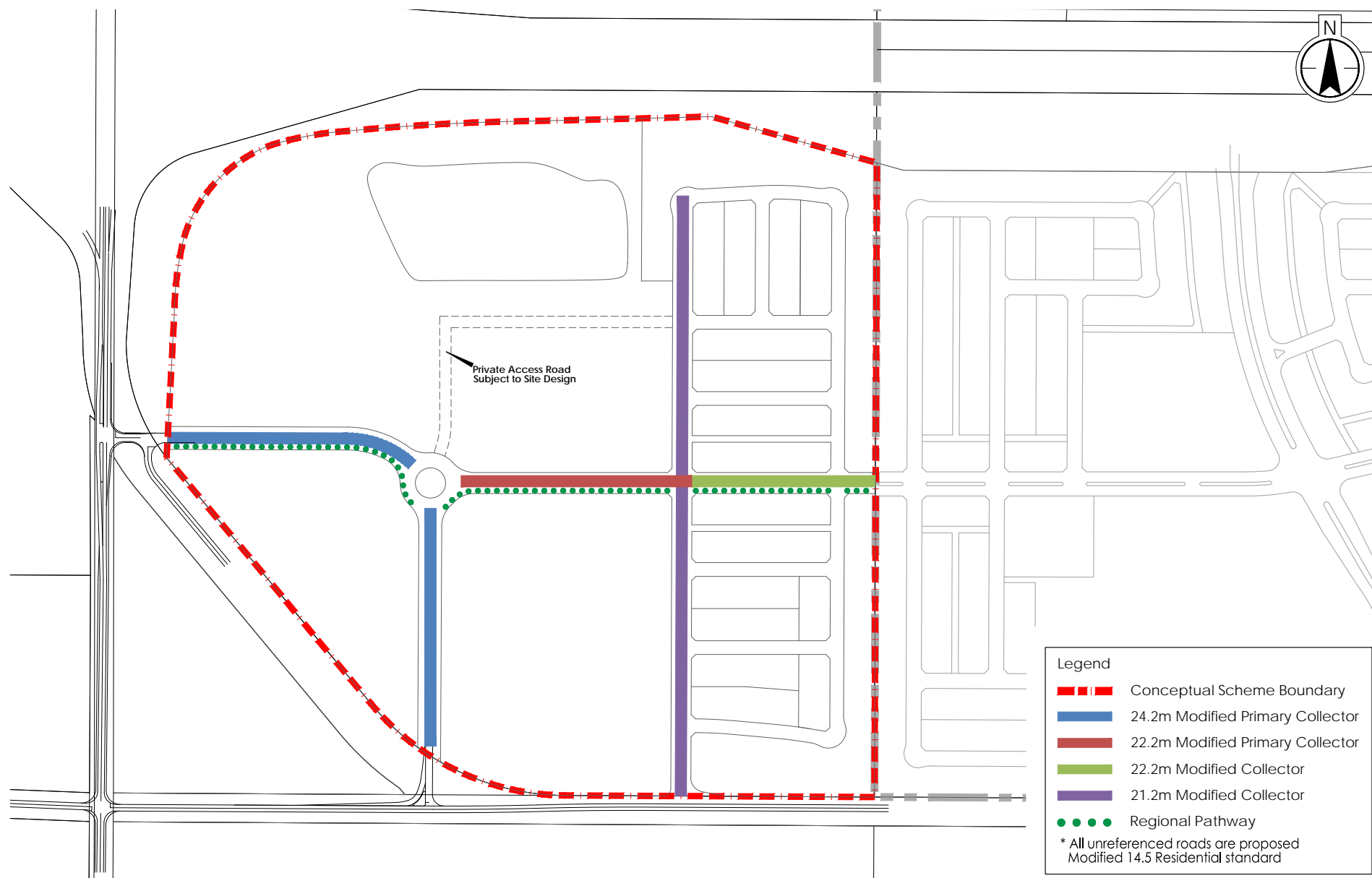


Figure 5.0 Transportation & Connectivity



5.0

RESERVES & PATHWAYS

5.1 PATHWAYS

As illustrated in **Figure 5.0 Transportation & Connectivity**, the Conceptual Scheme proposes a regional path along the south side of the east-west collector. This provides a connection for pedestrians and cyclists from the proposed West View development to the commercial area and on to Old Banff Coach Road. This would allow for a connection to the “adopted” north-south trail identified in the Active Transportation Plan: South County. Pedestrian sidewalks are also provided on both sides of the north-south collector roadway, providing additional access to Old Banff Coach Road.

The public pathway network will be supported by the development of a supporting pathway network within the commercial parcels to provide suitable and safe pedestrian connectivity throughout the commercial area. This network of pathways within the commercial parcels will link to the public path network, including the regional path where practical.

POLICY

- 5.1.1 Regional pathways shall be provided in accordance with cross-sections identified in **Section 6.12**.
- 5.1.2 Proposed development of the commercial parcels shall demonstrate suitable pedestrian access and connectivity throughout the parcel and integration with the public pathway network.



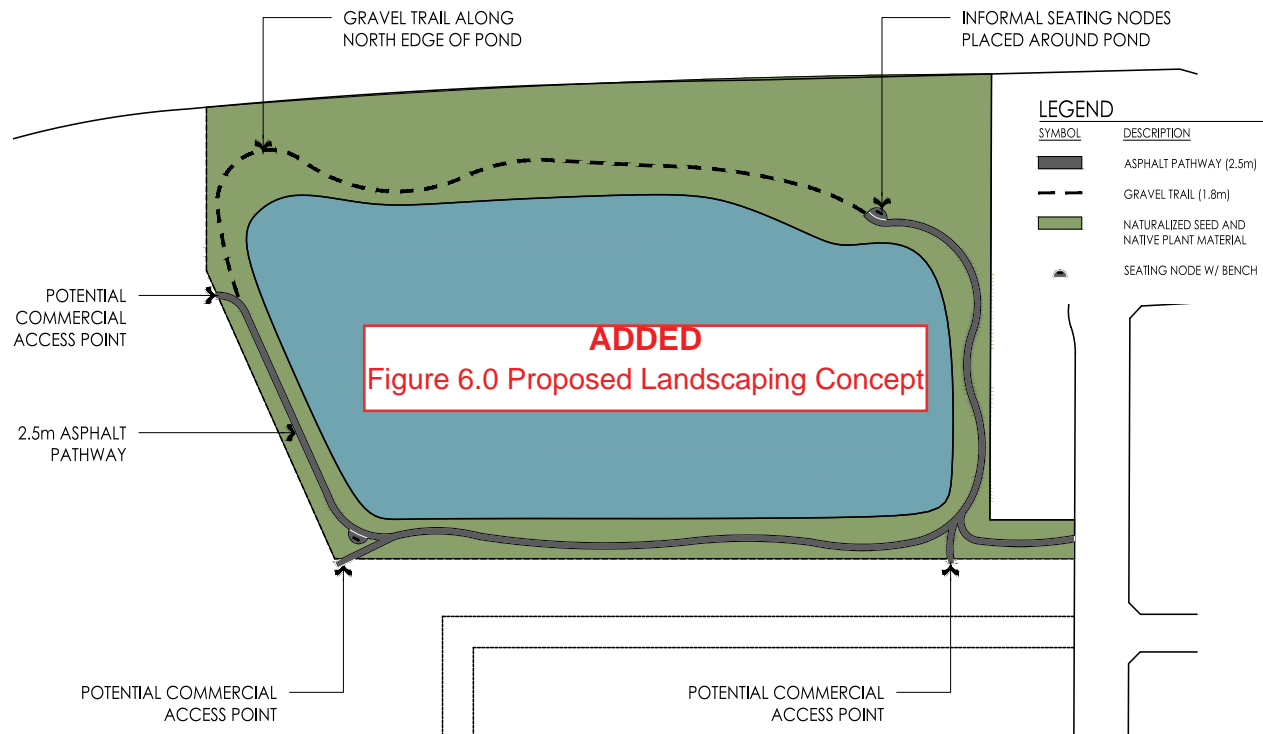
5.2 MUNICIPAL RESERVE

The Municipal Government Act (MGA) allows a municipality to require that a landowner or developer allocate and dedicate up to 10% of land being subdivided for the purposes of providing public parks (Municipal Reserve) or alternatively, that all or part of a Municipal Reserve (MR) to be deferred against “other land of the person applying for subdivision approval that is within the same municipality as that parcel of land.”

The Applicant proposes to defer the full 10% MR requirement for the Site (equivalent to 4.6 ha) to another parcel (Block 2 Plan 7510024) owned by the Applicant that is in close proximity to the Site, for the following reasons:

- ~~Publicly accessible passive recreation opportunities will be provided adjacent to the storm pond for both the residential and commercial areas of the Site.~~
- The proposed uses of the Site are largely commercial, with the supporting residential area intended to transition with residential areas proposed within Neighbourhood B of the approved West View ASP in Calgary (as Qualico is planning the development of Neighbourhood B concurrently with the Site).
- Neighbourhood B is designated to provide a Neighbourhood Activity Centre, Joint Use Site, Optimized Recreational Facility/Library, and Community Association site, all within close proximity to the residential area of the Site. An additional park site is not considered necessary to support the recreational and open space needs of these residential areas.
- Residential areas proposed as part of this Conceptual Scheme will be integrated with Neighbourhood B, and corresponding open space provision, through a regional pathway proposed as part of this Conceptual Scheme (**Section 3.2**) to connect to the regional path within the West View ASP.
- Block 2 Plan 7510024 is located adjacent to the existing community of Artists View and will serve a greater benefit supplementing and integrating with open space within this neighbourhood.
- Policy 2.9.4 of the Central Springbank ASP identifies a

Figure 8.0 Proposed Landscaping Concept



high priority will be given to undeveloped open areas for such purposes as stormwater management, areas of significant habitat, agricultural uses, recreation or educational purposes. Deferred MR will be utilized to maintain large open space and vegetated areas contained within Block 2 Plan 7510024, in addition to any Environmental Reserve (ER) requirements.

- The Conceptual Scheme proposes landscaping surrounding the stormwater pond as an amenity for nearby residents and commercial users. The concept features an asphalt pathway surrounding most of the pond with a gravel trail along the north side. Informal seating nodes will also be placed around the pond (see Figure 6.0)

Qualico intends to prepare a separate submission for the Block 2 Plan 7510024 parcel, which will confirm the placement and dedication of this deferred MR provision.

POLICY

- 5.2.1 Municipal Reserve for the Site shall be deferred at time of subdivision to Block 2 Plan 7510024, pursuant to the provisions of the Municipal Government Act.

5.3 ENVIRONMENTAL RESERVE

There are no areas within the Site that are known to qualify as Environmental Reserve as defined within the MGA.





6.0

DEVELOPMENT STANDARDS

The purpose of these development standards is to establish appropriate design standards for development within the Site and provide a framework around which individual landowners, builders, and applicants can implement individual design. Development standards and supplementary architectural guidelines will be used at the subdivision and development permit stages to ensure that all developments will be compatible with adjacent land uses and are aesthetically pleasing when viewed from within the community, from Highway 1, Old Banff Coach Road, and the proposed West View development.

The development standards should be read in conjunction with the County's LUB, which includes requirements for parking, landscaping, fencing, and other Site design requirements. The development standards are meant to supplement the LUB and it is recommended that both documents be reviewed prior to finalizing layout and design.

6.1 GENERAL

POLICY

- 6.1.1 Should a conflict arise between the Conceptual Scheme development standards and the Rocky View County Land Use Bylaw, the Rocky View County Land Use Bylaw shall govern.
- 6.1.2 Principles of Crime Prevention Through Environmental Design (CPTED) should be utilized when possible.

6.2 BUILDING SETBACKS & SITE COVERAGE

POLICY

- 6.2.1 Building setbacks and site coverage shall align with the relevant Rocky View County Land Use District requirements.

6.3 SITE LANDSCAPING

POLICY

- 6.3.1 Planting of trees and shrubs within landscaped areas shall meet landscaping standards of the Rocky View County Land Use Bylaw.

6.3.2 Landscaping treatment to the satisfaction of Rocky View County for commercial lots shall be included along parcel boundaries adjacent to Highway 1, Old Banff Coach Road, and residential properties.

6.3.3 Landscaping of commercial lots should be utilized to buffer the view of parking areas, storage areas, and loading areas.

6.3.4 A mix of trees, shrubs, and ground cover should be incorporated to provide visual interest on commercial lots.

6.3.5 Landscaping should be incorporated into parking lot design to break up parking lot areas for commercial lots. Landscaping should be constructed using soft landscaping materials and accommodate trees.

6.3.6 The frontages of commercial parcels should be landscaped with a combination of low mass planting and trees.

6.3.7 Where the development fronts onto a regional path, landscaping provided in Policy 6.3.6 should include a single row of trees matching the spacing and species of the adjacent boulevard.

6.3.8 Landscaping should be utilized along commercial parcel frontages to:

- a) Support the screening of loading and garbage areas; and
- b) Support a suitable interface to adjacent residential development.



6.4 BUILT FORM & CHARACTER

The following architectural development guidelines apply to parcels that abut Highway 1 or Old Banff Coach Road. The guidelines are intended to promote and ensure achievement of a coordinated and pleasant visual presence toward these high-volume public through roads without necessarily restricting the range of commercial uses or variety of building styles that can occur.

POLICY

- 6.4.1 Commercial building design emphasis shall be on those building elevations that are openly visible from Highway 1 or Old Banff Coach Road.

NOTE: Certain building elevations will not be openly visible due to significant grade changes between the parcel and these roadways (see cross-sections B and C in **Section 6.12**).

- 6.4.2 Principal entrances to commercial buildings should be well defined, architecturally interesting, and orient to internal public roads where practical.

- 6.4.3 Blank facades or long horizontal roof lines of commercial buildings should be broken up by providing articulation in design which may include varying roof heights and building projections, and changes in colour, material, pattern, and texture.

- 6.4.4 Where applicable, customer service and retail components should front onto the internal east-west collector roadway to provide a clear point of contact for visitors and to activate the road frontage.

- 6.4.5 Rooftop apparatus on commercial buildings shall be located and concealed to reduce or eliminate public view from adjacent roads.

- 6.4.6 Any equipment that sits outside of a commercial building shall be screened and located at the rear or side of the building, or at a location that is not openly visible from a public road or from adjacent residential properties.

NOTE: Certain building elevations and equipment will not be openly visible due to significant grade changes between the parcel and adjacent roadways (see cross-sections B and C in **Section 6.12**).



6.5 LOADING AREAS

POLICY

- 6.5.1 Loading and service areas should not be openly visible from Highway 1, Old Banff Coach Road, or from adjacent nearby residential properties.

NOTE: Certain building elevations will not be openly visible due to significant grade changes between the parcel and adjacent roadways (see cross-sections B and C in **Section 6.12**).

- 6.5.2 All loading areas should be screened from pedestrian circulation routes and incorporated into the architecture of the building.

6.6 FENCING & SCREENING

POLICY

- 6.6.1 Commercial front yard fences shall not be permitted.
- 6.6.2 All exterior storage areas shall be screened as per the Rocky View County LUB.

6.7 GARBAGE ENCLOSURES

POLICY

- 6.7.1 Garbage enclosures for commercial buildings should be constructed of materials similar to the principal building.
- 6.7.2 Gates should be installed and used on garbage enclosures for commercial buildings.
- 6.7.3 Good quality wood fencing may be acceptable as a material for the gates of a garbage enclosure for commercial buildings.

NOTE: Certain building elevations will not be openly visible due to significant grade changes between the parcel and adjacent roadways (see cross-sections B and C in **Section 6.12**). Where waste collection areas have limited visibility from proximal sites, roadways and public thoroughfares, landscaping can be used to screen waste collection areas as an alternative to a garbage enclosure.

6.8 PARKING

POLICY

- 6.8.1 Pedestrian routes on commercial lots shall be separated from vehicular traffic and the separation shall be clearly demarcated.
- 6.8.2 Landscape buffers shall be provided between parking lots and public roads.

6.9 SIGNAGE

POLICY

- 6.9.1 Signage should be integrated into the commercial building design and shown in the development permit plans for new buildings.
- 6.9.2 No sign shall be located where it will interfere with pedestrian or traffic safety.
- 6.9.3 Blinking, flashing, or strobe lights shall not be permitted.

6.10 LIGHTING

POLICY

- 6.10.1 Undue illumination of the neighbouring parcels should be avoided.
- 6.10.2 Lighting shall not interfere with traffic safety.
- 6.10.3 All pedestrian/public areas shall be well illuminated.
- 6.10.4 Light poles shall not exceed 12.0 m in height.
- 6.10.5 Undue illumination of Highway 1 should be avoided.



6.11 ROCKY VIEW/CALGARY INTERFACE

The Site is identified as a Key Focus Area in the IDP which calls for thoughtful interface planning to ensure an appropriate transition between municipalities. Throughout this Conceptual Scheme, policies have been identified to assist in establishing a seamless thoughtful transition between Calgary (West View development) and Rocky View (Highway 1/Old Banff Coach Road Site). Transition tools include:

- ~~Density — the selected residential land use district calls for a more urban density to transition to residential densities within the West View ASP area.~~ Density - the selected residential land use district calls for density that transitions to residential densities within the West View ASP area.
- Land use – while the majority of the Site is dedicated to commercial uses, the Conceptual Scheme calls for residential uses immediately adjacent to the West View ASP area to the east.
- Road alignment and cross-sections – the east-west 22.2 m Modified Collector road is proposed to seamlessly connect with the primary collector/collector street proposed within the West View ASP.
- Active transportation – a regional pathway is proposed along the east-west 22.2 m Modified Collector road to align with the regional pathway proposed within the West View ASP.
- Higher residential and commercial densities proposed within this conceptual scheme are buffered from nearby rural landscapes by Old Banff Coach road which acts as a natural boundary.

Additional Rocky View/Calgary interface policies are included below.

POLICY

- 6.11.1 Subdivision should ensure compatible road connections are aligned along the eastern boundary of the Site in order to provide and promote access and connectivity through the respective developments.
- 6.11.2 Subdivision applications should ensure proposed grading design is aligned along the eastern boundary.
- 6.11.3 Stormwater shall be managed within the municipal boundary.



6.12 COMMERCIAL/RESIDENTIAL INTERFACE

The Conceptual Scheme has been prepared to thoughtfully address the interface between the commercial and residential uses through layout and design, and the inclusion of development standards.

From a layout perspective, the inclusion of the 21.0 m Modified Collector provides a physical separation between the commercial and residential parcels. The orientation of the residential blocks along this collector roadway has also been purposefully designed to ensure no residential lots face onto the commercial uses, eliminating the potential for residential driveways along this roadway.

This interface also benefits from a grading perspective, with the adjacent southern commercial parcel proposed to be set in to the Site, with a grade change ranging from 2.0 to 6.0 m (refer to sections provided on the following page) that will be managed by a retaining wall. This variation in grade minimizes the impact of building form and operational requirements of future commercial uses on this parcel to residential uses.

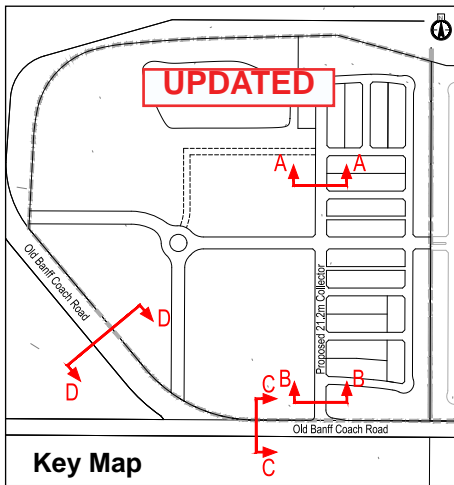
Proposed interface conditions between the commercial parcel and Old Banff Coach Road are also illustrated in sections on the following page.

From a development standards perspective, transition tools include policies related to screening, fencing, road cross-sections, and architectural guidelines are included earlier in **Section 6.0** of this Conceptual Scheme.

6.13 RESIDENTIAL DEVELOPMENT STANDARDS

POLICY

- 6.13.1 Residential architectural controls shall be established prior to subdivision stage.
- 6.13.2 Residential architectural controls should establish a unique identity for the community.



7.0

UTILITIES

A brief summary of proposed servicing of The Site, including water, sanitary, stormwater, and shallow utilities, is provided below. The Conceptual Scheme does not propose, nor is it necessary, for any utilities to tie into City of Calgary utility networks.

7.1 WATER SUPPLY

Water supply for the Conceptual Scheme is proposed to be provided via connection of a 200mm water feedermain to the existing Harmony Drinking Water Treatment Plant. General alignment of the proposed water connection is identified in **Figure 6.0 Water & Sanitary Servicing**.

POLICY

- 7.1.1 Potable water shall be provided within the Site as generally illustrated by **Figure 6.0 Water & Sanitary Servicing**.
- 7.1.2 The owner/developer shall extend potable water infrastructure within the Conceptual Scheme area as generally illustrated on **Figure 6.0 Water & Sanitary Servicing**, at the subdivision stage, in accordance with all applicable Provincial regulatory requirements and Rocky View County servicing standards.
- 7.1.3 The specific design, alignment, pipe sizing and configuration of the water distribution system shall be determined by detailed engineering at the Subdivision/Development Permit stage, as per the terms of a Development Agreement and/or Development Permit process, to the satisfaction of the County.
- 7.1.4 The potable water distribution system shall accommodate minimum design requirements necessary to provide appropriate fire suppression within the Conceptual Scheme area.

7.2 SANITARY WASTEWATER

Sanitary servicing for the Conceptual Scheme is proposed to be provided by a 250mm gravity feed sanitary main that connects to a wastewater lift station north of Highway 1 before connecting to the existing Harmony Wastewater Treatment Plant. General alignment of the proposed sanitary connection is identified in **Figure 6.0 Water & Sanitary Servicing**.

POLICY

- 7.2.1 The Conceptual Scheme area shall be serviced by the Harmony Wastewater Treatment Plant.
- 7.2.2 The specific design, alignment, pipe size and configuration of the wastewater distribution system shall be determined by detailed engineering at Subdivision/Development Permit stage, as per the terms of a Development Agreement and/or Development Permit process, to the satisfaction of the County.
- 7.2.3 All wastewater infrastructure within the Conceptual Scheme area shall be constructed by the developer and shall be designed in coordination with adjoining projects to the satisfaction of the County.



7.3 STORMWATER MANAGEMENT

Stormwater runoff generated within the Site will be captured by a single stormwater pond proposed to be located centrally along the northern boundary of the Site. A ~~Staged Master Drainage Plan (SMDP)~~ **Stormwater Catchment Master Drainage Plan (SCMDP)** will be prepared at subdivision stage to determine the design requirements (and associated land area required) to facilitate this pond.

The stormwater pond will discharge to an existing culvert crossing Highway 1 before draining to an existing unnamed drainage ravine that connects to the Bow River (see **Figure 7.0 Stormwater Servicing**).

The stormwater pond is intended to be privately owned and operated.

POLICY

- 7.3.1 ~~A Staged Master Drainage Plan shall be provided at subdivision stage.~~ **Subdivision shall be prepared in accordance with the approved SCMDP.**
- 7.3.2 Stormwater infrastructure will be privately owned and maintained/operated.
- 7.3.3 **Stormwater shall be managed within the municipal boundary.**

7.4 SHALLOW UTILITIES

Shallow utility services, including electric power, natural gas, telephone, cable and high speed internet, will be provided by local utility companies. A mix of underground utilities and overhead power lines will be located within the road rights-of-way and easements as required to serve the development.

POLICY

- 7.4.1 Shallow utilities shall be provided within the Site at the sole expense of the developer within appropriate rights-of-way established at the subdivision stage.



7.5 SOLID WASTE

Solid Waste Management will be the responsibility of property owners and operators.

POLICY

- 7.5.1 Within the residential portion of the Site, solid waste management shall be provided by a qualified waste management operator through a contract managed by each residential lot owner.
- 7.5.2 Within the commercial portion of the Site, solid waste management shall be provided by a qualified waste management operator through a contract managed by each commercial lot owner.
- 7.5.3 Within the commercial portion of the Site, solid waste containment units must be screened from all adjacent properties and Highway 1.
- 7.5.4 All solid waste management shall conform to the policies outlined in the County's Solid Waste Master Plan.

7.6 FIRE SUPPRESSION

Primary fire response will be provided from The Rocky View County Fire Station #102 located at the Springbank Airport.

POLICY

- 7.6.1 Development shall meet the criteria and requirements for on-site firefighting measures as determined by Rocky View County. An Emergency Response Plan will be submitted at Development Permit stage.
- 7.6.2 All uses and operations in the Plan Area that store or utilize materials or products that may be hazardous due to their flammable or explosive characteristics shall comply with the applicable fire regulations of the County or the regulations of any other government authority having jurisdiction and in accordance with any hazard or emergency management plan that may be required by the County.
- 7.6.3 All industrial and commercial buildings should provide fire suppression systems, as appropriate at the Development Permit stage, and they shall be in compliance with the Alberta Building Code.
- 7.6.4 Individual services to the lots will be constructed at the Development Permit stage if a service is required for the individual lot's proposed use.

Figure 6.0 Water & Sanitary Servicing



Figure 7.0 Stormwater Servicing



8.0 IMPLEMENTATION

8.1 PROCESS

The process of implementing this Conceptual Scheme starts first with the submission and approval of the plan and corresponding Land Use Redesignation and ASP Amendment through the Rocky View County Local Plan application process. The Highway 1/Old Banff Coach Road Conceptual Scheme will then provide direction for phased development through the subdivision and development approval process.

With respect to intermunicipal collaboration with neighbouring City of Calgary, policies have been included to reference ongoing collaboration and the exploration of impacts to community facilities and services across the municipal boundary.

POLICY

- 8.1.1 ~~Rocky View County shall implement this Conceptual Scheme through the subdivision and development approval processes.~~ Rocky View County shall implement this Conceptual Scheme through the subdivision and development permit process and generally in accordance with the phasing plan.
- 8.1.2 A Lot Owners Association may be established if necessary, to assume eventual responsibility for common lands, architectural controls, and infrastructure at the time of subdivision.
- 8.1.3 Rocky View County and the City of Calgary shall continue to collaborate at a municipal level on the exploration of impacts and the potential for agreements relating to community facilities and services across the municipal boundary.
- 8.1.4 Specific development, servicing, and offsite requirements shall be determined for each subdivision phase as part of subdivision process.

8.2 PHASING

A phasing plan for the Conceptual Scheme has been prepared and is identified in **Figure 8.0 Phasing**. The project will be built based on market demand which may alter the phasing sequence identified.

POLICY

- 8.2.1 Phasing should generally follow the stages identified in Figure 8.0 unless market demand dictates otherwise.

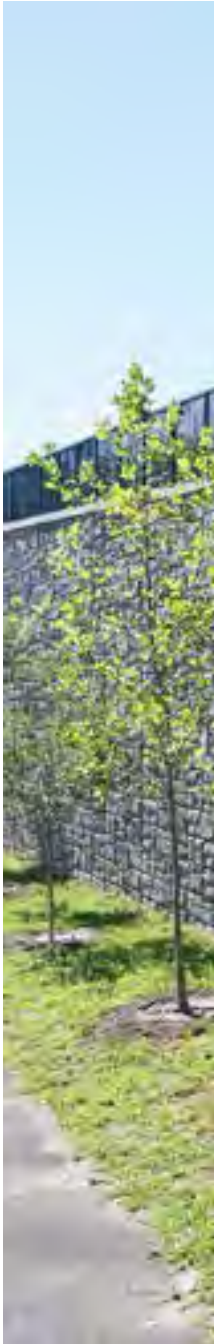
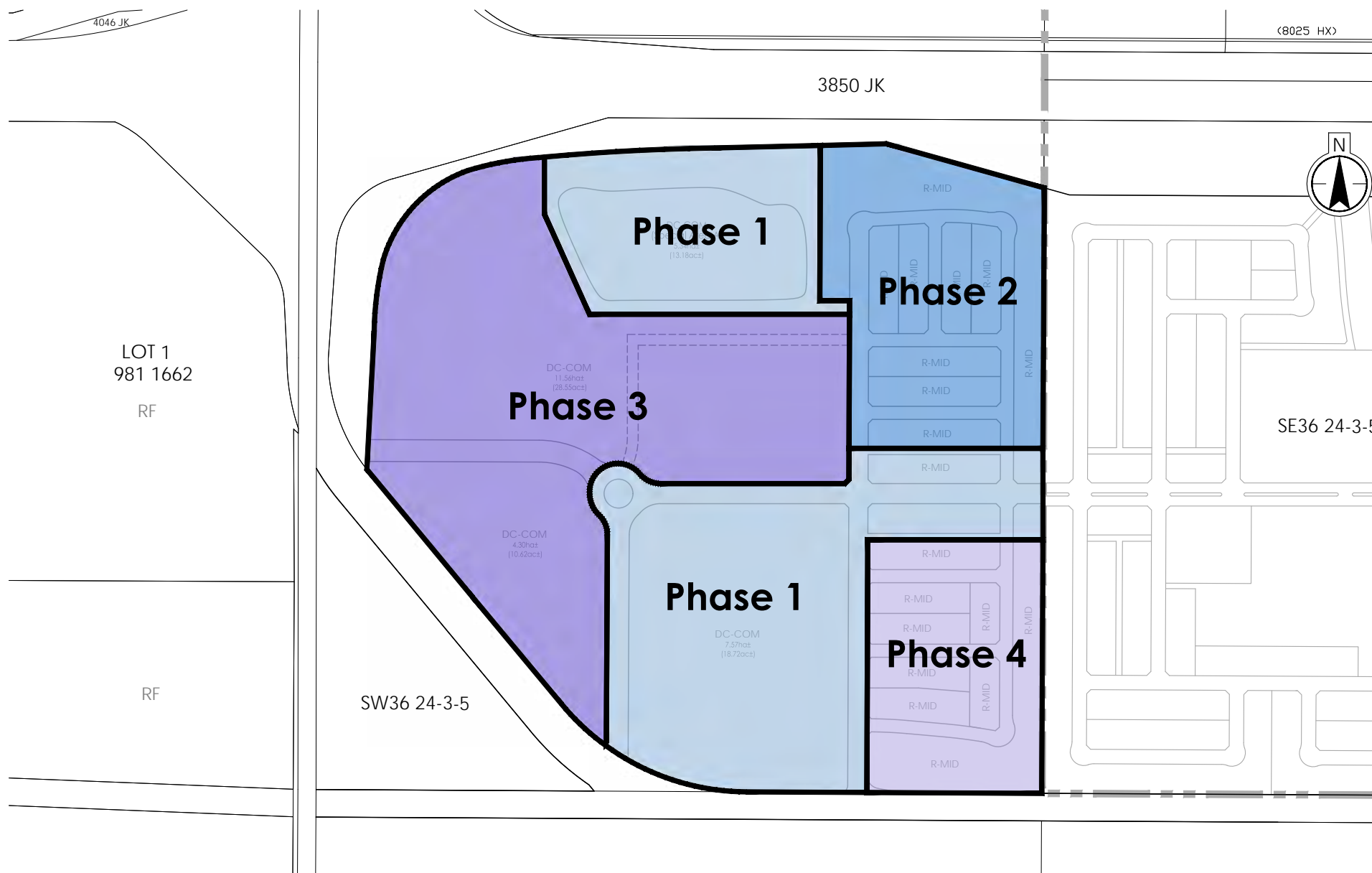


Figure 9.0 Phasing



9.0 PUBLIC CONSULTATION

Public consultation was completed in tandem with the Conceptual Scheme application informing landowners within a 1.5-mile radius of the proposed Conceptual Scheme in addition to the ASP amendment and land use redesignation applications. This circulation included landowners in both Rocky View County and Calgary.

The circulation was presented in a letter format describing the proposed development at a high-level and the rationale for development. Landowners were asked to contact either the applicant, the owner, or the Rocky View County File Manager with questions, concerns, or inquiries regarding the Public Hearing.

FINDINGS

Feedback was received from a total of 13 respondents and responses were provided either via email or phone call. However, the following provides a summary of the feedback received:

- Traffic implications along Old Banff Coach Road
- Safety along Old Banff Coach Road
- Light and noise concerns
- Blending from rural acreage to city density
- Support for the residential portion of the Site
- Concerns regarding the demand for commercial uses on the Site
- Questions regarding demographics and density
- Overall support for the proposal
- Active transportation concerns and recommendations

Although a variety of comments were received, the majority of comments focused on traffic and safety implications on Old Banff Coach Road.

RESPONSE

Concurrently with this application, a network analysis for Old Banff Coach Road has been completed collaboratively with Qualico, Rocky View County, and Alberta Transportation. The applicant and the owner have committed to informing all interested parties both of the Public Hearing date for this application as well as the findings of the network analysis.

In order to address the additional concerns identified, the Conceptual Scheme contains the following information:

- Policies related to lighting are addressed in Sections 6.9 and 6.10.
- Residential land use, population projections, and density are included in Sections 1.4 and 3.0.
- The Rationale for Proceeding with Development in Section 1.4 addresses demand for commercial uses.
- Active transportation considerations have been included in Section 5.1.

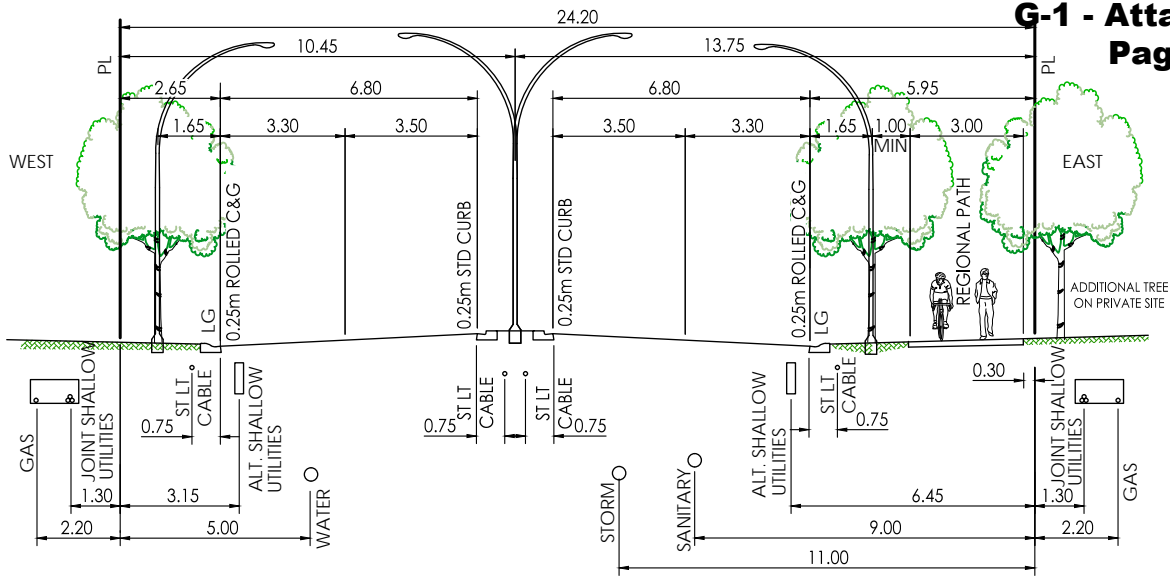
The applicant intends to host a virtual information session on March 31, 2021 prior to the Public Hearing to address concerns and clarify questions from the public.



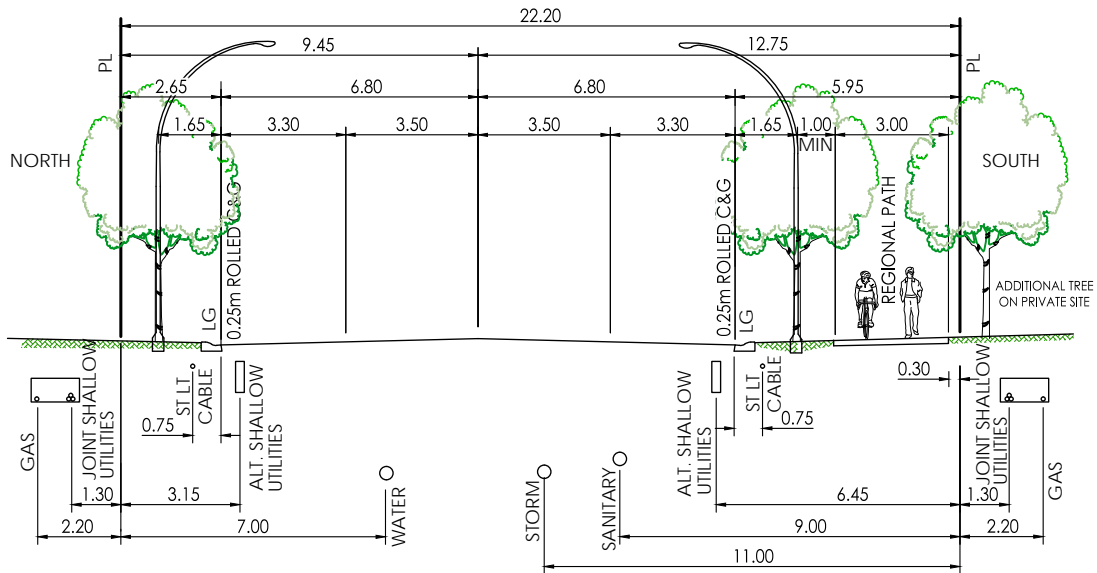
A

APPENDIX

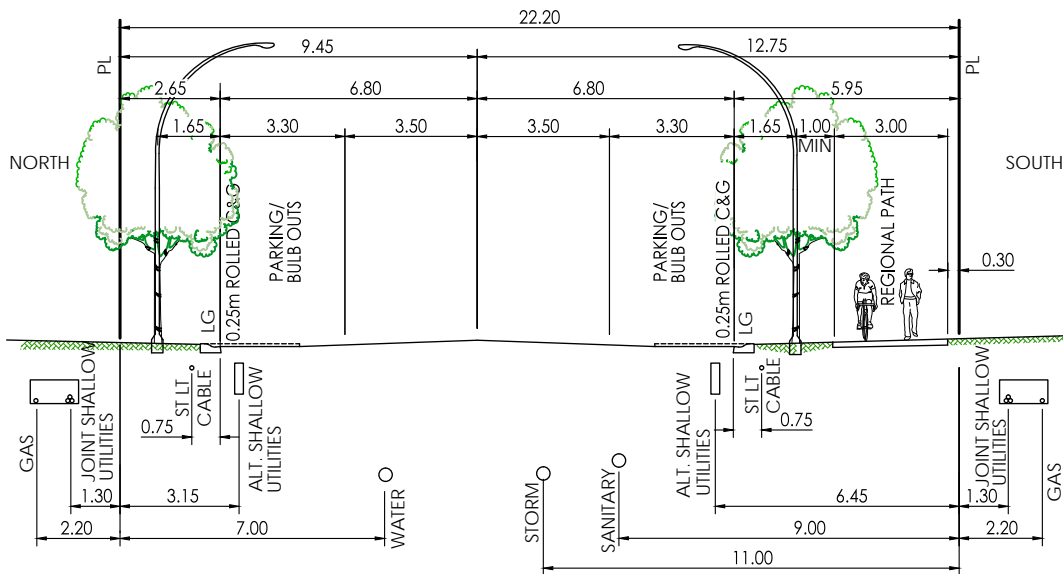
ROAD CROSS-SECTIONS



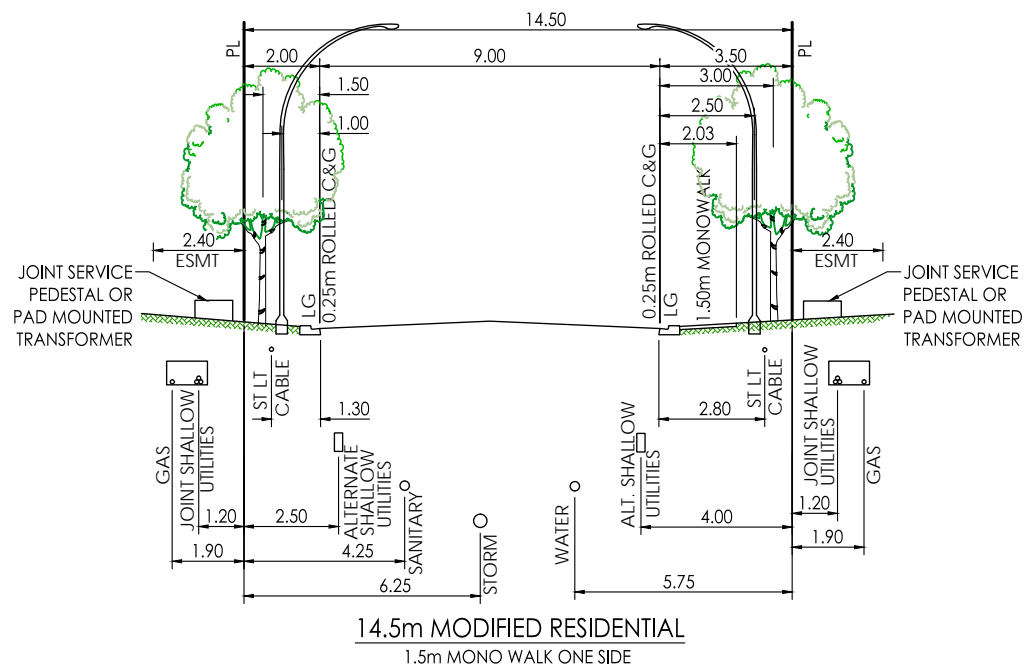
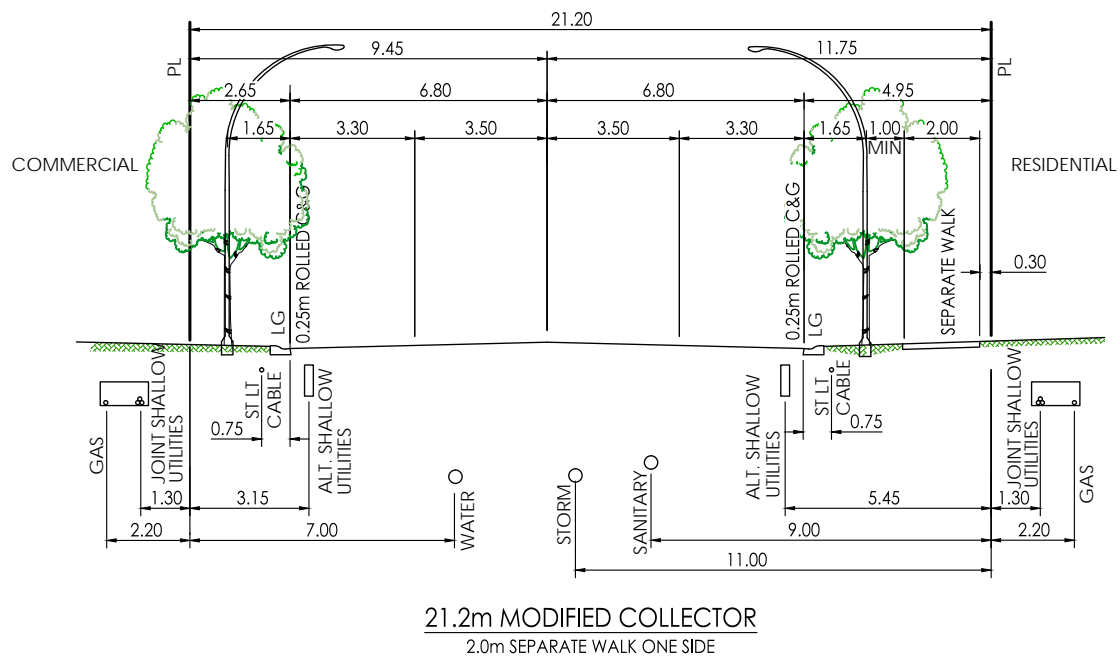
24.2m MODIFIED PRIMARY COLLECTOR
3.0m REGIONAL PATH ONE SIDE



22.2m MODIFIED PRIMARY COLLECTOR
3.0m REGIONAL PATH ONE SIDE



22.2m MODIFIED COLLECTOR
3.0m REGIONAL PATH ONE SIDE





Submitted By
Qualico Communities

Submitted To
Rocky View County

Prepared By
Stantec Consulting Ltd.

May 17, 2021

Via: E-Mail

Jessica Anderson, Senior Planner
262075 Rocky View Point
Rocky View County, AB, T4A 0X2

Reference: Highway 1/Old Banff Coach Road Conceptual Scheme Amendment**Dear Jessica:**

The Highway 1/Old Banff Coach Road Conceptual Scheme received second reading on April 13, 2021 (Bylaw C-8121-2020). We understand that there have been subsequent discussions between County Administration and City of Calgary representatives regarding this plan. The outcome of these discussions seems to have provided a path forward for the two municipalities to address intermunicipal concerns. To capture the appropriate policy requirement in the Conceptual Scheme, it has been suggested that a minor amendment be made to the plan. A new policy would be added that reads:

Prior to subdivision approval, Rocky View County, in consultation with The City of Calgary, shall review the impacts to The City of Calgary's infrastructure and services. If material impacts are found, prior to subdivision a cost sharing agreement or alternative appropriate mechanisms shall be in place to mitigate those impacts.

We support the proposed amendment, as it demonstrates the commitment to continue working collaboratively with the City through to the next step of the development process. We respectfully request Council support for this amendment, as it should address matters that would otherwise arise through the CMRB review process.

Sincerely,

Coach Creek Developments Inc.

By its managing partner,

Qualico Developments West Ltd.

DocuSigned by:


140D3EF4D7BF4B5...

Ben Mercer

Associate Director, Planning & Community Engagement

cc. Cary Kienitz, Associate Director of Development



PLANNING AND DEVELOPMENT SERVICES

TO: Council
DATE: May 25, 2021
FILE: 06307015
SUBJECT: First Reading Bylaw – Industrial Redesignation

DIVISION: 7
APPLICATION: PL20200106

APPLICATION To redesignate the subject lands from Agricultural, General District (A-GEN) to Special, Future Urban Development District (S-FUD) to accommodate outdoor storage of recreational vehicles.

GENERAL LOCATION: Located approximately 1.61 km (1 mile) north of the city of Calgary, 1.21 km (3/4 mile) south of Hwy. 566 and on the east side of Rge. Rd. 290.

LAND USE DESIGNATION: Agricultural General District (A-GEN)

EXECUTIVE SUMMARY: The application will be reviewed against the relevant policies of the Balzac East Area Structure Plan, the County Plan, and the Land Use Bylaw.

OPTIONS:

- Option #1: THAT Bylaw C-8171-2021 be given first reading.
Option #2: THAT application PL20200106 be denied.

AIR PHOTO & DEVELOPMENT CONTEXT:



Administration Resources

Christina Lombardo, Planning and Development Services



Respectfully submitted,

Concurrence,

“Brock Beach”

“Kent Robinson”

Acting Executive Director
Community Development Services

Acting Chief Administrative Officer

CL/ltt

ATTACHMENTS:

ATTACHMENT ‘A’: Bylaw C-8171-2021 & Schedule A
ATTACHMENT ‘B’: Map Set



ROCKY VIEW COUNTY

BYLAW C-8171-2021

A bylaw of Rocky View County, in the Province of Alberta, to amend Rocky View County Bylaw C-8000-2020, being the *Land Use Bylaw*.

The Council of Rocky View County enacts as follows:

Title

- 1 This bylaw may be cited as *Bylaw C-8171-2021*.

Definitions

- 2 Words in this Bylaw have the same meaning as those set out in the *Land Use Bylaw* and *Municipal Government Act* except for the definitions provided below:
 - (1) **“Council”** means the duly elected Council of Rocky View County;
 - (2) **“Land Use Bylaw”** means Rocky View County Bylaw C-8000-2020, being the *Land Use Bylaw*, as amended or replaced from time to time;
 - (3) **“Municipal Government Act”** means the *Municipal Government Act*, RSA 2000, c M-26, as amended or replaced from time to time; and
 - (4) **“Rocky View County”** means Rocky View County as a municipal corporation and the geographical area within its jurisdictional boundaries, as the context requires.

Effect

- 3 THAT Schedule B, Land Use Maps, of Bylaw C-8000-2020 be amended by redesignating a portion of SW-07-26-28-W4M from Agricultural, General District (A-GEN) to Special, Future Urban Development District (S-FUD) as shown on the attached Schedule 'A' forming part of this Bylaw.
- 4 THAT a portion of SW-07-26-28-W4M is hereby redesignated to Special, Future Urban Development District (S-FUD) as shown on the attached Schedule "A" forming part of this Bylaw.

Effective Date

- 5 Bylaw C-8171-2021 is passed and comes into full force and effect when it receives third reading and is signed in accordance with the *Municipal Government Act*.



ROCKY VIEW COUNTY

READ A FIRST TIME this _____ day of _____, 2021

PUBLIC HEARING HELD this _____ day of _____, 2021

READ A SECOND TIME this _____ day of _____, 2021

READ A THIRD AND FINAL TIME this _____ day of _____, 2021

Reeve_____
Chief Administrative Officer or Designate_____
Date Bylaw Signed



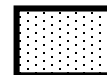
Schedule 'A'

Bylaw C-8171-2020

Amendment

FROM

Agricultural,
General (A-GEN)



TO

Special, Future Urban
Development District (S-FUD)

RGE RD 290

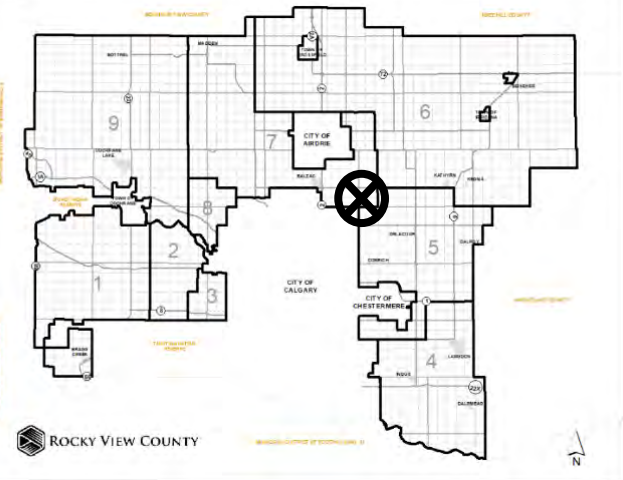




Location & Context

Redesignation Proposal

To redesignate the subject lands from Agricultural, General District (A-GEN) to Special, Future Urban Development District (S-FUD) to accommodate outdoor storage of recreational vehicles.





Development Proposal

Redesignation Proposal

To redesignate the subject lands from Agricultural, General District (A-GEN) to Special, Future Urban Development District (S-FUD) to accommodate outdoor storage of recreational vehicles.

RGE RD 290



Division: 7
Roll: 06307015
File: PL20200106
Printed: March 30, 2021
Legal: A portion of SW-07-200451
Page 451 of 792



Environmental

Redesignation Proposal

To redesignate the subject lands from Agricultural, General District (A-GEN) to Special, Future Urban Development District (S-FUD) to accommodate outdoor storage of recreational vehicles.

-  Subject Lands
-  Contour - 2 meters
-  Riparian Setbacks
-  Alberta Wetland Inventory
-  Surface Water

Division: 7
Roll: 06307015
File: PL20200106
Printed: March 30, 2021
Legal: A portion of SW-07-2020-452 of 792

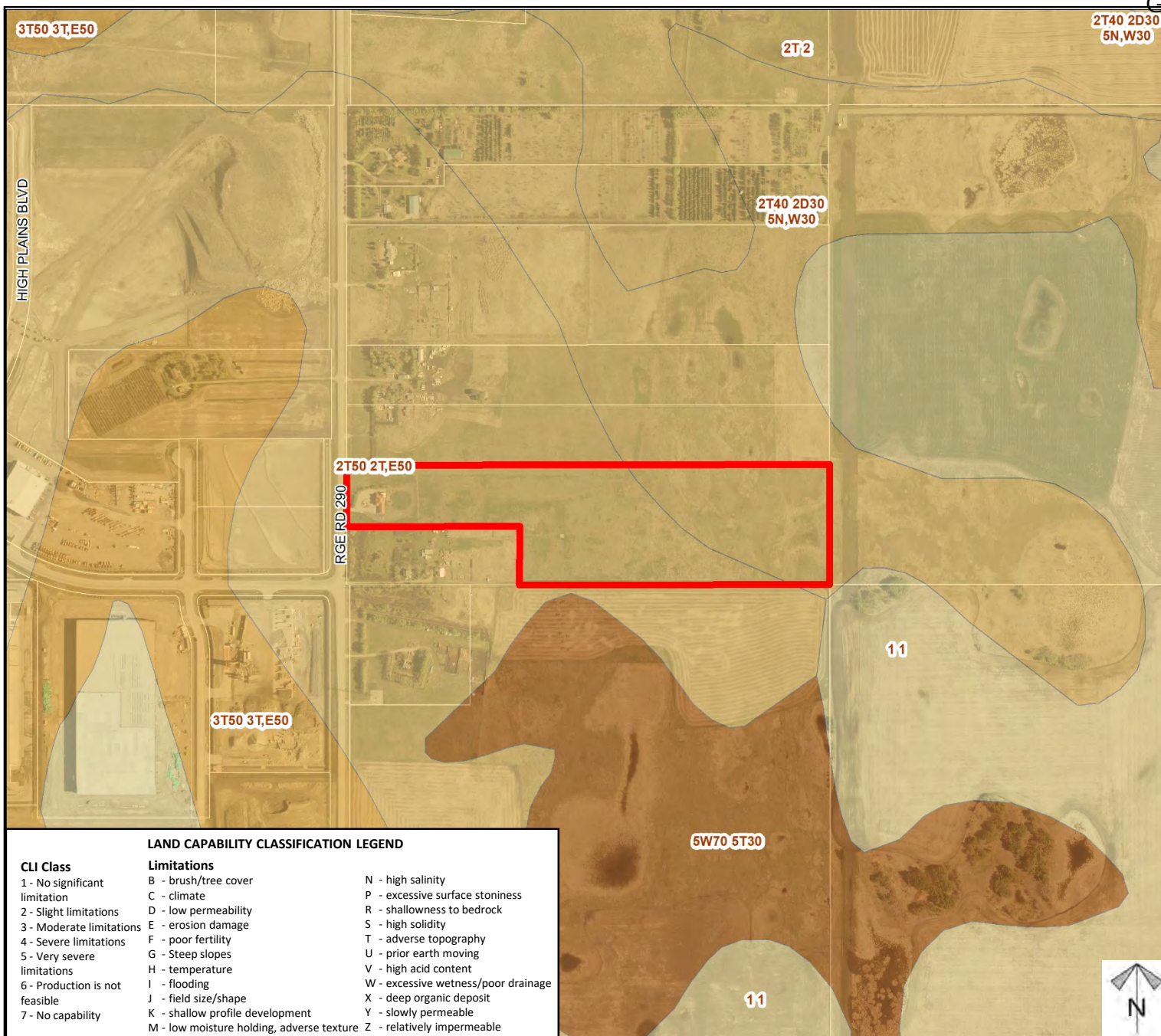




Soil Classifications

Redesignation Proposal

To redesignate the subject lands from Agricultural, General District (A-GEN) to Special, Future Urban Development District (S-FUD) to accommodate outdoor storage of recreational vehicles.





Landowner Circulation Area

Redesignation Proposal

To redesignate the subject lands from Agricultural, General District (A-GEN) to Special, Future Urban Development District (S-FUD) to accommodate outdoor storage of recreational vehicles.

Legend

Support



Opposition



Division: 7

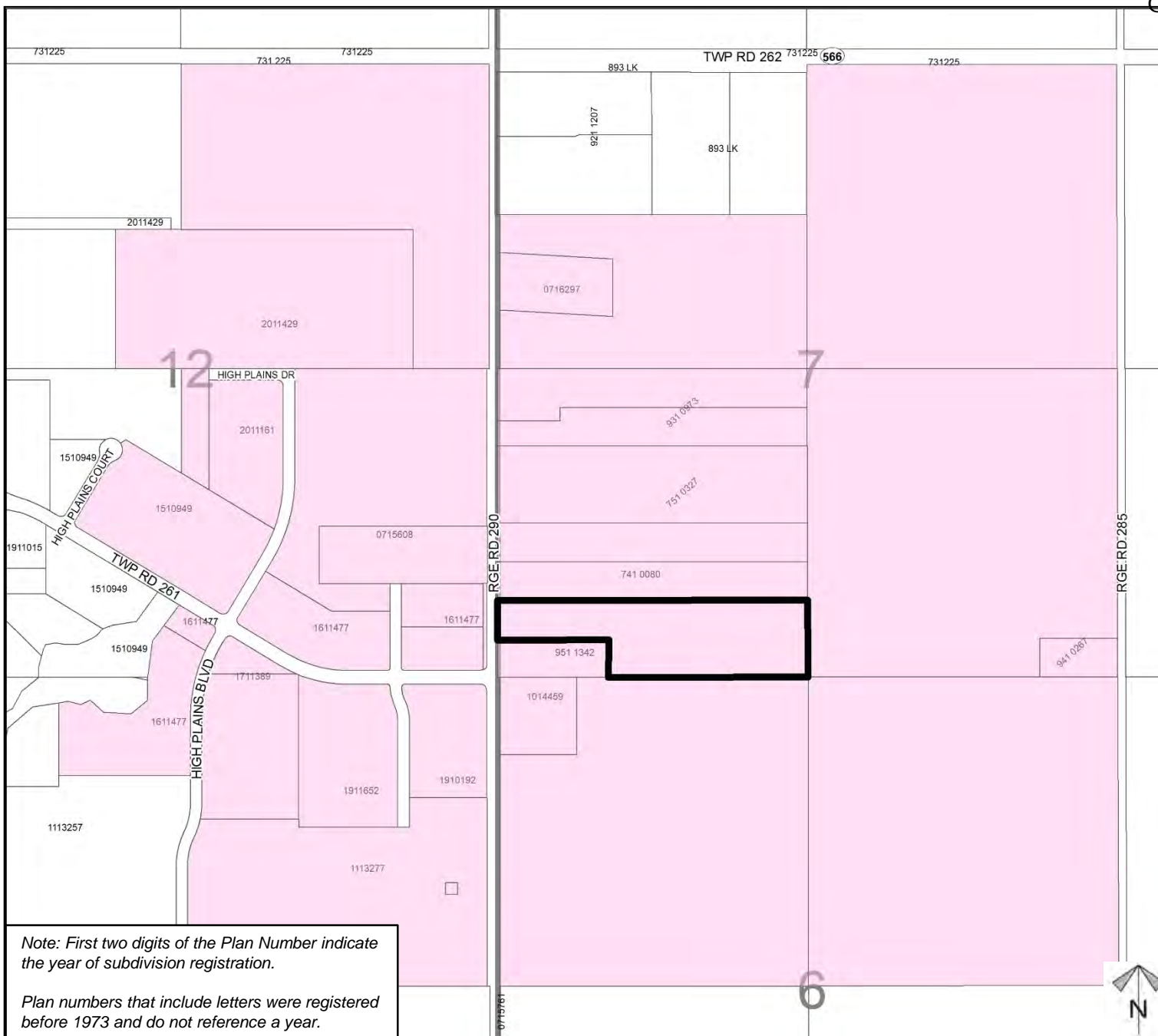
Roll: 06307015

File: PL20200106

Printed: March 30, 2021

Legal: A portion of SW-07-

2020 of 792





PLANNING AND DEVELOPMENT SERVICES

TO: Council
DATE: May 25, 2021
FILE: 03215010 - 03215100
SUBJECT: First Reading Bylaw – Redesignation

DIVISION: 4
APPLICATION: PL20210040

APPLICATION: To redesignate 87 lots from Residential, Small Lot Urban District (R-SML) to Residential, Small Lot Urban District (R-SML) with a Land Use Bylaw text amendment to accommodate a smaller side yard setback.

GENERAL LOCATION: Located in the hamlet of Langdon.

LAND USE DESIGNATION: Residential, Small District (R-SML)

EXECUTIVE SUMMARY: The application will be reviewed against relevant County policies.

OPTIONS:

- Option #1: THAT Bylaw C-8176-2021 be given first reading.
Option #2: THAT application PL20210040 be denied.

AIR PHOTO & DEVELOPMENT CONTEXT:



Administration Resources

Scott Thompson, Planning and Development Services



Respectfully submitted,

Concurrence,

"Brock Beach"

"Kent Robinson"

Acting Executive Director
Community Development Services

Acting Chief Administrative Officer

ST/lt

ATTACHMENTS:

ATTACHMENT 'A': Bylaw C-8176-2021 & Schedule A

ATTACHMENT 'B': Map Set



ROCKY VIEW COUNTY

BYLAW C-8176-2021

A bylaw of Rocky View County, in the Province of Alberta, to amend Rocky View County Bylaw C-8000-2020, being the *Land Use Bylaw*.

The Council of Rocky View County enacts as follows:

Title

- 1 This bylaw may be cited as *Bylaw C-8176-2021*.

Definitions

- 2 Words in this Bylaw have the same meaning as those set out in the *Land Use Bylaw* and *Municipal Government Act* except for the definitions provided below:
- (1) **“Council”** means the duly elected Council of Rocky View County;
 - (2) **“Land Use Bylaw”** means Rocky View County Bylaw C-8000-2020, being the *Land Use Bylaw*, as amended or replaced from time to time;
 - (3) **“Municipal Government Act”** means the *Municipal Government Act*, RSA 2000, c M-26, as amended or replaced from time to time; and
 - (4) **“Rocky View County”** means Rocky View County as a municipal corporation and the geographical area within its jurisdictional boundaries, as the context requires.

Effect

- 3 THAT Schedule B, Land Use Maps, of Bylaw C-8000-2020 be amended by redesignating a Lot 2-65 Block 1 Plan 2011558, Lot 2-12 Block 2 Plan 2011558, Lot 2-12 Block 3 Plan 2011558 within NE-15-23-27-W04M from Residential, Small District (R-SML) to Residential, Small District with a modifier indicated by “s” (R-SMLs) as shown on the attached Schedule ‘A’ forming part of this Bylaw.
- 4 THAT 2-65 Block 1 Plan 2011558, Lot 2-12 Block 2 Plan 2011558, Lot 2-12 Block 3 Plan 2011558 within NE-15-23-27-W04M from Residential, Small District (R-SML) to Residential, Small District with a modifier indicated by “s” (R-SMLs) as shown on the attached Schedule ‘A’ forming part of this Bylaw.
- 5 THAT Bylaw C-8000-2020 be amended by adding section 349.2 as follows
- 349.2 EXCEPTIONS:
- a) Parcels designated with the letter “s” on the Land Use Map shall have a minimum side yard setback of 1.5 m (4.92 ft.) on both sides.



ROCKY VIEW COUNTY

Effective Date

- 6 Bylaw C-8176-2021 is passed and comes into full force and effect when it receives third reading and is signed in accordance with the *Municipal Government Act*.

READ A FIRST TIME this _____ day of _____, 2021

PUBLIC HEARING HELD this _____ day of _____, 2021

READ A SECOND TIME this _____ day of _____, 2021

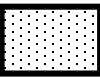
READ A THIRD AND FINAL TIME this _____ day of _____, 2021

Reeve

Chief Administrative Officer or Designate

Date Bylaw Signed

Schedule 'A'

 Bylaw
 C-8176-2021
AmendmentFROM
 Residential, Small
 District (R-SML)
TO
 Residential, Small
 District (R-SMLs).


CENTRE ST SOUTH

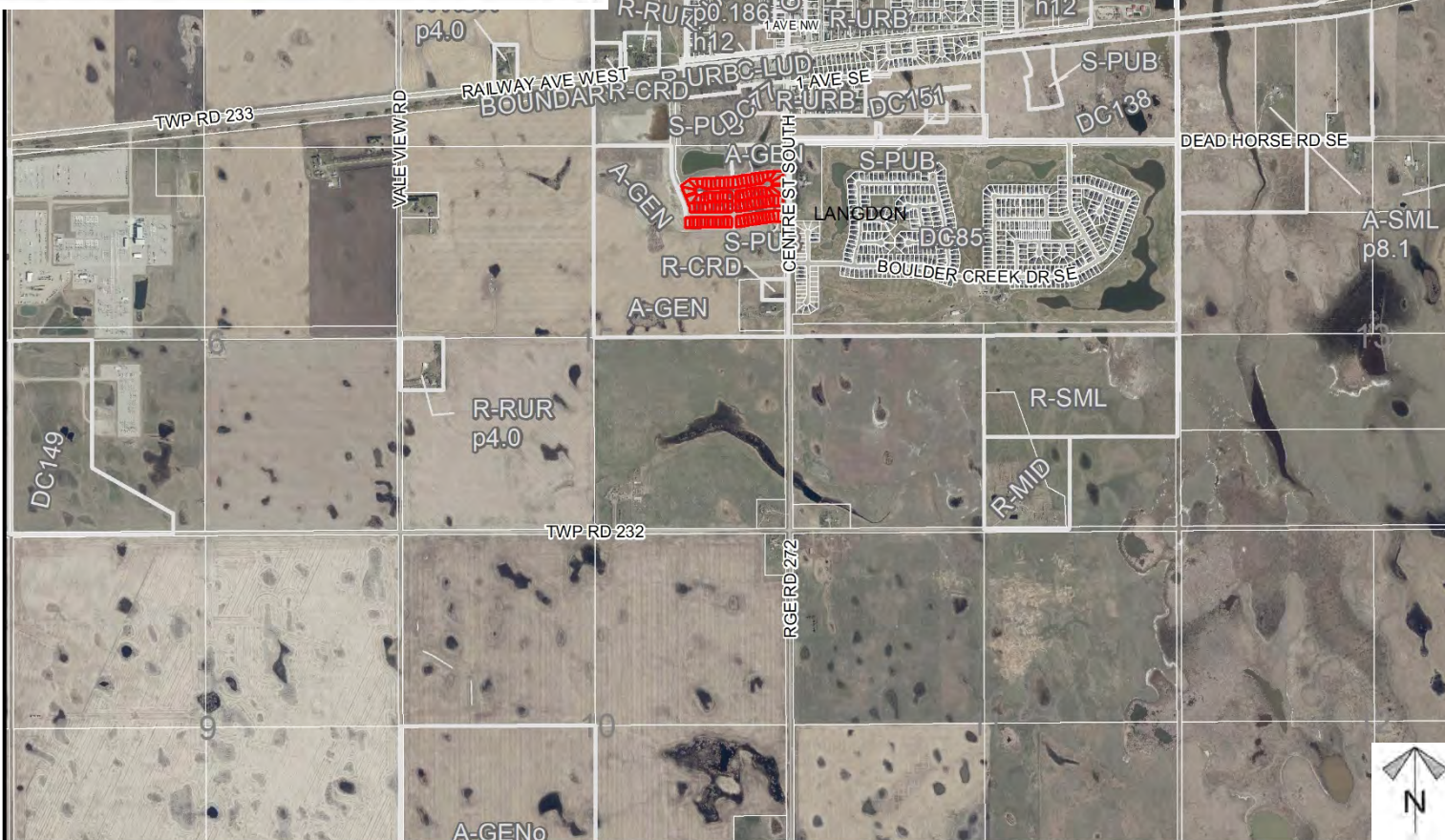
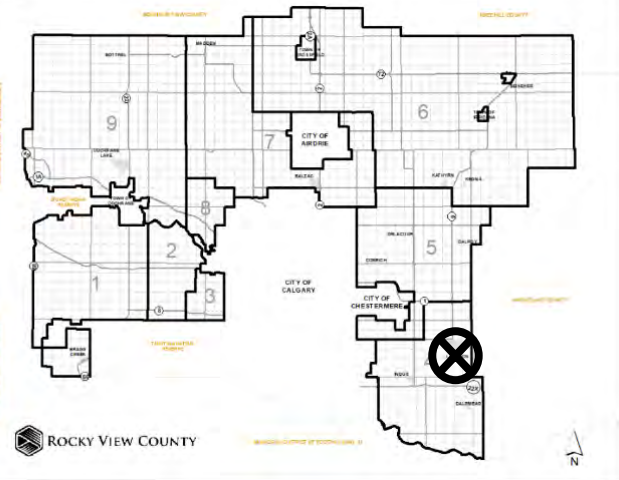




Location & Context

Redesignation Proposal

To redesignate 88 lots from Residential, Small Lot Urban District (R-SML) to Residential, Small Lot Urban District (R-SML) with a Land Use Bylaw text amendment to accommodate a smaller side yard setback.





Development Proposal

Redesignation Proposal

To redesignate 88 lots from Residential, Small Lot Urban District (R-SML) to Residential, Small Lot Urban District (R-SML) with a Land Use Bylaw text amendment to accommodate a smaller side yard setback.





Environmental

Redesignation Proposal

To redesignate 88 lots from Residential, Small Lot Urban District (R-SML) to Residential, Small Lot Urban District (R-SML) with a Land Use Bylaw text amendment to accommodate a smaller side yard setback.

-  Subject Lands
-  Contour - 2 meters
-  Riparian Setbacks
-  Alberta Wetland Inventory
-  Surface Water

Division: 04
Roll: 03215010 - 03215100
File: PL20210040
Printed: April 13, 2021
Legal: Portions of NE-15-23-
Page 462 of 792

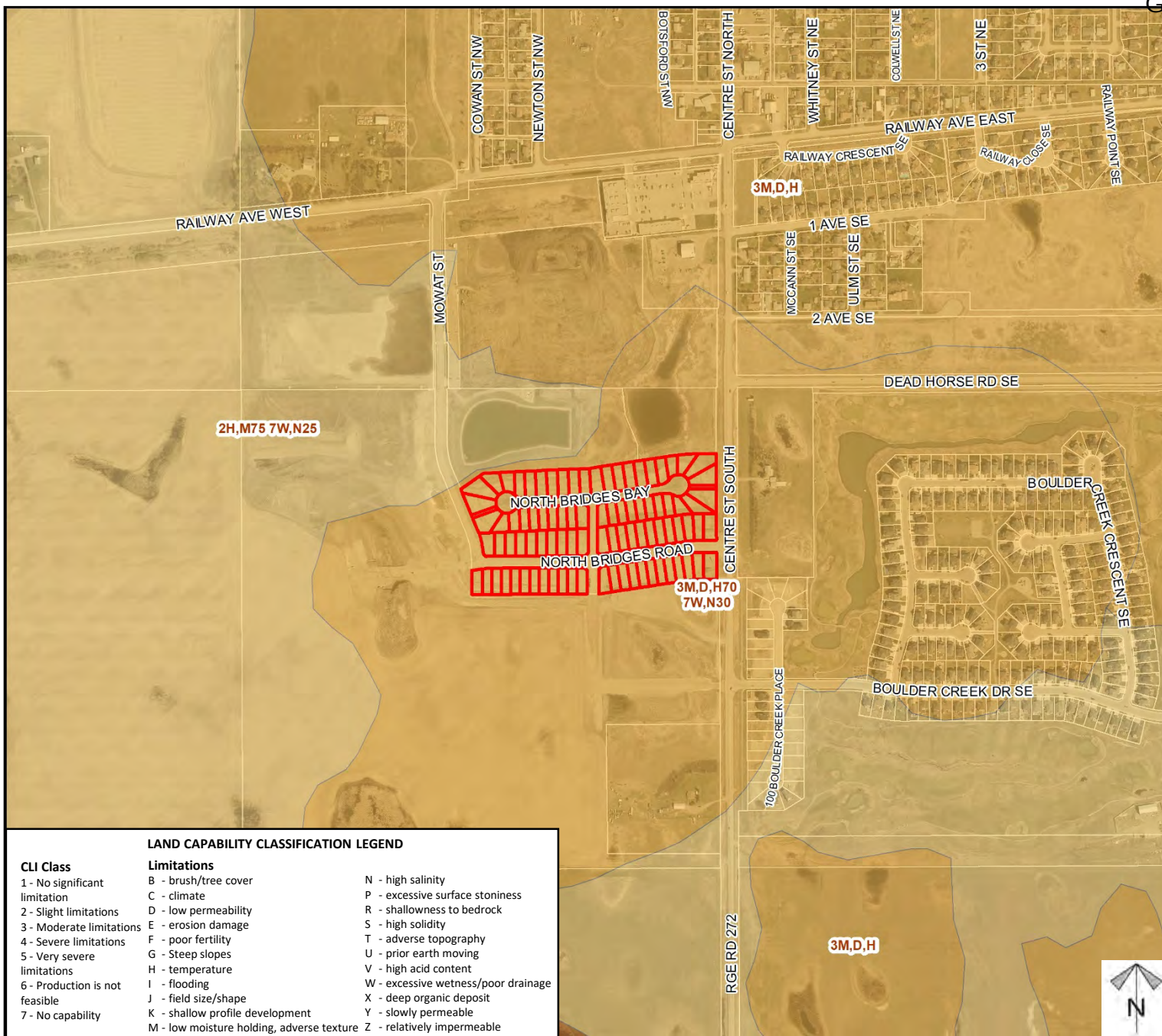




Soil Classifications

Redesignation Proposal

To redesignate 88 lots from Residential, Small Lot Urban District (R-SML) to Residential, Small Lot Urban District (R-SML) with a Land Use Bylaw text amendment to accommodate a smaller side yard setback.

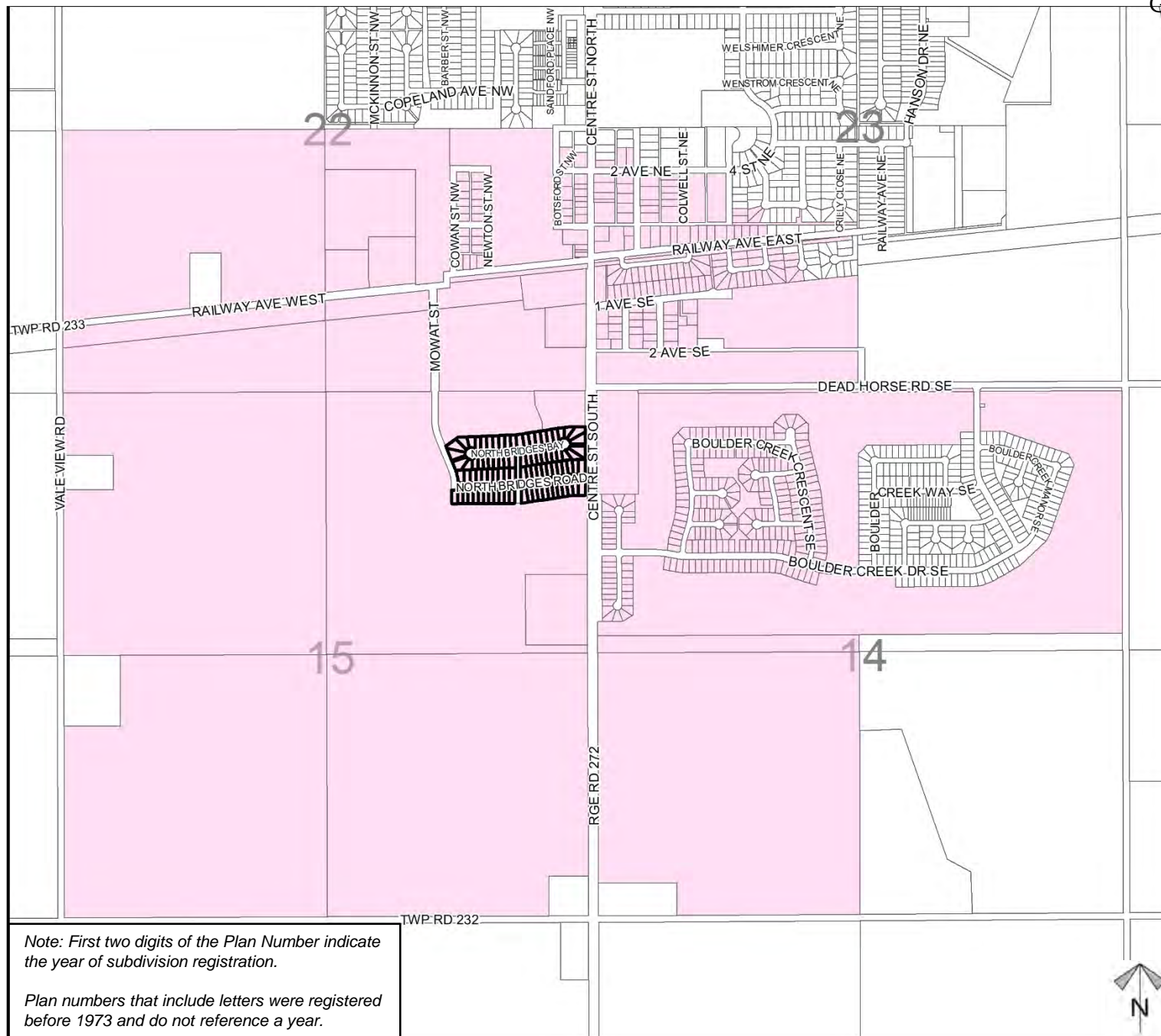




Landowner Circulation Area

Redesignation Proposal

To redesignate 88 lots from Residential, Small Lot Urban District (R-SML) to Residential, Small Lot Urban District (R-SML) with a Land Use Bylaw text amendment to accommodate a smaller side yard setback.



Note: First two digits of the Plan Number indicate the year of subdivision registration.

Plan numbers that include letters were registered before 1973 and do not reference a year.

Legend

Support



Opposition



Division: 04
Roll: 03215010 - 03215100
File: PL20210040
Printed: April 13, 2021
Legal: Portions of NE-15-23-
Page 464 of 792



PLANNING POLICY

TO: Council

DATE: May 25, 2021 **DIVISION:** 5

FILE: 05305001 **APPLICATION:** PL20200137

SUBJECT: First Reading Bylaw – Industrial / Commercial Redesignation

PURPOSE: To adopt the Conrich Conceptual Scheme to provide a policy framework to guide future redesignation, subdivision and development proposals within a portion of SE-5-25-28-W4M.

GENERAL LOCATION: Located north of Township Road 250, east of Range Road 284, and northwest of the Conrich Hamlet.

APPLICANT: Ken Venner (B&A Planning Group)

OWNERS: Gursewak Singh Gill and Hamek Gill

POLICY DIRECTION: The Interim Growth Plan, Rocky View County / City of Calgary Intermunicipal Development Plan, County Plan and the Conrich Area Structure Plan.

COUNCIL OPTIONS:

Option #1: THAT Bylaw C-8178-2021 be given first reading.

Option #2: THAT application PL20200137 be denied.

APPLICATION REQUIREMENTS:

The application submission appears complete; however, additional information may be requested through the assessment of the application.

Respectfully submitted,

Concurrence,

“Brock Beach”

“Kent Robinson ”

Acting Executive Director
Community Development Services

Acting Chief Administrative Officer

BTV/llt

ATTACHMENTS:

ATTACHMENT ‘A’: Bylaw C-8178-2021 & Schedule A

ATTACHMENT ‘B’: Map Set

Administration Resources

Benazir Valencia, Planning Policy



BYLAW C-8178-2021

A Bylaw of Rocky View County, in the Province of Alberta, known as the Conrich Crossing Conceptual Scheme

The Council of Rocky View County enacts as follows:

Title

- 1 This Bylaw may be cited as Conrich Crossing Conceptual Scheme.

Definitions

- 2 Words in this Bylaw have the same meaning as those set out in the *Municipal Government Act* except for the definitions provided below:
- (1) **“Council”** means the duly elected Council of Rocky View County;
 - (2) **“Municipal Government Act”** means the *Municipal Government Act*, RSA 2000, c M-26, as amended or replaced from time to time; and
 - (3) **“Rocky View County”** means Rocky View County as a municipal corporation and the geographical area within its jurisdictional boundaries, as the context requires.

Effect

- 3 THAT Bylaw C-8178-2021 being the “Conrich Crossing Conceptual Scheme”, affecting a portion of SE-05-25-28-W4M, be adopted as defined in Schedule ‘A’, which is attached to, and forming part of this Bylaw.

Severability

- 4 If any provision of this bylaw is declared invalid for any reason by a court of competent jurisdiction, all other provisions of this bylaw will remain valid and enforceable.

Effective Date

- 5 Bylaw C-8178-2021 is passed and comes into full force and effect when it receives third reading and is signed in accordance with the *Municipal Government Act*.

READ A FIRST TIME IN COUNCIL this _____ day of _____, 2021

PUBLIC HEARING WAS HELD IN COUNCIL this day of , 2021

READ A SECOND TIME IN COUNCIL this _____ day of _____, 2021

READ A THIRD TIME IN COUNCIL this _____ day of _____, 2021

Reeve

Chief Administrative Officer or Designate

Date Bylaw Signed

SCHEDULE 'A'
FORMING PART OF BYLAW C-8178-2021

A Conceptual Scheme affecting a portion of SE-05-25-28-W4M, consisting of a total of ± 64.3 hectares (± 159.0 acres) of land, herein referred to as the Conrich Crossing Conceptual Scheme.


DRAFT
APRIL 2021



CONRICH

— CROSSING —

CONCEPTUAL SCHEME



CONRICH

— CROSSING —

PREPARED FOR



CONSULTANT TEAM



**PLANNING
GROUP**



McINTOSH • LALANI ENGINEERING LTD.

**Westhoff
Engineering
Resources, Inc.**

Land & Water Resources Management Consultants

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1.0 INTRODUCTION

1.1. PURPOSE OF THIS PLAN

This Conceptual Scheme describes a framework to implement **Conrich Crossing**, a new master-planned development for the Conrich Hamlet featuring a fully serviced residential neighbourhood, local and regional commercial areas, an industrial area accommodating a range of light and heavy uses and a mixed business commercial/ industrial area offering a variety of business opportunities subject to market demand. Business development within Conrich Crossing will capitalize on proximity to Stoney Trail transportation corridor to attract opportunities that are complementary to the large format regional distribution warehousing activities occurring within the Calgary Logistics Park. And the residential area will provide parcels that can accommodate relatively larger building footprints that are suitable for multi-generational living.

This Conceptual Scheme establishes a policy framework to guide future subdivision and development within the subject lands. The Plan's proposed land use and subdivision concept is supported by conclusions and recommendations of comprehensive technical assessment reports that have evaluated the site's development opportunities and constraints. The Conceptual Scheme's policy framework is consistent with the intent of the Conrich Area Structure Plan and the County Plan.

Preparation of this Conceptual Scheme was supported by a public consultation process designed to provide stakeholders opportunity to receive information relative to the project and provide meaningful input into the plan's attendant policy framework.

1.2. DEVELOPER'S MOTIVATION AND RATIONALE

From a business development perspective, there is no denying that this Conceptual Scheme area is strategically located relative to existing regionally significant air, rail and road infrastructure. Given the continued expansion of the Calgary Logistics Park, the Conrich Regional Business Centre presently does not accommodate a range of business types necessary to support the evolving large format distribution centre. **Conrich Crossing** is ideally situated to accommodate additional business developments that are complementary to the Calgary Logistics Park in addition to the evolving residential community with the Conrich Hamlet.

From a residential development perspective, multi-generational living is becoming a trend within many metropolitan regions across North America. Statistics Canada data shows that 4.8% of children aged 14 and under live in a household with at least one grandparent. Similarly, 8.0% of those aged 80 and older live with relatives. Their data also showed that 42.3% of Canadian young



adults aged 20 to 29 live in the parental home. These statistics reflect the growing attractiveness and value of multigenerational living situations. As Canada's population continues to age, the number of Canadians over 65 will eventually surpass the number of those under 30. This means that multi-generational living situations that include grandparents and young children is expected to become far more popular. As such, land developers are responding to these needs by constructing neighbourhoods with housing forms specifically catering to multi-generational scenarios. The proponent of the **Conrich Crossing Conceptual Scheme** wishes to accommodate multi-generational housing which is already developing in the Conrich community (i.e. Cambridge Park) and neighbourhoods within northeast Calgary (e.g. Cornerstone).

Township Road 250 is an important major road that has been substantially upgraded in association with the Calgary Logistics Park. However, the geometry of the intersection at Range Road 284 (Conrich Road) is constrained by a lack of available right-of-way which, to date, has prevented it from being upgraded. As such, the Conrich ASP anticipates realignment of Township Road 250 to facilitate continued development within the surrounding area. Implementation of proposed subdivision and development within the **Conrich Crossing Conceptual Scheme** will facilitate dedication of a portion of the required ROW necessary to accommodate this critical roadway improvement project. Likewise, the realignment of Township Road 250 will establish an appropriate transition and buffer between existing/future residential development in the northern portion of the Conrich Hamlet and business/commercial areas to the north as anticipated by the Conrich ASP.

1.3. CONCEPTUAL SCHEME OBJECTIVES

The objectives of the **Conrich Crossing Conceptual Scheme** are to:

- a. Summarize an assessment of existing conditions within the Plan area by identifying development opportunities and constraints;
- b. Establish a future development concept with a land use framework that will facilitate a planned residential, commercial and industrial development in accordance with the Conrich Area Structure Plan;
- c. Establish a strategy to implement appropriate transportation, utility service and stormwater management infrastructure to support future subdivision and development and related uses in accordance with the County Servicing Standards;
- d. Establish expectations for architectural controls to ensure coordinated treatment of building design, landscaping and signage considerations;
- e. Establish a phasing strategy for development within the Plan area;
- f. Establish expectations for fire, emergency response and community support services within the Plan area;
- g. Summarize the conclusions of a community consultation program implemented by the developer to inform & educate affected landowners and interested stakeholders regarding the proposed development.

2.0 PLAN AREA DESCRIPTION

2.1. LOCATION

As shown on **Figure 1: Regional Context** and **Figure 2: Local Context**, the Plan area is bounded to the south by Twp Rd 250, to the east by Rge Rd 284 (Conrich Road), and to the west and north by agricultural lands. Rolling topography, mountain views, proximity to regional transportation corridors and convenient access to services in the Conrich Hamlet and northeast Calgary make the site an ideal location development.

2.2. LEGAL DESCRIPTIONS & OWNERSHIP

As shown on **Figure 3: Legal Descriptions**, the study area includes one (1) individually titled parcel with legal description and current ownership described in Table 1: Ownership.

Table 1: Ownership

Legal Description	± ha	± ac	Owners
SE 5-25-28-W4M	64.3	159	Gursewak Singh Gill and Harnek Gill
TOTAL PLAN AREA	64.3	159	

2.3. EXISTING LAND USE

As shown on **Figure 4: Existing Land Use**, the Plan area is designated Agricultural, General District (A-GEN) in accordance with the County's Land Use Bylaw C-8000-2020. Adjacent parcels include a mix of agricultural and residential land uses.

2.4. SITE CONDITIONS

As shown on **Figure 5: Site Conditions**, the subject lands include an existing agricultural parcel that has historically been cultivated to produce a variety of cereal crops.

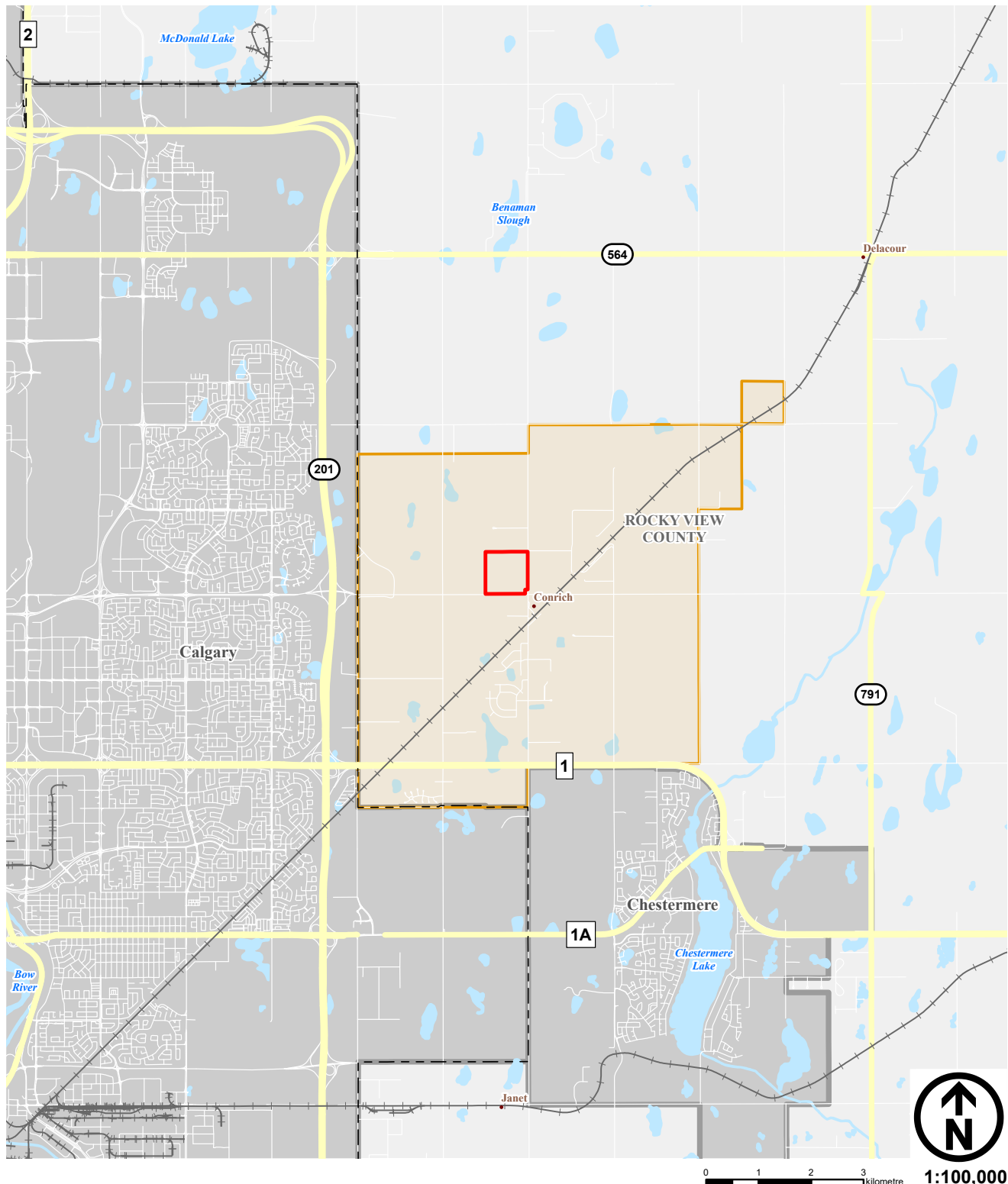
The Plan area includes an existing farm building site within the southeastern portion of the site including a single-family dwelling and various accessory buildings. Access to the building site is provided via an existing approach from Township Road 250 and servicing is provided by an individual groundwater well and private sewage treatment system. The farm building site will be demolished and the it's existing private utilities will be decommissioned at the subdivision stage.

POLICIES

Policy 2.4.1 The existing farm building site will be demolished and the existing utilities will be decommissioned at the subdivision stage.

FIGURE 1 | REGIONAL CONTEXT

2.0

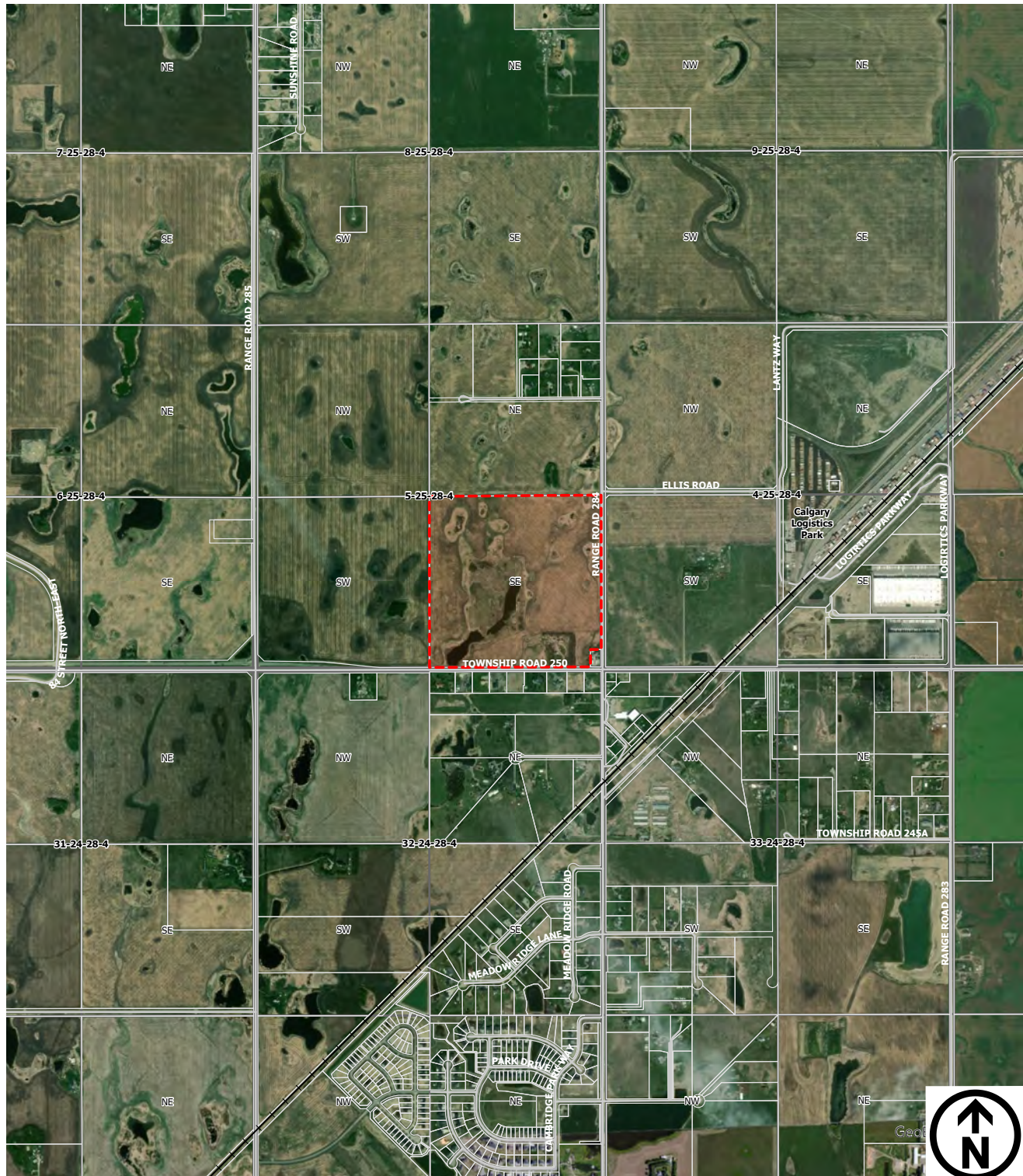


Legend

- | | | |
|---|--|--|
| Subject Land | Rural Municipality | ASP Boundary |
| • Hamlet | Waterbody | Major Road |
| + + Railway | Urban Municipality | |

2.0

FIGURE 2 | LOCAL CONTEXT



Legend

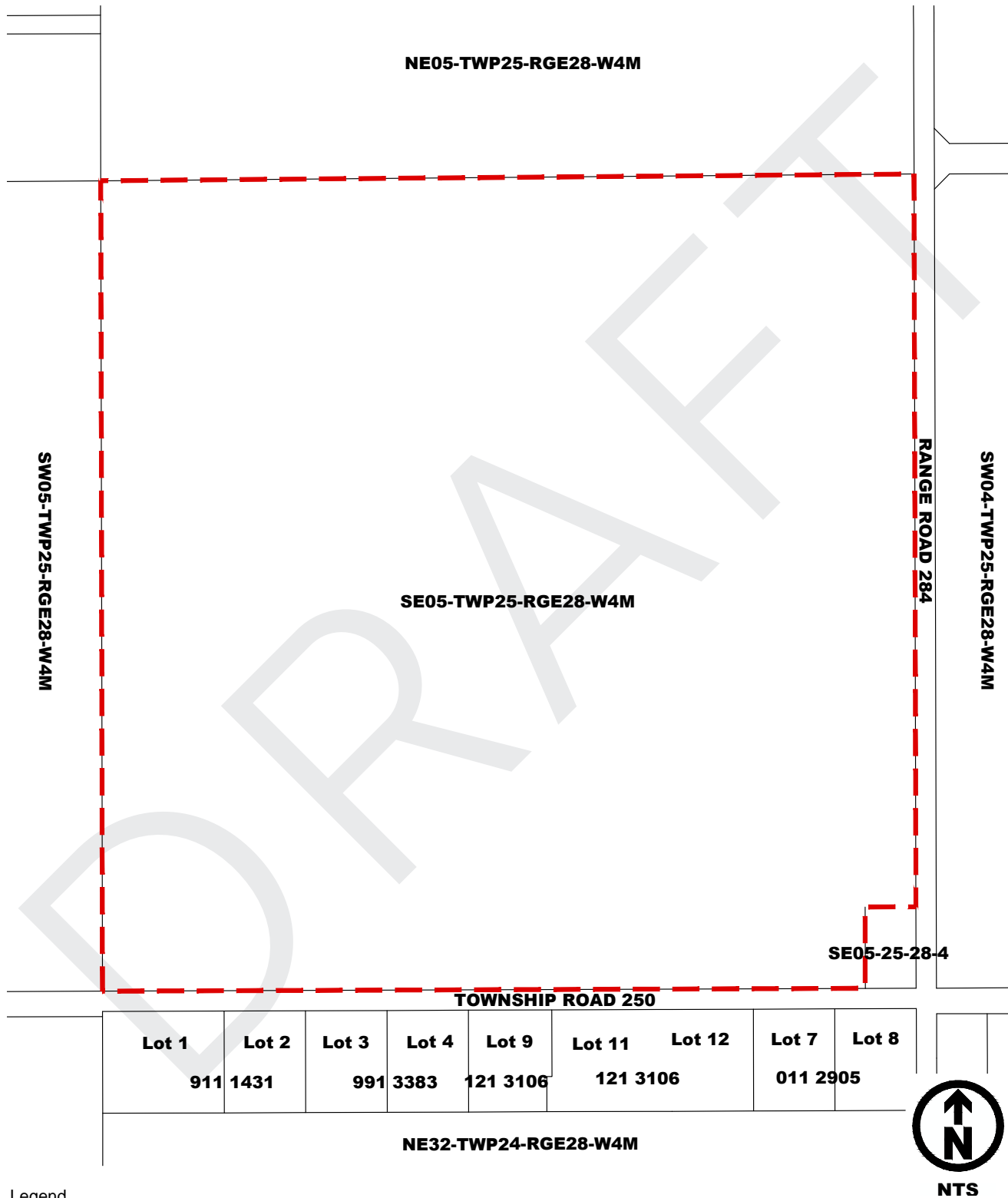
- Subject Land
- Quarter Section
- Parcels
- Railway
- Road

0 250 500 750 Meters



1:25,000

FIGURE 3 | LEGAL DESCRIPTIONS



Legend

--- Conceptual Scheme Boundary

2.0

FIGURE 4 | EXISTING LAND USE

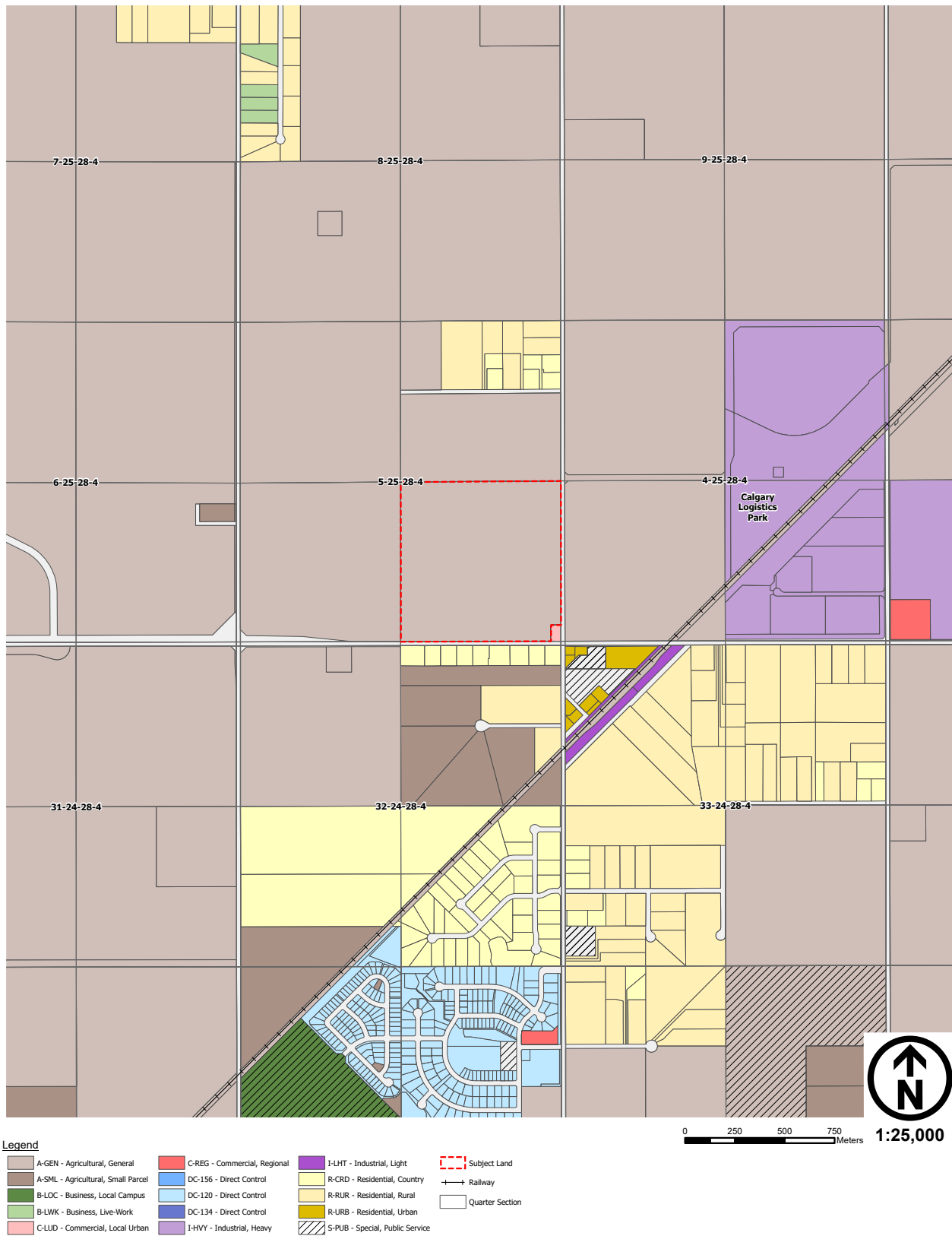


FIGURE 5 | SITE CONDITIONS

2.0



NTS

Legend

- Conceptual Scheme Boundary
- * Low Point
- * High Point

2.4.1 EXISTING SITE ACCESS & SURROUNDING ROADWAYS

Access to the Plan area is available from existing approaches off of Township Road 250 and Range Road 284 (Conrich Road), both paved municipal roads maintained in good condition.

2.4.2 TOPOGRAPHY & SURFACE DRAINAGE

As shown on **Figure 5: Site Conditions**, topography within the Plan Area is undulating with slight grades sloping surface across the site generally from west towards the east.

2.4.3 BIOPHYSICAL CONSIDERATIONS

A **Wetland Assessment Impact Report** (Westhoff, September 2020) was prepared in support of the Conceptual Scheme. As illustrated on **Figure 6: Wetlands**, the site contains fourteen (14) wetlands: ten (10) seasonal and four (4) temporary graminoid marshes. The site also contains six (6) ephemeral waterbodies that have been subject to agricultural disturbances for over fifty (50) years.

A total of thirty three (33) wildlife species were observed during the field surveys, primarily associated with the wetlands - including two (2) provincially sensitive species (sora and black-necked stilt). Although habitat areas are available within the wetlands, the surrounding upland conditions are poor due to cultivation and land use change.

It is acknowledged that implementation of this development will create a net residual loss of habitat; however, the compensation for wetland disturbances will be offset through wetland replacement provided in accordance with provincial standards and processes. Wetland disturbances must proceed in accordance with the procedural, technical and compensation requirements of the Alberta Provincial Wetland Policy to the satisfaction of Alberta Environment & Parks (AEP).

POLICIES

Policy 2.4.3.1 Wetland disturbances shall proceed in accordance with the procedural, technical and compensation requirements established by Alberta Provincial Wetland Policy to the satisfaction of Alberta Environment & Parks (AEP).

2.4.4 GEOTECHNICAL CONSIDERATIONS

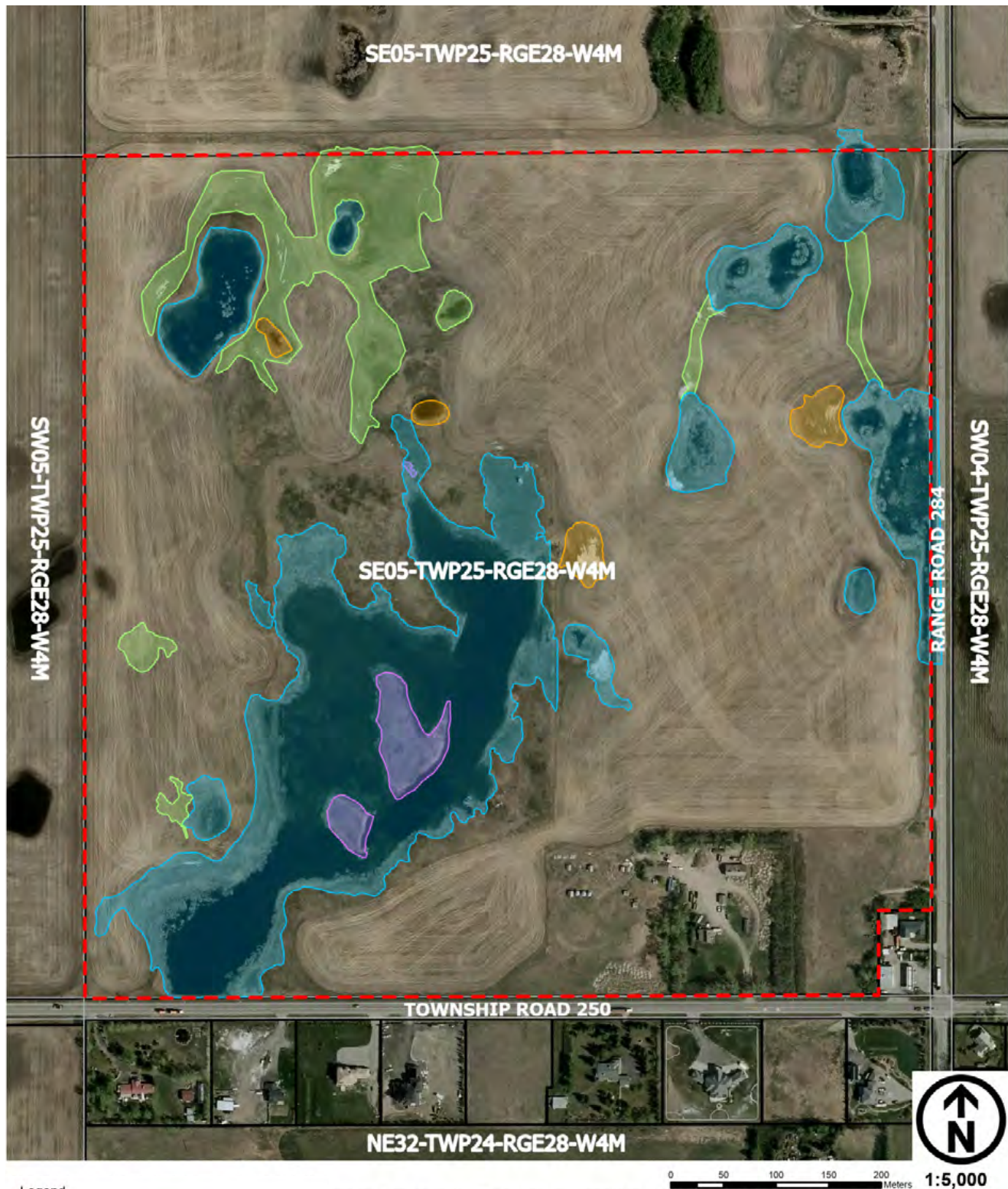
A **Geotechnical Investigation** (McIntosh Lalani, June 2020) was prepared in support of this Conceptual Scheme. The conclusions of the report indicate the subsurface conditions within the Plan area are suitable for the proposed development. The report recommended more detailed geotechnical investigation should be prepared at the subdivision stage to confirm its preliminary findings relative to the detailed design of the proposed development.

POLICIES

Policy 2.4.4.1 The Developer shall submit a geotechnical analysis at the subdivision stage, to be prepared by a qualified Geotechnical Engineer, to confirm the suitability of subsurface conditions in accordance with the requirements of the County Servicing Standards.

FIGURE 6 | WETLANDS

2.0



2.4.5 ARCHAEOLOGICAL & HISTORICAL RESOURCES CONSIDERATIONS

Alberta's Listing of Historical Resources identifies the Plan area as being located within an HRV 5 listing area - which indicated the site may contain provincially significant historic resources.

A request for Online Permitting and Clearance (oPac) was submitted to Alberta Culture in support of this Conceptual Scheme. The Province evaluated the oPac application pursuant to the requirements of the Historical Resources Act and subsequently provided clearance for the proposed development to proceed within the Plan area.

As such, the preparation of a Historical Resource Impact Assessment is not required in support of this project.

2.4.6 PIPELINES AND OIL & GAS INFRASTRUCTURE

The Plan area does not contain any pipelines, active gas well sites and/or abandoned gas well sites.

3.0 DEVELOPMENT CONCEPT

3.1. CONRICH CROSSING: A MASTER PLANNED HAMLET COMMUNITY

The Conrich Crossing Conceptual Scheme contemplates the development of a master-planned urban hamlet community purposefully designed to leverage business opportunities that capitalize on proximity to Stoney Trail NE, the Calgary International Airport and the Calgary Logistics Park at Conrich's evolving regional warehouse distribution area. The proposed development will also accommodate a residential neighbourhood with a subdivision design and building envelopes suitable for homes that support multi-generational living. Most development areas within the Conceptual Scheme will be serviced with road ROW's constructed with urban cross sections featuring tree-lined sidewalks designed to promote pedestrian mobility and healthy active living. Likewise, a regional pathway will be constructed within a linear municipal reserve (MR) dedication to be established along the Township Road 250 and Range Road 284 frontages.

The realignment of Township Road 250 will establish a suitable transition between potentially incompatible residential and business uses and a new intersection between Township Road 250 and Range Road 284 (Conrich Road) will provide an important 'northern gateway' access point between the Conrich Hamlet and the Conrich Regional Business Centre.

3.1.1 DEVELOPMENT AREAS

As illustrated on **Figure 7: Development Concept**, the design of **Conrich Crossing** contemplates the creation of five (5) distinct development areas.

Residential Area

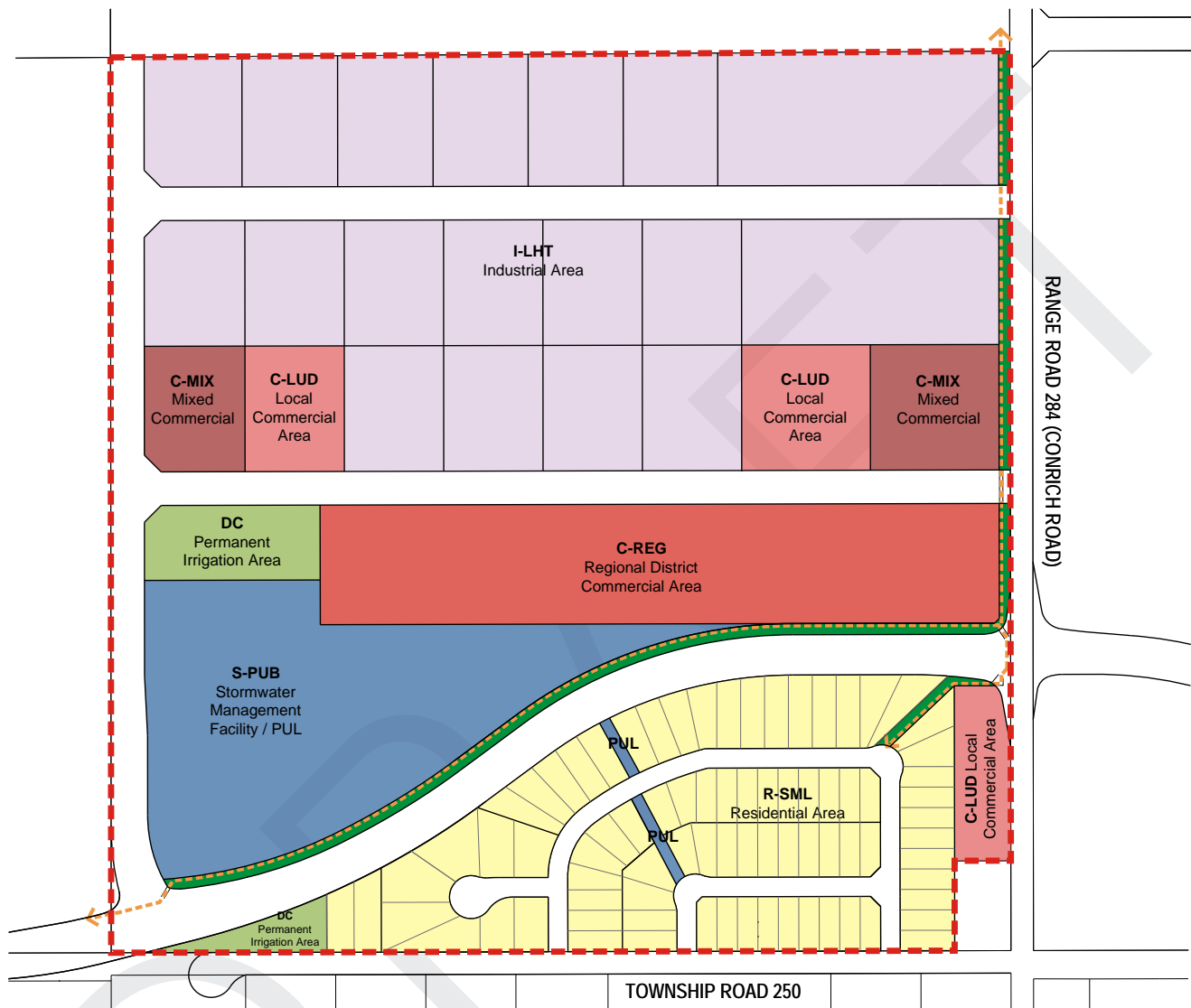
The southern portion of the plan with a residential neighbourhood based on a modified grid road pattern accommodating ± 79 residential lots sized in accordance with the County's Land Use Bylaw (C-8000-2020) Residential, Small Lot District (R-SML). Architectural controls to be established by the developer at the subdivision stage will implement building design considerations supportive of multi-generational housing and installation of appropriate screening and/or buffering along the realigned portion of Township Road 250.

Local Commercial Area

The area situated directly east of the residential area intended to accommodate local small-scale business within the Hamlet sized in accordance with the County's Land Use Bylaw (C-8000-2020) Commercial, Local Urban District (C-LUD). Architectural controls will be established by the developer at the subdivision stage to ensure that the form and character of buildings within this area presents an attractive façade to Range Road 284 (Conrich Road) and accommodates a safe and attractive pedestrian passage to enable residents to walk from the residential area to obtain conveniences and services.

3.0

FIGURE 7 | DEVELOPMENT CONCEPT



	Land Use Statistics	± ha	± ac	%
	R-SML Residential, Small Lot District	8.70	21.49	13.6%
	C-REG Commercial, Regional District	6.50	16.05	45.4%
	C-LUD Commercial, Local Urban District	3.05	7.54	4.8%
	C-MIX Mixed Commercial District	2.29	5.66	3.6%
	I-LHT Industrial, Light District	21.58	53.32	33.6%
	S-PUB Stormwater Management Area (PUL)	7.21	17.82	11.2%
	DC Permanent Irrigation Area	1.42	3.50	2.2%
	S-PRK Special, Parks & Recreation District	1.36	3.37	2.1%
	Road ROW	14.32	35.39	22.3%
	Total	64.13	158.48	138.8%



Regional Commercial Area

The area situated directly north of the realigned Township Road 250 intended to accommodate large-scale commercial including a combination of comprehensively designed shops, services, offices, entertainment, accommodation and institutional businesses sized in accordance with the Commercial, Regional District (C-REG). It is expected that this area will be comprehensively developed at the detailed development permit stage and may require further subdivision to a minimum 04.04 ha (1 ac).

Mixed Business Commercial Area

The area situated within the north central portion of the Plan area based on a uniform grid road pattern fronting onto the internal subdivision road intended to accommodate a range of developments including Commercial, Regional District (C-REG), Commercial, Mixed Urban District (C-MIX), Commercial, Local Urban District (C-LUD), and Industrial, Light District (I-LHT).

Industrial Area

The area situated within the northern portion of the Plan area based on a uniform grid road pattern intended to accommodate a range of industrial activities in accordance with the County's Land Use Bylaw (C-8000-2020) Industrial, Light District (I-LHT).

POLICIES

Policy 3.1.1.1 Development within the Plan area shall be organized into distinct land use areas as generally illustrated on **Figure 7: Development Concept**.

3.1.2 INFRASTRUCTURE CONSIDERATIONS

The Plan area will be accessed via paved subdivision roads constructed by the developer at the subdivision stage. Road ROWs within the residential, local commercial, will include cross sections with curb & gutter and sidewalks on both sides with ROWs in the regional commercial, industrial and mixed commercial industrial area will include a mix of urban and rural cross sections.

Potable water and wastewater services will be provided via the Conrich Water System and the East Rocky View Wastewater Transmission Line. The developer will construct an internal network of piped water and wastewater infrastructure in accordance with the County Servicing Standards.

Stormwater management will be provided by a centralized stormwater facility to be constructed by the developer within a public utility lot (PUL) designed to retain surface drainage generated within the Plan area, including the road rights-of-way in accordance with the requirements of the Conrich Master Drainage Plan. Pending a downstream connection with the Cooperative Stormwater Management Initiative (CSMI), two privately-owned permanent irrigation areas will be developed to facilitate seasonal drawdown of the stormwater retention pond. The permanent irrigation areas may be used to support outdoor recreation pursuits subject to the recommendations of the Stormwater Management Report and the County's Land Use Bylaw. In order to implement the stormwater management system contemplated by this Conceptual Scheme, development within the northern portion of the site will

be delayed and the lands used for temporary irrigation until such time the Plan area is connected to a regional stormwater system (i.e. CSMI). The proposed treatment of transportation, utility servicing and stormwater considerations are described in Section 3.3, 3.4 and 3.5 of this Plan.

3.1.3 PEDESTRIAN AMENITY

Pedestrian mobility will be promoted within the residential area and commercial areas primarily by the developer constructing road ROW's with cross sections accommodating tree-lined sidewalks. The developer will also construct a regional pathway along the western boundary of Range Road 284 (Conrich Road) and the northern boundary of the realigned Township Road 250. The proposed treatment of pedestrian connectivity is described in Section 3.6 of this Plan.

3.1.4 DEVELOPMENT PHASING

Phasing of development is expected to occur in logical stages anticipated to span approximately 10 – 15 years. Development of the urban residential and local commercial areas situated south of the Township Road 250 realignment is expected to proceed initially with the timing of the regional district commercial, industrial and mixed commercial/industrial areas development proceeding subject to market demand based on the availability of transportation and utility servicing infrastructure. The proposed treatment of development phasing is described in Section 4.3 of this Plan.

3.1.5 ARCHITECTURAL DESIGN CONSIDERATIONS

Architectural controls will be established by the developer at the subdivision stage to ensure the residential, commercial and industrial areas are developed with buildings that present a unified style, colour, finish and design in keeping with the 'gateway' provisions of the Conrich Area Structure Plan. Specific design guidelines will be established for the mixed commercial/industrial area to mitigate potential for incompatible forms of development therein. And specific landscaping and/or architectural treatments shall be established at the subdivision stage to ensure the residential area fronting onto the realigned portion of Township Road 250 is appropriately screened and buffered. The proposed treatment of architectural controls for this project are described in Section 4.4 of this Plan.

3.1.6 LOT OWNER ASSOCIATION(S)

Fee simple ownership is anticipated for all portions of the Plan area. A Residential Lot Owner Association will be established and one or several Business Lot Owner Association will be established within the commercial and/or industrial areas at the subdivision stage to manage various services within the project such as solid waste management, recycling, maintenance of private infrastructure. The proposed treatment of Lot Owner Association(s) are described in Section 4.5 of this Plan.

3.2. LAND USE STATISTICS

The Conrich Crossing Conceptual Scheme contemplates the development of a master-planned urban hamlet community purposefully designed to leverage business opportunities that capitalize on proximity to Stoney Trail NE, the Calgary International Airport and the Calgary Logistics Park at Conrich's evolving regional warehouse distribution area. The proposed development will also accommodate a residential neighbourhood with lot sizes and building envelopes suitable for homes that support multi-generational living. Most development areas within the Conceptual Scheme will be serviced with road ROW's constructed with urban cross sections featuring tree-lined sidewalks designed to promote pedestrian mobility and healthy active living. Likewise, a regional pathway will be constructed within a linear municipal reserve (MR) dedication to be established along the Township Road 250 and Range Road 284 frontages.

The realignment of Township Road 250 will establish a suitable transition between potentially incompatible residential and business uses and a new intersection between Township Road 250 and Range Road 284 (Conrich Road) will provide an important 'northern gateway' access point between the Conrich Hamlet and the Conrich Regional Business Centre.

TABLE 2: LAND USE STATISTICS

Land Use / Development Type	± ac	± ha	± %
Residential Small Lot District	21.49	8.70	13.6
Commercial, Regional District	16.05	6.50	45.4
Commercial, Local Urban District	7.54	3.05	4.8
Commercial, Mixed Urban District	5.66	2.29	3.6
Industrial, Light District	53.32	21.58	33.6
Special, Public Service District (PULs)	17.82	7.21	11.2
Direct Control (Permanent Irrigation Area)	3.50	1.42	2.2
Special, Parks & Recreation District (MRs)	3.37	1.36	2.1
Road ROWs	14.32	35.39	22.3
Total	158.48	64.13	138.8

3.3. TRANSPORTATION

Access to the Plan area will be as generally illustrated on **Figure 8: Transportation**.

The residential area will be accessed from Township Road 250 via an interconnected internal subdivision road network supported by three (3) access points.

The business areas will be accessed from Range Road 284 (Conrich Road) and Township Road 250 via an interconnected internal subdivision road network supported by three (3) access points. The internal subdivision road ROW will be extended to the northern boundary of the Conceptual Scheme to facilitate future access to adjacent lands.

POLICIES

Policy 3.3.1 Access will be provided to the Plan area as generally illustrated on **Figure 8: Transportation**, in accordance with the County Servicing Standards.

3.3.1 TRANSPORTATION IMPACT ASSESSMENT

A Transportation Impact Assessment (TIA) was prepared in support of this Conceptual Scheme to evaluate the impacts of the proposed development on the existing and future municipal and regional transportation network surrounding the project. The conclusions of the TIA indicate that all study intersections are currently operating acceptably within the existing road network, and are expected to operate acceptably in the future within the revised transportation network that is assumed to be in place, without the inclusion of traffic from the proposed development.

At opening day (expected at 2030), all intersections are expected to operate acceptably with the assumed future road network in place. Over the long-term, (beyond 2040), traffic signals are recommended at the intersection of Township Road 250 and the internal access road situated at the western edge of the Plan area and at the intersection of Township Road 250 and Range Road 284 (Conrich Road). A dual eastbound left turn bay is also recommended along Township Road 250 at the western access to the Plan area.

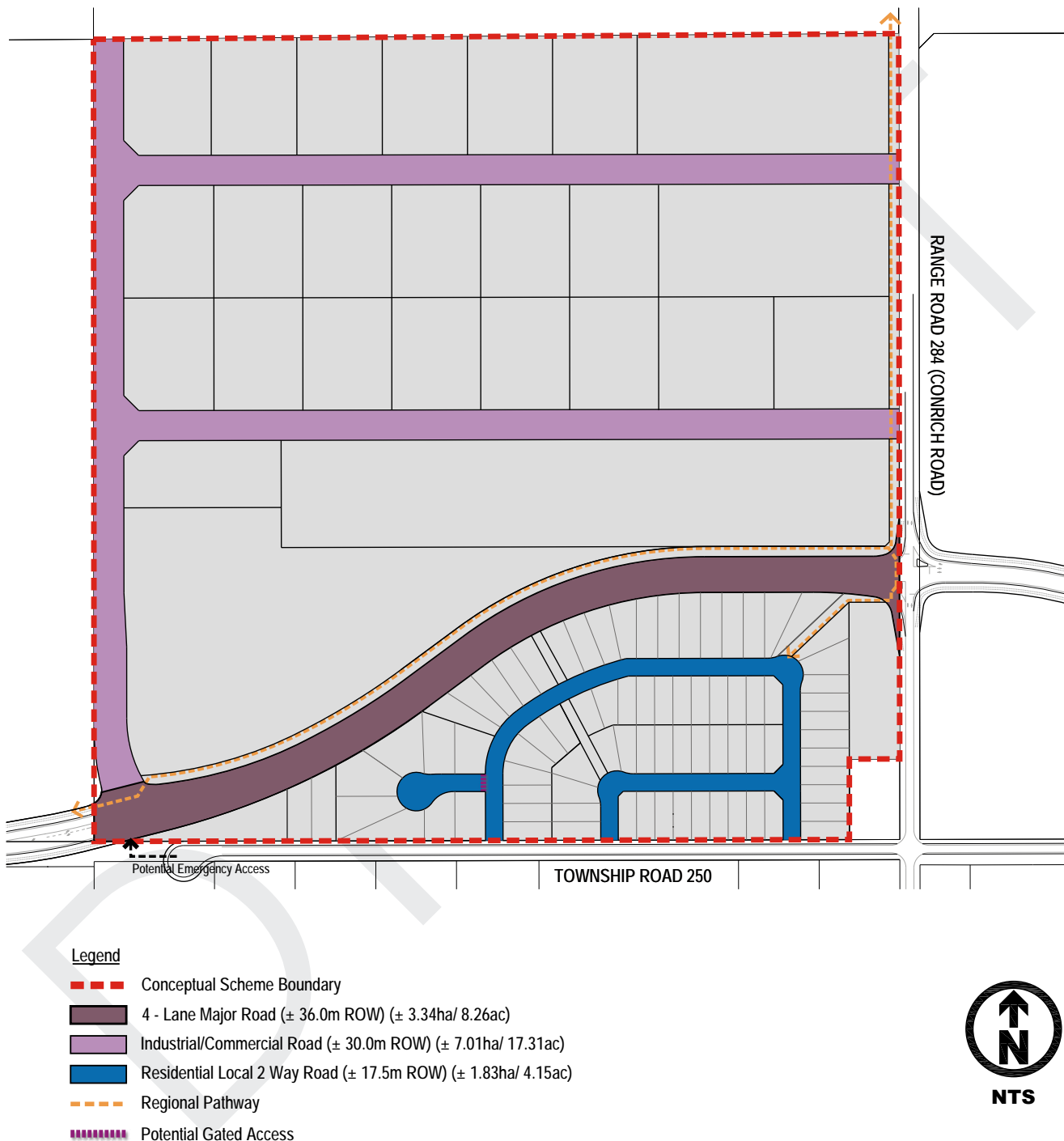
POLICIES

Policy 3.3.1.1 Infrastructure improvements to the road network shall be provided by the developer at the subdivision stage in accordance with the recommendations of the Transportation Impact Assessment.

Policy 3.3.1.2 The developer shall be required to provide applicable Transportation Off-Site Levies at the subdivision stage.

FIGURE 8 | TRANSPORTATION

3.0



3.0

3.3.2 INTERNAL SUBDIVISION ROADS

The general alignment and configuration of internal subdivision roads within the Plan area is illustrated on **Figure 8: Transportation**. The geometric design and capacity of all proposed intersections will be confirmed at the detailed subdivision design stage.

It is anticipated that all internal subdivision roads within the Plan area will include paved road surfaces constructed in accordance with the County Servicing Standards. Roadways within the residential and local commercial areas south of Township Road 250 will include urban cross sections with curb and gutter and sidewalks on both sides. Roadways within the business areas situated north of Township Road 250 are expected to include rural cross sections, to be determined at the subdivision stage in accordance with the County Servicing Standards.

The eight (8) lot cul-de-sac situated within the western portion of the residential area is proposed to be gated by the developer. As such, this cul-de-sac road ROW would be developed as a private road with each residential lot having a proportional ownership share. A Lot Owner's Association would be created to manage the operation and maintenance of the the private road and access gate with obligations established via a restrictive covenant to be registered against title to each lot at the subdivision stage.

As discussed in Setion 3.3.4 of this Plan, Township Road 250 is proposed to be realigned. As such, the existing portion of this road situated west of Range Road 284 (Conrich Road) will become a single access cul-de-sac. As illustrated on Figure 8: Transportation, the Plan contemplates installation of an emergency to provide a second access/egress to the area in the event the access to Conrich Road becomes impassable. This emergency access will be designed in accordance with the County Servicing Standards.

The design and configuration of the road cross sections within the Plan area should consider opportunities to accommodate future transit.

POLICIES

- Policy 3.3.2.1** The design of the internal subdivision road network shall be established at the subdivision stage in accordance with the County Servicing Standards.
- Policy 3.3.2.2** Roadways within the residential and local commercial areas south of Township Road shall include urban cross sections with curb and gutter and sidewalks on both sides, to be determined at the subdivision stage in in accordance with the County Servicing Standards.
- Policy 3.3.2.3** Roadways within the business area situated north of Township Road 250 will include rural cross sections, to be determined at the subdivision stage in accordance with the County Servicing Standards.
- Policy 3.3.2.4** The eight (8) lot cul-de-sac situated within the western portion of the residential area may be gated. As such, the cul-de-sac road ROW shall be established as a private road and each residential lot sharing access shall own a percentage share of it. A Lot Owner's Association shall be established to manage the operation and maintenance of the private road and access gate to be confirmed via a restrictive covenant registered against title to each lot.
- Policy 3.3.2.4** All road cross sections within the Plan area should consider opportunities to accommodate future transit.

3.3.3 RANGE ROAD 284 (CONRICH ROAD) ROW WIDENING

The existing Range Road 284 (Conrich Road) statutory road allowance is ± 20 m wide. As such, potential dedication of ROW widening along the eastern portion of the Plan area will be evaluated at the subdivision stage.

POLICIES

Policy 3.3.1 The need for road ROW widening along Range Road 284 (Conrich Road) shall be evaluated at the subdivision stage.

3.3.4 TOWNSHIP ROAD 250 REALIGNMENT

Although portions of Township Road 250 both east and west of the Conceptual Scheme area have been substantially upgraded to support industrial traffic associated with the Calgary Logistics Park, the intersection at Range Road 284 (Conrich Road) has not been improved due to the lack of available road ROW at this location. As such, the Conrich ASP directs that the alignment of Township Road 250 be shifted to the north to provide for better intersection design at Range Road 284 (Conrich Road), a less oblique angle crossing of the CN Rail line, and the continued movement of heavy truck traffic in a location that is setback further from existing residential properties in the Conrich Hamlet.

The Transportation Impact Assessment prepared in support of this Plan evaluated the potential alignment of Township Road 250 to ensure an appropriate ROW cross section and geometry can be accommodated relative to the required curvature and railway intersections. The recommended alignment for Township Road 250 is illustrated on **Figure 8: Transportation**.

The anticipated realignment of Township Road 250 is an infrastructure project that will require significant implementation costs that extend beyond the purvey of the Conrich Crossing development to bear on its own. As such, given the potential for community wide benefit resulting from this anticipated roadway upgrade, a funding strategy to accommodate the Township Road 250 realignment and construction are expected to be provided by the County.

The timing for the realignment of Township Road 250 is not known. As such, construction of this transportation upgrade is not contemplated by this Conceptual Scheme. Notwithstanding, the developer acknowledges a 'Future Road Acquisition Agreement' may be registered against the certificate of title to accommodate the dedication of road ROW within the Plan area at such time the County decides to proceed with this infrastructure project. This agreement will establish terms for appropriate compensation to the landowner and a procedure to register a road ROW plan accordingly.

POLICIES

Policy 3.3.4.1 The future realignment of Township Road 250 shall be accommodated within the Plan area as generally illustrated on **Figure 8: Transportation**.

Policy 3.3.4.2 The landowner shall enter into a 'Future Road Acquisition Agreement' to establish a process and procedure for the County to provide appropriate compensation to the landowner for road ROW dedication and the registration of a road ROW plan to accommodate the realignment of Township Road 250.

Policy 3.3.4.3 The County shall establish a financial strategy to implement the land purchase requirements and construction costs necessary to facilitate the realignment of Township Road 250.

3.4. UTILITY SERVICING

3.4.1 POTABLE WATER SERVICE

The Plan area will be serviced with potable water by the Conrich water system as generally illustrated on **Figure 9: Potable Water Servicing**.

POLICIES

Policy 3.4.1 Potable water service shall be provided within the Plan area by the Conrich water system as generally illustrated by **Figure 9: Potable Water Servicing**.

3.4.2 INTERNAL WATER DISTRIBUTION NETWORK

The developer will provide potable water service to the Plan area by constructing a tie-in to the existing 600 mm potable water feeder main situated on Ellis Road approximately ½ mile east of Range Road 284 (Conrich Road). The developer will extend a 400 mm feeder main to the boundary of the Plan area and construct an internal water distribution network as generally illustrated on **Figure 9: Potable Water Servicing**. The design of the internal water system will accommodate fire suppression, including appropriately spaced pressurized hydrants, in accordance with applicable regulations and requirements and the County Servicing Standards and the Fire Hydrant Water Suppression Bylaw (C-7259-2013).

A **Preliminary Engineering Support Servicing Strategy** (Sedulous Engineering, July 2020) was prepared in support of this Plan. Analysis conducted in support of this report indicates that the implementation of Conrich Crossing may be affected by a requirement to expand the existing reservoir based on the timing and sequencing of other approved developments within the surrounding area and/or the specific land uses and associated water demands required by this project. Further analysis will be required at the detailed subdivision design stage.

POLICIES

Policy 3.4.2.1 An offsite feeder main and internal water distribution network shall be constructed by the developer at the subdivision stage in accordance with the County Servicing Standards.

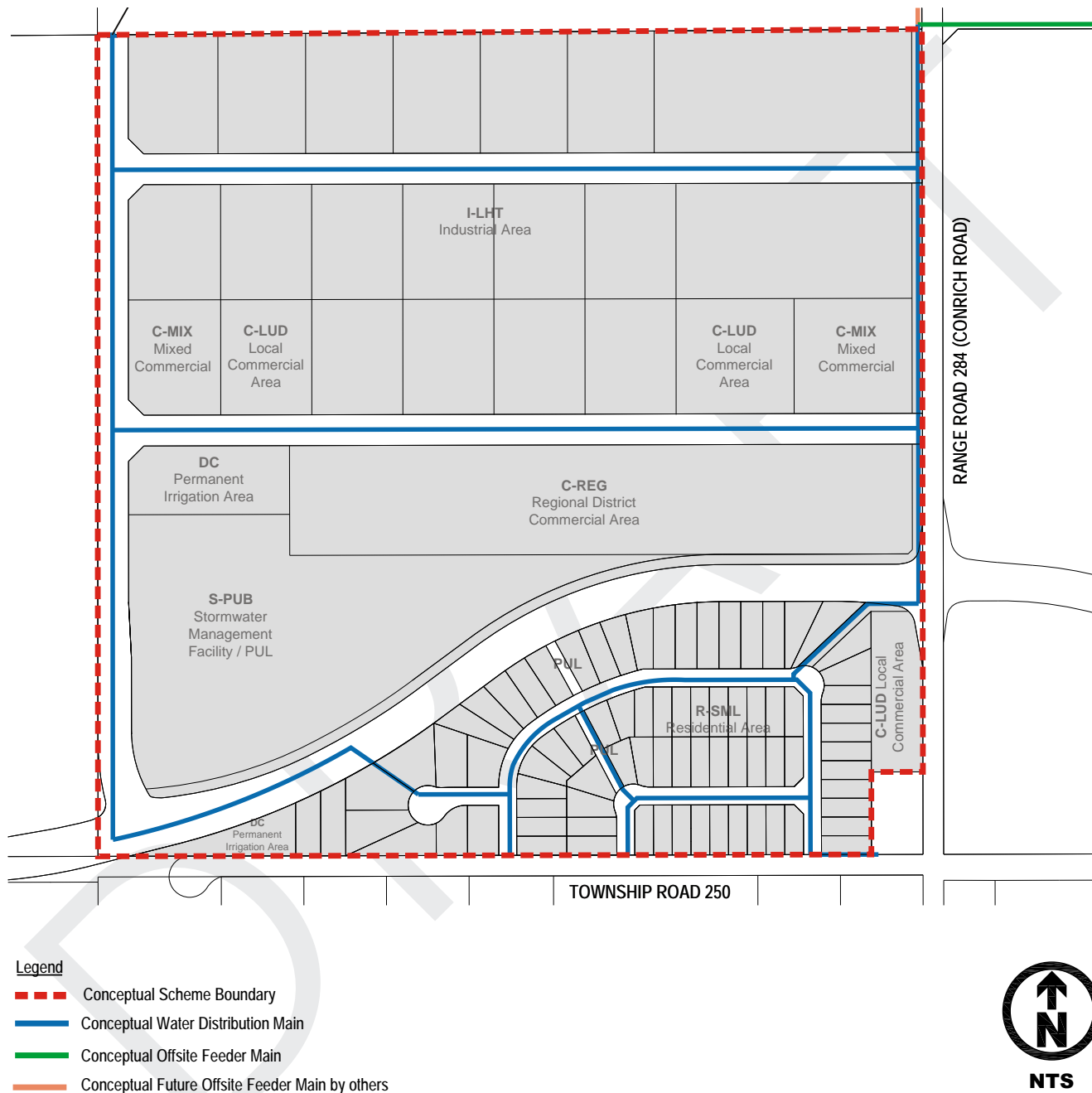
Policy 3.4.2.2 The Developer shall engage a qualified professional to prepare a detailed estimation of water demand expected within the subdivision area at the subdivision stage.

Policy 3.4.2.3 The design of the internal water distribution network shall accommodate fire suppression in accordance with the County Servicing Standards.

Policy 3.4.2.4 All potable water infrastructure constructed within the Conceptual Scheme area shall be owned and maintained by the County.

Policy 3.4.2.5 The Developer shall provide payment for required water infrastructure upgrades in accordance with the County's Water & Wastewater Off-Site Levy Bylaw at the subdivision stage.

FIGURE 9 | POTABLE WATER SERVICING



3.4.3 WASTEWATER SERVICE

The Plan area will be serviced with wastewater by the East Rocky View Wastewater Transmission Line as generally illustrated on **Figure 10: Wastewater Servicing**.

POLICIES

Policy 3.4.3.1 Wastewater shall be provided within the Plan area by the East Rocky View Wastewater Transmission Line as generally illustrated by **Figure 10: Wastewater Servicing**.

3.4.4 INTERNAL WASTEWATER COLLECTION NETWORK

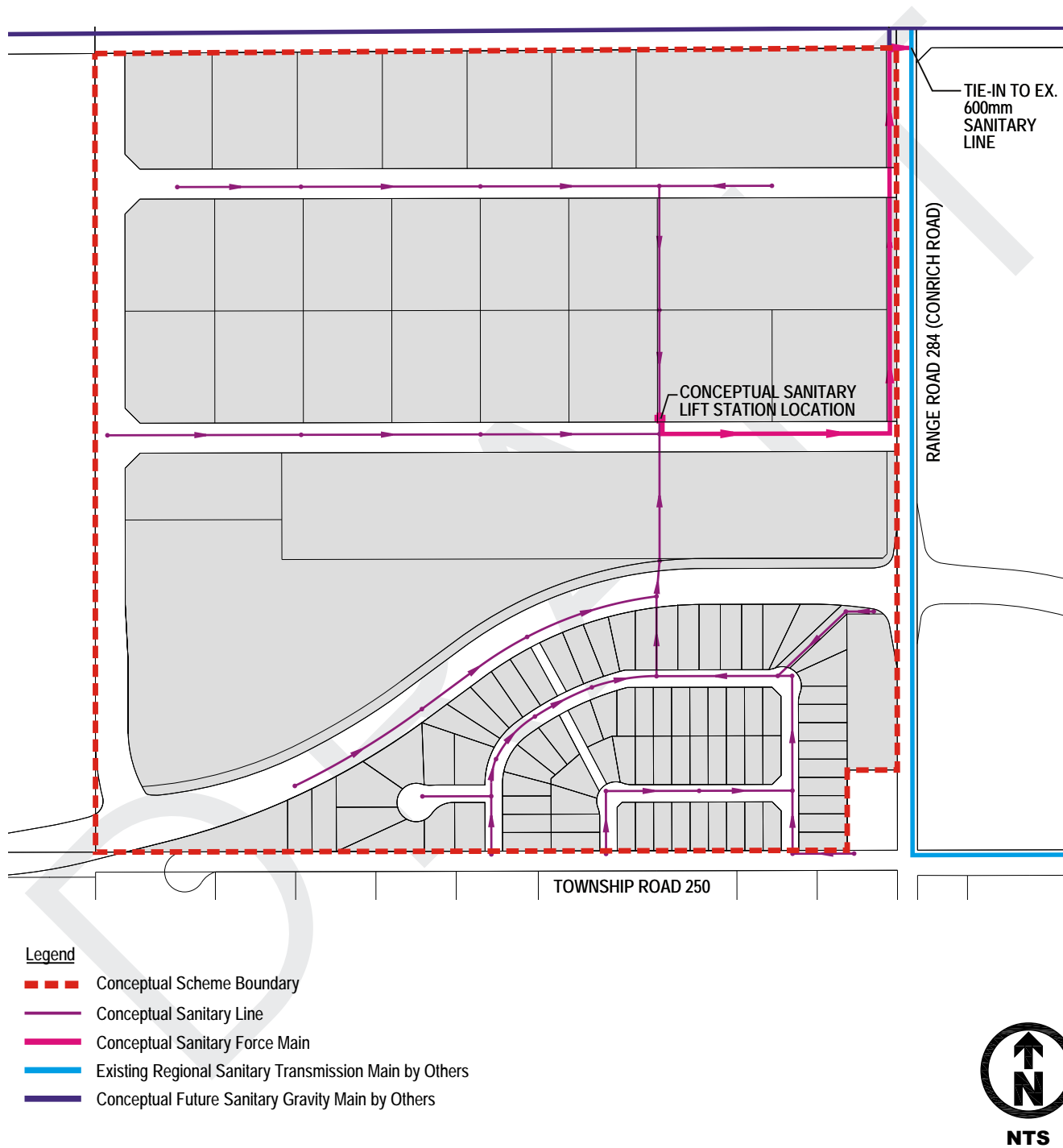
The developer will construct sanitary sewer collection system with a combination of gravity and force mains designed in accordance with the County Servicing Standards and the Conrich ASP's servicing strategy. The gravity sanitary sewers will flow to a local sanitary lift station and directed via a force main to the County's existing 600 mm regional transmission line. The Conrich ASP's servicing strategy envisions the Plan area to be serviced by a regional sanitary lift station situated within the adjacent quarter section to the east. Since the timing of construction of this regional lift station is unknown, the developer will construct a local lift station sized to accommodate all sanitary flow generated within the Plan area as generally illustrated on **Figure 10: Wastewater Servicing**.

A **Preliminary Engineering Support Servicing Strategy** (Sedulous Engineering, July 2020) was prepared in support of this Plan. The report indicates that future upgrades to the Langdon Wastewater Treatment Plant will be required to support the Conrich Crossing development. Further analysis will be required at the detailed subdivision design stage.

POLICIES

- Policy 3.4.4.1** The internal wastewater collection network shall be constructed by the developer at the subdivision stage in accordance with the County Servicing Standards.
- Policy 3.4.4.2** The Developer shall engage a qualified professional to prepare a detailed estimation of proposed wastewater generation expected within the subdivision area at the subdivision stage.
- Policy 3.4.4.3** The developer shall construct a local sanitary lift station to convey wastewater generated within the Plan area to the East Rocky View Wastewater Transmission Line.
- Policy 3.4.4.4** The internal wastewater collection network shall be owned and maintained by the County.
- Policy 3.4.4.5** The Developer shall provide payment for required infrastructure upgrades in accordance with the County's Water & Wastewater Off-Site Levy Bylaw at the subdivision stage.

FIGURE 10 | WASTEWATER SERVICING



3.4.5 SHALLOW FRANCHISE UTILITIES

Shallow franchise utilities (i.e. electricity, telecommunication, natural gas, etc.) will be provided within the Plan area by the developer at the subdivision stage in accordance with the requirements of the applicable shallow utility providers and the County Servicing Standards.

POLICIES

- Policy 3.4.5.1** Shallow franchise utilities shall be installed and/or financed by the developer at the subdivision stage in consultation with the applicable utility providers.
- Policy 3.4.5.2** The alignments for franchise utility installations shall be determined at the subdivision stage in accordance with the County Servicing Standards.

3.5. STORMWATER MANAGEMENT

Generally, topographical relief within the Plan area slopes generally from west to east. As illustrated on **Figure 11: Stormwater Management**, the developer will construct a stormwater management system to retain surface drainage within the Plan area.

POLICIES

- Policy 3.5.1** Stormwater management shall be provided within the Plan area as generally illustrated on **Figure 11: Stormwater Management**.

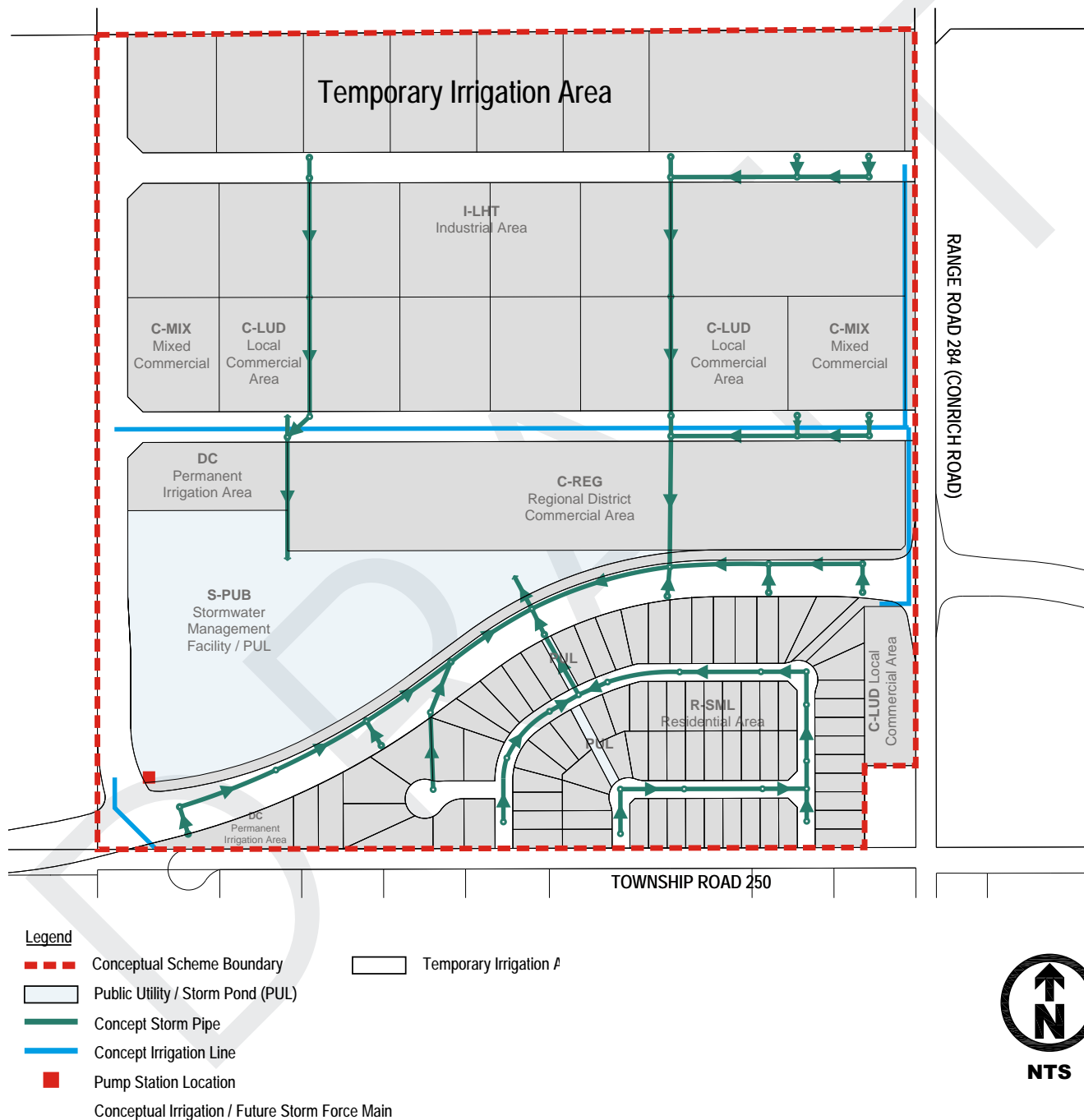
3.5.1 CONRICH MASTER DRAINAGE PLAN

The Conrich Master Drainage Plan identifies the surface drainage characteristics of the drainage basin and establishes targets for unit area release rates and volumes retention control. All development within the Conrich ASP area, including the subject lands, must be designed to accommodate surface drainage in accordance with the Master Drainage Plan.

POLICIES

- Policy 3.5.1.1** The design of the stormwater management system within the Plan area shall be consistent with the Conrich Master Drainage Plan.

FIGURE 11 | STORMWATER MANAGEMENT



3.5.2 STORMWATER MANAGEMENT PLAN

A Conceptual Stormwater Management Report (Sedulous Engineering, July 2020) was prepared in support of the Conceptual Scheme and recommends an engineered stormwater management facility be constructed by the developer as generally illustrated on **Figure 11: Stormwater Management**. The final configuration of the stormwater management system shall be determined at the detailed subdivision design stage.

The stormwater facility is expected to include a detention pond designed in accordance with the requirements of the County Servicing Standards with capacity to retain surface drainage generated within the Plan area in accordance with the established volume retention control and maximum release rates established by the Conrich Master Drainage Plan. Captured runoff will be stored and treated within a Public Utility Lot (PUL) to be dedicated to the County at the subdivision stage. The operation of the stormwater facility will be augmented by two privately-owned 'permanent irrigation area' to functionally maintain water levels in the retention ponds via seasonal irrigation. Opportunities to utilize these areas for outdoor recreation uses may be considered at the development permit stage. The permanent irrigation areas will be owned and maintained by the developer (and/or a Business Lot Owner's Association).

In some areas of the subject land the rural road cross sections with associated ditch conveyance systems will augment the proposed stormwater management system. The roadside ditches will include vegetation to filter sediment and accommodate uptake of suspended / dissolved pollutants. Surface drainage from each lot will be collected in the ditches and conveyed to the forebay upstream of the stormwater ponds. It is acknowledged that the roadside ditches shall not be used to store surface drainage.

All public infrastructure associated with the stormwater management system shall be owned and maintained by the County. The developer shall register an overland drainage right-of-way plan in favour of the County to assign right for the municipality to gain access to this infrastructure in the event of emergency or to ensure required maintenance activities are completed.

It is acknowledged that the developer will provide payment of offsite levies at the subdivision stage in accordance with the County's current Stormwater Offsite Levy.

3.5.3 COOPERATIVE STORMWATER MANAGEMENT INITIATIVE (CSMI)

The County is pursuing the Cooperative Stormwater Management Initiative (CSMI) which is intended to establish a regional stormwater conveyance and treatment system within the Conrich ASP involving the Western Irrigation District (WID) and multiple jurisdictional partners. Pending eventual connection with the CSMI's regional downstream stormwater conveyance system, the design of the Conrich Crossing stormwater management system will rely on the developer establishing a 'temporary irrigation area' situated within the northern portion of the Conceptual Scheme. Seasonal irrigation of this area will maintain water levels in the retention pond.

The two 'permanent irrigation areas' and the 'temporary irrigation area' will be designated Direct Control District (DC) to establish specific criteria to utilize each site for stormwater irrigation purposes. The DC land use provisions affecting the 'temporary irrigation area' will acknowledge opportunity for redesignation to an appropriate industrial and/or commercial land use to facilitate redevelopment at such time a downstream CSMI stormwater conveyance connection becomes available.

POLICIES

- Policy 3.5.3.1** The developer shall provide a site-specific Stormwater Management Plan at the subdivision stage to confirm pre and post development surface drainage characteristics to ensure positive drainage conditions are maintained during and after the development's implementation.
- Policy 3.5.3.2** The design of the stormwater management system shall accommodate the unit area release rates and volume retention targets within the Plan area as per the Conrich Master Drainage Plan.
- Policy 3.5.3.3** The stormwater management facility shall be constructed by the developer at the subdivision stage in accordance with the County Servicing Standards.
- Policy 3.5.3.4** The stormwater management facility shall be dedicated within a Public Utility Lot (PUL) at the subdivision stage.
- Policy 3.5.3.5** The developer shall establish two (2) permanent irrigation areas as generally illustrated on **Figure 11: Stormwater Management**.
- Policy 3.5.3.6** Pending a stormwater discharge to the downstream CSMI regional infrastructure, the operation of the stormwater management system shall be augmented by a temporary irrigation area to be operated and maintained by the developer within the northern portion of the Plan area as generally illustrated on **Figure 11: Stormwater Management**.
- Policy 3.5.3.7** The design, operation and maintenance of the permanent and temporary irrigation areas shall be determined at the subdivision stage in accordance with the recommendations of the Conceptual Level Stormwater Management Report. An encumbrance may be registered against all affected titles to outline each owner's obligations regarding same.
- Policy 3.5.3.8** With the exception of the permanent and temporary irrigation areas, all stormwater management infrastructure within the Plan area will be owned and operated by the County.
- Policy 3.5.3.9** The developer shall register an overland drainage ROW within the Plan area to reserve the County rights to gain access to all the stormwater management infrastructure, including the permanent and temporary irrigation areas, in the event of emergency or to ensure required maintenance activities are completed.
- Policy 3.5.3.10** The developer shall provide payment for required infrastructure upgrades at the subdivision stage in accordance with the County's Stormwater Offsite Levy Bylaw.

3.6. OPEN SPACE

The open space system within the Plan area will include a combination of municipal reserve (MR) and a public utility lot (PUL) as generally illustrated on **Figure 12: Open Space**.

3.6.1 MUNICIPAL RESERVE (MR)

Disposition of municipal reserve (MR) shall be provided by the developer at the subdivision stage and is expected to be accommodated via combination of land dedication and payment of cash-in-lieu of land in accordance with the requirements of the Municipal Government Act.

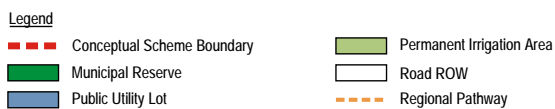
The amount of municipal reserve outstanding within the Plan area and anticipated disposition summarized in Table 3: Proposed Municipal Reserve Disposition.

TABLE 3: PROPOSED MUNICIPAL RESERVE DISPOSITION

	± ha	± ac
Gross Developable Area	64.3	159
Township Road 250 ROW (Future Dedication)	3.34	8.26
Net Developable Area	60.96	150.74
Amount of MR Outstanding (10% of NDA)	6.09	15.07
Proposed MR Dedication (land)	1.36	3.37
Proposed MR Dedication (cash-in-lieu of Land)	4.73	11.69

As generally illustrated on **Figure 12: Open Space**, a ± 15 m wide linear MR shall be dedicated along the Range Road 284 (Conrich Road), the realigned Township Road 250 and between the local commercial and residential area. These linear MRs shall include a paved pathway to be constructed by the developer in accordance with the County Servicing Standards at the subdivision stage. A landscaping plan shall be provided by the developer at the subdivision stage to detail the specific type and configuration of pedestrian amenities and associated landscaping enhancements within the MR in accordance with the County Servicing Standards.

As discussed in Section 3.5, the two permanent irrigation areas may be utilized to support outdoor recreation pursuits subject to the recommendations of the stormwater management report.



POLICIES

- Policy 3.6.1.1** Open space within the Plan area shall be provided by the developer at the subdivision stage to include a combination of municipal reserve (MR) and public utility lot (PUL) as generally illustrated on **Figure 12: Open Space**.
- Policy 3.6.1.2** The developer shall provide a ± 15 m linear MR dedication along the Range Road 284 (Conrich Road), realigned Township Road 250, and within the residential area as generally illustrated on **Figure 12: Open Space**.
- Policy 3.6.1.3** The developer shall prepare a Landscaping Plan at the subdivision stage, to be prepared by a qualified professional, to detail the proposed landscaping and configuration of recreation improvements, including a paved regional pathway, to be constructed in accordance with the County Servicing Standards.
- Policy 3.6.1.4** The County shall assume maintenance of the MR upon issuance of a Final Acceptance Certificate in accordance with the terms of a Development Agreement.
- Policy 3.6.1.5** Community signage may be installed within the MR subject to the approval of the County. The maintenance of such signage shall be provided by the Business Lot Owners Association in accordance with the terms of a License of Occupation, to the satisfaction of the County.
- Policy 3.6.1.6** Outstanding Municipal Reserve (MR) owing after the proposed land dedication shall be provided by the developer at the subdivision stage via cash-in-lieu payment pursuant to the provisions of the Municipal Government Act.

3.7. COMMUNITY SUPPORT SERVICES

3.7.1 FIRE RESPONSE

Fire response within the Plan area is expected to be provided from the Temple Fire Station No. 22 situated within the City of Calgary. Secondary response may be provided from the Fire Hall in the City of Chestermere and from Fire Station No. 107 situated in East Balzac. The specific mechanism to provide fire response within the Plan area will be established at the subdivision stage.

3.7.2 POLICE RESPONSE

Police response will be provided by the RCMP Detachment in the City of Chestermere with support from the Rocky View County Community Peace Officers.

3.7.3 EMERGENCY RESPONSE

Emergency response will be accommodated by the Provincial 911 system with dispatch of ambulance service from EMS facilities located within the City of Chestermere and/or the City of Calgary.

3.7.4 SOLID WASTE MANAGEMENT

The developer will prepare a Waste Management Plan at the subdivision stage. Subsequently, the developer will establish a Residential and one or several Business Lot Owner Associations at the subdivision stage to contract with a qualified waste management service provider to accommodate waste management within the Plan area.

POLICIES

Policy 3.7.4.1 The developer shall prepare a Waste Management Plan at the subdivision stage, to the satisfaction of the County.

Policy 3.7.4.2 The developer shall establish one or more Lot Owner Associations at the subdivision stage to manage contracts with solid waste management service providers within the Plan area.

4.0 IMPLEMENTATION FRAMEWORK

4.1. PROPOSED LAND USE

Land use is expected to be implemented in accordance with the Land Use Bylaw (C-8000-2020) as generally illustrated on **Figure 13: Proposed Land Use** and described as follows:

- The residential area will be designated Residential, Small Lot District (R-SML);
- The local commercial areas will be designated Commercial, Regional District (C-REG), Commercial, Local Urban District (C-LUD), and Commercial, Mixed Urban District.
- The industrial area will be designated Industrial, Light District (I-LHT);
- The MR and PUL lots will be designated Special, Parks and Recreation District (S-PRK) and Special, Public Service District (S-PUB); and
- The permanent irrigation parcel will be designated Direct Control District (DC).

POLICIES

Policy 4.1.1 Land use will be assigned as generally illustrated on **Figure 13: Proposed Land Use**.

4.2. PROPOSED SUBDIVISION

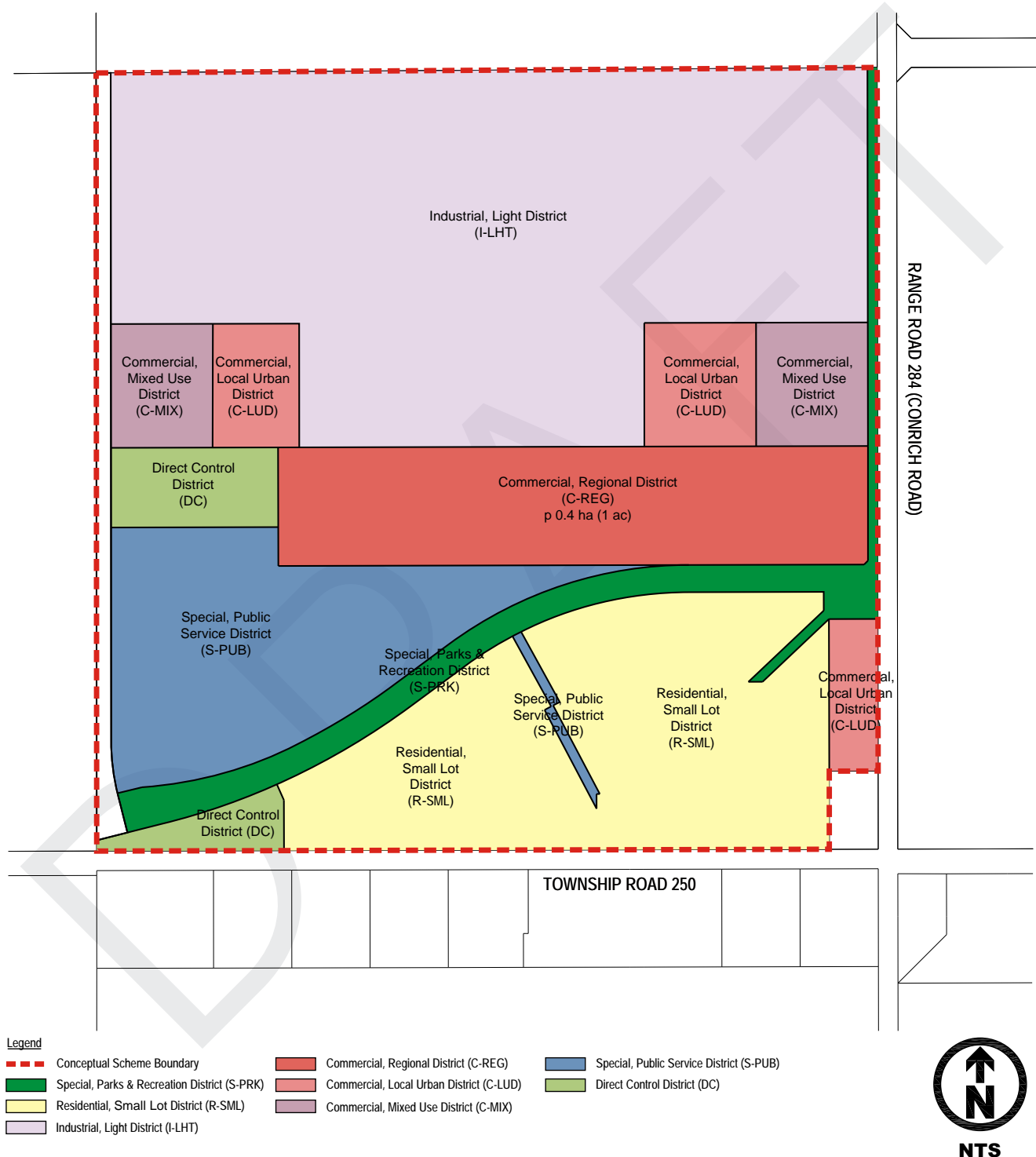
Implementation of subdivision is expected to occur within the Plan area as generally illustrated on **Figure 14: Proposed Subdivision** and described as follows:

- Approximately seventy-nine (79) residential lots;
- Approximately six (6) local and a regional commercial development blocks (each with potential to be further subdivided in accordance with the parcel size requirements of the associated land use district);
- Approximately eighteen (18) industrial lots;
- Two (2) parcels for permanent irrigation; and
- Linear Municipal Reserve (MR) parcels and a Public Utility Lot (PUL).

POLICIES

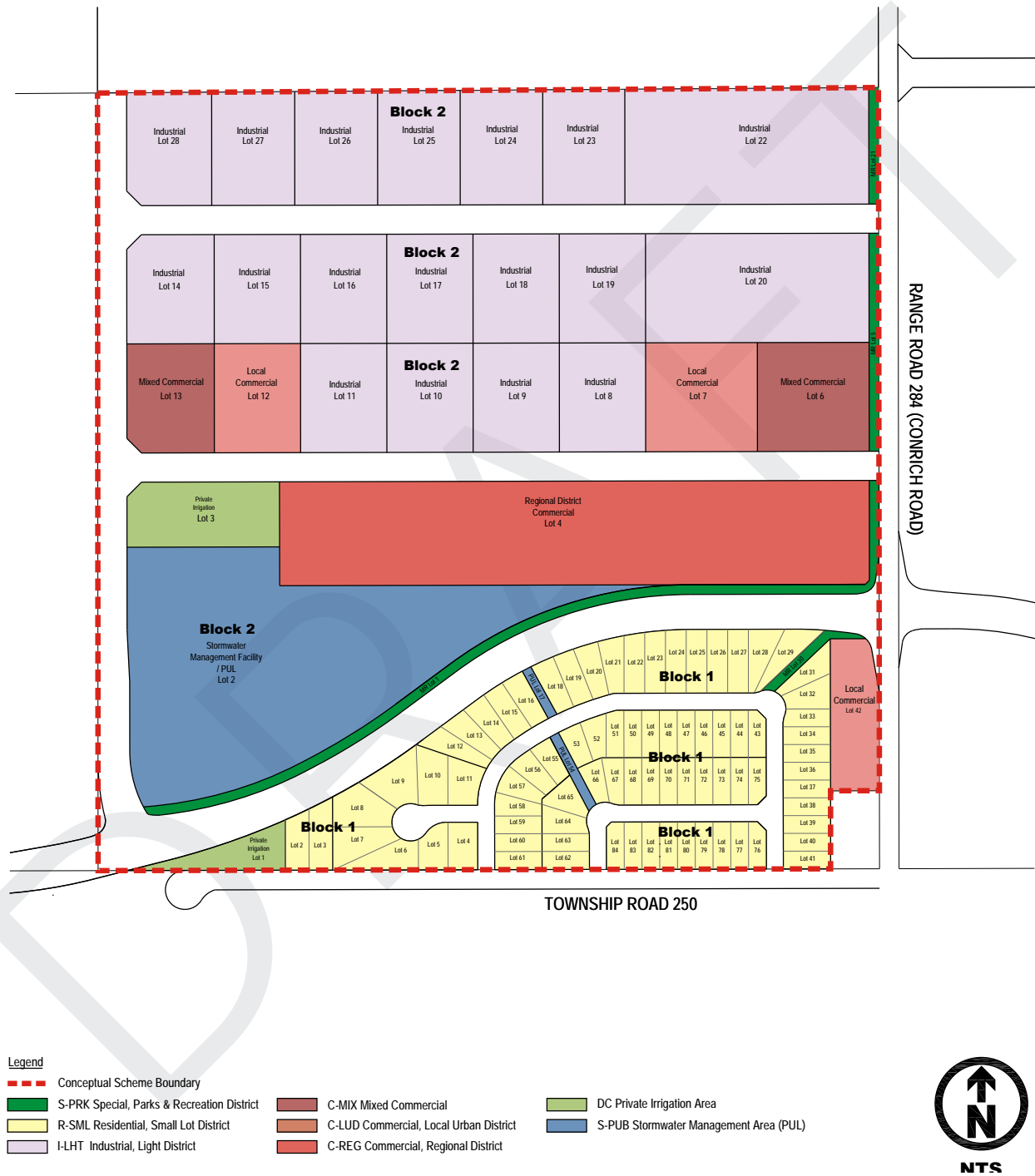
Policy 4.2.1 Subdivision is expected to proceed as generally illustrated on **Figure 14: Proposed Subdivision**.

FIGURE 13 | PROPOSED LAND USE



4.0

FIGURE 14 | PROPOSED SUBDIVISION



4.3. DEVELOPMENT PHASING

Development within Plan area is expected to proceed in three (3) phases as generally illustrated on **Figure 15: Proposed Phasing**.

The first phase of development is expected to include:

- All of the residential area;
- The local and mixed commercial areas directly west of Range Road 284 and the regional commercial area;
- A portion of the industrial area;
- Public utility lots (PUL) and linear municipal reserve (MR) parcels;
- Two (2) permanent irrigation areas.

Subsequent development phasing is anticipated to proceed subject to market demand and availability of transportation and utility servicing infrastructure.

It is noted that the development of the Phase 3 area as illustrated on **Figure 15: Proposed Phasing** may only proceed at such time downstream CSMI regional stormwater infrastructure is constructed.

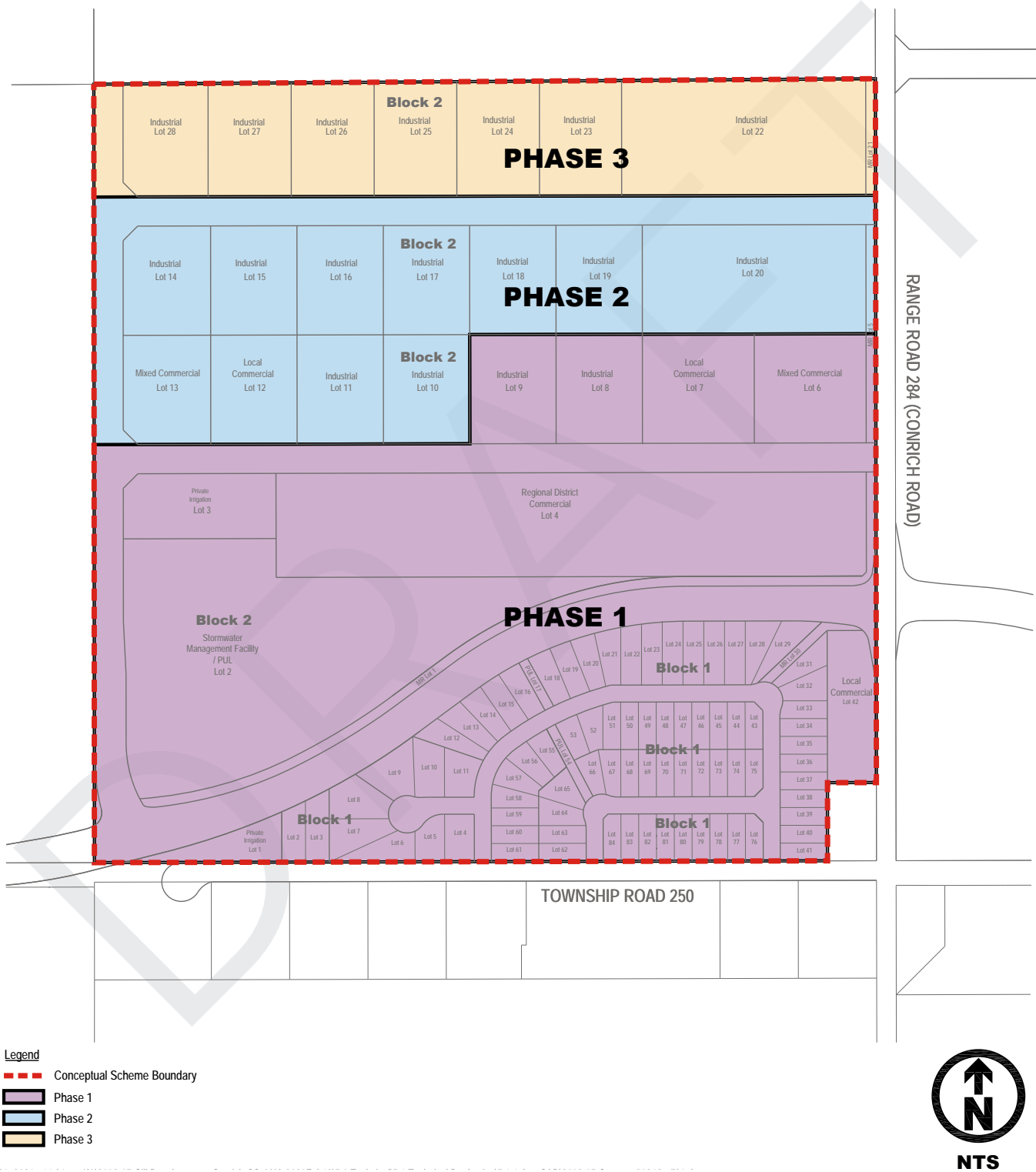
Notwithstanding the proposed phasing strategy described in this section, the developer may implement the project with an alternate phasing strategy provided that appropriate infrastructure is provided to support the development phase.

POLICIES

- | | |
|---------------------|--|
| Policy 4.3.1 | The development within the Plan area is expected to proceed in three (3) phases as generally illustrated on Figure 15: Proposed Phasing . |
| Policy 4.3.2 | The development of the Phase 3 area, as generally illustrated on Figure 15: Proposed Phasing , may only proceed once the downstream CSMI infrastructure is constructed. |
| Policy 4.3.3 | The developer may wish to develop the project in an alternate phasing program provided there is appropriate infrastructure available to support each development phase. |

4.0

FIGURE 15 | PROPOSED PHASING



4.4. ARCHITECTURAL CONSIDERATIONS

The **Conrich Crossing Conceptual Scheme** contemplates the creation of a master-planned business and residential development area that will be attractively designed, integrate with existing adjacent developments, respect the County's Commercial, Office and Industrial Design Guidelines and the Conrich ASP's Non-Residential/Residential Interface requirements.

4.4.1 BUSINESS DEVELOPMENT DESIGN CONSIDERATIONS

As part of the subdivision application for each business area, the developer shall establish architectural guidelines to ensure the character of development within each phase maintains a cohesive built form by establishing specific design criteria relative to matters such as (but not limited to):

- Overall building form & character (i.e. architectural theming);
- Treatment of landscaping design within both public & private lands;
- Treatment of community entrance signage and local wayfinding signage treatments;
- Techniques to maintain an attractive and coordinated design aesthetic along the Twp Rd 250 public road frontage by;
 - » Providing appropriate articulation of building massing and treatment of facades;
 - » Ensuring appropriate treatment of exterior material finishing & colour;
 - » Addressing appropriate treatment of glazing and fenestration;
 - » Coordinating exterior building signage;
 - » Dark sky lighting;
 - » Outside storage limitations;
- Maintaining consistency with public realm design elements; and
- Implementing potable water conservation measures.

POLICIES

Policy 4.4.1 The developer shall establish Architectural Controls at the subdivision stage to coordinate building design criteria within each business area in accordance with the Commercial, Office and Industrial Design Guidelines and the Conrich ASP's Non-Residential/Residential Interface requirements.

4.5. RESIDENTIAL DEVELOPMENT DESIGN CONSIDERATIONS

As discussed within this Plan, the developer wishes to accommodate opportunity for multi-generational housing within the residential area. As part of the subdivision application for each business area, the developer may establish architectural guidelines to ensure the specific design of the residential homes considers design elements such as (but not limited to):

- Open floor plans with 'flex' potential that can be adapted over time;
- 'Age in place' universal barrier-free design;
- Multiple bathroom and kitchen facilities;
- Multiple access points;
- Outdoor amenity space;
- Accommodation for accessory dwelling units;
- Appropriate screening and buffering from the realigned portion of Township Road 250.

POLICIES

- Policy 4.5.1** The developer shall establish a Residential Lot Owner Associations at the subdivision stage for the purposes of managing and implementing the architectural controls.
- Policy 4.5.2** Should the developer wish to install a gated access for the eight (8) lot cul-de-sac situated in the western portion of the residential area, a lot owner's association shall be established to operate and maintain the gate and private access road.

5.0 IMPLEMENTATION FRAMEWORK

5.0

5.1. THE COUNTY PLAN

Rocky View County adopted a Municipal Development Plan (The County Plan) in October 2013. The County Plan includes the following vision statement:

'Rocky View is an inviting, thriving and sustainable county that balances agriculture with diverse residential, recreational and business development opportunities.

The County Plan establishes a series of 'planning principles' which all future developments within the municipality are expected to consider including:

- Growth & Fiscal Sustainability;
- The Environment;
- Agriculture;
- Rural Communities;
- Rural Service; and
- Partnerships.

The **County Plan's Business Policies** encourage sustainable non-residential development within identified business areas and/or within hamlets. Emphasis is placed on the support for new business development within Regional Business Centres which are intended to accommodate regionally and even nationally significant development within master-planned business parks that are supported by municipal infrastructure that is suited for the anticipated scale of operations. In doing so, the County continues to leverage its' non-residential assessment base to ensure the municipality can achieve its fiscal sustainability objectives.

The **County Plan's Hamlet Policies** support the development of rural hamlets to establish and maintain and a strong sense of community identity and in carrying on their role as service hubs to the surrounding agricultural regions. They also support the development of attractive, high quality-built environments and distinct, safe residential neighbourhoods.

The **Conrich Crossing Conceptual Scheme** proposes to establish new business industrial development within an identified Regional Business Centre which is supported by an adopted statutory plan within vicinity of appropriate transportation & utility servicing infrastructure. Likewise, it proposes to establish a new residential neighbourhood within an identified Hamlet which will support Conrich evolving into a full-service rural community with a broad range of land uses, housing types in accordance with an adopted Area Structure Plan. **The Conrich Crossing Conceptual Scheme's** objectives are consistent with the County Plan's growth management framework.

5.2. CONRICH AREA STRUCTURE PLAN

The County adopted the Conrich Area Structure Plan in 2017. The ASP's development strategy is based on the following four (4) strategic priorities:

- 1) Accommodate expansion of the hamlet of Conrich and its evolution as a diverse, vital residential community. The hamlet location and land use will be developed as a separate process following adoption of this plan and amended into the Conrich Area Structure Plan later;
- 2) Support the development of the Conrich area as a regional business centre with more than half of the plan area devoted to industrial and commercial uses;
- 3) Ensure integration between residential and business uses in a manner that provides for the transition of land uses, promotes land use compatibility, and mitigates impacts on adjacent lands; and
- 4) Support the keeping of agricultural land in production until such time as it is required for other uses and the protection of the natural environment in the face of significant growth.

The portion of the **Conrich Crossing Conceptual Scheme** situated north of the proposed realignment of Township Road 250 is located within the Conrich ASP's industrial policy area with attendant policies that support the development of a regional business centre that provides local and regional employment opportunities, increase the County's business assessment base, and contribute to the long-term financial sustainability of the County in accordance with the following objectives:

- Support the development of well-designed industrial areas;
- Provide for the growth of local and regional employment opportunities;
- Support the development of industries associated with the provincial and regional economic base such as construction, manufacturing, transportation, warehousing, distribution logistics, and oil and gas services; and
- Promote financial sustainability by increasing the County's business assessment base.

The portion of the **Conrich Crossing Conceptual Scheme** situated south of the proposed realignment of Township Road 250 is located within the Conrich ASP's Future Policy Area which limit land use and development to agricultural redesignation, approved subdivisions, and allowed uses until the current land use districts, the hamlet of Conrich boundaries, community core, residential development areas, and other land uses are determined.

On July 28th, 2020, Rocky View County Council provided 1st reading to an amendment to the Conrich Area Structure Plan to establish the development strategy for the ASP's Future Policy Area. The proposed amendment includes a specific land use strategy for the Hamlet of Conrich with various attendant policies that support continued residential development within the community in accordance with the following objectives.

- Support the development of comprehensively designed residential neighbourhoods that promote interaction between residents;
- Require neighbourhoods to have an integrated parks, open space, and trail system that promotes walking and cycling and provides for a positive recreational and/or cultural experience for residents;
- Ensure hamlet residential areas within the hamlet provide for an efficient internal transportation network, with connections to other neighbourhoods and the hamlet's core area;
- Provide for a range of lot sizes and housing types to accommodate the varying needs and incomes of Rocky View County residents; and
- Provide for human scale design and attractive hamlet residential areas with architectural and community design guidelines.

The Conrich Crossing Conceptual Scheme's development strategy is consistent with the development objectives of the proposed amendment to the Conrich Area Structure Plan – which is expected to be approved prior to Council considering adoption of this Conceptual Scheme.

5.3. AGRICULTURAL BOUNDARY DESIGN GUIDELINES

The County adopted a design guideline intended to minimize land use conflicts that can occur when agricultural and nonagricultural uses are located next to one another. The guidelines provide a set of tools to incorporate into the design of an application to ensure consideration of agriculture and to reduce problems for agricultural operators, homeowners, and businesses.

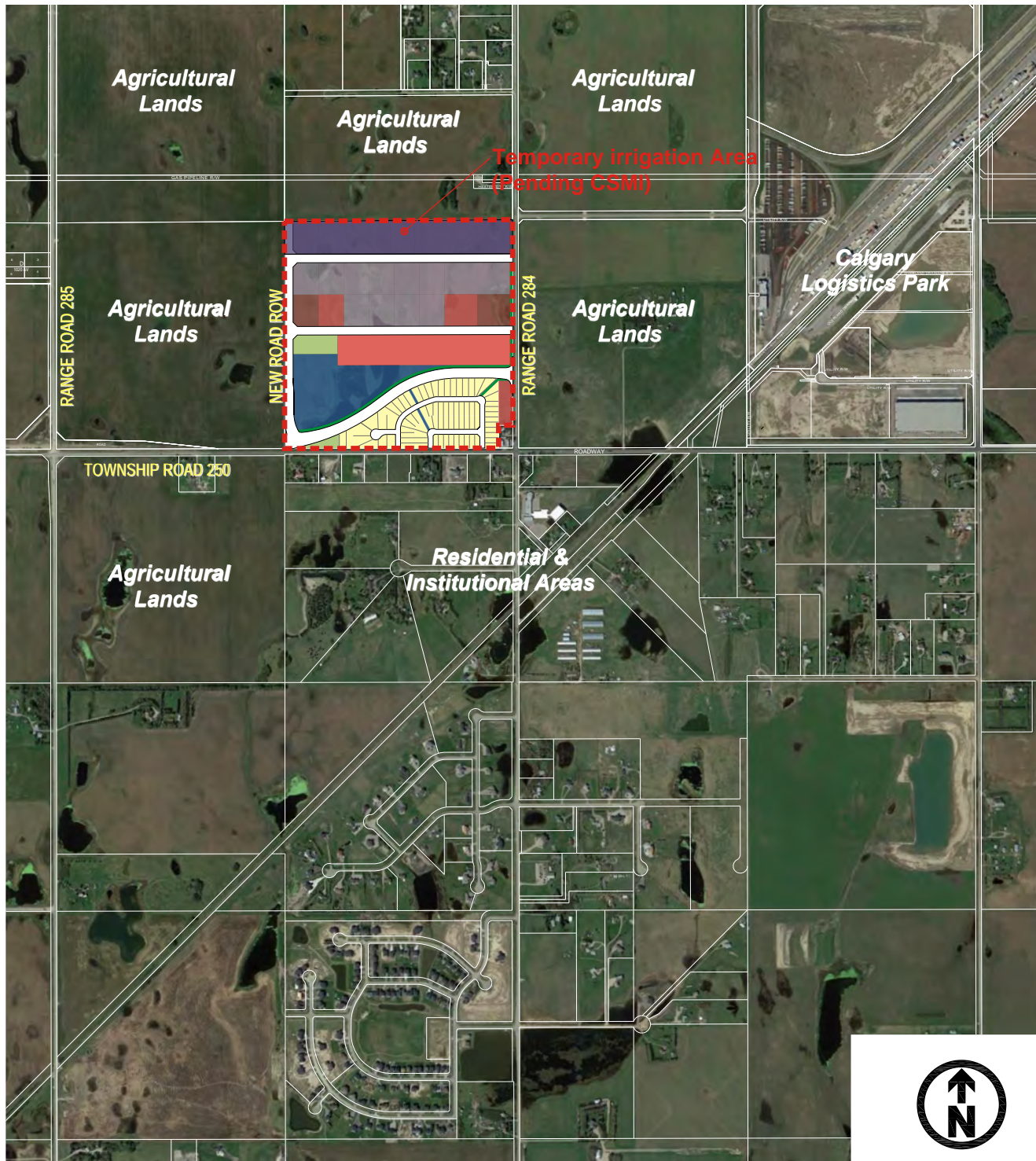
It is acknowledged that the northern and western portions of the Plan area are located directly adjacent to agricultural parcels. Notwithstanding the land use policies of the Conrich ASP which contemplates the eventual transition of these agricultural parcels to industrial land use, the timing of this potential transition is not known. As such, proposed development within the Conrich Crossing Conceptual Scheme must consider the County's Agricultural Boundary Design Guidelines.

As illustrated on **Figure 16: Agricultural Boundary Transitioning:**

- The northern portion of the Plan area will include a 'temporary irrigation area' pending construction of downstream CSMI infrastructure. Given the uncertain timing of implementation of the CSMI, the temporary agricultural area is likely to accommodate agricultural production for the foreseeable future. As such, it will provide an appropriate buffer to the agricultural lands to the north;
- The western portion of the Plan area will include a 30 m public road ROW which will provide an appropriate buffer to the agricultural lands to the west;
- The agricultural lands to the east of the Plan area are buffered by the existing Range Road 284 (Conrich Road) ROW; and
- Lands to the south of the Plan area contain existing residential development.

As such, the development concept proposed by **The Conrich Crossing Conceptual Scheme** is consistent with the County's Agricultural Boundary Design Guidelines.

FIGURE 16 | AGRICULTURAL BOUNDARY TRANSITIONING



Legend

--- Conceptual Scheme Boundary

6.0 COMMUNITY CONSULTATION

The developer of The Conrich Crossing Conceptual Scheme is committed to consulting with the adjacent landowners and key stakeholders from the broader community to ensure that specific details relative to this proposed development are communicated openly and transparently in accordance with the following principles:

- To ensure all key stakeholders are identified and included in the process;
- To generate awareness about the Conceptual Scheme and provide opportunity for stakeholders to provide input;
- To present preliminary plans for the development;
- To solicit and record concerns from interested stakeholders so they can be proactively addressed during the Conceptual Scheme review process;
- To ensure stakeholders are kept informed of the Plan's progress and provided opportunity to review additional information if desired;
- To inform stakeholders how their input was used;
- To ensure the engagement process is monitored and measured, and results are shared with all stakeholders; and
- To conduct communications related to the proposed development in an open, honest and respectful manner.

Conrich Crossing Conceptual Scheme and Land Use Amendment Application Public Engagement

To ensure community members and stakeholders were aware of the proposed application, the Project Team facilitated a multi-pronged communications and engagement approach, including:

- Project Information Flyer/Engagement Session Invitation to 145 stakeholders
- Project Website: ConrichCrossing.ca
- Post-Engagement Session Survey
- Stakeholder Database for ongoing correspondence
- Engagement Summary Report

Due to the Covid-19 pandemic and provincial regulations surrounding social gatherings, Gill Developments hosted a Virtual Engagement Session on March 10, 2021 from 6 - 7 p.m. to provide an opportunity for the public to learn about the project and provide feedback in a safe format. The meeting was held on the GoTo Webinar platform, which allowed interested stakeholders and community members to register for the webinar in advance and join the meeting by simply clicking on a link they received via email.

The engagement tactics resulted in:

- Two virtual open house attendees
- Approximately five questions and comments received through the virtual event
- Five project surveys completed
- Direct email correspondence with 10 stakeholders
- Direct phone calls with two stakeholders
- Three requests for ongoing communication as the project progresses

Additionally, all stakeholders who emailed the project team, attended the engagement session, or expressed interest received a copy of the presentation slides, and a video link to the recorded engagement session for their reference.

Throughout the engagement campaign, the project team heard from multiple stakeholders with comments and considerations for the following themes:

- Transportation
- Township Road 250
- Servicing and Utilities
- Timeline of Development
- Environmental Considerations

Based on the feedback received during the engagement campaign, the project team is aware of and has addressed many stakeholder concerns, and will continue to provide updates as the project progresses.

SUPPORTING TECHNICAL REPORTS

(SUBMITTED UNDER SEPARATE COVER)

1. Wetland Assessment Impact Report, Westhoff Engineering Resources, September 2020
2. Geotechnical Report, McIntosh Lalani, June 2020
3. Transportation Impact Assessment, Bunt & Associates, September 2020
4. Conceptual Stormwater Management Report, Sedulous Engineering, August 2020
5. Preliminary Engineering Support Servicing Strategy, Sedulous Engineering, July 2020

CONRICH

— CROSSING —

CONCEPTUAL SCHEME

FIGURE 7 | DEVELOPMENT CONCEPT

Land Use Statistics	± ha	± ac	%
R-SML Residential, Small Lot District	8.70	21.40	13.6%
C-REG Commercial, Regional District	6.50	16.05	45.4%
C-LUD Commercial, Local Urban District	3.05	7.54	4.8%
C-MIX Mixed Commercial District	2.29	5.66	3.6%
I-LIT Industrial, Light District	21.58	53.32	38.6%
S-PUB Stormwater Management Area (PUL)	7.21	17.82	11.2%
DC Permanent Irrigation Area	1.42	3.50	2.3%
S-PRK Special, Parks & Recreation District	1.36	3.37	2.1%
Road ROW	14.32	35.39	22.3%
Total	64.13	158.48	138.8%



Conceptual Scheme Proposal:

To adopt the Conrich Crossing Conceptual Scheme to provide a policy framework to guide future redesignation, subdivision and development proposals within SE-05-25-28-W4M in order to accommodate a residential, commercial, and industrial development.

Division: 5
 Roll: 05305001
 File: PL20200137
 Printed: October 15, 2020
 Legal: SE-05-25-28-W04M

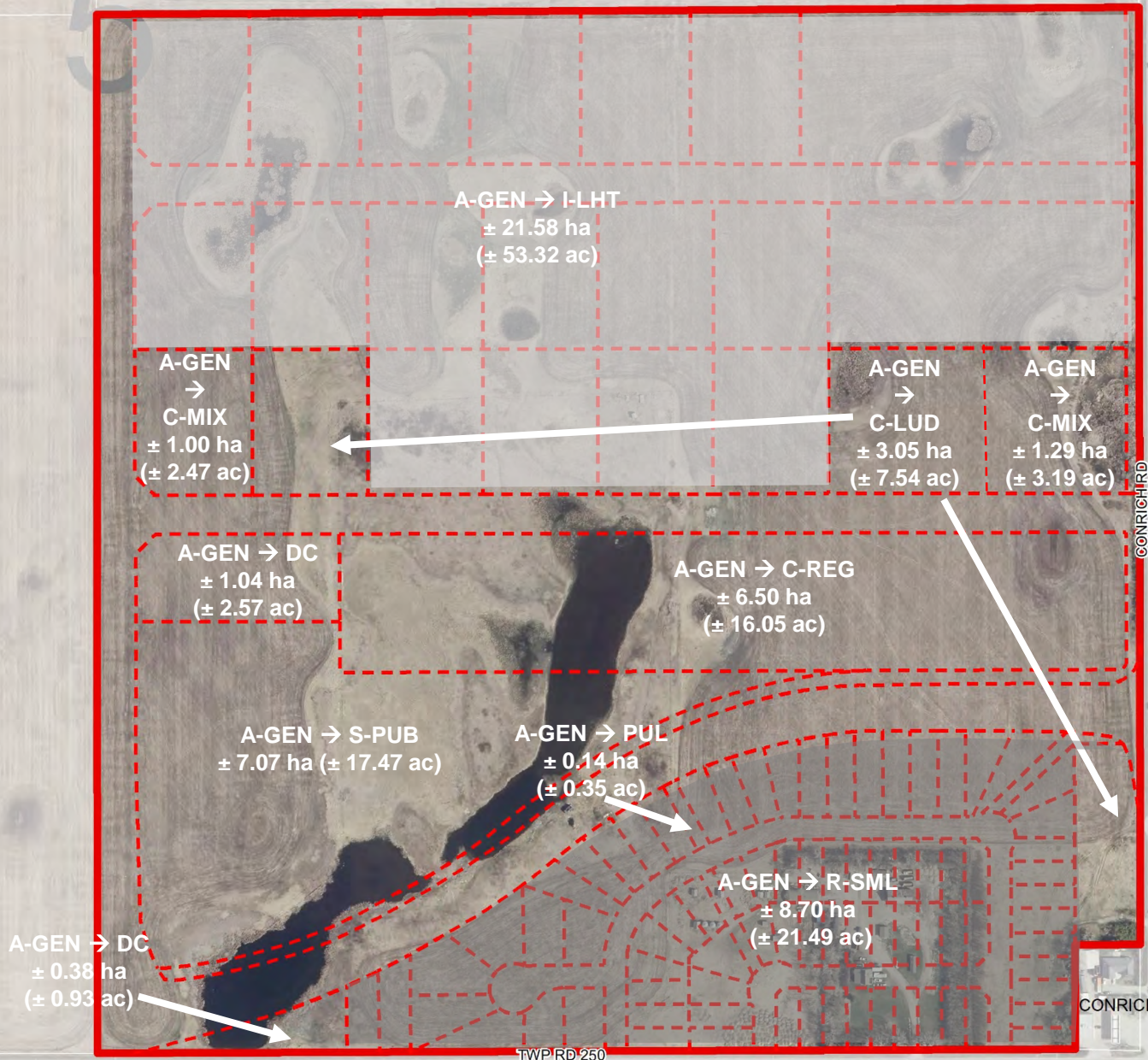
Development Proposal

To redesignate the subject lands from Agricultural, General District to:

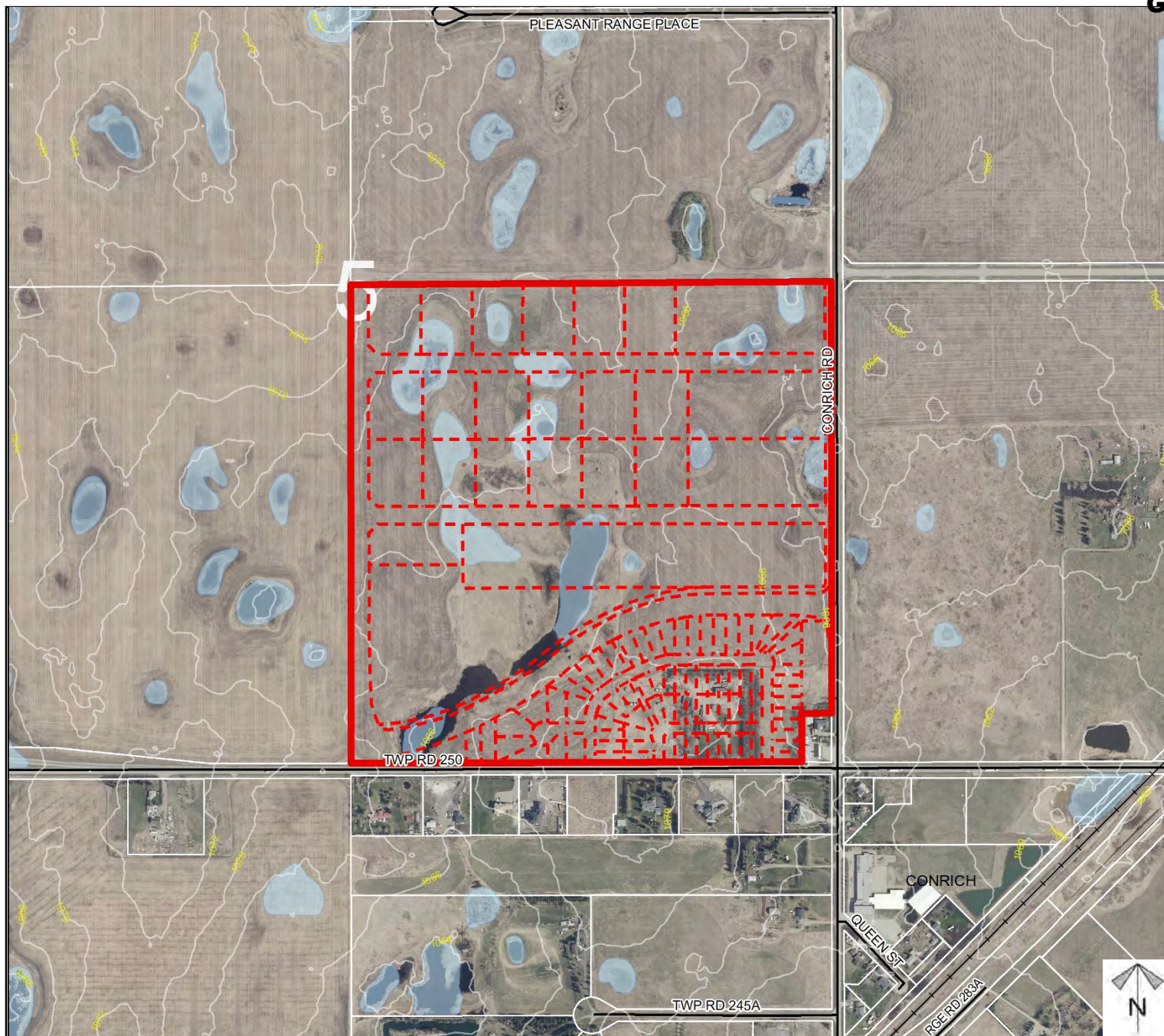
- Direct Control District – Permanent Irrigation Area (DC)
- Commercial, Local Urban District (C-LUD)
- Commercial, Regional District (C-REG)
- Industrial, Light District (I –LHT)
- Mixed Commercial District (C-MIX)
- Residential, Small Lot District (R-SML)
- Special, Parks & Recreation District (S-PRK)
- Stormwater Management Area (PUL)

To accommodate a residential, commercial, and industrial development.

Division: 5
 Roll: 05305001
 File: PL20200137
 Printed: October 15, 2020
 Legal: SE-05-25-28-W04M



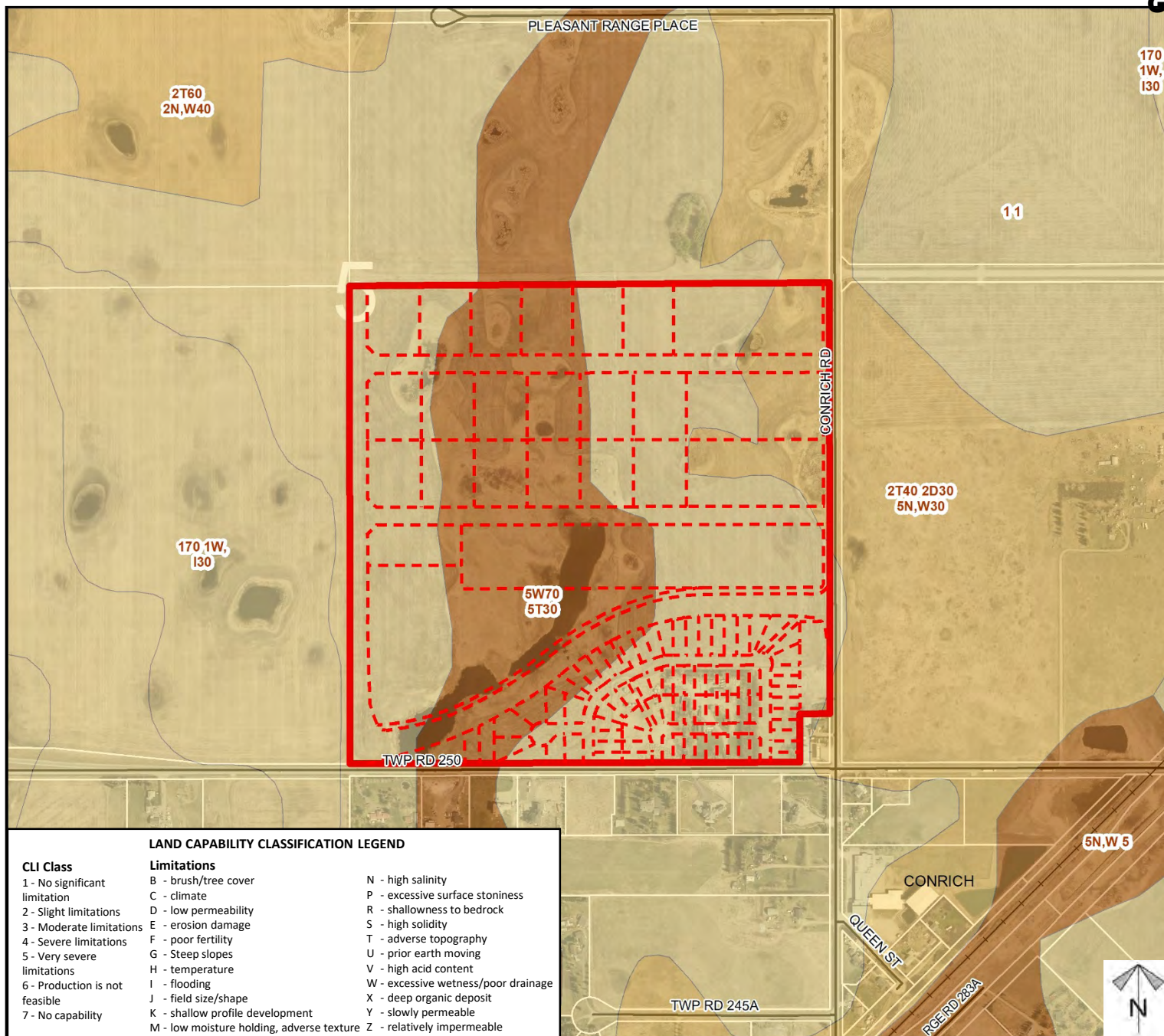
Environmental



- Subject Lands
- Contour - 2 meters
- Riparian Setbacks
- Alberta Wetland Inventory
- Surface Water

Division: 5
 Roll: 05305001
 File: PL20200137
 Printed: October 15, 2020
 Legal: SE-05-25-28-W04M

Soil Classifications



Division: 5
 Roll: 05305001
 File: PL20200137
 Printed: October 15, 2020
 Legal: SE-05-25-28-W04M

Legend



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Plan numbers that include letters were registered before 1973 and do not reference a year.



PLANNING POLICY

TO:	Council	
DATE:	May 18, 2021	DIVISION: 5
FILE:	05305001	APPLICATION: PL20200139
SUBJECT:	First Reading Bylaw – Land Use and Direct Control	

PURPOSE: To redesignate the subject lands from Agriculture, General District (A-GEN) to:

- Direct Control District – Permanent Irrigation Area (DC);
- Commercial, Local Urban District (C-LUD);
- Commercial, Regional District (C-REG);
- Industrial, Light District (I –LHT);
- Mixed Commercial District (C-MIX);
- Residential, Small Lot District (R-SML);
- Special, Parks & Recreation District (S-PRK); and
- Stormwater Management Area (PUL).

In order to facilitate a comprehensively planned business development within a portion of SE-5-25-28-W4M.

GENERAL LOCATION: Located north of Township Road 250, east of Range Road 284, and northwest of the Conrich Hamlet.

APPLICANT: Ken Venner (B&A Planning Group)

OWNERS: Gursewak Singh Gill and Hamek Gill

POLICY DIRECTION: The Interim Growth Plan, Rocky View County / City of Calgary Intermunicipal Development Plan, County Plan and the Conrich Area Structure Plan.

COUNCIL OPTIONS:

Option #1: THAT Bylaw C-8179-2021 be given first reading.

Option #2: THAT application PL20200139 be denied.

APPLICATION REQUIREMENTS:

The application submission appears complete; however, additional information may be requested through the assessment of the application.



ROCKY VIEW COUNTY

Respectfully submitted,

Concurrence,

“Brock Beach”

“Kent Robinson”

Acting Executive Director
Community Development Services

Acting Chief Administrative Officer

BTV/sl

ATTACHMENTS:

ATTACHMENT ‘A’: Bylaw C-8179-2021 and Schedule A & B

ATTACHMENT ‘B’: Map Set



ROCKY VIEW COUNTY

BYLAW C-8179-2021

A Bylaw of Rocky View County to amend Land Use Bylaw C-8000-2020

The Council of Rocky View County enacts as follows:

Title

- 1 This Bylaw may be cited as Bylaw C-8179-2021.

Definitions

- 2 Words in this Bylaw have the same meaning as those set out in the *Municipal Government Act* except for the definitions provided below:
- (1) **“Council”** means the duly elected Council of Rocky View County;
 - (2) **“Municipal Government Act”** means the *Municipal Government Act*, RSA 2000, c M-26, as amended or replaced from time to time; and
 - (3) **“Rocky View County”** means Rocky View County as a municipal corporation and the geographical area within its jurisdictional boundaries, as the context requires.

Effect

- 3 THAT Schedule B, Land Use Map No. 53 of Bylaw C-8000-2020 be amended by redesignating a portion of SE-5-25- 28-W04M from Agricultural, General District to:

- Direct Control District – Permanent Irrigation Area (DC);
- Commercial, Local Urban District (C-LUD);
- Commercial, Regional District (C-REG);
- Industrial, Light District (I –LHT);
- Mixed Commercial District (C-MIX);
- Residential, Small Lot District (R-SML);
- Special, Parks & Recreation District (S-PRK); and
- Stormwater Management Area (PUL);

as shown on the attached Schedule ‘A’ forming part of this Bylaw.

- 4 THAT a portion of SE-5-25-28-W04M is hereby redesignated to:

- Direct Control District – Permanent Irrigation Area (DC);
- Commercial, Local Urban District (C-LUD);
- Commercial, Regional District (C-REG);
- Industrial, Light District (I –LHT);



ROCKY VIEW COUNTY

- Mixed Commercial District (C-MIX);
- Residential, Small Lot District (R-SML);
- Special, Parks & Recreation District (S-PRK); and
- Stormwater Management Area (PUL);

as shown on the attached Schedule 'A' and 'B' forming part of this Bylaw.

4. Severability

If any provision of this bylaw is declared invalid for any reason by a court of competent jurisdiction, all other provisions of this bylaw will remain valid and enforceable.

5. Effective Date

Bylaw C-8179-2021 is passed and comes into full force and effect when it receives third reading and is signed in accordance with the *Municipal Government Act*.

READ A FIRST TIME IN COUNCIL this _____ day of _____, 2021

PUBLIC HEARING WAS HELD IN COUNCIL this day of , 2021

READ A SECOND TIME IN COUNCIL this _____ day of _____, 2021

READ A THIRD TIME IN COUNCIL this _____ day of _____, 2021

Reeve

Chief Administrative Officer or Designate

Date Bylaw Signed

**SCHEDULE 'A'****FORMING PART OF BYLAW C-8179-2021**

A Direct Control District affecting a portion of SE-05-25-28-W4M, consisting of a total of ± 64.3 hectares (± 159.0 acres) acres of land.

1.0.0 GENERAL REGULATIONS

That the regulations of the Direct Control District comprise:

- 1.0.0 General Regulations
- 2.0.0 Compliance with Bylaw C-8000-2020
- 3.0.0 Reference to Bylaw C-8000-2020
- 4.0.0 Variances
- 5.0.0 Land Use Regulations
- 6.0.0 Subdivision Regulations
- 7.0.0 Development Regulations

1.0 GENERAL REGULATIONS

- 1.1.0 For the purposes of this Bylaw, the Lands shall be as indicated in Schedule "B" attached to and forming part of this Bylaw. The size and shape of the parcel(s) to which this Bylaw applies to is approximate and will be more precisely determined by a Plan of Survey at the subdivision stage.
- 1.2.0 Parts 1, 2, 3, 4 & 5 of the Land Use Bylaw C-8000-2020 shall apply to all uses contemplated by this Bylaw except where noted as otherwise in this Bylaw.
- 1.3.0 The Development Authority shall be responsible for the issuance of Development Permit(s) for the Lands subject to this Bylaw.
- 1.4.0 All development upon the Lands shall be in accordance with all licenses, permits and approvals pertaining to the Lands required from Alberta Environment and any other Provincial Agencies.
- 1.5.0 The policies of the Conrich Crossing Conceptual Scheme shall be considered in all applications for subdivision and development

2.0 COMPLIANCE WITH BYLAW C-8000-2020

- 2.1 Unless otherwise specified, the rules and provisions of Parts 1, 2, 3, 4, 5, 6, 7, and 8 of Bylaw C-8000-2020 apply to this Direct Control District Bylaw.

3.0 REFERENCE TO BYLAW C-8000-2020

- 3.1 Within this Direct Control District Bylaw, a reference to a section of Bylaw C-8000-2020 is deemed to be a reference to the section as amended from time to time.

4.0 VARIANCES

- 4.1 The Development Authority may vary any of the rules contained in this Direct Control District in accordance with Sections 101, 102, 103, and 105 of Bylaw C-8000-2020.

**ROCKY VIEW COUNTY****5.0 LAND USE REGULATIONS****5.1 Purpose and Intent**

The purpose and intent of this Bylaw is to accommodate a privately owned and maintained irrigation area with opportunity for outdoor recreation pursuits associated with a comprehensively planned stormwater management system which supports a mix of residential business development, as contemplated by the Conrich Crossing Conceptual Scheme.

5.2 Uses

The following uses conform to the purpose of this District and require a Development Application:

- 5.2.1 Accessory Building
- 5.2.2 Agriculture, General
- 5.2.3 Commercial Communications Facilities (Type A, B, C)
- 5.2.4 Recreation (Outdoor)
- 5.2.5 Utilities

5.3 Minimum Requirements

- 5.3.1 Front Yard (all roads): 6.0 m (19.69 ft)
- 5.3.2 Side Yard (all roads): 6.0 m (19.69 ft)
- 5.3.3 Rear Yard (all roads): 6.0 m (19.69 ft)

6.0 SUBDIVISION REGULATIONS**6.1** Unless otherwise provided for by this Bylaw, no subdivision for shall be endorsed within the Lands for any purpose, until:

- a) The Developer has submitted a Construction Management Plan, to the satisfaction of the County.
- b) The Developer has submitted a Weed Management Plan, to the satisfaction of the County.
- c) The Developer has submitted a Stormwater Management Plan, to the satisfaction of the County and all relevant Federal & Provincial Authorities.
- d) The Developer has submitted a Traffic Impact Analysis, to the satisfaction of the County.
- e) The Developer has submitted a Utility Servicing Plan, to the satisfaction of the County.
- f) The County has approved all necessary Easements and Rights-of-Way related to the supply and distribution of power, natural gas, cable, and telephone service within the subject lands.
- g) The Developer has submitted a Landscaping Plan, to the satisfaction of the County.

7.0 DEVELOPMENT REGULATIONS**7.1** Those withstanding 6.1, the Development Authority may issue a Development



ROCKY VIEW COUNTY

Permit for stripping and/or grading within any portion of the development provided the County has endorsed a Construction Management Plan and a Stormwater Management Plan as required by Section 6.1.

- 7.2 Approval for any use contemplated by this Bylaw may be subject to approval from all relevant Federal and/or Provincial Authorities.

Schedule 'B'

Bylaw
C-8179-2021Amendment

From Agricultural, General
District (A-GEN) to:

Direct Control District –
Permanent Irrigation Area
(DC)

Commercial, Local Urban
District (C-LUD)

Commercial, Regional
District (C-REG)

Industrial, Light District (I –
LHT)

Mixed Commercial District
(C-MIX)

Residential, Small Lot
District (R-SML)

Special, Parks & Recreation
District (S-PRK)

Stormwater Management
Area (PUL)

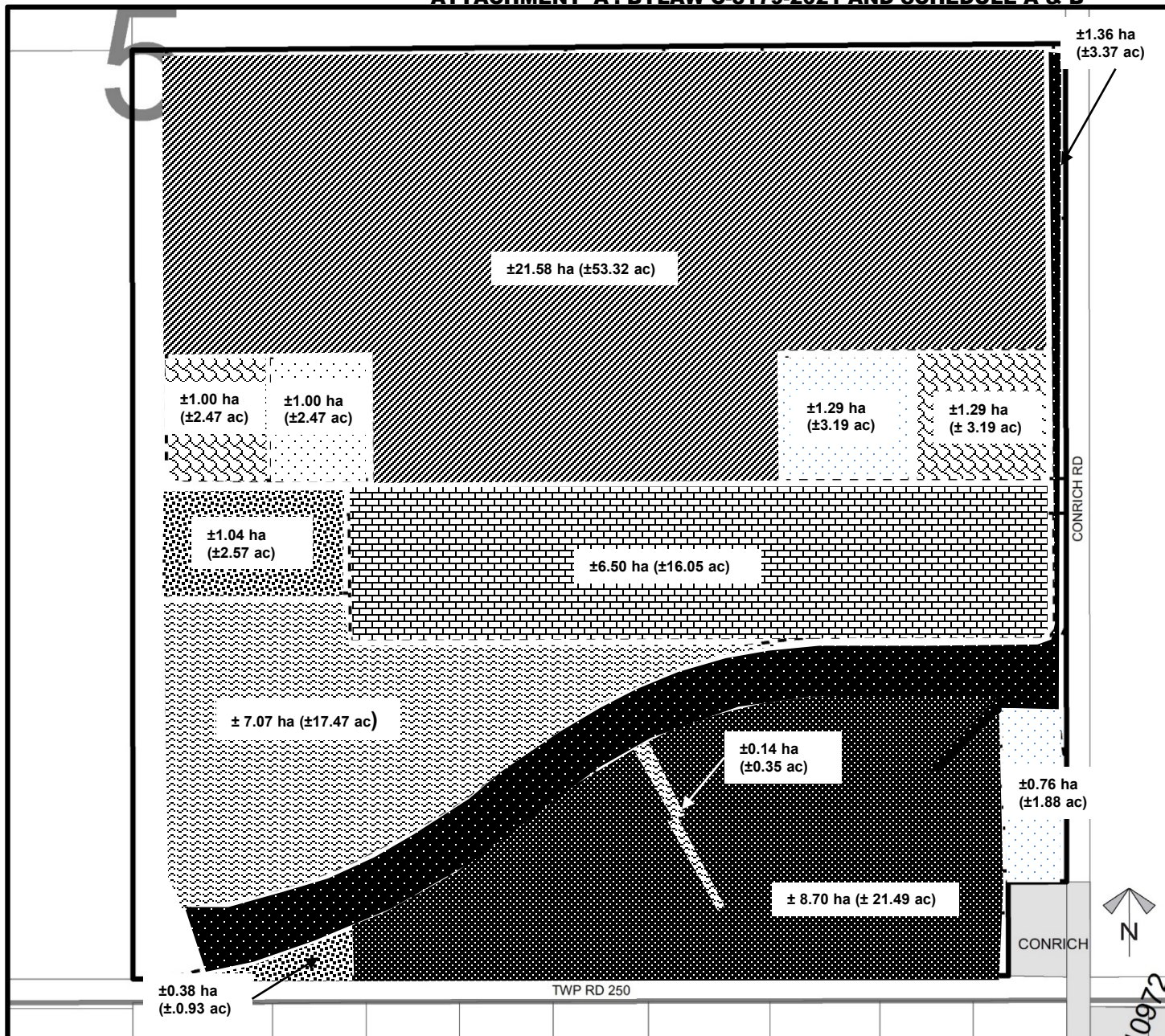
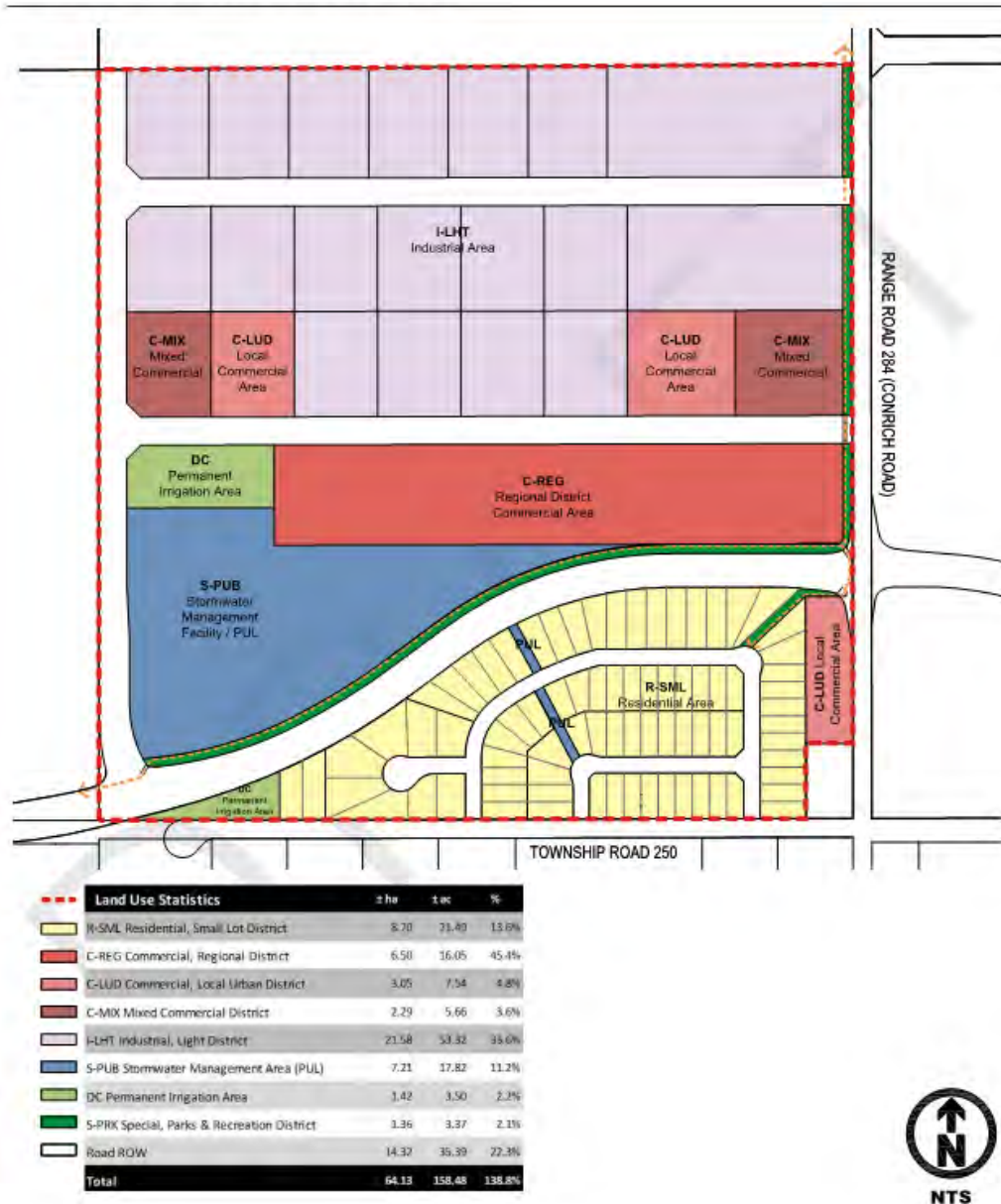


FIGURE 7 | DEVELOPMENT CONCEPT

Conceptual Scheme Proposal:

To adopt the Conrich Crossing Conceptual Scheme to provide a policy framework to guide future redesignation, subdivision and development proposals within SE-05-25-28-W4M in order to accommodate a residential, commercial, and industrial development.

Division: 5
 Roll: 05305001
 File: PL20200137
 Printed: October 15, 2020
 Legal: SE-05-25-28-W04M

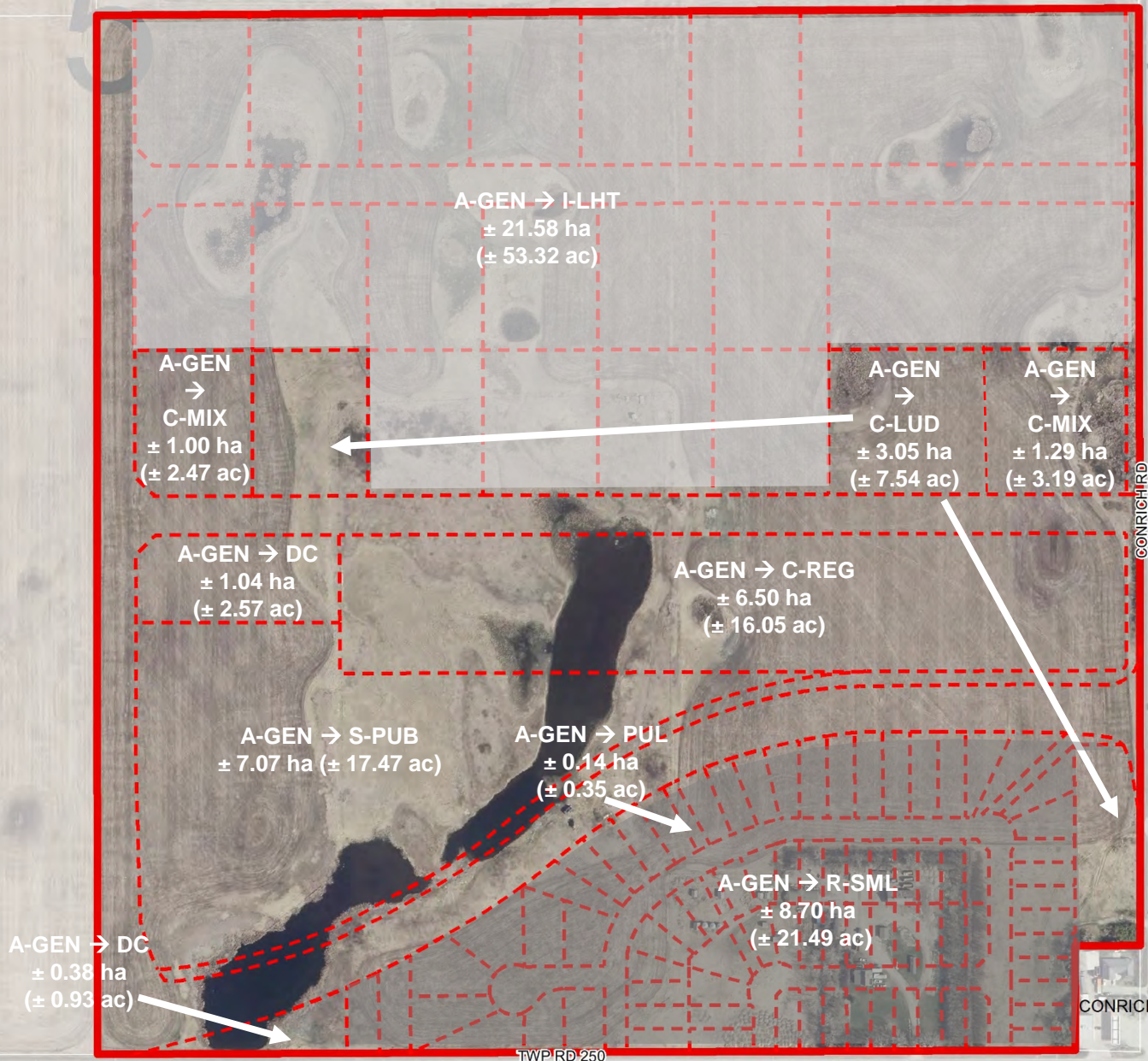
Development Proposal

To redesignate the subject lands from Agricultural, General District to:

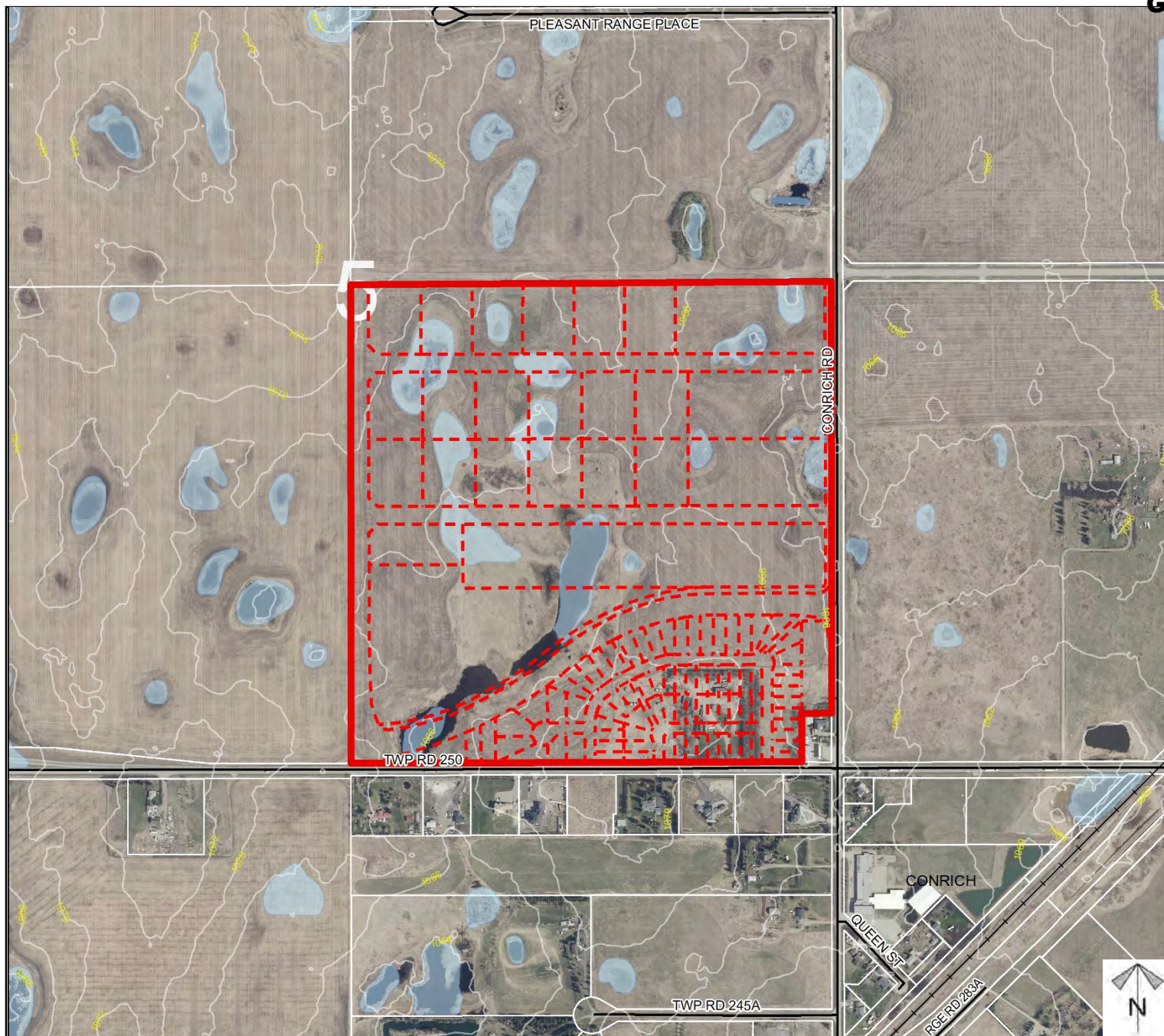
- Direct Control District – Permanent Irrigation Area (DC)
- Commercial, Local Urban District (C-LUD)
- Commercial, Regional District (C-REG)
- Industrial, Light District (I –LHT)
- Mixed Commercial District (C-MIX)
- Residential, Small Lot District (R-SML)
- Special, Parks & Recreation District (S-PRK)
- Stormwater Management Area (PUL)

To accommodate a residential, commercial, and industrial development.

Division: 5
 Roll: 05305001
 File: PL20200137
 Printed: October 15, 2020
 Legal: SE-05-25-28-W04M



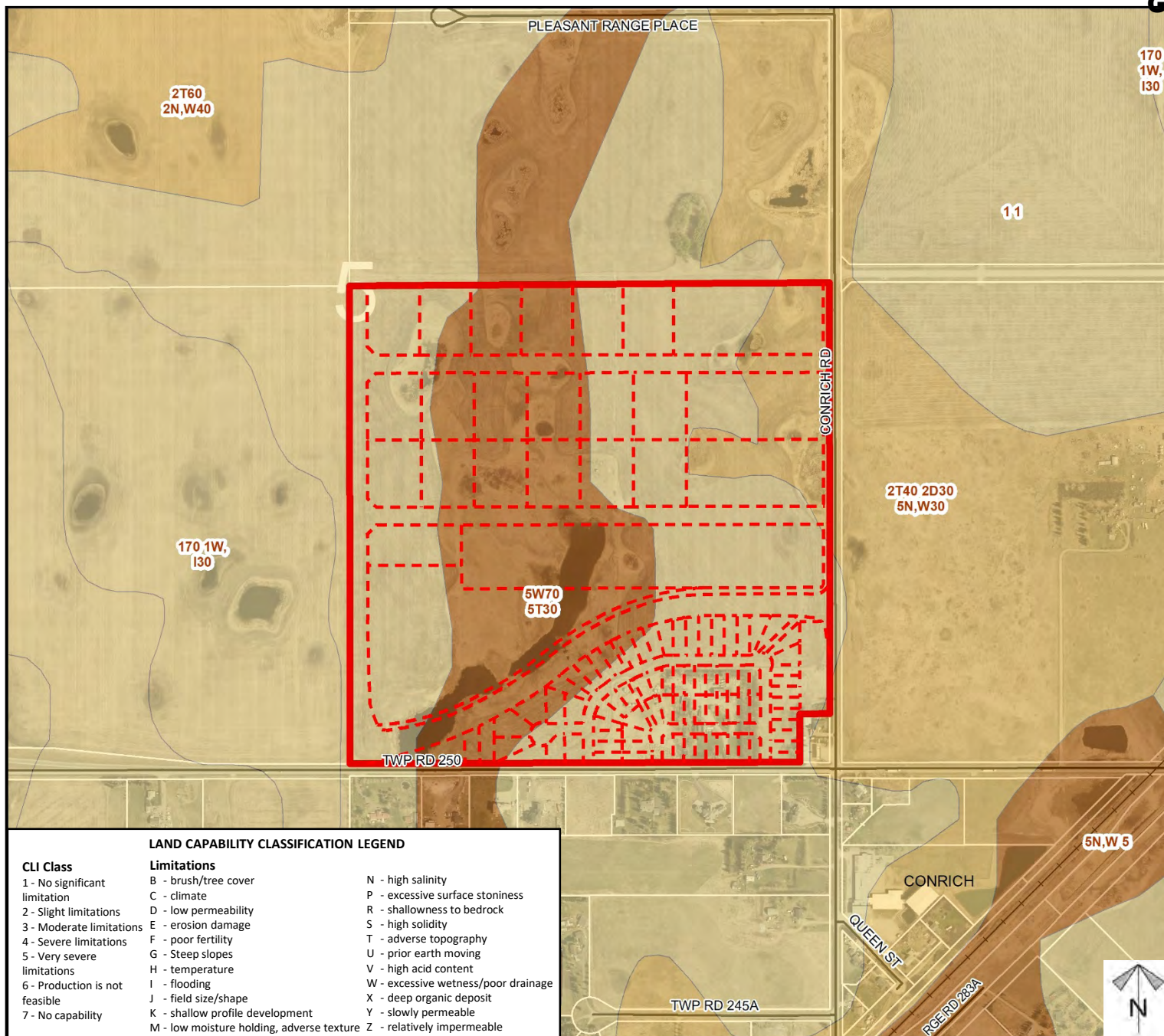
Environmental



-  Subject Lands
-  Contour - 2 meters
-  Riparian Setbacks
-  Alberta Wetland Inventory
-  Surface Water

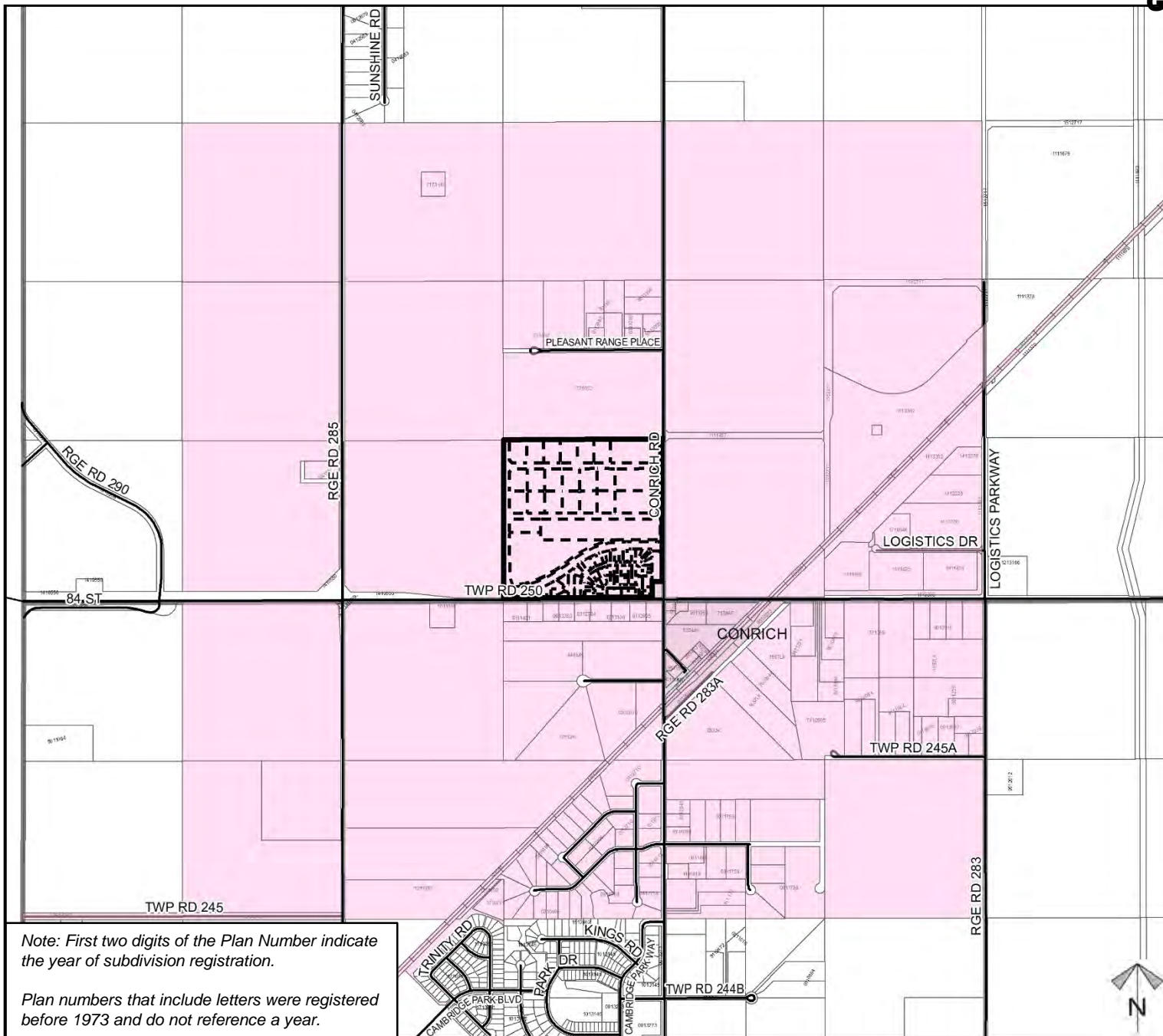
Division: 5
 Roll: 05305001
 File: PL20200137
 Printed: October 15, 2020
 Legal: SE-05-25-28-W04M

Soil Classifications



Division: 5
 Roll: 05305001
 File: PL20200137
 Printed: October 15, 2020
 Legal: SE-05-25-28-W04M

Landowner Circulation Area



Note: First two digits of the Plan Number indicate the year of subdivision registration.

Plan numbers that include letters were registered before 1973 and do not reference a year.

Legend

Support



Opposition



Division: 5
 Roll: 05305001
 File: PL20200137
 Printed: October 15, 2020
 Legal: SE-05-25-28-W04M



Calgary Metropolitan Region Board
Governance Committee Meeting Agenda

May 13, 2021 – 9:00 AM

Go-To Meeting

Meetings are recorded & live-streamed

CMRB Admin will utilize the recording function on GoToMeeting as a backup recording in case an internet connection is lost and CMRB's YouTube account is unable to record the meeting. When the recording function is enabled, you will hear an audio prompt notifying that the meeting is being recorded

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 April 8, 2021 meeting | | |
| 4. Q1 Actuals (Attachment) | Copping | 7 |
| <i>For Recommendation:</i> Motion that the Committee receive for information and recommend for review by the Board the 2021 Q1 Actuals | | |
| 5. Policy on Closed Sessions (Attachment) | Copping | 9 |
| <i>For Recommendation:</i> That the Committee recommend for approval to the Board the Policy on Closed Sessions. | | |
| 6. Meeting Protocols (Attachment) | Clark | 12 |
| <i>For Information:</i> Motion that the Committee receive for information the Board and Committee meeting protocols | | |
| 7. Board Chair Disclosure Update (Attachment) | Clark | 13 |
| <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 | | |
| 8. Next Meeting: TBD | Clark | |
| 9. 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 & Indigenous Awareness Workshop	June 3 – 9:00 AM	GoTo Meeting
Board Meeting	Friday May 14 9:00 AM Friday May 21 9:00 AM Friday May 28 9:00 AM	GoTo Meeting
Governance Committee	TBD	GoTo Meeting
Advocacy Committee	TBD	GoTo Meeting



Minutes of the Meeting of the
Governance Committee
of the Calgary Metropolitan Region Board
on Thursday April 8, 2021 by Go-To Meeting

Delegates in Attendance:

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

CMRB Administration:

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.

2. Approval of Agenda

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

Motion: That the Committee approve the agenda.

Motion carried unanimously.

3. Review Minutes

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

Motion: That the Committee approve the Minutes of the February 18, 2021 meeting.

Motion carried unanimously.

4. 2020 Draft Audited Financial Statements

Calvin Scott of Avail Chartered Accountants presented the draft audited financial statements to the Committee and noted the following:

- Bringing forward a clean opinion, with nothing of significance for the Committee to consider.



- No illegal acts or fraud
- No disagreements with management
- No difficulties encountered during the audit.

Moved by Mayor Chalmers, **Seconded by** Councillor Chahal, accepted by Chair.

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

Motion carried unanimously.

5. Appointment of Auditor

There was support from the Committee to engage Avail Chartered Accountants for another three years. Jordon will bring this item back to the Committee with an official proposal from Avail for recommendation to the Board. Chair Clark commented that in the future the Committee may want to consider a formal policy on appointment of auditors.

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

Motion: That the Committee receive for information the report from Administration on appointment of auditors.

Motion carried unanimously.

6. Draft Dispute Resolution and Appeal Bylaw

Committee members discussed the Bylaw and the following motions were made:

Motion Arising #1:

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

A friendly amendment to add "and Growth Plan" was accepted by the mover.

Motion: That the CMRB Administration be directed to add sub c) decisions that are contrary to CMRB administration recommendation which for the purposes of this bylaw shall mean REF and Growth Plan implementation decisions by the Board that were contrary to recommendations by CMRB administration to Section 3.1 of the draft bylaw.

Motion Fails.



Motion Arising #2:

Moved by Mayor Robertson, **Seconded by** Reeve Oel, accepted by Chair.

Motion: That CMRB Administration amend the Bylaw as follows:

- In Section 4 Notice of Dispute, any reference to 5 days or less be referred to as business days.
- Change 8.4 to read: At the discretion of either the Appellant, or the Respondents either a written or an oral hearing may be requested from the land and property rights tribunal.

Motion carried unanimously.

Motion Arising #3:

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

Motion: That CMRB Administration strike the last sentence of 10.1 of the Bylaw, removing "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."

Motion carried.

Motion Arising #4:

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

Motion: That in 8.1 of the Terms of Reference Quorum be defined as 100% or all 3 of the participating members of the Committee.

Motion carried unanimously.

Main Motion

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

Motion: That the Committee review and recommend approval to the Board of Directors the Dispute Resolution and Appeal Process Bylaw as amended, and the Dispute Resolution Committee Terms of Reference, as amended.

Motion carried.



7. Review Per Diem Policy

Members discussed whether changes should be made to the Per Diem Policy as a result of the shift to virtual meetings. There was agreement to leave the policy as is. Members will continue to be able to claim the per diem, but not mileage.

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

Motion: That the Committee receive for information Administration's report on the Per Diem Policy.

Motion carried unanimously.

Due to time constraints, items #8 Meeting Protocols and #9 Board Chair Disclosure Update will come forward to the next meeting.

8. Next Meeting: Thursday May 13 @ 9:00 AM.

9. Adjourned @ 12:05 PM.

CMRB Chair, Greg Clark



Agenda Item	4
Submitted to	Governance Committee
Purpose	Present to the Governance Committee for Recommendation
Subject	CMRB 2021 Q1 Actuals
Meeting Date	May 13, 2021
<i>That the Committee receive and recommend for review by the Board the 2021 Q1 actuals</i>	
Background <ul style="list-style-type: none"> The CMRB has been funded by the Government of Alberta through the Alberta Community Partnership grant program. 	
Attachments <ul style="list-style-type: none"> Q1 Actuals 	

Introduction

CMRB Administration has compiled the Q1 Actuals for review by the Governance Committee.

Recommendation

That the Governance Committee receive for information and recommend for review by the Board the 2021 Q1 Actuals.

	2021 Budget	2021 Q1 Budget	2021 Q1 Actuals	Q1 Variance
REVENUE				
GoA Grant	\$1,500,000.00	\$0.00	\$0.00	\$0.00
Interest on GIC	\$0.00	\$0.00	\$0.00	\$0.00
Withdrawal from Reserves	\$650,000.00	\$0.00	\$0.00	\$0.00
TOTAL Revenue	\$2,150,000.00	\$0.00	\$0.00	\$0.00
EXPENDITURES				
<u>CAPITAL EXPENSES</u>				
Computers & Hardware	\$6,000.00	\$1,500.00	\$0.00	\$1,500.00
Office Furniture	\$6,000.00	\$1,500.00	\$0.00	\$1,500.00
Phone/Internet Hardware	\$3,000.00	\$750.00	\$0.00	\$750.00
TOTAL CAPITAL EXPENSES	\$15,000.00	\$3,750.00	\$0.00	\$3,750.00
<u>OPERATING EXPENSES</u>				
STAFFING COSTS				
Salary	\$655,000.00	\$169,000.00	\$168,383.58	\$616.42
Benefits	\$117,000.00	\$29,250.00	\$28,443.30	\$806.70
Board Chair	\$140,000.00	\$35,000.00	\$47,394.00	-\$12,394.00 ¹
TOTAL STAFFING COSTS	\$912,000.00	\$233,250.00	\$244,220.88	-\$10,970.88
OFFICE LEASE	\$87,000.00	\$21,750.00	\$18,398.67	\$3,351.33
OFFICE OPERATING COST				
General Operating Costs	\$36,000.00	\$9,000.00	\$6,036.71	\$2,963.29
Professional Fees	\$30,000.00	\$7,500.00	\$0.00	\$7,500.00
TOTAL OFFICE OPERATION COSTS	\$66,000.00	\$16,500.00	\$6,036.71	\$10,463.29
TRAVEL COSTS	\$35,000.00	\$8,750.00	\$0.00	\$8,750.00
MEETING COSTS				
Meeting Venue/Catering	\$55,000.00	\$13,750.00	\$0.00	\$13,750.00
Per Diem	\$55,000.00	\$13,750.00	\$3,000.00	\$10,750.00
TOTAL MEETING COSTS	\$110,000.00	\$27,500.00	\$3,000.00	\$24,500.00
CONSULTANT COSTS				
Growth/ Servicing Plan	\$250,000.00	\$62,500.00	\$0.00	\$62,500.00
Regional Initiatives	\$500,000.00	\$125,000.00	\$0.00	\$125,000.00
REF Consultants	\$100,000.00	\$25,000.00	\$0.00	\$25,000.00
TOTAL CONSULTANT COSTS	\$850,000.00	\$212,500.00	\$0.00	\$212,500.00
CONTINGENCY	\$75,000.00	\$18,750.00	\$0.00	\$18,750.00
TOTAL EXPENDITURE	\$2,150,000.00	\$542,750.00	\$271,656.26	\$271,093.74

Agenda Item 4i

Notes:

1 There were two Board Chairs for February and March.



Agenda Item	5
Submitted to	Governance Committee
Purpose	For Recommendation
Subject	Policy on Closed Sessions
Meeting Date	May 13, 2021
<i>That the Committee recommend for approval to the Board the Policy on Closed Sessions.</i>	
<p>Background</p> <ul style="list-style-type: none"> • The CMRB Regulation grants the Board the authority to create internal governance policies and processes. • The CMRB must conduct all business in public unless the matter to be discussed meets the criteria for a closed session as defined in Sections 16 through 29 of the <i>Freedom of Information and Protection of Privacy (FOIP) Act</i>. • The CMRB currently does not have a policy on who may participate in closed session discussions. • This policy is intended to give greater clarity on this issue. 	
<p>Attachments</p> <ul style="list-style-type: none"> • Proposed Policy on Closed Sessions 	

1. Introduction

As the CMRB matures as an organization, further policies are required to give clarity on how the Board conducts business.

2. Recommendation

That the Committee recommend for approval to the Board the Policy on Closed Sessions.

Agenda Item 5

Policy on Closed Sessions

Policy Purpose

This policy is intended to define when a closed session may be called, and who may participate in a closed session.

Scope

This policy applies to CMRB Board and Committee meetings.

Policy

1. The CMRB must conduct all business in public unless the matter to be discussed meets the criteria for a closed session as defined in Sections 16 through 29 of the *Freedom of Information and Protection of Privacy (FOIP) Act*.
2. Participants in a closed session shall include:
 - a. All CMRB Representatives, as defined in the *Calgary Metropolitan Board Regulation* Sections 2(2) through 2(6);
 - i. For clarity, this includes the chief elected representative of each participating municipality and each designate assigned to either the Board or one or more Committees.
 - b. The Chair of the Board, unless the Chair of the Board is the topic of discussion for the closed session, or the Representatives vote to exclude the chair using the voting procedure in Clause 4 of this policy;
 - c. In the absence of the Chair, the Vice Chair of the Board or Committee shall preside over the closed session.
3. Participants in a closed session may include:
 - a. The CMRB Chief Officer;
 - b. The designated representative of the Government of Alberta;
 - c. Additional CMRB staff;
 - d. Professional resources (eg. legal counsel, auditors, etc.);
 - e. Other individuals as requested by the CMRB Board or Committee.

Agenda Item 5

4. The voting structure in place for the Board or Committee shall be used to resolve any dispute about the participation of any persons listed in Clause 3 above.
 - a. For further clarity, this means the voting structure defined in Section 5 of the *Calgary Metropolitan Region Board Regulation* applies to Board meetings, and a simple majority applies to Committee meetings.
5. Only a single Representative of each participating municipality shall be allowed to speak in a closed session; any additional Representatives are permitted to attend as observers only.



Agenda Item	6
Submitted to	Governance Committee
Purpose	For Discussion
Subject	Meeting Protocols
Meeting Date	May 13, 2021
<i>Motion that the Committee receive for information the Board and Committee meeting protocols</i>	
<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 Governance Committee receive for information the Board and Committee meeting protocols.

Agenda Item 6



Agenda Item	7
Submitted to	Governance Committee
Purpose	For Information
Subject	Board Chair Disclosure Update
Meeting Date	May 13, 2021
<i>That the Committee receive for information a letter from Chair Clark updating his concurrent roles per the Board Conflict of Interest Policy.</i>	
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 Governance 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 be "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 7i 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.



Calgary Metropolitan Region Board
Agenda – May 14, 2021
9:00 AM -1:00 PM
Go-To Meeting/Call-In

Meetings are recorded and live-streamed

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- | | | | |
|--|--------------|--------------------|-----------|
| 1. Call to Order & Opening Remarks | | Clark | |
| 2. Adoption of Agenda | | All | |
| For Decision: Motion to adopt and/or revise the agenda | | | |
| 3. Review and Approve Minutes | (Attachment) | All | 3 |
| For Decision: Motion that the Board review and approve the Minutes of the May 6, 2021 meeting | | | |
| 4. Growth Plan Modelling Appendix | (Attachment) | Copping/
HDRC | 9 |
| For Decision: That the Board approve the draft modelling work and results to be included in the Growth Plan as an appendix | | | |
| 5. Proposed Growth Plan Changes | (Attachment) | Tipman/
Copping | 19 |
| For Decision: Motion that the Board approve each of the suggested changes to the Draft Growth Plan document | | | |
| 6. Final Draft Servicing Plan | (Attachment) | Graves/
Copping | 39 |
| For Information: Motion that the Board provide feedback on and receive for information OR approve the final draft Servicing Plan | | | |
| 7. Regional Evaluation Framework (REF) | (Attachment) | Graves/
Tipman | 75 |
| For Information: Motion that the Board receive for information the CMRB Regional Evaluation Framework OR approve the CMRB Regional Evaluation Framework | | | |
| 8. Dispute Resolution and Appeal Bylaw | (Attachment) | Copping | 82 |
| For Decision: Motion that the Board approve the Dispute Resolution and Appeal Process Bylaw | | | |



9. Economic Development Workshop (Attachment) Copping **108**
For Decision: Motion that the Board approve proceeding with
 an economic development workshop

Closed Session as per Section 23 of FOIP

10. Board Chair and Chief Officer Goals (Attachment) Clark/Copping
Return to Public Session Circulated by separate email

11. Roundtable All

12. Next Meeting: Thursday May 21, 2021 @ 9AM

13. Adjournment Clark

Upcoming Meetings:

Land Use & Servicing Committee/ Indigenous Awareness Workshop	Thursday June 3 @ 9:00	GoTo Meeting
Board Meeting	Friday May 21 @ 9:00 Friday May 28 @ 9:00	GoTo Meeting
Governance Committee	TBD	GoTo Meeting
Advocacy Committee	TBD	GoTo Meeting



Minutes of the Go-To Meeting of the
Calgary Metropolitan Region Board
on Friday May 6, 2021

Delegates in Attendance

Mayor Peter Brown – City of Airdrie
Mayor Naheed Nenshi – City of Calgary
Mayor Marshall Chalmers – City of Chestermere
Mayor Jeff Genung – Town of Cochrane (Vice Chair)
Reeve Suzanne Oel – Foothills County
Mayor Craig Snodgrass – High River
Mayor Bill Robertson – Town of Okotoks
Reeve Dan Henn – Rocky View County
Mayor Pat Fule – Town of Strathmore
Reeve Amber Link – Wheatland County
Dale Beesley – Municipal Affairs

CMRB Administration:

Greg Clark, Chair
Jordon Copping, Chief Officer
Liisa Tipman, Project Manager–Land Use
Jaime Graves, Project Manager–Intermunicipal Servicing
Shelley Armeneau, Office Manager
JP Leclair, GIS Analyst

1. Call to Order & Opening Comments

Called to order at 9:30 AM. Chair Clark noted that starting with the May 14 Board meeting, the agenda will be completed irrespective of time. The meeting invite will be extended until 1:00 pm, however in the event the meeting goes past 1:00 pm, he encouraged members to ensure a Board representative or well-briefed alternate be in attendance. He further reminded the Board that an absent vote is considered a vote in favour. Finally, he noted that because meetings are one week apart, the agenda packages may not come out a week in advance. Chair Clark addressed the subject of attendees at closed sessions by advising that this topic is going to Governance Committee agenda on May 13, 2021. In the interim, if a closed session comes up, attendees will be Board members as defined by the designate or alternate (only 1 speaker from each member). By default, the representative from Municipal Affairs and CMRB Chief Officer can be included on request.

2. Approval of Agenda

The Chair noted a recommendation from Administration to exclude agenda item #10 Draft Servicing Plan in order to fully review changes following a versioning issue.

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

M 2021-51

Motion: That the Board approve the agenda of the May 6, 2021 meeting, excluding agenda item #10 Servicing Plan which will go to the May 14 meeting.
Motion carried unanimously.



3. Review and Approve Minutes

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

M 2021-52

Motion: That the Board approve the Minutes of the April 23, 2021 meeting.

Motion carried unanimously.

Reeve Link asked that a reference to including the GOA representative (and not just alternates) be added in the statement made by Chair Clark about the closed sessions.

4. Growth and Servicing Plan Voting Process

Dale Beesley from Municipal Affairs answered questions and provided an update on the expectations of the Minister relating to the delivery of the Growth and Servicing Plans. A cross-ministry review will be conducted. The timing of a decision has not yet been determined but will likely be after municipal elections in October.

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

M 2021-53

Motion: That the Board receive for information the voting schedule for the Growth and Servicing Plans.

Motion carried unanimously.

5. Board Vision

Members discussed the Board Vision documents and a member asked for consideration of changes in the "Blueprint for Growth" section, as well as clarification on the dispute mechanism. The Board agreed to receive the item for information, rather than for decision, to leave space for additional discussions prior to finalizing.

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

M 2021-54

Motion: That the Board receive for information the Board Vision documents.

Motion carried unanimously.

6. Phase 3 Public Engagement What We Heard Report

Ann Harding presented this item to the Board and answered questions. While there was some disagreement around the interpretation of the statements of the What We Heard Report, the majority of the members demonstrated support for the work done by Anne Harding and extended their thanks and appreciation for her professionalism.



Dale Beesley confirmed that all engagement documents would be provided in the review process by the Minister of Municipal Affairs, as well as to the cross-ministry review.

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

M 2021-55

Motion: That the Board approve the Phase 3 What We Heard Report.

Recorded vote requested: In favour: Airdrie, Calgary, Chestermere, Cochrane, High River, Strathmore, Okotoks. Opposed: Foothills, Rocky View, Wheatland.

Motion carried.

7. Proposed Growth Plan Changes

Members discussed Table 1 as set out in the agenda package and the following motions were made.

Item 1. Requirements for Use of Statutory Plans

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

M2021-56

Motion: That the Board adopt the proposed changes to Section 4.1.1.1 and remove the policy.

Motion carried unanimously.

Item 2. Definition of Regionally Significant

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

M2021-57

Motion: That the Board table this item for further refinement at TAG.

Motion carried unanimously.

Item 3. Providing for Small Employment Areas

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

M2021-58

Motion: That the Board accept the proposed change to replace 3.1.4.1 with 3.1.6.1 as set out in the Table.

Motion carried.



Item 4. Identifying size criteria for Small Employment Areas

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

M2021-59

Motion: That the Board accept 3.1.6.1b) iv) of the Growth Plan to read: Small Employment Areas less than four hectares (10 acres) and not within two kilometres of a neighbouring municipality unless otherwise stated by an Intermunicipal Development Plan.

After further discussion, including a suggestion that the policy read "Small Employment Areas less than eight hectares (20 acres) and not within five kilometres" would be more appropriate, the motion was withdrawn for further discussion at TAG.

Motion withdrawn.

Item 5. Employment Areas Outside a Preferred Growth Area

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

M2021-60

Motion: That the Board accept the proposed change as set out in the Table to keep policy 3.1.2.3 (now 3.1.3.3) and Add policy 3.1.3.4 and keep policy 3.1.4.1a) (now policy 3.1.6.1a).

Motion carried unanimously.

Item 6. Approving new ASPs in JPAs Prior to Approval of a Context Study

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

M2021-61

Motion: That the Board accept the proposed change as set out in the Table to keep policy 3.1.8.3 (now 3.1.8.10) and add policy 3.1.9.5.

Motion carried unanimously.

Item 7. Harmony/Springbank Employment Area

Motion Arising:

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

M2021-62

Motion: That the Regional Growth Plan incorporates policy to support the lands around the Springbank Airport as an employment area, outside of a preferred growth area, subject to meeting the existing criteria outlined in the draft Plan (policy 3.1.3.4).



After extensive discussion, and a request for an opportunity for additional analysis of the implications going forward, the motion was withdrawn with hesitation. However, strong support was given by the Board to support this area and to come up with language that can be agreed upon around the importance of it and what the future might look like.

Motion withdrawn.

Chair Clark noted that the items in Table 2 will come back to the May 14 Board meeting, after finalizing the information at TAG May 7.

8. IREF to REF

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

M2021-63

Motion: That the Board adopt Option A as set out in the agenda package.

Recorded vote requested: In favour: Foothills, High River (absent) Rocky View, Wheatland. Opposed: Airdrie, Calgary, Chestermere, Cochrane, Strathmore, Okotoks.

Motion fails.

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

M2021-64

Motion: That the Board adopt Option B as set out in the brief.

Recorded vote requested: In favour: Airdrie, Calgary, Chestermere, Cochrane, High River (absent) Strathmore, Okotoks. Opposed: Foothills, Rocky View, Wheatland.

Motion carried.

A suggestion was made to consider getting additional legal advice on this issue, or asking for clarification from Municipal Affairs.

9. Growth Plan Modelling Appendix

Stephen Power from HDRC introduced this item. Concerns were raised about the process, however due to time constraints the discussion will be carried forward to the May 14 Board meeting.



10. Dispute Resolution and Appeal Bylaw

Due to time constraints this item will come back to the May 14 Board meeting.

11. Next Meeting

Board Friday May 14, 2021 @ 9 AM.

12. Adjournment at 12:30 PM.

Greg Clark, Chair

DRAFT



Agenda Item	4
Submitted to	Board
Purpose	For Decision
Subject	Growth Plan Modelling Appendix
Meeting Date	May 14, 2021
<i>Motion that the Board approve the draft modelling work and results to be included in the Growth Plan as an appendix</i>	
<p>Summary</p> <ul style="list-style-type: none"> At the February 26, 2021 Board meeting, which was continued on March 4, the Board passed a motion instructing the Growth Plan consultant to provide additional information on the modelling work that informed the scenario development and policies in the Growth Plan. During the Board meeting, it was agreed that this information should form an appendix in the Growth Plan. The motion passed by the Board stated <i>That the Board direct the Growth Plan consultant to provide the information on the modelling work and the results of the modelling work for inclusion as an appendix in the Growth Plan.</i> HDR Calthorpe has produced a draft appendix, attached, in response to the Board's motion. Note that figure numbers are intentionally labeled 'X' at this time. 	
<p>Attachments</p> <ul style="list-style-type: none"> Draft CMRB Scenario Appendix, HDR Calthorpe 	

1. Introduction

At the February 26, 2021 Board meeting, which was continued on March 4, 2021, the Board directed the Growth Plan consultant to provide information on inputs to the modelling work done to create the Growth Plan scenarios and the results of the modelling work. The Board requested that this information form an appendix to the Growth Plan.

2. Recommendation

That the Board approve the draft modelling work and results to be included in the Growth Plan as an appendix.

Agenda Item 4

CMRB Scenario Appendix

Over the past several decades, Peter Calthorpe has created and refined regional planning models that quantifies the cost of growth and its impact on the environment. This plan is a proactive approach to guiding future decisions in the most environmentally sustainable manner possible. The status quo or business-as-usual approach, will result in the least favourable outcome based on environmental impacts and costs to residents. Although the Business as Usual scenario is identified, it is not recommended. The modelling done in support of this plan, clearly demonstrates that a new approach to planning is needed to reduce costs of development and lower environmental impact.

Exploring Scenarios for Growth

Over the next 30 years, the Calgary Metro Region is expected to grow by one million residents and add about half a million new jobs.¹

The majority of this growth is expected to occur within the City of Calgary. The Regional Growth Plan is based on these forecasts, which are based on validated research. The Plan addresses the regional needs to better identify opportunities and efficiencies to reduce the costs of growth, attract investment to the region, and realize sustained prosperity. Most importantly, it also provides an opportunity to counter carbon emissions through coordination of land use and services in a more efficient manner.

Scenarios are map-based illustrations that tell stories about potential futures. Scenarios were used in the planning process to identify different land use changes and transportation system improvements that will reduce the cost of growth if implemented appropriately. Land use changes included accommodating expected growth in different parts of the planning area or in different types of development, such as the amount of mixed use or single-family development. Transportation options included varying assumptions about the level of transit service, roadway expansion, and incentives connected to alternative mode usage.

Envision Tomorrow, a scenario planning software, was used to illustrate four growth scenarios for the Calgary Metro Region that reflect employment and population numbers for expected growth in the region. The scenarios demonstrate a range of growth options for the coming decades. The information gathered from each scenario illustrates potential outcomes of choosing certain policies and strategies in comparison to other options. The scenario evaluation process provided the structure for this policy document, which will provide guidance for growth.

Evaluating Scenarios

Envision Tomorrow

Envision Tomorrow (ET) is a suite of scenario planning and analysis tools used to analyze a region's growth patterns and decisions impacting future growth. ET measures various impacts, including public health, fiscal resiliency, and environmental sustainability. The analysis tools allow users to analyze aspects of their current

Agenda Item 4i Attachment

¹ Rennie population forecast and Applications Management employment forecast

community using accessible GIS data, including taxation and Census data. The scenario painting tool allows users to "paint" alternative future development scenarios on the landscape and compare scenario outcomes.

ET provides a sketch-level glimpse of the possible impacts of policies, development decisions and current growth trajectories, and is used by communities to develop a shared vision of a desirable and attainable future. The input information is enhanced with local information regarding development, utility usage, and costs.

Figure X Envision Tomorrow Development Process Option1

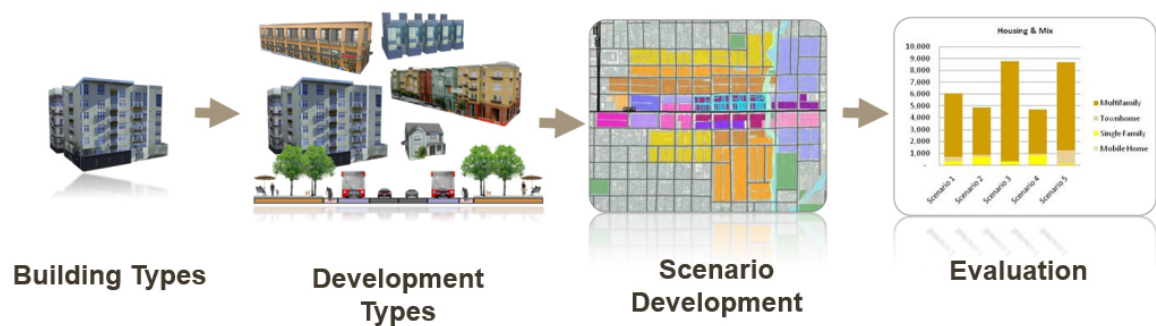
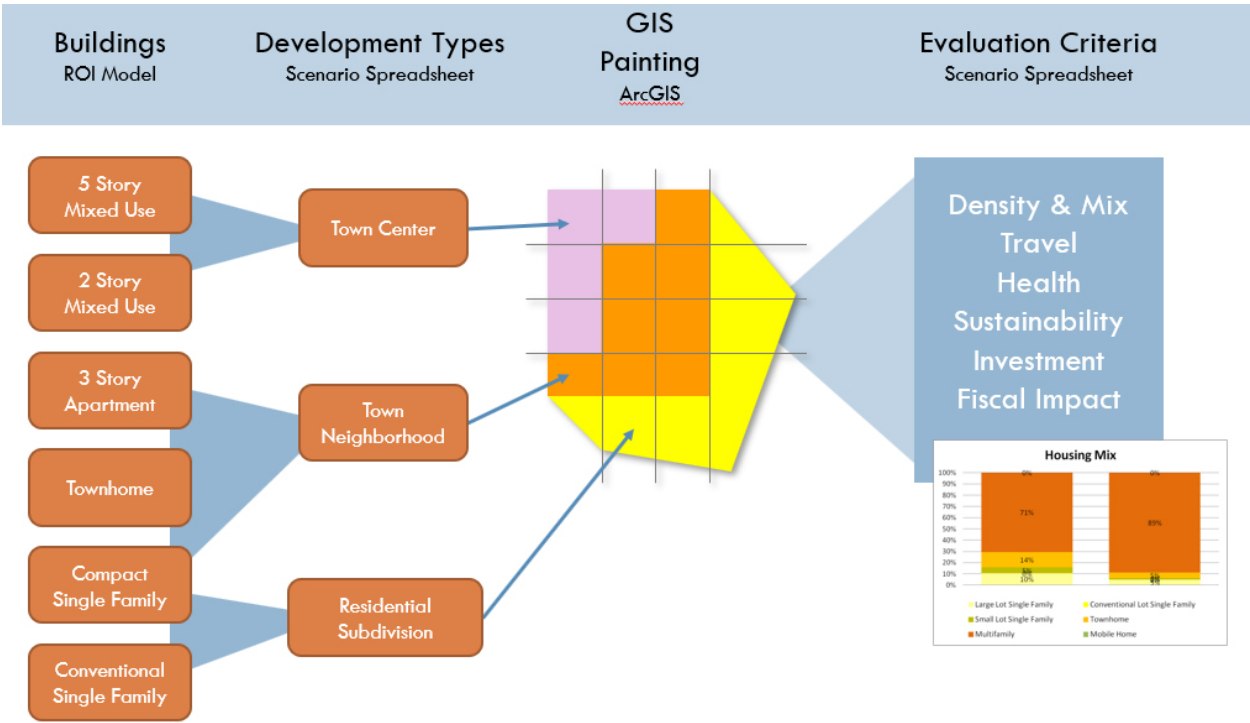


Figure X Envision Tomorrow Development Process Option2



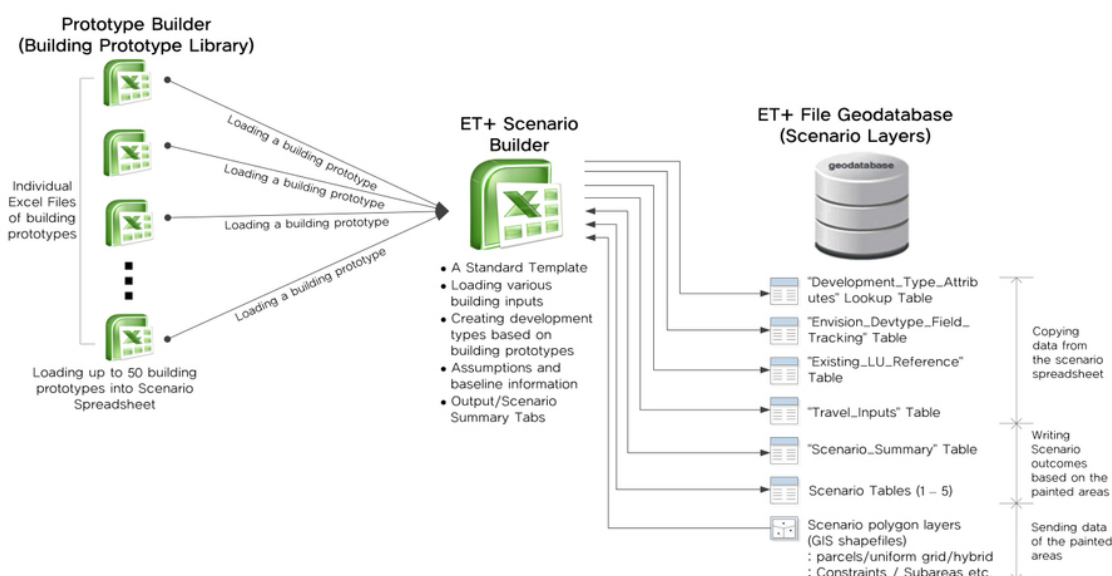
Buildings are the smallest unit of analysis in the scenario process. Individual buildings are modeled in a template spreadsheet called a Prototype Builder. This template spreadsheet is a simplified, planning-level pro

forma. The Prototype Builder includes physical attributes of buildings, such as height, landscaping, travel behavior, as well as financial attributes such as construction costs, land costs, and rent.

The Prototype Builder serves as the template for creating a library of building types. CMRB's Prototype Library includes 32 general building types ranging from multiple types of single-family homes to industrial sites to mixed use buildings. The building library is loaded into the Scenario Spreadsheet.

The Scenario Spreadsheet represents a dynamic link to the painted scenario within GIS. The spreadsheet takes local information and combines it with the scenario as designed in GIS to inform indicators. The information fed into the spreadsheet is based on information collected from the CMRB itself including regional water consumption, a blend of recent detailed design and construction projects in the Calgary area, and annual electricity use by household type via Energy Efficiency Alberta.

Figure X Envision Tomorrow Components



The scenarios themselves are painted within ArcGIS. The GIS layer holds information on existing conditions including existing land use, demographics on population and housing characteristics, and employment numbers. Envision Tomorrow includes specific land use categories. The land uses are listed in the table below.

Existing Land Use Classification	EX_LU GIS Name
Mixed-Use	MU
Multifamily	MF
Townhome	TH
Single Family Small Lot*	SF_SM

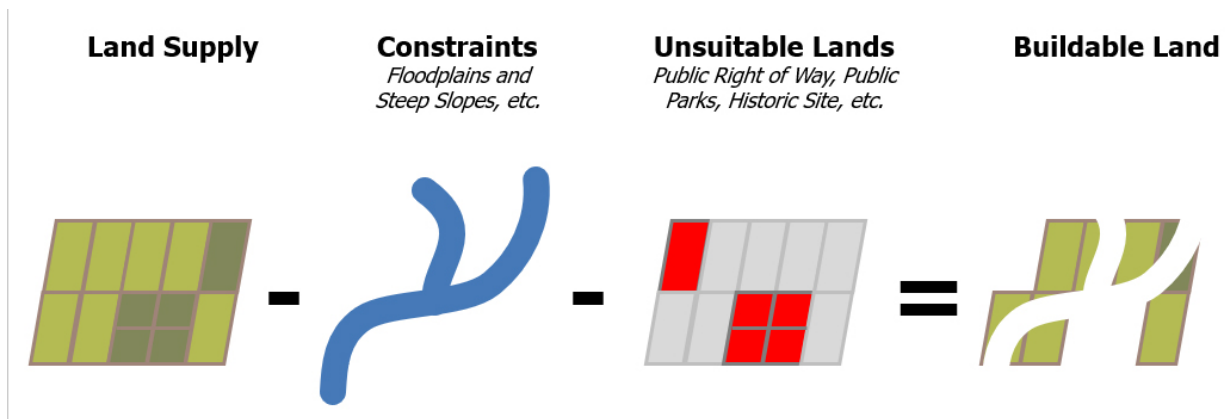
Single Family Conventional Lot	SF_MD
Single Family Large Lot	SF_LRG
Mobile Home	MH
Retail	RET
Office	OFF
Industrial	IND
Public / Civic	PUB
Educational	EDU
Hotel / Hospitality	HOTEL
Utilities / Infrastructure	UTIL
Commercial Parking	PKG
Agricultural	AG
Open Space	OS
Vacant	VAC
Unknown	NONE

CMRB's DEAL data set, Bing (Microsoft) building footprint as well as aerial imaging and Street View by Google Maps were used to determine land use for each parcel within the region.

The scenario layer handles demographic and employment data similar to existing land use. Housing units and employment numbers are added for each sub type by parcel. Housing and population information from the Census are equally assigned to the unique land uses by dissemination area. The same is done for the individual employment mixes by transportation area zone (TAZ).

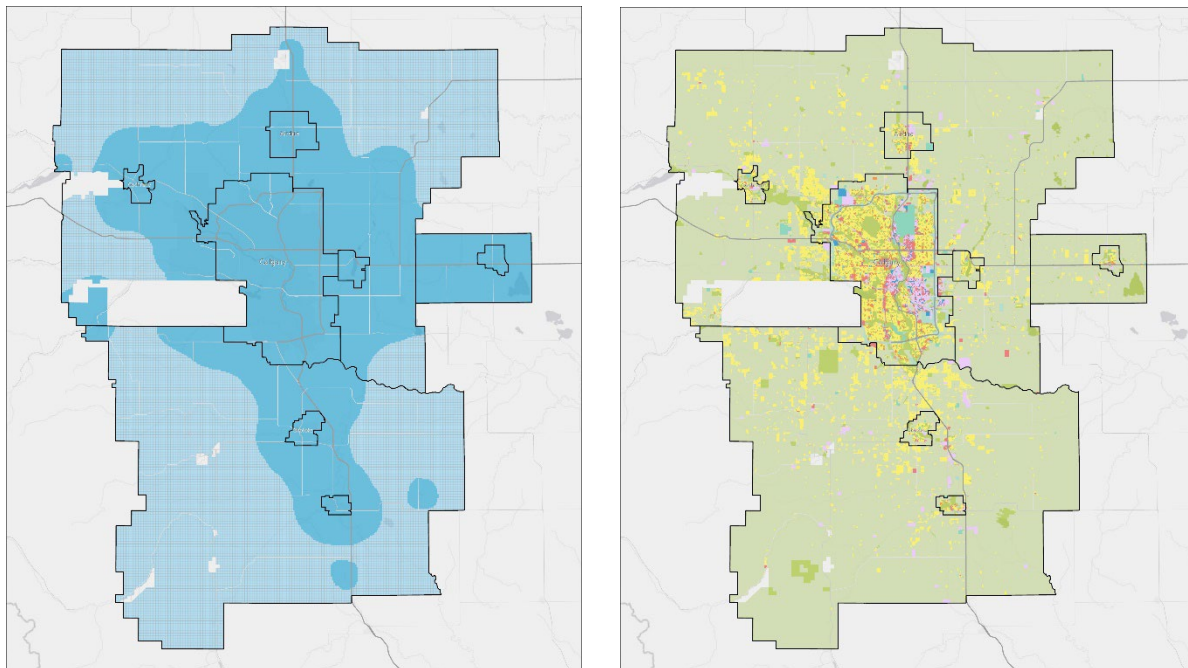
Envision Tomorrow works off land acreage. It calculates the amount of land painted multiplied by the assigned density for the future land use. Envision Tomorrow does this by summarizing the amount of buildable vacant land and development land within the GIS Layer and pushing this information into the Scenario Spreadsheet. Envision Tomorrow relies on two primary GIS fields to quantify the amount of buildable land for each polygon. The VAC_ACRE field is a numeric acreage field where the amount of vacant, buildable (not constrained) land is quantified. The DEVD_ACRE field is a numeric field where the amount of currently developed, but redevelopable land is quantified. The constrained land for the region is kept very basic to water bodies, streams, parks, and floodways. The "hard" environmental constraints are removed from the developable lands within a scenario layer. "Soft" constraints, on the other hand, may not explicitly restrict growth but to test policy options in a scenario. Soft constraints are used as a guide and include natural lands made up by wetlands, floodplains, and wildlife habitat.

Figure X Schematic of Buildable Land Analysis



The last step in the scenario setup is the selection of the planning geography. The Calgary Metropolitan Region stretches over 5,000 km². For processing purposes, a larger scenario polygrid was selected. Parcel data was allocated to a 5 acre grid for populated more urban areas and 20 acre grid for further out areas.

Figures X and XX Scenario Polygrid and Allocated Existing Land Use



The scenario painting itself happens in ArcGIS. Multiple aspects are used to guide this process. Besides workshop input by stake holders and public, environmental constraints as mentioned above, aerial imaging, Google Map's Street View, and existing conditions future planning layers were used for guiding the scenarios. This covers but is not limited to the DEAL coverage. Existing Area Structure Plans were studied. All scenarios take into account layouts and predicted housing units for the individual Area Structure Plans.

Scenarios

Two alternative growth scenarios were initially created as a result of a workshop with the project team and representatives from the ten member municipalities in October 2019. These results and ideas from the workshop were then used to create a business-as-usual and two alternative scenarios that illustrate a range of different futures for the region. A third alternative, the Synthesis scenario was later developed, building on the lessons learned from the business-as-usual and alternative growth scenarios.

Business-as-Usual (BAU)

The BAU scenario shows how growth would occur if today's planning direction based on the current mix of land uses and densities continue and there is no major expansion of transit in the region. Within the three counties, residential growth is more scattered, employment growth is concentrated to current employment areas, and towns and cities experience continuous growth. This scenario has the lowest redevelopment rates of all the scenarios and uses the most undeveloped land. It is the most inefficient scenario with the highest long-term costs to current and future generations.

Compact Growth

The Compact Growth scenario shows how growth would happen if much more of the future growth is infill development, creating higher density development, particularly in urban centres like Calgary. The choices reflected in this scenario are about aggressive higher density development in key urban areas, and minimal new development in areas of the region that are not currently developed. As with the other scenarios, this scenario accounts for currently planned suburban developments, has the highest redevelopment rates of existing land, and is the most stringent on land consumption. The challenge with this scenario is that it focuses on intensification (growing up) and limits connectivity between the 10 municipalities as a result.

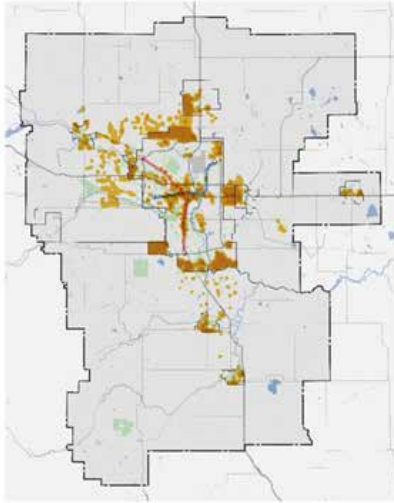
Transit Oriented Development (TOD)

The TOD scenario demonstrates how growth could happen in higher density clusters around future transit stations and city or town centres. This scenario requires major regional transit extensions (bus rapid transit or light rail transit) to Airdrie, Chestermere, Cochrane, and Rocky View County. The choices reflected in the TOD scenario are about spreading higher density development out across expanded transit networks in the region. This scenario uses a redevelopment rate that is higher than BAU, but lower than the Compact Growth scenario. New land is consumed at higher densities, especially for areas situated new transit stations.

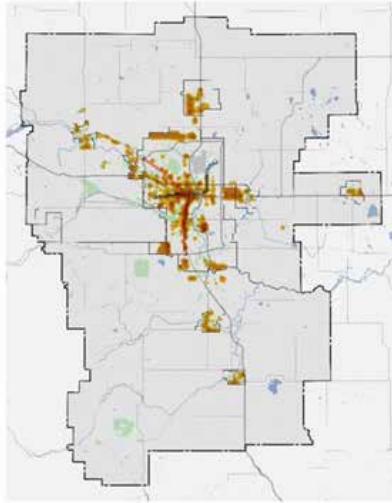
Synthesis

The final scenario is based on evaluating other scenarios, individual meetings with the ten municipalities making up the Calgary metropolitan region, and public input collected through the public engagement process in Fall of 2020. It includes elements of all three scenarios. It blends the Compact Growth and TOD scenarios, and retains a focus on more compact development and more redevelopment of existing land than has been done in the past, but with a less aggressive approach than in the Compact Growth scenario and less reliance on transit expansion than the TOD scenario. The scenario assisted in creating the Regional Growth Structure map.

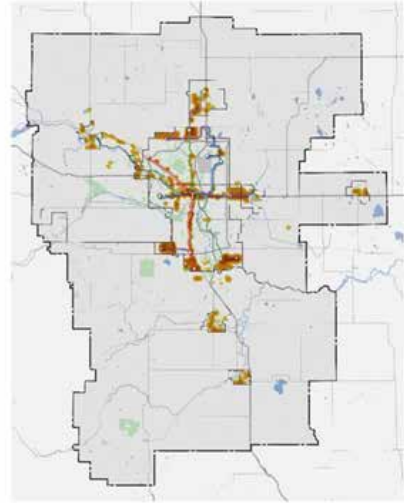
Figure X Preliminary Scenarios - Population



Business-as-Usual



Compact Growth



TOD

Figure X Preliminary Scenarios – Employment

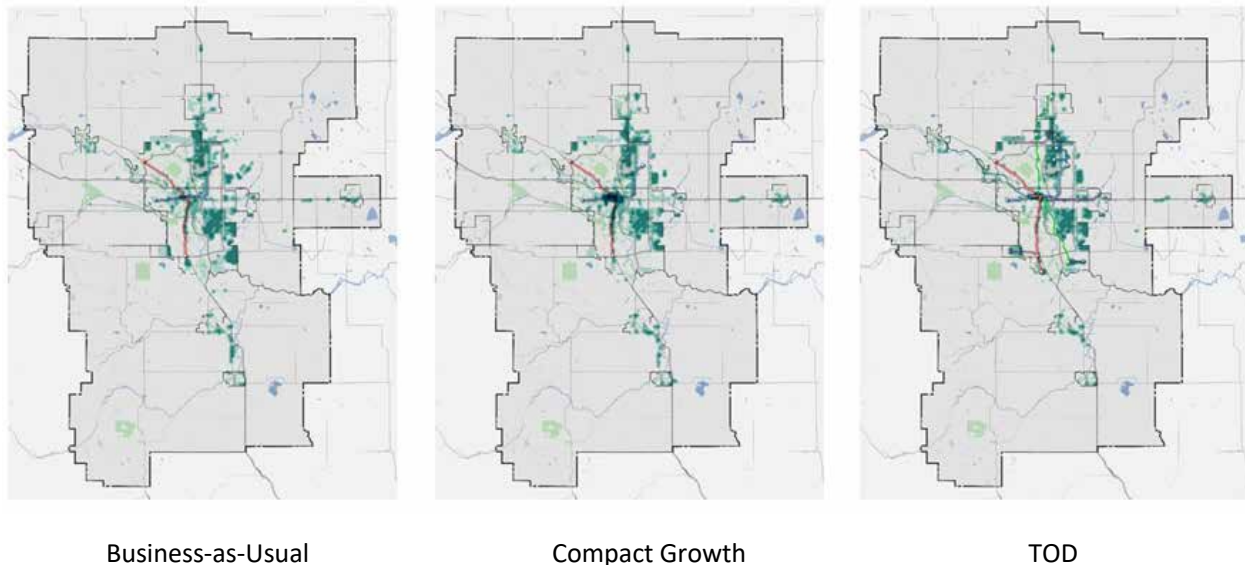


Figure X Scenario Indicators

	Business as Usual	Compact	TOD	Synthesis
Land Consumption per household (hectare)	0.14	0.09	0.07	0.08
Vehicle km traveled per household	47	31	32	33
Road and Infrastructure Cost per household*	\$119,000	\$71,000	\$74,000	\$76,000
Water Consumption per household (liters/day)*	661	499	505	507
Electricity Cost per household (annual)* **	\$534	\$427	\$431	\$432
Natural Gas Cost per household (annual)* **	\$301	\$252	\$254	\$254
Total Carbon per household (metric ton/year)*	9.91	7.00	7.18	7.19

* Numbers are based on local input (CMRB reports, regional transportation studies, local utility costs and consumption rates by household type);

**Excludes fees

Lessons from the Scenarios

Each of the scenarios demonstrates different ways to accommodate future growth. Each scenario's performance was calculated and compared, such as greenfield land consumption, road and infrastructure cost, water usage, energy costs, and carbon production for households.

1. **High Calibre Development Matters.** Scenarios showed a dramatic range of future implications, both positive and negative, directly influenced by choices of density, new local streets, housing type, open space preservation, and overall impervious surface added.
2. **Location Matters.** The cost to future homebuyers, renters, taxpayers, and utility rate payers will vary based on where new development occurs, with higher density, masterplan, and town-style growth being most cost-efficient.
3. **Change Matters** A constellation of province and local laws, policies, and practices need to limit unconstrained and costly lower density growth to achieve the Region's goal of prosperity.
4. **Prosperity Requires Density.** Business-as-Usual develops the most vacant land and uses precious natural resources that enhance the life of all residents within the region. The other three scenarios have a much lower rate of greenfield development. The TOD scenario shows the highest residential density on greenfield developments as it adds multiple high-density transit developments on currently undeveloped land. Building on greenfield can increase auto travel and the output of CO₂, in addition to adding cost for roads and infrastructure. Choosing to develop at higher densities reduces the impacts of these factors. Compact development shows the highest reduction by concentrating development within existing centres. Synthesis offers similar benefits as Compact and TOD while considering desired development practices by the public and the ten municipalities.



Agenda Item	5
Submitted to	Board
Purpose	For Decision
Subject	Proposed Growth Plan Changes
Meeting Date	May 14, 2021
<i>Motion that the Board approve each of the suggested changes to the draft Growth Plan document</i>	
<p>Summary</p> <ul style="list-style-type: none"> • The attached version of the Growth Plan is the “final draft” version, dated April 28. This agenda item provides a general overview of the changes that have been made to the Plan. • Information tables have been provided on key changes to the Growth Plan that require Board direction. Table 1 identifies proposed changes for Board decision on May 14. In some cases, the items in Table 1 have been previously discussed by the Board and were referred back to TAG. • Table 2 identifies items to be discussed at the May 21 Board meeting. • Table 3 provides a list of previously discussed outstanding areas of concern and how they were handled by the Board. • Although full consensus on policy directions may not have been achieved on every item, a respectful dialogue has been undertaken. In areas where a general consensus of TAG has not been achieved, the various perspectives have been identified. • The recommendations or options provided to the Board are intended to provide direction to CMRB Administration and HDR Calthorpe on how to finalize the Growth Plan in ways that best reflect the goals of the Board. 	
<p>Attachments</p> <ul style="list-style-type: none"> • Attachment 1: Board Values • Attachment 2: Growth Plan Goals, Directions and Priorities • Attachment 3: Summary of Key Growth Plan Policy Tools • Attachment 4: Small Employment Areas 2 km and 5 km buffer around urban municipalities and JPAs • Attachment 6: Final Draft Growth Plan, April 28 Version Link to Final Draft Growth Plan, April 28 Version 	



1. Background

There are remaining areas of the draft Growth Plan where further direction from the Board is necessary to finalize the policies of the Growth Plan. The recommendations provided in this agenda item consider discussions had with the Committee and TAG and consider input from the third round of public engagement. The focus of recent TAG meetings has been to recommend a single policy approach to the Board that resolves outstanding areas of concern. Where TAG was not able to reach consensus and provide a single recommendation to the Board, the diversity of opinions held at TAG is outlined in the tables below. Although full consensus may not have been achieved on every item, a respectful dialogue has been undertaken.

2. Final Draft of the Growth Plan, version dated April 28

With feedback from the Committee, Board, TAG, and as provided through public engagement, a “final draft” of the Growth Plan has been developed. The final draft Growth Plan is dated April 28. The previous version of the Plan reviewed by the Board was the public engagement version dated March 17. The tables presented below provide a summary of the policies as presented in the public engagement version (March 17) of the Growth Plan and identify proposed changes. The proposed changes will be incorporated into the “proposed for approval” version of the Plan (May 21).

3. Request for Decision

CMRB Administration requests that the Board confirm proposed changes to the final draft Growth Plan so they may be incorporated if approved.

- Table 1 lists proposed changes to the draft Growth Plan. CMRB Administration, TAG, and HDR|Calthorpe have been working to provide recommended policy directions for Board review. Table 1:
 - Includes the policies provided in the Public Engagement version of the Growth Plan (dated March 17) and the proposed revision provided in the Final Draft version of the Plan (dated April 28).
 - Provides the rationale for undertaking the change. Areas where no general consensus could be reached at TAG are noted.

CMRB Administration requests Board direction on the matters presented in Table 1. In some cases, the items included in Table 1 have been discussed by the Board and referred back to TAG for further work. These items were discussed at the May 7 TAG meeting and revised policy options are provided for further consideration of the Board.

- Table 2 identifies items for further discussion at the May 21 Board meeting.
- Table 3 outlines the previous discussions and decisions of the Board.

It is requested that the Board decide on each of the matters contained in Table 1 below.

Table 1: Proposed Changes to the Draft Growth Plan – May 14 Board Meeting

	Overview	Existing (Public Engagement Version, March 17)	Proposed Change	Rationale
1.	Truth and Reconciliation	The March 17 Growth Plan is silent on Truth and Reconciliation	<p>Include a policy with the Truth and Reconciliation statement included on page iii of the April 28 version of the plan. Move the statement and policy to the policy section of the Growth Plan.</p> <p>Two policy options have been prepared by HDR C:</p> <ul style="list-style-type: none"> a. The CMRB will engage with Indigenous Nations and communities in and around the Region in meaningful and mutually beneficial ways over the long-term <p>OR</p> <ul style="list-style-type: none"> b. The CMRB will seek to build meaningful and mutually beneficial long-term relationships with Indigenous Nations and communities in and around the Region 	<p>A statement on Truth and Reconciliation was included in the April 28 Growth Plan on page iii. This statement was unanimously agreed to by TAG.</p> <p>In addition to a statement, a policy could be added to the Growth Plan at the direction of the Board. This would require moving the statement into the policy section of the Growth Plan.</p>

	Overview	Existing (Public Engagement Version, March 17)	Proposed Change	Rationale
2.	Existing ASPs and ARPS	3.1.8.4 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.	<p>Update the preamble to Section 3.1.9 for Existing ASPs and ARPs</p> <p>Remove Policy 3.1.8.4 and Add Policy 3.1.9.4 and Policy 3.1.9.5</p> <p>3.1.9.4 Area Structure Plan or Area Redevelopment Plan amendments within an Existing Fragmented Area outside of a Preferred Growth Area shall not increase the overall total dwelling units within the approved ASP or ARP more than a total of 25% over the lifetime of the Plan.</p> <p>3.1.9.5 Area Structure Plan or Area development Plan amendments not within an Existing Fragmented Area and outside of a Preferred Growth Areas may be amended to align with the Plan, but the amendments shall not increase the overall total dwelling units within the Approved Area Structure Plan or Area Redevelopment Plan by more than a total of 5% over the lifetime of the Plan.</p> <p>Add Definition to Glossary of Terms for Existing Fragmented Area</p> <p>Existing Fragmented Area means: lands that are mainly used for non-agricultural purposes and have existing country residential subdivision and development.</p>	<p>There was unanimous agreement at TAG that policy 3.1.8.4 of the March 17 version was too restrictive and not practically viable. The proposed policies aim to allow for additional flexibility for the amending of Existing ASPs in areas outside of Preferred Growth Areas while continuing to direct most growth to Preferred Growth Areas. Amended Plans would be required to align with the policies of the Growth Plan.</p> <p>New preamble to Section 3.1.9 would highlight the purpose of the new policies: <i>Two key objectives of the Growth Plan are limiting fragmentation of agricultural land and the efficient use of land for development purposes. Infill and redevelopment of existing fragmented country residential areas can achieve both of these objectives, if done appropriately and at a scale that it does not detract from the Region's efforts to move towards Preferred Placetypes within Preferred Growth Areas. Allowing moderate growth within Existing Area Structure Plans and Area Redevelopment Plans directs Rural and Country Cluster Placetypes to areas where development has already occurred with the goal of reducing the need for this Placetype in Greenfield areas.</i></p>

	Overview	Existing (Public Engagement Version, March 17)	Proposed Change	Rationale
4.	Definition of Regionally Significant	None was proposed	Add to Glossary of Terms Regionally Significant means: <ul style="list-style-type: none"> a) of a scale or scope that may impact or benefit two or more municipal members as the context may apply; and b) development of scale, scope, or proximity that it will benefit or have impact on regional transit and transportation corridors, energy corridors and utility corridors, natural systems and/or infrastructure. 	<p>A definition of regionally significant is necessary in the Growth Plan. This definition has been modified from the Interim Growth Plan to better reflect the schedules and policies within the Growth Plan.</p> <p>At the May 6 Board meeting, the Board requested further review by TAG. The definition was reviewed on May 7 and a revised definition is proposed.</p>

	Overview	Existing (Public Engagement Version, March 17)	Proposed Change	Rationale
5.	Hamlet Growth Areas	<p>3.1.6.1 Hamlet Growth Areas shall be identified as follows:</p> <p>(a) within Rocky View County, a minimum of three Hamlet Growth Areas shall be established and are listed as Harmony, Bragg Creek and Langdon with boundaries shown on Schedule 1 – Regional Growth Structure;</p> <p>(b) within Foothills County, a minimum of three Hamlet Growth Areas shall be established at a future time by Foothills County in accordance with the criteria for establishing new Hamlet Growth Areas;</p> <p>... (policy continues)</p>	<p>Keep 3.1.6.1 b) and Add Sub-bullet i):</p> <p>(i) Foothills County does not require Board approval for the location of the three Hamlet Growth Areas provided the locations meet the criteria for new Hamlet Growth Areas established in the Plan. Once the three Hamlet Growth Area locations are established by Foothills County they will be considered as Preferred Growth Areas in accordance with the Plan.</p> <p>Keep 3.1.7.5, which would apply to all Hamlet Growth Areas including those in Foothills County.</p>	<p>The proposed policy is an attempt to address the concern expressed by Foothills County that Board approval would be required for the location three new Hamlet Growth Areas. This was presented to the Board at the April 23 Board meeting and the motion was withdrawn and referred back to TAG.</p> <p>TAG has reviewed the policy and does not have additional alternatives to present to the Board. The location of Hamlet Growth Areas in Foothills County would still be required to meet the test of policy 3.1.7.5 and growth with the Hamlet Growth Areas would continue to be reviewed by the Board as MDP amendments and new ASPs are reviewed through the REF process.</p> <p>Options for the Board include:</p> <ol style="list-style-type: none"> Incorporate the location exception for Foothills Hamlet Growth Areas. The Hamlet Growth Areas will still be required to meet all other policies of the Growth Plan including policy 3.1.7.5. Do not incorporate the location exception for the Foothills Hamlet Growth Areas. This means the proposed location of the HGAs in Foothills will require specific Board approval, in addition to other reviews required as part of the REF process.

	Overview	Existing (Public Engagement Version, March 17)	Proposed Change	Rationale
6.	Identifying size criteria for Small Employment Areas	<p>3.1.5.4 Local Employment Areas that comply with the following criteria shall not be subject to the Regional Evaluation Framework approval process:</p> <p>(a) the proposed Employment Area does not exceed eight hectares (20 acres);</p> <p>(b) The proposed Employment Area is not contiguous to an Urban Municipality, with a recommended minimum distance of two kilometres</p>	<p>Replace policy 3.1.5.4 with policy 3.1.6.1.b)iv</p> <p>3.1.6.1.b) Employment Areas should only be located in Preferred Growth Areas, except the following, which have no locational criteria:</p> <ul style="list-style-type: none"> i) resource extraction and energy development; ii) Agriculture-related business including Processors, Producers, and other Agri-business and related accessory uses; iii) home-based business; and iv) Small Employment Areas less than eight hectares (20 acres), not permitted within two kilometres of an Urban Municipality or a Joint Planning Area unless the location is within an area designated for employment area development within an adopted Intermunicipal Development Plan. <p>Add Policy 3.1.6.12</p> <p>3.1.6.2 If a Small Employment Area becomes greater than 20 acres in size, it shall be considered an Employment Area and shall be planned through an Area Structure Plan.</p>	<p>Small Employment Areas have been approved by the Board for inclusion in the Growth Plan. The size of Small Employment Areas and the locational criteria for them was referred back to TAG for further review. Upon further review at the May 7 TAG meeting:</p> <ul style="list-style-type: none"> • 20 acres is an appropriate size for a Small Employment Area given the rural context of these areas and other considerations. • 2km is an appropriate buffer area. Please see the attached map that outlines the difference between 2km and 5km in terms of impact. • The 2km buffer should apply to areas around Urban Municipalities and Joint Planning Areas as these are locations where concentrations of employment uses are anticipated and encouraged as they are Preferred Growth Areas. • An additional policy has been drafted to identify when a Small Employment Area would transition into an Employment Area, and that these more significant developments must be planned through an ASP that would be subject to the REF process.

	Overview	Existing (Public Engagement Version, March 17)	Proposed Change	Rationale
7.	Harmony/ Springbank Employment Area	No Employment Area was identified around the Springbank Airport or Highway 1 West area in the March 17 Growth Plan.	<p>Keep Policy 3.1.3.4 as approved by the Board and Add Policy 3.1.3.5 and 3.1.3.6</p> <p>3.1.3.5 Employment Areas outside of a Preferred Growth Area shall be identified as follows:</p> <ul style="list-style-type: none"> a) Springbank Airport Employment Area. <p>3.1.3.6 Planning for the Springbank Airport Employment Area shall comply with the policies of 3.1.3.4 and include a collaborative planning process.</p>	There is a general consensus that the Springbank Airport represents a regionally significant feature. To acknowledge the Springbank Airport in the Plan, the proposed policies name the Springbank Airport Employment Area and highlight the need for future planning to align with the Board direction provided in 3.1.3.4 and the need for a collaborative planning process to occur.

Table 2: Proposed Changes to the Draft Growth Plan – May 21 Board Meeting

	Overview	Existing (Public Engagement Version, March 17)	Proposed Change	Rationale
1.	Country Residential Policies	<p>3.1.5. 2 The Rural and Country Cluster Placetype in rural areas should be characterized by larger lot sizes, lower density, and single-detached housing. This Placetype may include country cluster patterns that configure housing development in a focused area and preserves remaining land for open space.</p> <p>(a) 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>(b) The maximum Density is 1.2 dwelling units/hectare (0.5 dwelling units/acre) overall which can be clustered onto areas with no more than 80 dwelling units, and an average residential Density of 7.5 gross dwelling units/hectare (3 dwelling units/acre).</p>	<p>Currently being finalized based on discussions with TAG at the May 7 TAG meeting. An additional option will be proposed that:</p> <ul style="list-style-type: none"> • Provides an updated preamble • More clearly identifies the intended outcomes of the proposed policies • Sets a 50-lot maximum for new traditional, large-lot country residential developments • Provides policy support for infill clustered country residential development as a more efficient use of land • Sets a minimum of 50% open space (excluding roads) in clustered country residential developments • Maintains the 80-lot maximum for Greenfield clustered country residential development. • Clarifies that country residential developments of 50 units and under do not need to be planned through a statutory plan, at the direction of the member municipality 	To be provided

Table 3: Decisions of the Board - April 23 and May 6 Board Meeting

	Overview	Existing	Proposed Change	Rationale	Board Decision
1.	Identifying the Impacts of Development on Agriculture	<p>3.1.5.3 Statutory plans shall identify the impacts, including fragmentation of farmland, of Greenfield Development on land used for agricultural purposes. Strategies to mitigate the identified impacts should also be included.</p> <p>3.1.5.5 Country Cluster development patterns should address preservation of wildlife corridors and conservation of environmental areas</p>	<p>Wording/Intent of 3.1.5.3 should remain the same, but the policy should be moved to another location of the Growth Plan such that it applies to all statutory plans for all Greenfield Developments</p> <p>Wording/Intent of 3.1.5.3 should be updated to also refer to adjacent agricultural land</p> <p>Wording/Intent of 3.1.5.5 should remain the same, but the policy should be moved to another location of the Growth Plan such that it applies to all statutory plans for all Greenfield Developments</p>	Reflects a request that certain policies in the Rural Area Development section of the Growth Plan should apply to all statutory plans for Greenfield Development	Approved, April 23
2.	Existing ASPs and ARPs	3.1.8.2 Area Structure Plan or Area Redevelopment Plan amendments within a Preferred Growth Area shall not decrease the overall Density of residential development or reduce the ratio of Preferred Placetypes within the Area Structure Plan or Area Redevelopment Plan.	No changes proposed. Keep policy 3.1.8.2 as presented.		Approved, April 23

	Overview	Existing	Proposed Change	Rationale	Board Decision
3.	Joint Planning Areas	3.1.7.5 Within one year, the participating municipalities shall adopt Terms of Reference to govern the development of the Context Study, which includes a process for dispute resolution and a timeframe for completion.	Add New Policy Within three (3) years of the adoption of the Growth Plan by the Minister of Municipal Affairs, participating municipalities shall complete a Context Study for each Joint Planning Area Update 3.1.7.5: Within one year of the adoption of the Growth Plan by the Board, the participating municipalities shall adopt a Terms of Reference for each Context Study to govern the development of the Context Study, which includes a process for dispute resolution.	Added the timeframe for completion of Context Studies back in as per comments from member municipalities concerned that there is not an impetus to get the studies done in a timely fashion. Also addresses the need to proceed with Terms of Reference prior to Ministerial approval.	Approved, April 23
4.	Requirements for Use of Statutory Plans	4.1.1.1 CMR member municipalities shall use Area Structure Plans and Area Redevelopment Plans for all of the following types of development: (a) Employment Areas greater than eight hectares (20 acres); and (b) any residential or mixed-use development with greater than 50 dwelling units.	Remove policy	Policy 4.1.1.1 does not work as it was intended. TAG agrees that this policy is too constraining on municipal planning processes, both in urban and rural municipalities. This policy was intended to inform the REF but did not achieve the desired outcome. CMRB Administration requests Board support for removal of this policy.	Approved, May 6

	Overview	Existing	Proposed Change	Rationale	Board Decision
5.	Providing for Small Employment Areas	<p>3.1.4.1 Municipalities shall comply with the following locational criteria when designating areas for Placetypes:</p> <p>(a) Preferred Placetypes shall only be located in Urban Municipalities, Hamlet Growth Areas, or Joint Planning Areas;</p> <p>(b) new Employment Areas shall only be located in Preferred Growth Areas, with the exception of resource extraction and Agriculture-related business including Processors, Producers and other Agribusiness, which have no location criteria ... (continued)</p>	<p>Replace 3.1.4.1 with 3.1.6.1</p> <p>3.1.6.1 Municipalities shall comply with the following locational criteria when designating areas for Placetypes:</p> <p>(a) Preferred Placetypes shall only be located in Urban Municipalities, Hamlet Growth Areas, or Joint Planning Areas;</p> <p>(b) Employment Areas should only be located in Preferred Growth Areas, except the following, which have no locational criteria:</p> <ul style="list-style-type: none"> i) resource extraction and energy development; ii) Agriculture-related business including Processors, Producers, and other Agri-business and related accessory uses; iii) home-based business; and iv) Small Employment Areas less than eight hectares (20 acres) and not within two kilometres of a neighbouring municipality unless otherwise stated by an Intermunicipal Development Plan 	<p>Discussion at the Committee and TAG identified a need to clarify that small employment areas should be allowed within the Plan.</p> <p>The proposed policy allows for additional flexibility for employment growth in areas outside of Preferred Growth Areas while continuing to direct most employment growth to Preferred Growth Areas.</p> <p>Local Employment Areas were renamed to acknowledge that the discussion is about the size of the areas not the market they serve.</p>	Approved, May 6

	Overview	Existing	Proposed Change	Rationale	Board Decision
6.	Employment Areas Outside a Preferred Growth Area	<p>3.1.2.3 Employment Area Placetypes should be directed to Preferred Growth Areas where infrastructure, servicing and transportation is available. In addition, they should be located in areas close to a population centre that can provide opportunities for short commutes and are located where transportation infrastructure can provide for efficient movement of goods.</p> <p>3.1.4.1 Municipalities shall comply with the following locational criteria when designating areas for Place-types: (a) Preferred Placetypes shall only be located in Urban Municipalities, Hamlet Growth Areas, or Joint Planning Areas; (b) new Employment Areas shall only be located in Preferred Growth Areas, with the exception of resource extraction and Agriculture-related business including Processors, Producers and other Agri-business, which have no location criteria; ... <i>(policy continues)</i></p>	<p>Keep policy 3.1.2.3 (now 3.1.3.3) and Add policy 3.1.3.4</p> <p>Keep policy 3.1.4.1 a) (now policy 3.1.6.1 a)</p> <p>3.1.3.4 Employment Areas may be considered outside of Preferred Growth Areas in circumstances where: (a) the applicant municipality provides rationale as to why the Employment Area cannot be located within a Preferred Growth Area; (b) the location can provide a transportation network suitable for the scale of the proposed development; (c) the development is compact and makes efficient use of land, infrastructure and services; (d) the applicant municipality has demonstrated collaboration with all municipalities within two kilometres, including consideration of cost and benefit sharing between these adjacent municipalities.; and (e) the development has existing or planned services of water, wastewater and/or stormwater servicing with a preference for the potential for full municipal servicing.</p>	<p>The March 17 Growth Plan indicated that Employment Area Placetypes both shall and should be directed to Preferred Growth Areas. There was a contradiction in the March 17 Growth Plan that requires resolution.</p> <p>As there were no policies to guide what would happen if an Employment Area was not directed to a Preferred Growth Area, TAG discussed the need to provide direction on the location and character of Employment Areas outside of Preferred Growth Areas. Policy 3.1.3.4 to address this gap.</p> <p>Members of TAG have expressed concern about the cost and benefit sharing indicated in 3.1.3.4 d) because an Employment Area outside a Preferred Growth Area might be too far away from another member municipality to warrant cost and benefit sharing. This concern was partially addressed by adding a two-kilometre requirement.</p>	Approved, May 6

	Overview	Existing	Proposed Change	Rationale	Board Decision
7.	Approving new ASPs in JPAs Prior to Approval of a Context Study	3.1.8.3 Statutory plan amendments in Joint Planning Areas may continue to be adopted prior to completion of Context Studies, subject to the policies of the Growth Plan.	<p>Keep policy 3.1.8.3 (now 3.1.8.10) and Add policy 3.1.9.5</p> <p>3.1.9.5 New Area Structure Plans or new Area Redevelopment Plans may be approved prior to completion of a Context Study unless a Terms of Reference adopted by all municipalities within the Joint Planning Area does not allow for new Area Structure Plans to be approved prior to completion of the Context Study.</p>	<p>The March 17 Growth Plan did not provide guidance on the approval of new ASPs prior to the completion of a Context Study. Members of TAG offered differing approaches:</p> <ul style="list-style-type: none"> a. New ASPs can be adopted prior to approval of a Context Study because holding back development approvals for several years is not appropriate. A timeframe of three years for completion of the Context Studies was added to ensure timely completion. b. Approval of new ASPs should not be allowed prior to approval of a Context Study. New ASPs should reflect the results of the Context Studies and not allowing new ASPs until Study completion would promote its timely completion. <p>The Terms of Reference for each Context Study should outline if new ASPs can be approved prior to completion of the Context Study</p>	Approved, May 6

	Overview	Existing	Proposed Change	Rationale	Board Decision
8.	Transition IREF to REF	<p>Several policies in the final draft Growth Plan rely on Board direction around how the Board wishes to transition from IGP to GP and from IREF to REF.</p> <p>Several policies in the final draft Growth Plan rely on Board direction around how the Board wishes to transition from IGP to GP and from IREF to REF.</p>	<p>Statutory Plans are reviewed and approved under the IGP in the interim period. Under the Board-approved Option B, Statutory Plans and Statutory Plan amendments adopted between June 1, 2021 and when the Minister of Municipal Affairs approves the Growth Plan through a Ministerial Order must align to the Growth Plan by June 1, 2022 (or date established by the Board). This would include ASPs and ARPs approved after June 1, 2021.</p>	<p>Discussed as part of Board Agenda Item 8 Transition from IREF to REF at the May 6 Board meeting.</p>	<p>Approved, May 6</p>



5.2 Recommendation

Motion that the Board approve each of the suggested changes to the draft Growth Plan document

Attachment 1: 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.

Attachment 2: 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.*
- *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.

Attachment 3: 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, and ongoing document review and refinement. This agenda item refers to the March 17, 2021 version of the Growth Plan, which was reviewed by the public as part of the third round of public engagement.

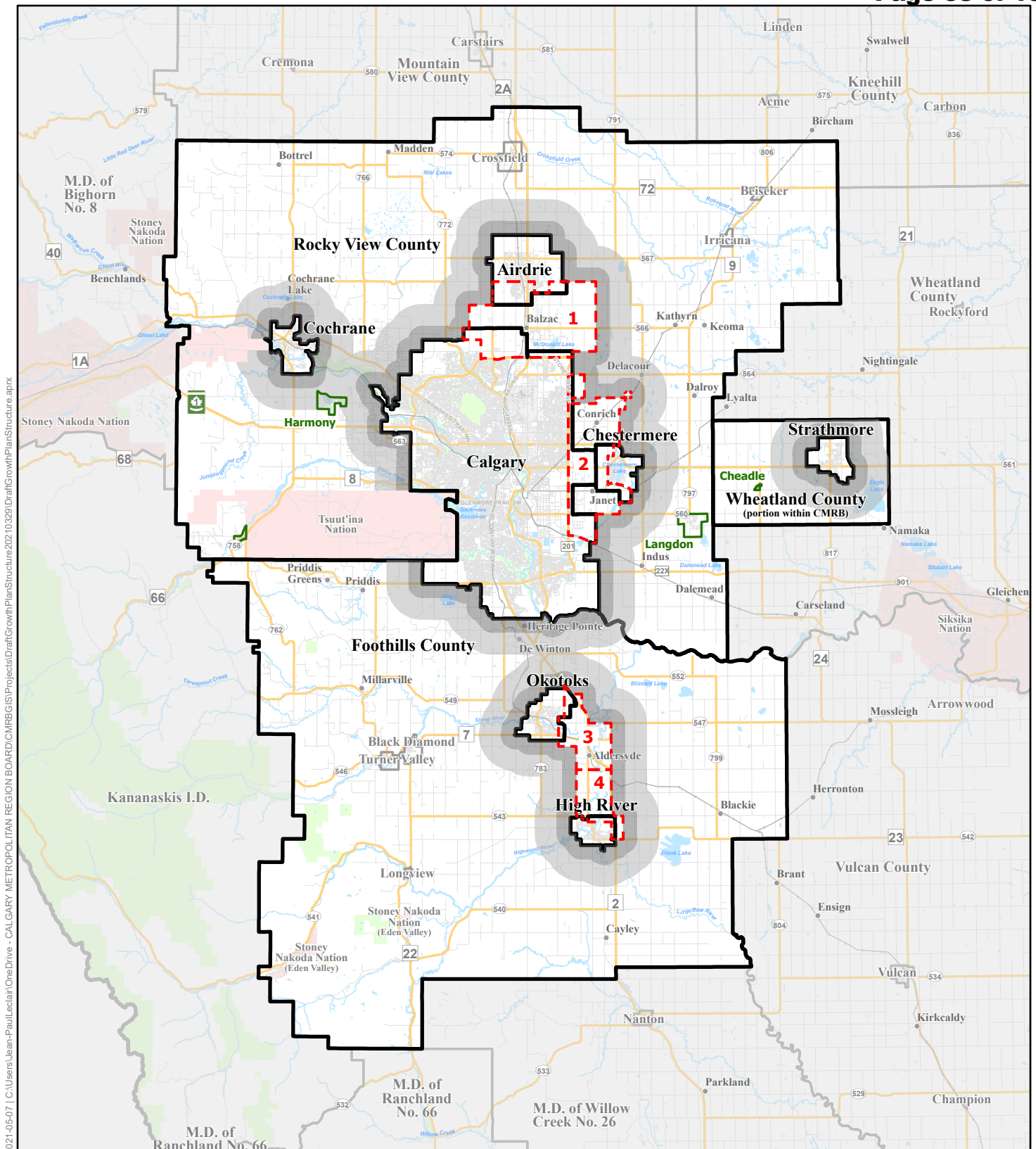
HDR|Calthorpe has recommended that, given the values of the Board and the requirements of the CMRB Regulation, the CMRB should make growth management and efficient use of Land the substantial focus of the Growth Plan. HDR|C has identified the benefits to the CMRB, its members, and ratepayers, of moving 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)



-  CMRB Municipality
-  Hamlet Growth Area
-  Joint Planning Area
-  2 km
-  5 km

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2 & 5 km Buffer around Urban Municipalities
& Joint Planning Areas



Data Sources: AltaLIS, ESRI, HDR/C

Map Created: 2021-05-07

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	Board
Purpose	For Information or Approval
Subject	Final Draft Servicing Plan
Meeting Date	May 14, 2021
<i>That the Board provide feedback on and receive for information OR approve the final 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. • The Servicing Plan content draft was released first in March, and has since been revised in consideration of feedback from member municipality administrations. • Due to a versioning error, the draft final Servicing Plan was not discussed at the May 6 Board meeting. The corrected version is attached. 	
<p>Attachments</p> <ul style="list-style-type: none"> • Final Draft Servicing Plan 2021-05-07, HDR Calthorpe 	

1. Background

The attached draft Servicing Plan is based on background reports completed to date, conversations with the Committee, Board and TAGs and in consideration of the final draft Growth Plan.

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The final draft Growth Plan, represents a significant input to the Servicing Plan. 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. What's New?

Key additions to this version of the Servicing Plan since the April 8, 2021 version include:

1. Adding that Preferred Growth Areas identified in the Growth Plan are priority servicing locations;
2. Adding that member municipalities commit to come to the table as potential service providers in pursuit of the best servicing option for future planned growth that is in alignment with the Growth Plan;
3. Adding working group principles to guide the future servicing working groups;
4. Adding the priority to optimize major transportation corridors by co-locating other utilities and services, where appropriate; and
5. Edits to maps in alignment with TAG feedback.

3. Recommendation

That the Board provide feedback on and receive for information OR approve the final draft Servicing Plan.

Calgary Metropolitan Region Servicing Plan CONTENT DRAFT

Revised May 7, 2021

~~Revised April 8, 2021~~

~~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~~

Agenda Item 6i Attachment

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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 purpose of evidence-based decision making is to use “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 traffic and able to maintain higher levels of speed and reliability.

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 or use of infrastructure required for utilities, recreation, transportation, or transit.

Stormwater means runoff from rainstorms, hailstorms or melting snow that is shed from urban and rural landscapes.

1 Introduction

The Calgary Metropolitan Region Board's (CMRB) Servicing Plan supports the CMRB Growth Plan (Growth Plan) and outlines how the planning and coordination of regional servicing will support the 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.

Key components of the Servicing Plan include:

- Recognizing that Preferred Growth Areas identified in the Growth Plan are priority servicing areas; and
- A commitment from member municipalities to find cost-effective and efficient servicing solutions together that align with the Growth Plan.

1.1 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 as the Region accommodates the next million people, in approximately 25 to 30 years. The Growth Plan identifies regionally significant growth areas, called Preferred Growth Areas that support the future coordination of servicing. By identifying Preferred Growth Areas, the Growth Plan creates 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 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.

Preferred Placetypes include:

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

Preferred Placetypes reduce the negative impacts of growth associated with water use, vehicle kilometres travelled, and 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, while promoting development forms that are higher in density, with a mix of uses.

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

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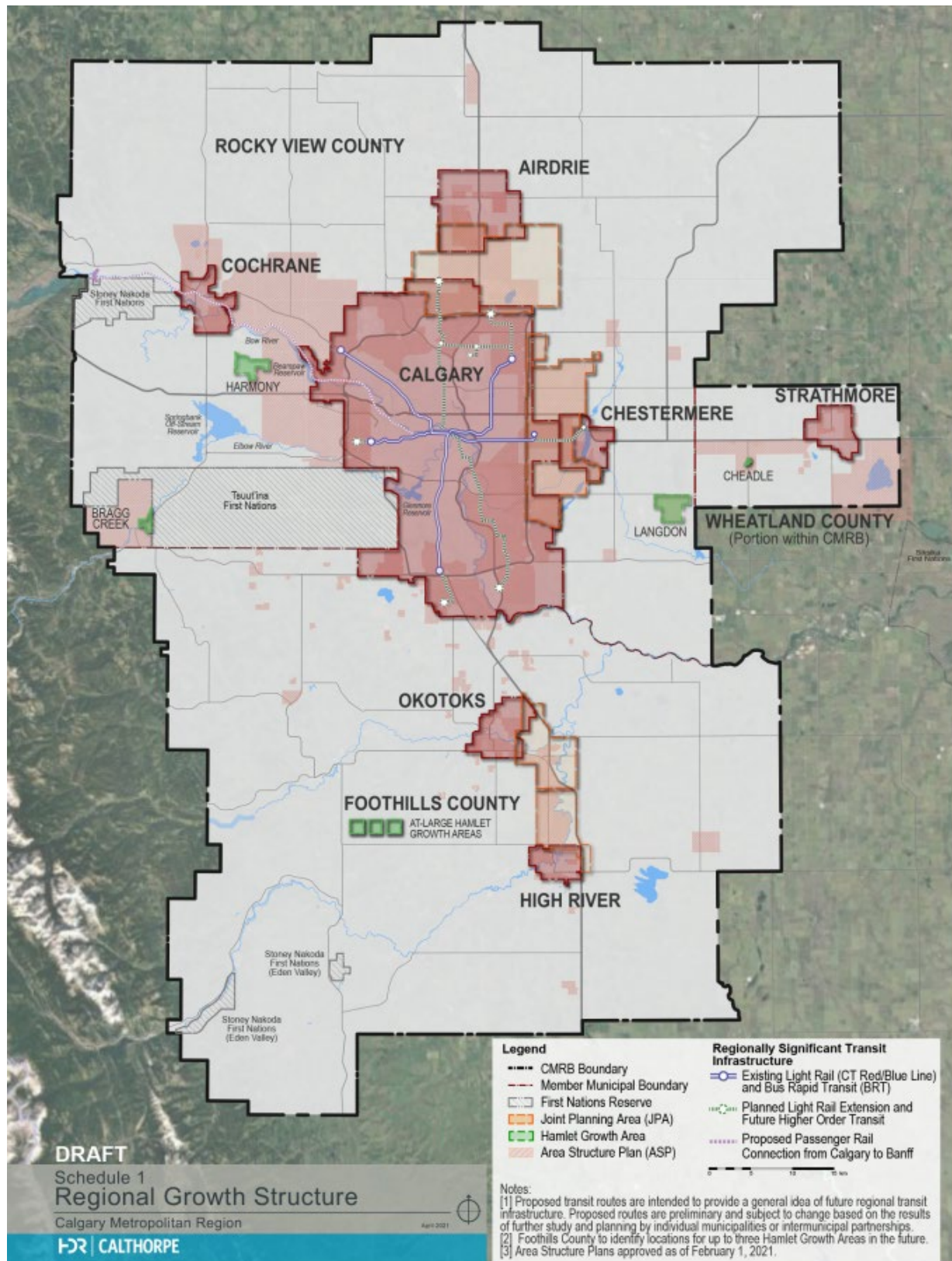


Figure 1: Growth Plan Regional Structure

1.2 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 a Servicing Plan within three years of the Regulation coming into force. While originally due was January 1, 2021, an extension to June 1, 2021 was granted for the completion of both plans.

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; and
- 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.

2 Service Pillars

2.1 Plan Hierarchy

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

2.2 Board Goals

The Board has established goals for six thematic areas that are the framework for the Growth Plan and guidance for the Servicing Plan. These thematic areas 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.

2.3 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;
- long-term water strategy;
- water and wastewater servicing;
- stormwater; and
- recreation.

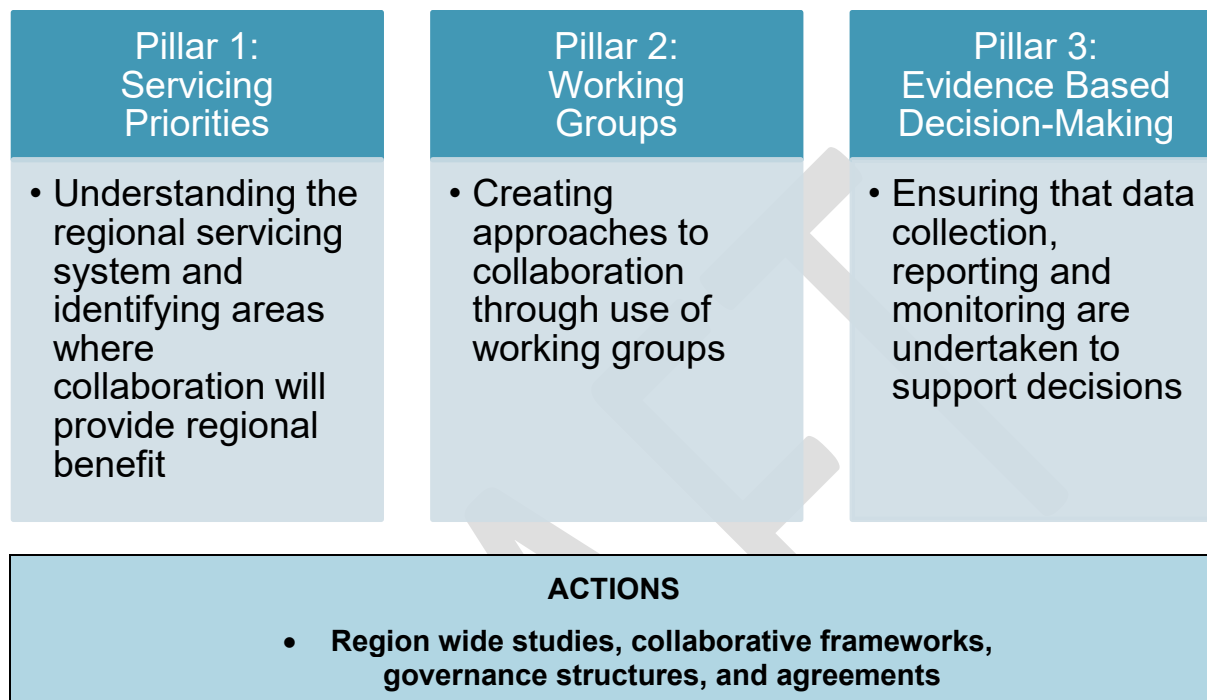
While additional services may be added in the future, these servicing priorities were deemed by the Board to be important for the inaugural Servicing Plan.

2.4 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 beneficial collaborative servicing priorities for the Region?
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 several studies and technical reports that gather data and identify the existing regional system for regional services. 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 allow any approach to detailed planning to feed 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 sub-regional 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, collaborations or processes that should occur to optimize cost-effective service delivery. Coordination between disciplines and working groups will also be critical as many issues crossover into numerous technical disciplines. 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 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 cost-effective service delivery to the benefit of every citizen.

Working groups will achieve the identified goals and outcomes through collaboration, and efficient, 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 cost-effective service delivery for citizens. This process requires information and data that supports problem definition, clear targets, measurable outcomes and monitoring of results. The technical nature of servicing and the high cost of construction, operation, and maintenance makes robust information and data gathering an important tool to support decision-making. The CMRB supports the collection, reporting, and open and timely 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 cost-effective services. Actions include 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 barriers, working groups are the mechanism to undertake additional work to resolve the issue.

3 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.

3.1 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.

- 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.
- Reduction in the total vehicle-kilometres travelled creates shorter commutes, connecting people to the places they need to go, and lessens the environmental impact of travel.
- Regional transit creates equity among residents by providing travel options for those who may not own a car, do not wish to drive, or cannot drive.

This section provides a path to an efficient transportation and transit networks in the region that supports economic growth and high-quality of life. It is informed by the North Calgary Regional Transportation Study, the South and East Calgary Regional Transportation Study (including the NCRTS/S&ECRTS Integration Memo that consolidated the results of the two studies), and the Transit Background Report.

3.2 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.

3.2.1 Region-Wide Priorities

3.2.1.1 REGIONAL TRANSPORTATION AND TRANSIT MASTER PLAN (RTTMP)

- **Undertake a Regional Transportation and Transit Master Plan (RTTMP) to develop a unified vision for the future regional transportation network that aligns with the Growth Plan.**

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 (and Integration Memo), to reflect the goals and policies of the Growth Plan. It will update and define the future regional network, align planning with Preferred Growth

Areas, individual municipalities and the province. An initial list of considerations for a Regional Transportation and Transit Master Plan is provided in Appendix A.

3.2.1.2 TRANSPORTATION CORRIDORS AND REGIONAL ECONOMIC DEVELOPMENT

- **Include assessments of transportation considerations to support economic growth and competitiveness.**

The Growth Plan identifies the strong connection between economic competitiveness and transportation. An effective transportation system provides reliable access to jobs and provides routes to move goods to markets, both of which are important economic growth considerations. A future regional economic development initiative should consider how the regional transportation system can best support the economic growth and competitiveness of the Calgary Metropolitan Region.

3.2.1.3 TRANSPORTATION AND UTILITY CORRIDORS

- **Optimize the use of major transportation corridors by co-locating other utilities and services where appropriate.**

The Growth Plan highlights the need for coordination between services and the importance of the multi-use of corridor to for a variety of services. While this priority can be applied to corridors primarily used by other services, transportation corridors offer the best opportunity for co-location of services.

3.2.2 Preferred Growth Areas Priorities

3.2.2.1 JOINT PLANNING AREA CONTEXT STUDIES

- **Use Context Studies, local transportation master plans, Transit Background Report and the North, and South and East Calgary Regional Transportation Studies (and Integration Memo) to build a better understanding of regional corridors, demand, servicing systems and other key considerations in Joint Planning Areas.**

Context Studies will be the primary mechanism to guide integration of transportation and land use within Joint Planning Areas. 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 Calgary Metropolitan Region. These studies will provide a foundation of network information that will need to be further refined as Context Studies are developed. Given the importance of Context Studies, and the requirement to complete them within the Growth Plan, Context Studies will occur in advance of the RTTMP, with the outcomes of the Context Studies informing the RTTMP on Preferred Growth Areas and transportation.

3.2.2.2 PREFERRED GROWTH AREAS OUTSIDE JOINT PLANNING AREAS

- **Address transportation and transit needs for Preferred Growth Areas outside of Joint Planning Areas through local transportation master plans, and through the Regional Transportation and Transit Master Plan and/or a future regional economic development initiative.**

There are several important connections outside Joint Planning Areas that can best be addressed through region-wide planning initiatives and within local transportation plans. Corridors that connect urban municipalities outside Joint Planning Areas and those that connect Hamlet Growth Areas will require specific attention.

3.3 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 oversee 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 RTTMP, the Context Studies and the transportation components of a future regional economic development strategy. In the near term:

- these groups will merge and continue as an advisory Working Group, drawing on the expertise of key external stakeholders such as Alberta Transportation, as required; and
- the status quo approach of delivering transportation infrastructure and services on a case-by-case basis will continue.

In the longer term, and pending the recommendations of Context Studies and the RTTMP, more formalized governance or collaborative structures or agreements may be appropriate, particularly for the delivery of transit.

3.4 Evidence-Based Decision-Making

The following mechanisms provide valuable sources of information, which will enable the Board to undertake Evidence-Based Decision-Making, as defined earlier in this plan:

- **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. The land use elements of the regional model should be updated as part of the RTTMP, to reflect the Growth Plan and details established in Context Studies.
- **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.

Monitoring of transportation activity can support evidence-Based Decision-Making and can be used to measure the effectiveness of implementation for both the Growth Plan and Servicing Plan. 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.

3.5 Actions

As noted above, the CMRB will:

- 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 as an element of future regional economic development initiatives;
- facilitate completion of a regional transportation model;
- merge the Transportation Technical Advisory Group and Transit Subcommittee; and
- complete a regional Transportation and Transit Master Plan.

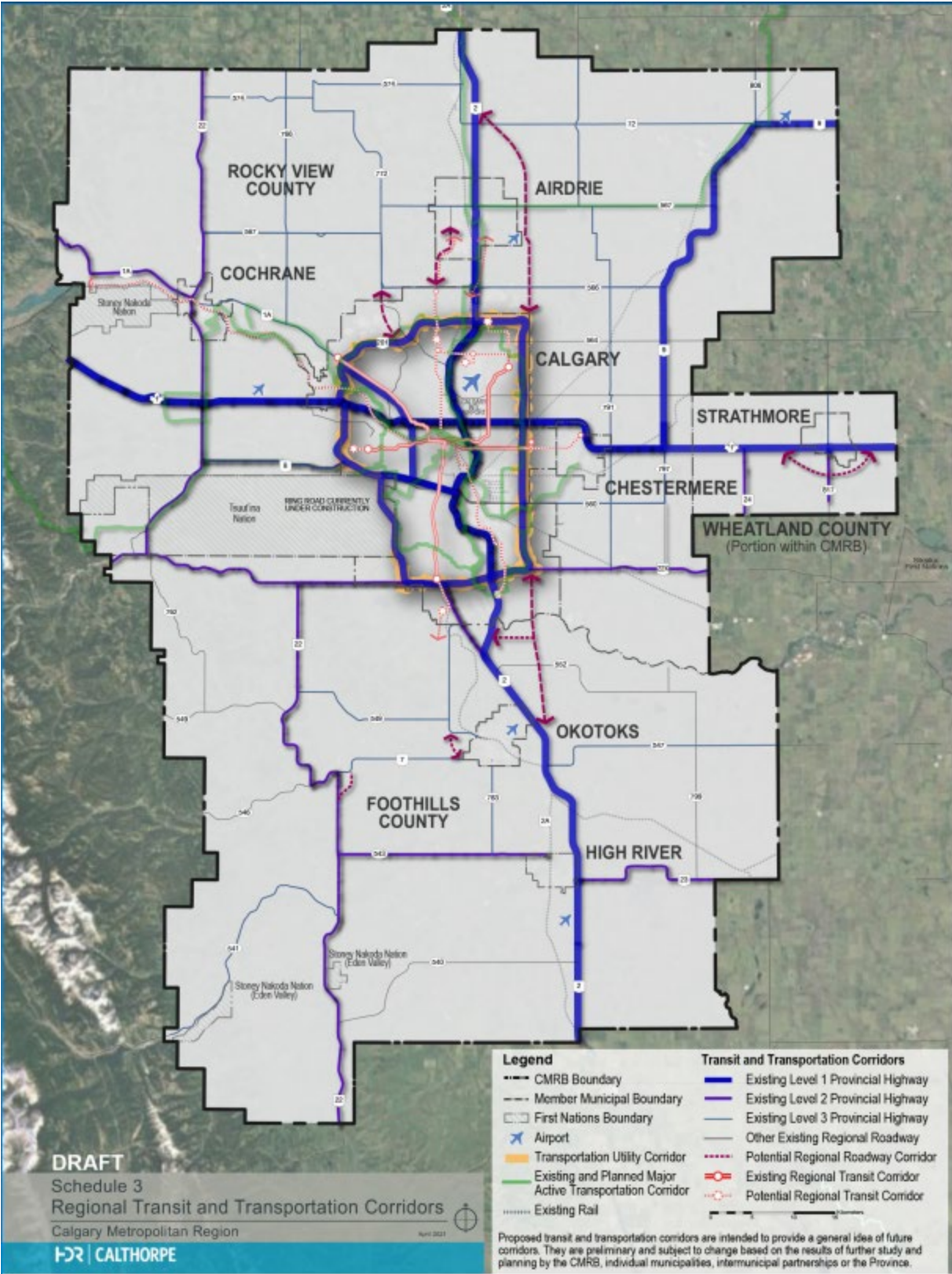


Figure 2: Regional Transit and Transportation Corridors

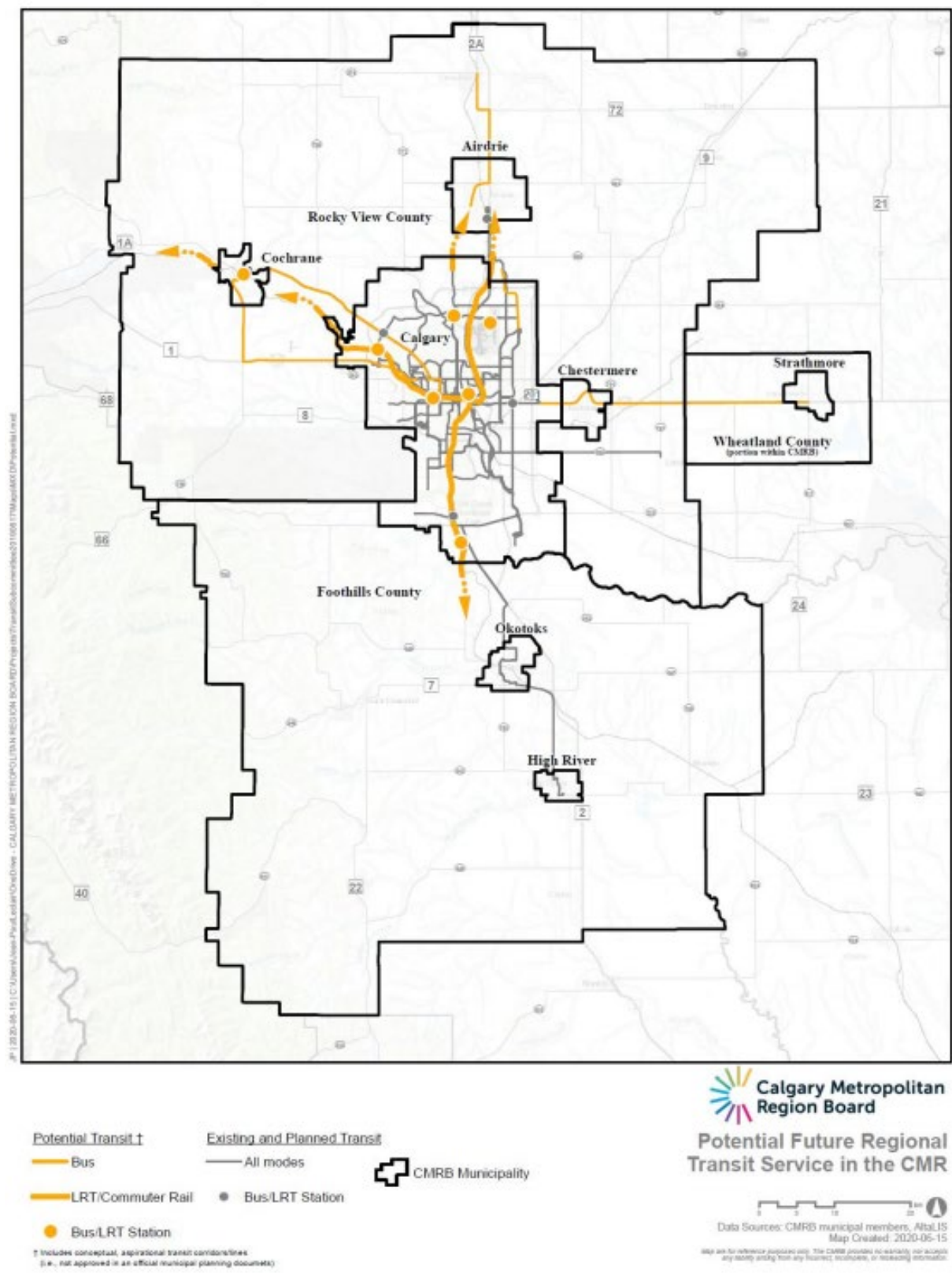


Figure 3: Potential Future Regional Transit Service in the CMR
Source: CMRB Transit Background Report, 2020

4 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.

4.1 Background and Intent

The Calgary Metropolitan Region spans the South Saskatchewan River 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 Calgary Metropolitan Region. Physical evidence within the South Saskatchewan Basin points to continued overall decline in average flows within the Calgary Metropolitan Region watersheds, that threaten the overall security and quality of the water supply to existing license holders.

Subsequently, all Calgary Metropolitan Region sub-basins are expected to experience some degree of water quantity constraints within 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

Sub-regional entities, including individual municipalities and other sub-basin groups play an important part in watershed planning. Watershed Planning and Advisory Councils and Watershed Stewardship Groups have taken a lead in watershed protection and planning, with support from the province by developing water management plans for some of the sub-watersheds in the Calgary Metropolitan Region. 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 improve the way that water is managed and delivered 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.

4.2 Servicing Priorities

As previously noted, there are many groups working towards a long-term water strategy for the region and its watersheds. Given the anticipated growth to occur over the lifetime of the Growth Plan, and the water 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 complex topic, and an effective strategy is necessary to ensure the future supply of water for the region and the health of the watershed. These two considerations are intricately linked.

4.2.1 Region-Wide Priorities

4.2.1.1 WATERSHED PLANNING

- **Determine how the CMRB can contribute to and integrate with regional 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 Calgary Metropolitan Region represents only a portion of the South Saskatchewan River Basin. The South Saskatchewan Regional Plan is the guiding document for planning in the watershed. The South Saskatchewan Regional Plan cites policies to enable the Province to limit activities that impact water quality and quantity and provides broad guidance for watershed protection. The South Saskatchewan Regional Plan is the tool that 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 Calgary Metropolitan Region is located. The Calgary Metropolitan Region and its members must be compliant with the South Saskatchewan Regional Plan and can advocate for enhanced protection of the watersheds that the Calgary Metropolitan Region relies on, including watersheds within and outside of the region's boundary.

4.2.1.2 WATER USE AND EFFICIENCY

- **Identify opportunities to improve water efficiency through regional collaboration**

All Calgary Metropolitan Region 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 initiatives have reduced per capita water use in the Calgary Metropolitan Region in the past decade, based on current consumption patterns. However, continued conservation and efficiency efforts to further reduce per capita water use will be needed to align long-term growth with available licenses and to minimize the effects of water withdrawal from the region's watersheds.

4.2.1.3 ADVOCACY

- **Identify common regional issues for advocacy with the Province**

In alignment with the direction of the CMRB Advocacy Committee, the Water Working Group will determine a consensus position on working with the Province regarding regulatory barriers to

shared water servicing experienced in the region. Following this, the Water Working Group will recommend next steps to the Advocacy Committee on how best to proceed.

4.2.2 Preferred Growth Areas Priorities

4.2.2.1 OPPORTUNITY FOR LEARNING

- **Incorporate lessons learned through planning in the Joint Planning Areas into the region's long-term water strategy**

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.

4.3 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 Calgary Metropolitan Region will be a significant task, and will be undertaken in parts that will ultimately form a cohesive long-term water strategy. To begin to address these issues, water subject matter experts from each member municipality (known as the "Water Table") developed a "Water Road Map", which outlines the iterative process for water-related planning in the Calgary Metropolitan Region. The Water Table will continue as the Water Working Group and will update the Water Road Map by engaging with external groups and organizations. This initiative is important and necessary to advance a long-term water strategy for the region.

The Water Table has guided several background studies noted below, which should be referenced and used to inform the next steps of a long-term water strategy:

- Water Use and Conservation in the Calgary Metropolitan Region Study
- Natural and Managed Capacity of Regional Water Supply in the Calgary Metropolitan Region Report
- Calgary Metropolitan Region 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.

4.4 Evidence Based Decision Making

The working group will need to determine what information and data it requires to address the long-term water strategy priorities. The priorities will build on an evidence-based approach that can be measured and monitored.

4.5 Actions

- Update the Water Road Map to identify the best path to a long-term water strategy.

- Address priorities to begin development of a long-term water strategy, which includes:
 - 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; and
 - other considerations.
- Complete Context Studies for the Joint Planning Areas in a manner that considers stormwater management and conservation of environmentally sensitive areas, to support a greater long-term water strategy, and to provide information and data for broader regional planning initiatives.

5 Water and Wastewater Servicing

Water and Wastewater 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.

5.1 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 wastewater systems in the region mirror the water systems, with many municipalities owning and operating their own collection lines and wastewater treatment facilities. The Calgary Metropolitan Region 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. An example is the Foothills/Okotoks sub-regional water pipeline project. The two municipalities plan to build a raw water pipeline from the Bow River, and share costs based on usage. This project will enable continued water access and growth while providing value to residents through cost sharing.

The Foothills/Okotoks sub-regional water pipeline 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 permitted. While water access in times of shortage is 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, priorities, and action items outline a way forward to address these water, wastewater and water licensing issues.

5.2 Servicing Priorities

5.2.1 Region-Wide Priorities

5.2.1.1 REGIONAL UTILITY SYSTEM

- **Assess opportunities for shared servicing at the regional level based on findings and lessons learned through Context Studies and at the sub-regional level**

There is no regional water and wastewater utility provider in the Calgary Metropolitan Region. Although there are municipal utilities that provide services to other municipalities, they are provided to customers on a cost recovery basis. Municipalities that receive water and wastewater services from other providers, typically treat and distribute the water within their own municipal boundaries. In some cases, provision of water includes development of intermunicipal infrastructure. An example of an existing intermunicipal facility is the East Calgary Regional Water Line, which delivers water from Calgary to the Town of Strathmore and City of Chestermere.

A broad regional approach to utility servicing is not being pursued by the Calgary Metropolitan Region 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 will be used, 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 water and wastewater servicing.

5.2.2 Preferred Growth Areas Priorities

5.2.2.1 SUB-REGIONAL SERVICING

- **Evaluate opportunities for servicing collaboration through planning in the Preferred Growth Areas**

Preferred Growth Areas are an ideal place to start collaborating inter-municipally to optimize the regional water and wastewater servicing system, and they could bring to light opportunities for collaboration in other locations. 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.

5.3 Working Groups

Strategies for sub-regional servicing will be identified in the Context Studies for the Joint Planning Areas. The Context Studies will be led by the Calgary Metropolitan Region and developed by members. The working group, or a sub-committee working group will act as an advisor to the process, providing consistency between the different Joint Planning Areas.

Municipalities will be required to collaborate in the Context Studies in Joint Planning Areas and associated discussions on water servicing. Similarly, where there is a need for water or wastewater servicing in other Preferred Growth Areas (Hamlet Growth Areas and Urban Municipalities), municipalities with capacity to provide services to these Preferred Growth Areas are required to jointly review potential servicing strategies with the municipality requiring servicing.

Through collaboration, all municipalities are encouraged to supply water and wastewater services in the most cost-effective manner possible, while ensuring negative consequences to the environment are avoided.

5.4 Evidence Based Decision Making

Evidence based decision making for water and wastewater services will require information on a range of variables, including the land use / Placetypes need, 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 working group, some of which will be garnered through the Context Studies for Joint Planning Areas.

5.5 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 working group, given the identification of Preferred Growth Areas in the Growth Plan.
- The working group will 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 working group will identify ways to determine which municipalities can most efficiently and effectively provide servicing to the Preferred Growth Area being evaluated.

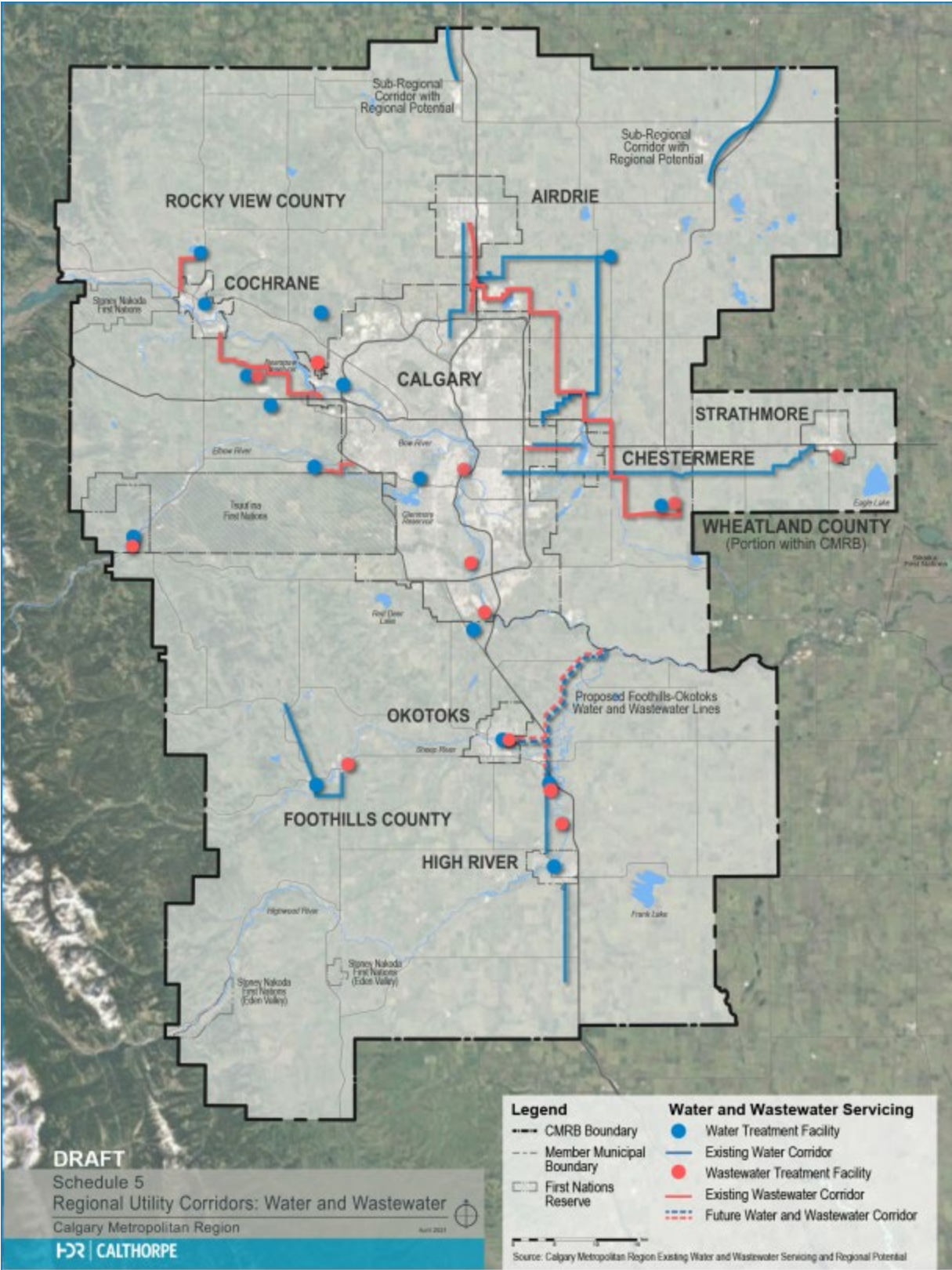


Figure 4: Regional Water and Wastewater Utility Corridors

6 Stormwater Management

Stormwater is runoff from rainstorms, hailstorms or melting snow that is shed from urban and rural landscapes.

6.1 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 Calgary Metropolitan Region consider region-wide opportunities, to improve environmental outcomes related to stormwater management. Regional priorities include:

- Drinking water quality for public health and safety
- Affordability of water treatment
- Water quality for ecosystems and downstream users
- Management of nutrient loading
- Protection of people, land, property and ecosystems
- Stormwater use
- Increase public utilization of stormwater infrastructure

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

Stormwater management challenges that the Calgary Metropolitan Region is 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; and
- limited access to receiving water bodies within the northeast portion of the region, resulting in development restrictions due to zero discharge requirements.

Stormwater management creates challenges and opportunities for land development and watershed protection in the Calgary Metropolitan Region. 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.

6.2 Servicing Priorities

6.2.1 Region-Wide Priorities

6.2.1.1 STORMWATER USE AND WATER REUSE

- **Advocate for stormwater use**

Many jurisdictions around the world have used innovative strategies to purify grey water and 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 use becomes an attractive solution with wide ranging benefits. Key challenges around stormwater use in the CMRB include:

- incomplete provincial direction regarding stormwater use;
- 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; and
- 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 to the province for stormwater reuse on behalf of its members, and work to enable innovative stormwater management strategies for the benefit of ratepayers.

6.2.1.2 REGIONAL INITIATIVES

- **Lead collaboration at the regional and sub-regional levels to improve stormwater management**

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, Watershed Planning and Advisory Councils, Watershed Stewardship Groups, 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.

An 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 Priorities

6.2.1.3 CONTEXT STUDIES FOR JOINT PLANNING AREAS

- **Initiate stormwater management collaboration in Preferred Growth 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 Studies.

6.3 Working Groups

Stormwater initiatives will be coordinated through the same working group as the long-term water strategy, and water and wastewater servicing.

6.4 Evidence Based Decision Making

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

6.5 Actions

- Update the Water Roadmap to identify stormwater priorities.
- Working group to identify areas that may have regional stormwater issues that 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.

7 Recreation

Regional recreation includes facilities, spaces, programs or services that are owned or operated by a CMRB member municipality, and have a realistic potential of use by, and broader benefits to, residents from outside the municipal boundaries in which they are provided.

7.1 Background and Intent

The recreation system across the Calgary Metropolitan Region is diverse, complex, and multifaceted. Recreation services provided by municipalities leads to residents and visitors being more physically active, promoting improved physical fitness. Recreation also brings people together which can, positively contribute to desired outcomes for other important societal needs, including public education, and positive mental 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 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.

7.2 Servicing Priorities

7.2.1 Region-Wide Priorities

7.2.1.1 MUNICIPAL COLLABORATION

- **Collaborate to realize mutually agreed upon outcomes.**

Collaboration can lead to cost savings, risk-reduction, resources and responsibility sharing, while improving the quality of services delivered. There are some areas of the Calgary Metropolitan Region where collaboration is thriving and other areas where the full benefits from collaboration have yet to be realized.

7.3 Working Groups

A Recreation Working Group will identify regional or sub-regional priorities on a voluntary case-by-case basis. Regional collaboration 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, and shared-services integration that will build trust, be transparent, and respect an individual municipality's right to make its own recreation decisions.

7.4 Evidence-Based Decision Making

Calgary Metropolitan Region 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 will require establishment of common region-wide metrics to support data gathering, assessment, and study. Member municipalities will collect and share data in support of evidence-based approaches to decision-making at the regional level.

7.5 Actions

- Establish a Recreation Working Group.
- Provide advice on recreation servicing for Context Studies.

8 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, municipal, and consultant experts will engage with the working groups, on an as needed basis. The data collected, the studies, and the timing of work will be coordinated through CMRB Administration.

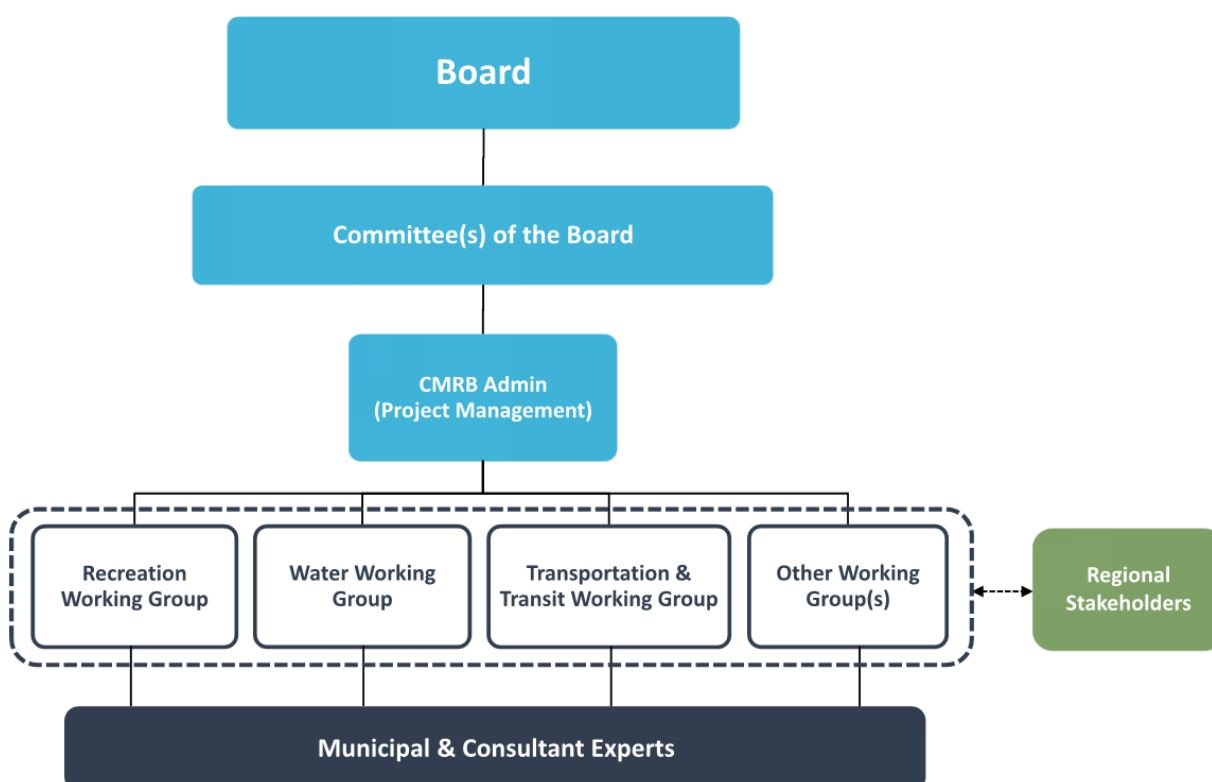


Figure 5: Administrative Structure for Servicing Plan

8.1 Working Groups Guiding Principles

The following principles will guide the future work of all Working Groups:

- Actively seek opportunities for efficient service provision and equitable sharing of costs and benefits.
- Work with a Regional mindset that considers the collective good of our citizens.
- Pursue innovative research, technology, and best practices.
- Build, collect, and openly share regionally relevant data, information and knowledge in a timely way.

- Support regionally scaled service investments informed by evidence regarding customer, fiscal and environmental outcomes.
- Prioritize sub-regional service initiatives that align with the Growth Plan.
- Recognize the autonomy and individuality of municipalities and how this influences service delivery.
- Prioritize the provision of safe and reliable services to citizens and businesses in the CMR.
- Act and advocate in a regional manner with a unified voice.

8.2 Data Collection and Monitoring

One of the key pillars of the Servicing Plan is evidence-based decision-making, which requires timely collection and monitoring of information. This pillar is vital to the implementation and success of the Plan. CMRB administration will be a data repository, that will provide the Region with a valuable collection of region-wide data, which 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 obtain the most current information and ensure the data is available for decision making and monitoring. The information collected will be updated regularly and 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;
- better land use planning; and
- improved decision-making through use of innovative data modeling and scenarios.

In summary, a strong region-wide data collection system will support the optimization of regional services, identified in earlier sections of this Plan.

8.3 Plan Update and Review

Implementation of the Servicing Plan will require reviews and updates to ensure continued alignment with the Growth Plan, and potentially new directions from 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 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 to support the next million population in the Region, and to support “foreshadowing” of longer term needs beyond the next million people.

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 directly connected to and part of the regional road and highway network, but also includes the rail and air modes of transportation. 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; and
- 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, while providing 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. The RTTMP should consider how regional active transportation activity is measured, how needs are assessed, and how ongoing monitoring is undertaken.

e) Air – The Calgary Airport Authority operates the primary airports in the Calgary Metropolitan Region, 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 Calgary Metropolitan Region. 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 Integration Memo); and
- Transit Background Reports.

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

- Planning for regional multi-use corridors including, but not limited to, transportation, utility, communications, and active transportation
- 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.

Agenda Item	7
Submitted to	Board
Purpose	For Information or Approval
Subject	Final Draft REF
Meeting Date	May 14, 2021
<i>Motion that the Board receive for information the CMRB Regional Evaluation Framework OR approve the CMRB Regional Evaluation Framework</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 final 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 has been developed collaboratively with TAG over multiple iterations of feedback, comment and discussion. • The REF was adjusted for clarity and to reflect the policies of the final draft Growth Plan, including the definition of Regional Significance and reference to Small Employment Areas. 	
<p>Attachments</p> <ul style="list-style-type: none"> • Attachment 1: Approved REF Principles • Attachment 2: Approved REF Application Review Process • Attachment 3: Final Draft REF 	

1. Introduction

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. This will be updated upon completion and approval of the Growth Plan and REF.

Once approved by the Minister, the REF process will come into effect. Further work will occur around implementation practices and protocols over time.

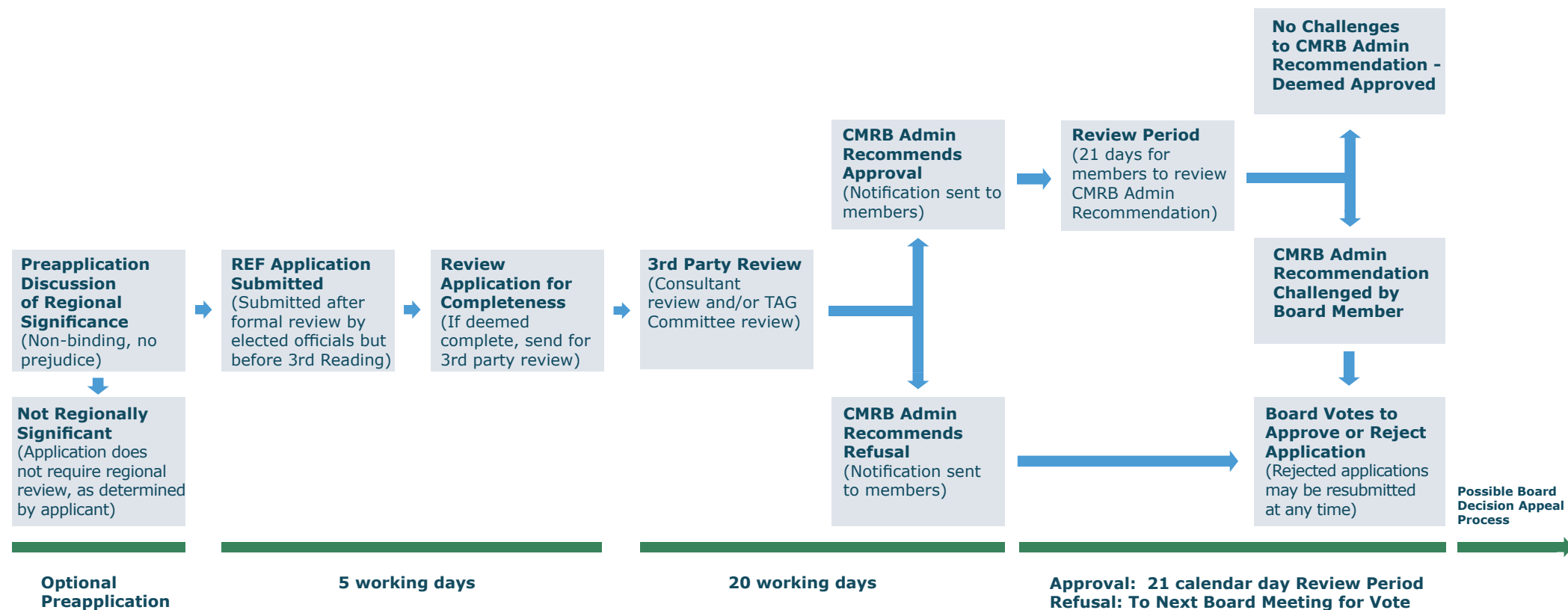
2. Recommendation

Motion that the Board receive for information the CMRB Regional Evaluation Framework OR approve the CMRB Regional Evaluation Framework.

Attachment 1: Approved REF Principles

	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



- Agenda Item 7ii Attachment

FINAL DRAFT REGIONAL EVALUATION FRAMEWORK

VERSION: May 14, 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.

REGIONALLY SIGNIFICANT means

- a. of a scale or scope that may impact or benefit two or more municipal members as the context may apply; and
- b. development of scale, scope, or proximity that it will benefit or have impact on regional transit and transportation corridors, energy corridors and utility corridors, natural systems and/or infrastructure.

4 SUBMISSION CRITERIA

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
- d) All new amendments to Area Structure Plans and Area Redevelopment Plans where the amendments include:
 - i. Employment Areas greater in size than a Small Employment Area; 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 5.1, 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) A Cover Letter, including Ministerial Order number, brief description of the proposed plan or plan amendment, request for approval, list of consultants contracted to develop the plan or plan amendment, and applicant contact information;
- b) The proposed Statutory Plan or amendment bylaw;
- c) A copy of the Statutory Plan without the proposed amendment;
- d) The supporting Council report;

- e) Sufficient documentation to explain the Statutory Plan or amendment;
 - f) Satisfactory information to ensure the new Statutory Plan or existing Statutory Plan amendment can be evaluated, such as applicable technical studies and other supporting documents;
 - g) A summary letter that explains alignment with the Growth Plan;
 - h) 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; and
 - i) Copies of letters provided by member municipalities as part of public hearing submissions.
- 5.2 New Area Structure Plans or Area Redevelopment Plans must include within the statutory plan document all mapping required by the policies of the Growth Plan.
- 5.3 Area Structure Plans or Area Redevelopment Plans amendments must include within the Regional Evaluation Framework application documentation all mapping required by the policies of the Growth Plan.

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.

Agenda Item	8
Submitted to	Board
Purpose	For Decision
Subject	CMRB Draft Dispute Resolution and Appeal Bylaw
Meeting Date	May 14, 2021
<i>That the Board review and approve the Dispute Resolution and Appeal Process Bylaw</i>	
<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 Governance 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 Governance 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 Governance 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. The steps are to include facilitated discussions and mediation. The outcome of the two steps included 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.
- At the April 2021 meeting of the Governance Committee, the Committee recommended approval to the Board of the Dispute Resolution and Appeal Process Bylaw as amended, and the Dispute Resolution Committee Terms of Reference, as amended.
- The amendments requested by the Governance Committee have been made.

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.

2.1. 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 ideally, would be passed 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 REF decisions and non-REF decisions.

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

The CMRB has been enabled to provide 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, it was 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.

2.3. 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.

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.

3.0 Two Stream Process

The Governance Committee supported a two-stream process, one addressing REF decisions and one addressing other decisions of the Board. A Dispute Resolution Committee would be part of the process for both streams, and the TOR of that committee forms part of this agenda item.

It is noted that Foothills County raised concerns over the creation of a separate committee and felt that one of the existing committees of the Board could serve this purpose. However, other members of the Governance Committee did not agree with that position.

3.1 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 Governance 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.

3.2 Appeal to the Municipal Government Board

The MGB is undergoing a transformation to become 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.

3.3 Proposed Non-REF Reconsideration Process

For Board decisions that are not related to REF, the Governance 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 Governance 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.

4. Suggested Edits from Municipal CAOs

As was discussed with the Governance Committee at the April 8, 2021 meeting, the Draft Bylaw and Terms of Reference for the Appeal Committee were circulated to member CAOs for feedback. The below chart captures the proposed changes and how they were addressed.

Table 1: Proposed Changes to the Dispute Resolution and Appeal Bylaw

	Administrative Changes from Municipalities	Proposed Change	Rationale
1.	Remove Section 3.4 this provision is redundant since 3.1 and 3.2 already say the same thing	Section 3.4 be removed	The section is redundant.
2.	<p>Section 3.5 – this provision needs adjustment. It is not necessary to say that “notwithstanding section 3.2(b) and 3.3” since those provisions do not conflict with 3.5. This should be deleted</p> <p>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.</p>	No Change	The current language provides greater certainty to participating municipalities.
3.	Section 4.5 – It is not necessary to say “The CO of the Board, or their designate – since this has already been set out in 1.4. I recommend they	Changes made with the exception of 4.6 because it applies to the CO and the Chair.	The definition was added in after and the corresponding changes were missed in the body of the bylaw.

	just refer to "The CO" in 4.5, 4.5(b), 4.6, 4.7		
4.	8.1 for clarity should add "Subject to Section 3.4 of this Bylaw" to make clear that REF decisions can only be made for breach of process or procedural fairness	No Change	Current language provides clarity
5.	8.4, 8.5 – Appellant and Respondent are capitalized – they may want to capitalize these words in 8.2 and 8.3 for consistency	Changed for consistency	Consistency in the document
6.	<p>8.6 – Question about this one - Is this the right cross reference, to 3.5 – I think it might actually be 3.6. If so, change it to "Subject to Section 3.6 of this Bylaw...."</p> <p>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.</p>	Changed to suggested cross-reference.	The incorrect section was cited in the original cross reference.

7.	<p>10.1 should be revised for clarity</p> <p>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.</p> <p>Subject to Section 6.8(b) of this Bylaw, 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</p>	Change made	Provides greater clarity to the section.
	Substantive Changes from Municipalities	Proposed Change	Rationale
8.	<p>3.1</p> <p>(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.</p> <p>Wonder if the word should be equally, or equitably or both.... This is a lightning rod issue currently and just wonder if some form of definition for equally/equitably may help</p>	Equitably added to the definition	Provides greater clarity for members



9.	Request adding a S. 3(c) to the bylaw that invites members to dispute all decisions of the Board.	No Change	Suggested edit is contrary to previous direction from Governance Committee
10	Include greater clarity around when you would use facilitated discussions versus mediation.	No Change	The Dispute Resolution Committee has the flexibility to determine the best course of action.
11	<p>Section 3.1 – Application of Bylaw</p> <p>- We believe that there should be a third bullet as grounds for appealing REF decisions:</p> <p>“C) Decisions contrary to CMRB Administration recommendation, which for the purposes of this bylaw shall mean a REF decision by the Board that was contrary to the recommendation by CMRB Administration.”</p> <p>- This may be covered by the broad ‘discriminatory treatment’ referred to in B – in which case it does not hurt to make it explicit.</p> <p>- At the 2021-04-08 Governance Committee, elected members agreed that this was covered by discriminatory treatment, so it is not clear why they objected to including this clause, which provides greater clarity and certainty.</p>	No Change	The Governance Committee did not support a motion to make the proposed change at the meeting of April 8, 2021.

12	<p>Section 3.1 – Extend Applicability to Decisions Made Under IREF and Interim Growth Plan</p> <ul style="list-style-type: none"> - We believe that decisions made under the Interim Growth Plan and IREF should also be appealable. Would it be possible to add a clause to clarify and allow appeal for CMRB decisions made under IREF/IGP? - Otherwise, decisions made under the interim Growth Plan do not have means for recourse – contradicting Sec 708.23(1) of the MGA which specifies that the CMRB must have a functioning Dispute Resolution / Appeal Mechanism at its inception. 	Administration seeks guidance from the Board	<p>The regulation does not contemplate the Interim Growth Plan, it speaks solely to the Growth and Servicing Plans. The IGP was intended to be completed no later than Q1, 2018 to provide certainty to the development community.</p> <p>The legislation does not specify ‘functioning’ it states “...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.”</p>
13	<p>Section 3.2 – Growth Plan, Servicing Plan and Regional Evaluation Framework Not Subject to Dispute Resolution Process</p> <ul style="list-style-type: none"> - It is not clear why these important decisions are excluded from the dispute resolution process. - If CMRB Administration wishes to put limitations on the appeal for reasons of timeliness, it may make sense to exclude the first iteration of the Growth Plan, Servicing Plan, and REF – but there may be occasions in the future where reasonable disputes on the next iterations of these could be resolved via facilitated discussion 	No Change Proposed	<p>The Board has been working to develop these documents since July, 2019, and actively discussing policies since Q4, 2020. Governance Committee has given direction with the agreement that these ‘Top Tier’ decisions would not be subject to the Dispute Resolution Process (See section 2.1, above). Engaging in a dispute resolution process is unlikely to yield a significantly different outcome.</p> <p>An appeal of these documents to the LPRT is significantly challenged as there is no measure against which to determine if a Participating Municipality has met the requirements as these documents set out the requirements.</p>

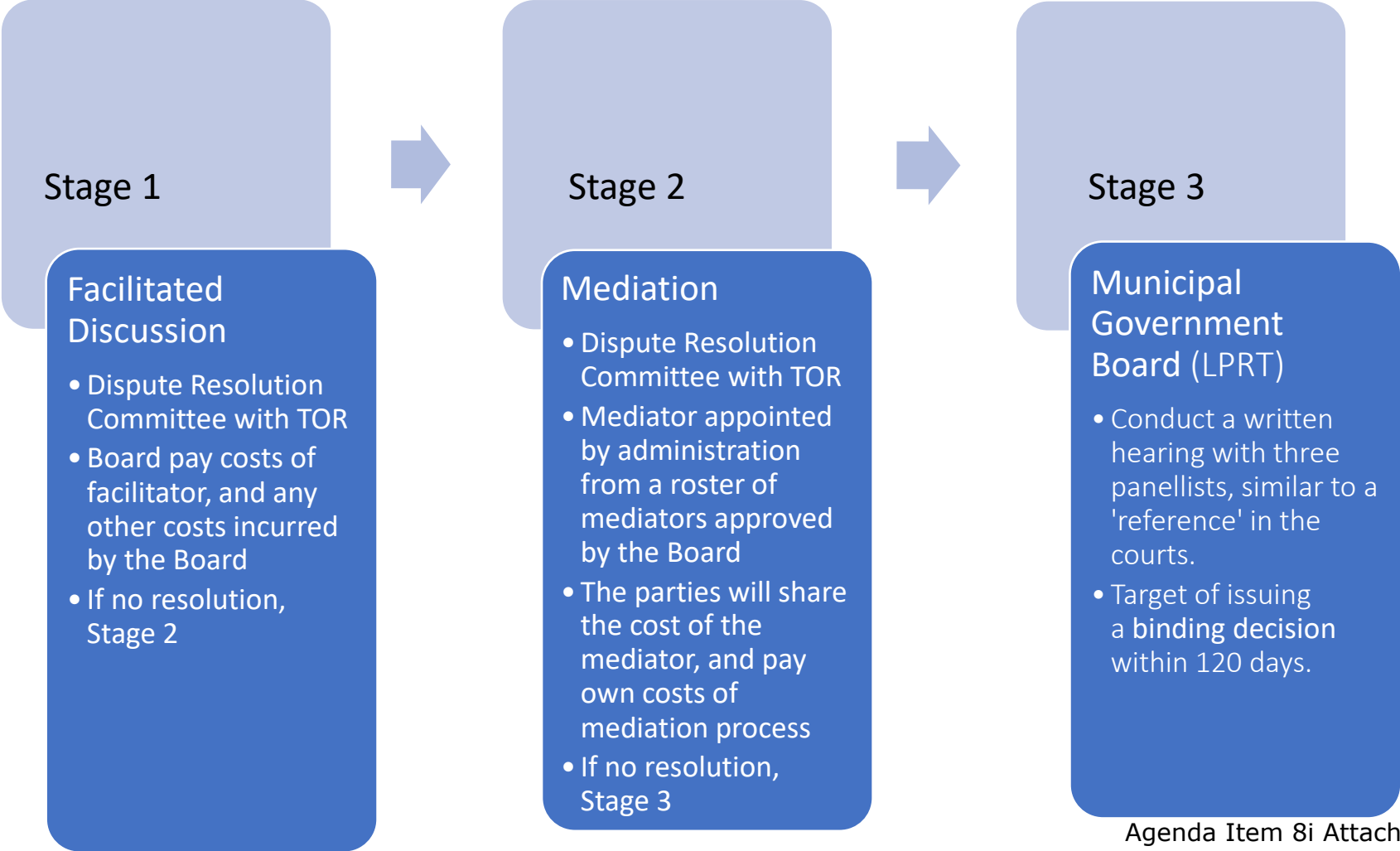


	<p>or mediation between some of the parties.</p> <p>- What is the rationale for exclusion? We would prefer to remove these limitations, or restrict them to the first iteration of the Plans/REF while allowing these tools to be used on future iterations/updates.</p>		
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5. Recommendation

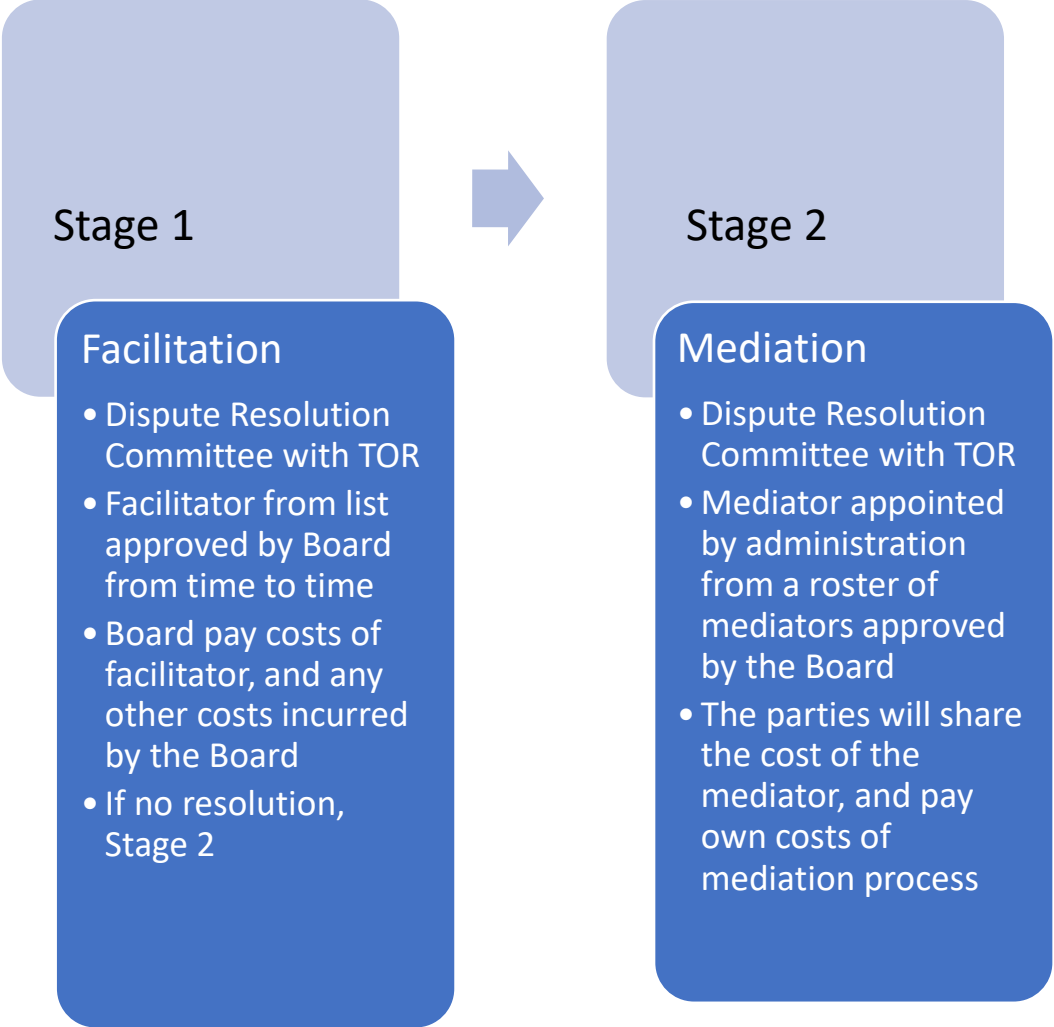
That the Board review and approve the Dispute Resolution and Appeal Process Bylaw.

REF Decision Appeal Process



Agenda Item 8i Attachment

Non-REF Decision Reconsideration Process



Agenda Item 8ii Attachment

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) "Board" means the Calgary Metropolitan Region Board;
- (c) "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
- (e) "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;
- (f) "Notice of Dispute" means a written notice of dispute filed with the Board in accordance with Part 4 of this Bylaw;
- (g) "Participating Municipality" has the meaning set out in the Calgary Metropolitan Region Board Regulation.
- (h) "Regional Evaluation Framework" means the Regional Evaluation Framework prepared by the Board and approved by the Minister pursuant to Section 12 of the Regulation.
- (i) "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 and/ or equitably 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. 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.

3.5. 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 Dispute Resolution 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 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) business 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 must, within three (3) business 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) business 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 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) business 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, 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) business days of said written notice, and shall advise with 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) business 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) business 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) business 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) business 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 the Appellant 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 3.6 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. Subject to Section 6.8(b) of this Bylaw, 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.

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 all three 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	9
Submitted to	Board
Purpose	For Decision
Subject	Economic Development Workshop
Meeting Date	May 14, 2021
<i>Motion that the Board approve proceeding with an economic development workshop</i>	
<p>Summary</p> <ul style="list-style-type: none"> • On multiple occasions, the Board has expressed an interest in exploring regional economic development. In response to this, CMRB Administration investigated the possibility of economic development workshops for the CMRB. • Hatch has significant experience in developing and delivering workshops to regional stakeholders and has offered to deliver a two-part workshop on this topic on June 18 and September 17, 2021. • The objective of the workshop is to provide relevant examples of regional economic development initiatives worldwide and their outcomes for consideration of the Board as they determine future actions regarding regional economic development in the CMR. • At this time it is anticipated these events would be conducted online as international travel restrictions are likely to continue. Hatch has been successfully delivering workshops and meetings virtually for a year now and find it brings added benefits in terms of efficiencies and can help ensure better levels of engagement/participation. • A detailed budget will be provided once the Board has agreed its preferred path forward. As a starting proposal, a single speaker series session would not exceed \$8,000; all three as separate sessions not to exceed \$20,000; and all three topics in a single session (longer in length) not to exceed \$12,000. Hatch is amenable to prepare a pricing proposal for an alternative blended approach, if desired. • Three senior principals from Hatch would attend the workshop and oversee outputs. Their CV's are attached to the proposal. • Members of municipal administrations are invited to attend as non-participating observers to keep online participants to a manageable number for the facilitators. 	
Attachment: Proposed Hatch Speaker Series Proposal	

Agenda Item 9

Calgary Metropolitan Regional Board: Speaker Series Proposal



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Agenda Item 9i Attachment

Objective

- + To help the CMRB Board explore next-step strategic priorities for:
 - + balanced and integrated regional metropolitan growth
 - + resilient diversification from traditional energy dependency
 - + plus, COVID build-back in the midst of global drivers & trends.
- + The focus of any insights should be on:
 - + collaboration among partner agencies and places
 - + lessons adapted for the Calgary Metropolitan Region context
 - + practical options that lead to action

Our Proposal: *Lessons in Economic Diversification*

An interactive Speaker Session for the CMRB Board based on:

A selective review of strategic lessons from other energy-dependent city-region economies that have embarked on economic transition.

+ Suggested themes to cover:

1. **Sector Diversification:** understanding emergent markets with scope to grow
2. **Knowledge Assets:** harnessing institutions to develop specializations
3. **Place Promotion:** for inward investment, capital attraction and talent pull

Topic 1: Sector Diversification

- + **Review** of how carbon dependent economies have identified emergent, priority growth sectors
- + **Exploring** the role of sector mapping, global trend analysis, sector development strategies
- + **Focus** on how to identify & support growth in emerging/tech driven higher value sectors such as clean-tech, professional service/digital, health/meds and agri-tech

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Topic 2: Knowledge Assets

- + **Review** of how city-region growth has been anchored around higher education, research, cultural and HQ assets
- + **Exploring** the role of landmark investments in new facilities, collaboration between institutions, dense active labor markets, knowledge spillovers and net zero innovation quarters/corridors
- + **Focus** on the assets that can unlock growth and how cities around the world have attracted and developed new facilities to stimulate diversification and new economic opportunities

3: Place Promotion

- + **Review** of how city-regions around the world have promoted themselves to attract new business, investment & people using
- + **Exploring** the role of branding, intelligence, soft-landing offer, overseas promotion, investor engagement, virtual showcasing, incentives and after-care etc
- + **Focus** on city-region co-ordination and collaboration across jurisdictions with a central city offer and surrounding communities

Approach

- + Hatch to draft a short Lessons Paper on agreed topics with cameo case studies from selected city-regions, setting out optional pathways for Calgary Region to consider and explore
- + A senior member of the Hatch team would provide CMRB Board with a short presentation of Lessons, followed by a facilitated exploration of how Calgary Region might proceed

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Hatch Speakers



Bob Pell
Global Managing Director
Urban Solutions

Bob is based in New York and has extensive global expertise in planning and across Europe, Africa, Asia and the Americas. Bob leads the Urban Solutions practice in Hatch and specialises in helping city-regions promote diversification and secure investment.

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Simon Hooton
Director Urban Solutions

Simon is based in the UK and has extensive experience of the role of emergent sector growth/diversification, labour markets, place-promotion and innovation to drive regional growth through long term economic strategy and investment.



Pat Gulliver
Director Urban Solutions

Pat has worked with big cities and regions in the Middle East, Asia & UK advising on energy sector transition and the role of innovation corridors/zones in driving growth.



To Be Agreed With CMRB

- + **Example Regions:** to be selected, ideas include
 - + Energy Cities : Houston, Aberdeen, Denver, & Jeddah
 - + Traditional Sector Cities: Turin, Bilbao, Melbourne & Glasgow
 - + Innovation Corridors: Sheffield, M11 London, Oxford Cambridge Arc, Shannon-Limerick, Toronto-Waterloo
- + **Session Structure:** options include
 - + All Three Topics in One Session
 - + All Three Topics Over Three Sessions
 - + Or a combination within?



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HATCH



Patrick Gulliver

Director

Education

University of Glasgow, MPhil Urban Policy
University of Glasgow, M.A. Economics

Professional Affiliations

20-16-present	Director Hatch UK
2014 - 16	Director, ekosgen
2004 - 13	Head of Economic Development & Vice President, AECOM
2001 - 13	Director Economic Development, AECOM
1999 - 01	Director London Office, SQW
1995 - 99	Associate Director Economic Development, EDAW
1993 - 95	Senior Consultant, ECOTEC Research & Consulting (Ecorys)
1991 - 93	Project Manager, Nottingham County Council

Experience Summary

Patrick Gulliver is an experienced economist who specializes in strategic economic development. He is known for his work on the 'economics of place' and city and regional competitiveness. His work has included projects across Europe, the Middle East, and China on Special Economic Zones, Strategic Corridors, Economic Masterplans and Structure Plans. Prior to being Director of Hatch Patrick was a Vice President of AECOM and led the firm's European and Middle East (EMEA) Economic Development team.

Patrick has worked on the development of numerous new cities/city extensions and economic zones around the world. In Alabuga, Russia Patrick undertook work to underpin the Zones development and growth strategy (the largest in Russia). In Kazakhstan Patrick quantified the potential development along strategic logistics routes into China and led a concept plan for a major new economic zone at Khorgos. In KSA Patrick led the economic component of the Jeddah Plans setting out the growth of Jeddah and other economic centers including Makkah and KAEC over the next 20 years. In Guangzhou in China Patrick provided expert inputs into the Baitan Economic masterplan and undertook a detailed development program to realize Baitan's economic goals, and a preliminary development program for selected urban riverfront districts. Patrick undertook workshops for the Shenzhen Municipality to explore how the city might secure balanced economic and social growth whilst maintaining its role as a global economic power. Currently Patrick is working on economic plans for Jazan Industrial City and the Almaty Economic Masterplan in Kazakhstan.

One key area of experience is in the planning and regeneration of post-industrial cities. This work has involved the first Economic Masterplan in the UK for the Creative Sheffield City Development Company involving visioning workshops with public and private stakeholders and key regional decision makers to create a 20 year vision and a blueprint for economic prosperity for the city. Patrick lead AECOM's work on an Employment and Economic Vision for London 2012 Olympic Games as part of the Legacy Masterplan and leading a multi-disciplinary team developing an International Vision for Cardiff to position the city as a European Capital.



In response to the global economic recession Patrick developed a National Index of Economic Resilience and developed recessionary scenarios for a number of cities across the North of England to help quantify short, medium and long-term impacts. These were used to develop recovery strategies and new resilient and diversifies economic futures. This project was then rolled out in China in partnership with the Beijing University.

Patrick also lead AECOM's work on developing a huge area on the North Bank of the River Tyne which looked at reconnecting the population and local towns with the waterfront allied to new highly productive economic quarters specializing in renewable and marine engineering. Patrick also led the North Wales Development Strategy and, the Clyde Valley Green Infrastructure program.

Patrick has led the economic inputs into major regional strategies and masterplans in: China, Iraq, Egypt, Dubai, KSA (Jeddah & Riyadh), Kazakhstan, Dubai, Abu Dhabi, Moscow and the U.S. Patrick has a strong track record in Special Economic Zones having undertaken EZ work and feasibility studies for new Zones in Moscow, Kazakhstan, Azerbaijan, Jeddah and Jazan (in KSA) and numerous Governorates across Iraq.

Project Experience

Gautrain Capacity Study and Corridor Strategy, South Africa

Patrick undertook detailed impact modelling and wider economic benefits impact assessment and developed a project prioritization model for a significant investment programme in Gautrain by the GMA. This included new stations, price strategy, parking and other development of transport nodes.

Gauteng Province Reindustrialization Program, Gauteng, South Africa

Consultant & Economist, Decision making support, feasibility studies, and impact analysis for a suite of industrialization projects across the Gauteng Province in key sectors, including: power generation, agricultural productivity, trade and industry infrastructure, small business and entrepreneur empowerment, waste processing, advanced manufacturing, and tourism. Benefits from reindustrialization projects drive forward a provincial and national effort toward "radical economic transformation," of the South African economy.

Euston Innovation District Vision, Lendlease

This study was to position the Euston area as a major life science innovation hub taking advantage of the additional infrastructure investment represented by HS2 together with the world class assets located in the proximity of the station including the Wellcome Foundation, Crick Institute and UCL and UCLH. Patrick led the Innovation concept development phase and the sector growth projections. The project aimed to keep the distinct cultural features around Euston as part of the Vision whilst creating a new high value economic driver in the Capital.

Enfield Inward Investment Strategy, London Borough of Enfield

This project looked at creating distinctive economic drivers on key locations within Enfield targeting Transit Oriented Development in town centres and a range of business focused employment options growth at Meridan Water. The work involved a range of socio-economic and retail analysis combined with a clear investment strategy to create attractive and competitive locations for investment and to retain talent and skills.

Limerick City Masterplan, Limerick City and County Councils

Patrick led the economic component of this multi-disciplinary commission to prepare an economic strategy and spatial masterplan for the historic city of Limerick in Mid-Western Ireland. The Economic Masterplan included a



detailed city centre masterplan and also a detailed assessment of the economy and a plan for diversification of the economic base and a transition to a higher value economy. The City Centre Strategy was key to this assignment and included distinctive public realm, new city districts and re-positioning the city against competing locations on the outskirts.

Alabuga Special Economic Zone Growth Plan. Client: Strategy Partners Moscow and Alabuga SEZ

The Alabuga Special Economic Zone was established on December 21, 2005, in Yelabuzhsky District, the Republic of Tatarstan. With an area of 20 km² Alabuga is the largest special economic zone of industrial type in Russia. The SEZ Alabuga is located 210 km away from the city of Kazan, the capital of the Republic of Tatarstan, and 1028 km from Moscow. Patrick led a strategy to establish a d growth strategy for the SEZ based on best practice globally on infrastructure and incentives to underpin the growth of Alabuga and establish a genuine cluster in advanced automotive industries.

Moscow International Forum. Client Strategy Partners Moscow

Patrick prepared a comprehensive a report and presentation on potential International economic masterplan for discussion at the Moscow Economic Forum 2012.

Shenzhen City Competitiveness Strategy Workshops

Patrick working with McKinsey held a series of workshops for the Shenzhen Government to advise on maintaining economic growth and the direction of future growth to achieve its ambitions to become “an internationally advanced city”. The City leaders of Shenzhen are looking to develop high-tech, creative and financial industries within the City and required a competitiveness strategy to ensure balanced economic growth. Patrick provided practical advice and ran further workshops based on his extensive experience of economic development and the creation of Special Economic Zones across the world.

Jeddah Stormwater Management programme Ad Hoc Area Concept Masterplan and Infrastructure Design 2012

AECOM are preparing land use and structure plans for 9 Ad Hoc (unplanned) areas in order within the city to respond to the recommended regional and local storm water management strategy. In addition the development of the ad hoc areas is intended to further the economic objectives set out in the Jeddah Regional Strategy and enhance social and community infrastructure. The end product will be a discrete concept masterplan for each of the Ad Hoc areas. Patrick lead workshops in Jeddah to ensure stakeholder consensus.

Al Harrat Spatial and Economic Plan 2013

Patrick led the socio-economic inputs into a spatial and economic plan for a settlement (situated between Jeddah and Makkah) 115,000 people as it drives a significant proportion of regional economic growth over the next 20 years. Work included population, and employment forecasts alongside business and market surveys.

Jeddah Spatial Framework Plan 2013 Client: Jeddah Municipality

The Jeddah Spatial Framework Plan (SFP) was one of several streams of work occurring under the Jeddah Plans Programme The SFP is intended to ensure a holistic and integrated approach is taken to the implementation of infrastructure and development and establishes a preferred Spatial Plan for Jeddah up to the year 2033. Underpinning the SFP is the need to assess the desired phasing, scale and character or urban growth for the city and provide a robust evidence base to support future delivery and implementation.

Khorgos Special Economic Zone Conceptual Masterplan



Patrick has led the economic inputs into a detailed strategy and conceptual masterplan for a new Special Economic Zone in Kazakhstan at Khorgos on the border with China. The Special Economic Zone will be a major logistics hub and transit facility which drives economic growth in the region. Strategically located on the Chinese border the Economic Zone will position Kazakhstan as a major trading partner in the region. This study has involved detailed macro and micro economic analysis and the study and projection of trade flow across borders.

International City Resilience Project China. Client: CASS Beijing

Patrick worked with the Chinese Academy for Social Sciences in Beijing to develop a tool to calibrate, measure and anticipate economic growth of Chinese cities and identify key issues of overheating, infrastructure and social amenity gaps. The project looks to promote sustainable and balanced growth in some of the most rapidly urbanizing cities in the world.

Dubai Urban Masterplan 2020. Client: Dubai Municipality

Patrick as part of a consortium led by AECOM produced a strategic city plan for Dubai which set the strategy for sustainable economic recovery, and established the model for city governance. Key to the plan is defining a preferred spatial direction for the city that responds to the city's long-term needs while enabling immediate priorities for investment and recovery. This work will address integrated approaches for urban infill and growth, environmental management, social and economic development, mobility and urban management. Patrick provided expert inputs into the demographic analysis and sector projections.

**Structure Plans for 4 Provinces of Iraq (2010-2015). Client: Ministry of Municipalities and Public Works
Iraqi Governorates of: Salah Al-Deen, Qadisiya, Karbala and Al-Anbar**

Patrick provided technical inputs to an AECOM team engaged in the development and preparation of structure plans for four Iraqi provinces. The structure plan considers the economic, social and environmental realities and potentials of each province in the context of local, national, regional and international considerations, and sets out a development framework for a twenty year period. AECOM is collaborating on these projects with local consultant partners and engages central and local government officials and related stakeholders throughout the project process. This requires the AECOM team to have appreciation and consideration of local cultural traditions and requirements, together with strong project management procedures.

Petronia- Ghana's Energy City. Client: Petronia Developments

Patrick is currently finalizing a large project to estimate the demand for real estate in Western Ghana from new off-shore oil and gas development. This has involved forecasting production and labour recruitment in the oil, gas and minerals sectors, in addition to assessing market sentiment and viability on the ground in Accra (Ghana's Capital) and Takoradi in Western Ghana where the oil development is proposed.

Jazan Economic City Strategy Review CLIENT: Saudi Aramco

Patrick undertook a review of the economic sector strategy, real estate demand assessment and operational plan prepared by a third party for this new city of more than 80,000 residents planned in southwestern Saudi Arabia. This included reviewing the macroeconomic, demographic, policy and competitive context for the project; interviews with existing investors and tenants; benchmarking study; and testing and revision of Excel models for population growth and floorspace requirements. The review culminated in recommended revisions to the Masterplan, other strategic actions, and a governance and implementation structure to ensure the success of the project.



Economic Plan for Jazan Industrial City, KSA

Patrick led the economic plan for Jazan Industrial City, one of the economic cities being developed by Royal Commission of Jubail and Yanbu. Patrick worked on the identification of potential down-stream industries related to oil refining, steel production, port centric manufacturing and sugar refining. Hatch also completed a benchmarking exercise of economic cities and special economic zones (SEZs) around the world. Some of the undertaken tasks include: policy development, projection of population & employment, evaluation of existing infrastructure, and bottlenecks/deficiencies identification.

Greening Riyadh Incentives Study for Riyadh Development Agency

Patrick is developing a series of financial and non-financial incentives to encourage greening practices to be adopted by the public and private sector across Riyadh.

Concept Plan Development for the City of Almaty, Kazakhstan

This Hatch project required the team to develop a concept masterplan for the city of Almaty that would define the city's development needs and agenda, and ultimately form the brief for the detailed masterplan. Patrick's team developed the economic narrative to underpin the masterplan and actively contributed to the analysis of city data as well as to the conceptual design of the city plan.

Mina Zayed Master Plan CLIENT: Abu Dhabi Urban Planning Council

A Socioeconomic Study as part of the Masterplan for this strategic 600-hectare waterfront site in downtown Abu Dhabi. This comprised a detailed investigation of current uses, socioeconomic assessment and forecasting for Abu Dhabi, and studies of markets including residential real estate, commercial property and tourism. This was used to recommend a development approach, land use schedule and sequencing plan, which supported the development of spatial options.

Egypt Sokhna Special Economic Zone. Client: MAIN Development Company

Working with Jebel Ali Free Zone International (JAFZI) we are currently developing their technical and financial proposals for MAIN Development Company for the Development of the Sokhna Special Economic Zone (SEZ). We are developing concept masterplan options for the zone, including projections of future infrastructure based on foreseen industrial demand, preliminary infrastructure designs, detailed study of the bonded and un-bonded connections to the SEZ from the port, a future expansion possibility plan, and the development cost estimates. Patrick undertook a detailed economic analysis to support this assignment.

Baitan Economic Masterplan. Guangzhou Municipality China.

AECOM economic team and the College of Geography and Planning Sun Yat-Sen University worked together to complete a study of land development patterns and implementation strategies for the Baitan Economic Zone. Development programs that could realize the city's economic goals, and a preliminary development program for selected urban riverfront districts. The plan was illustrated by selected national and international case studies in particular the Sheffield, Cardiff and London 2012 plans that were had been developed and presented by Patrick in a series of workshops in Guangzhou.

London 2012 Legacy Masterplan Framework. Client: London Development Agency

AECOM is led a consortium developing a Legacy Masterplan Framework (LMF) for the Olympic Park. The purpose of the LMF is to establish the key principles to achieve the overarching urban regeneration ambitions for the site over a long period of time - the LMF currently envisages an "end-state" in 2040.



Sheffield Economic Masterplan. Client: Creative Sheffield and Sheffield City Council

AECOM led the preparation of the Sheffield economic masterplan for Creative Sheffield, the first City Development Company in the UK. The masterplan provided the blueprint to guide economic development within Sheffield over the next 15 to 20 years and position the City at the forefront of the urban policy debate.

Cardiff International Economic Vision. Client: Welsh Assembly Government

Patrick led the economic strategy for Cardiff to prioritize interventions that will unlock growth and encourage continuing investment. Cardiff's economic performance over the next 10 years will depend on how the city responds to global drivers and also delivers against the economic challenges.



Bob Pell, BSc Soc Sci, Dip Urb Plg, FRICS

Managing Director, Urban Solutions

Education

Bachelor of Social Science, Economics and Politics, Southampton University, UK
Post-graduate Diploma in Urban Planning, Oxford Brookes University, UK

Professional Affiliations

Urban Land Institute
Lambda Alpha International
Fellow Royal Institute of Chartered Surveyors, UK

Experience Summary

Bob Pell specializes in planning, economic development and evaluation projects from strategic level to practical implementation. Bob has considerable experience of industrial, commercial and mixed use development from the perspective of consultant, private developer and public sector official.

Bob trained and worked in the UK before leading many international projects for EDAW which merged in to AECOM. Other experience was with Milton Keynes Development Corporation, Conran Roche Group, Conran Roche property development. Bob joined Hatch in January 2016.

His career has spanned both the public and private sectors and he has specialized in the re-use of land, frequently advises public sector agencies on policy, strategy and alternative schemes for project implementation.

Selected Experience

30 Year Vision Plan for Port Authority of New York New Jersey

Bob is leading the stakeholder engagement and senior executive client engagement for this long term plan for the commercial Port lands considering impact of changing markets, technology, commercial needs and highest and best land use options.

Durban Aerotropolis Smart City Guideline Development, Durban, South Africa

Master Plan of a 32,000 acre, 42B USD city building initiative providing a framework for coordinating investment in one of Africa's premier trade and business hubs. Anchored by an international airport and close to Africa's busiest seaport, the 50-year master plan is specifically designed to accelerate business efficiencies and enhance the global supply chain.

Bandar site master plan, Kuala Lumpur, Malaysia

Team leader, Competition masterplan for 200-hectares (480-acres) of the previous airport site in central Kuala Lumpur, The site is the future home of the terminus for the KL to Singapore high speed rail Malaysia . Plan includes over a 100 million SF of mixed use high-rise development with major transport interchanges including LRT, MRT, new highway and road facilities. The plan is being developed to suit the financial goals of major Chinese and Malaysian developers.

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Selected Experience while with previous firm

The Tidal Schuylkill River Master Plan, Schuylkill River Development Corporation, Philadelphia, PA

Principal-In-Charge, Plan identifying transportation and linkages to and within neighborhoods, potential development parcels, extensive stakeholder engagement and detailed edge treatments for the river. Includes economic impact analysis of investment options, land use and transportation alternatives.

West Philadelphia University City District, University City Business Improvement District, PA

Principal-In-Charge, Led the economic strategy and stakeholder engagement process to improve relationships around University of Pennsylvania, Drexel University and major employers with surrounding neighborhoods.

Surabaya Investor Forum, Indonesia.

Principal-In-Charge, Developed investment scenarios for the city, identified investors, presented opportunities to them and shaped the negotiating strategies for attracting new investment.

Suzhou Creek Urban Design and Planning, Shanghai, China

Executive sponsor, plan to develop the long-ignored second river of Shanghai, identifying development sites, improvements in river edge treatments and enabling economic development along the riverside.

Chester Downtown Riverfront Masterplan, PA,

Principal-In-Charge, Economic development strategy and detailed plans for the regeneration of an industrial based small city suffering from social and economic challenges, includes economic impact analysis of investment options, land use and transportation alternatives.

Port of Los Angeles Phase 1 Redevelopment Analysis, CA

Principal-In-Charge, considered options for redevelopment of San Pedro waterfront, producing economic alternatives resulting in an award-winning design, new public amenities and reconnecting Port Waterfront land to the commercial core of San Pedro.

City of East Chicago, Indiana's Strategic Waterfront Redevelopment Plan, , East Chicago, IN

Principal-In-Charge, Plan incorporates HUD HOPE VI revitalization funds and proceeds from gaming for renewal of this former industrial waterfront.

Port St. Joe, St. Joe Corporation, FL

Principal-In-Charge, Master plan and implementation strategy for the revitalization of Port St Joe. Repositioning strategy for a coastal Florida deep water port town. The town's economy is shifting as the pulp and paper industrial base as the area changes.

St. Joe West Million Acre Plan, Florida Panhandle, FL

Principal-In-Charge, led the economic input to the master plan for one million acres of forest land owned by the St Joe Corporation, to give them a strategy to invest 15% of the land for development and preserve the remaining 85%. Led to investment in infrastructure, roads, airport and land clearance to produce new communities, recreation and new employment into the NW coastal area of Florida.



Brighton Seafront Strategy, Local Council and English Tourist Board, UK

Principal-In-Charge, Prepared a development study to attract considerable investment into the seafront area which was given initial funding by the Council.

Butlers Wharf Adaptive Re-Use Strategy, Private Client, London, UK

Principal-In-Charge, Developed mixed use proposals for 1,000,000 square feet of unused building space on Butlers Wharf overlooking Tower Bridge in London.

Cardiff Bay Revitalization Strategy Review, Cardiff Bay Development Corporation, UK

Principal-In-Charge, Evaluated and updated the Cardiff Bay Revitalization Strategy, one of the largest urban revitalization projects in Europe.

Cutty Sark Gardens, London Borough of Greenwich/London Tourist Board, UK

Principal-In-Charge, Prepared landscape and development proposals as part of the Greenwich Waterfront Strategic Development Initiative.

Royal Docks Development Framework, English Partnership, London, UK

Principal-In-Charge, Prepared a strategic Development Framework for 50 hectares of land surrounding the Royal Docks in the London Docklands.

Alexandria Resort Community, Barons Court Sports & Leisure, Alexandria, Egypt

Principal-In-Charge, Developed a masterplan and detailed implementation program for a 550-acre site on the Mediterranean coast of Egypt.

Bermuda Baselands, Government of Bermuda

Economic Development Principal, Preparation of economic feasibility studies for four former military waterfront sites, including running the Developer competition to find investors and advising on new organization to take forward the base redevelopments.

Hyderabad and Tirupati Tourism Masterplans for the Chief Minister of Andhra Pradesh, India

Principal-In-Charge, Plan to guide investment and improvements in infrastructure to develop tourism in two important areas of the state of AP.

Palestine 2010 Tourism Strategy, Palestine

Principal-In-Charge, Led the World Bank-funded, economic strategy to boost tourism in key cities in Palestine—Bethlehem, Hebron, Gaza, Ramallah—covering infrastructure improvements and new development investment opportunities.

Petra World Heritage Site Tourism Study, Jordan Environment ministry, Petra, Jordan

Principal-In-Charge, Summer Student Program to devise an economic strategy for the development of the areas close to Petra World Heritage site, plus detailed wayfinding and improvements to the site itself.

Subiya New City, confidential, Kuwait

Principal-In-Charge, led the Masterplanning for a proposed major extension of Kuwait City for an international private developer consortium.



Suzhou International Planning Workshop, Suzhou, China

Principal-In-Charge, led the development of a plan for the revitalization of the old canal based city.



Simon Hooton

Director

Education

MSc, Public Policy & Administration, London School of Economics, London, UK
BEng & BComm (Hons), Manufacturing Engineering & Economics, Birmingham University, Birmingham, UK

Employment History

Director, Hatch, 2018-present
Director, Regeneris Consulting, 2003-2018
Senior Consultant, SQW Limited, 2001-2003
European Policy Officer, Voluntary Sector North West, 1997-2000
Policy Research Officer, Chartered Institute of Housing, 1995-1996

Years in Practice

21

Experience Summary

Simon is a Director at Hatch Associates. He leads on our research and consultancy on sectors, competitiveness, innovation, business support and place-promotion. Throughout his career he has led appraisals, evaluations, business planning advice, economic impact assessments and strategy development for a wide range of public and private sector clients and partnerships. He has a first degree in Engineering & Economics and a Masters Degree in Public Policy & Administration.

Simon has helped projects secure £millions from public sources by helping clients make the case for investment using business case modelling tools and developed detailed operational plans underpinned by impact assessments, financial projections, management/governance plans, options assessments and risk analysis. He has worked widely for municipalities and economic partnerships across the UK and in Canada.

Simon has developed long term, evidence-based strategies and action plans to drive economic growth and diversification. He has led on city-wide and regional economic strategies which embrace people, business, investment and infrastructure. He has a track-record of working with senior leadership teams and boards to explore options and develop shared strategic visions. He has a broad experience of facilitating consultation with stakeholders to better understand common economic challenges and find way to help places capitalise on global growth opportunities.

Simon's specialist areas of insight and focus are in

- the role of digital technology and infrastructure in driving economic growth
- understanding local business demography and sectors trends to support growth and diversification
- assessing skills and labour market factors as a barrier and driver of economic change and opportunity
- exploring the role of place promotion, culture and tourism to help secure new investment and attract visitors to enhance perceptions and increase footfall.



Selected Experience

West Midlands Growth Company: Trade, Tourism & Investment Business Case

Simon was the study manager for our recent work helping the West Midlands secure £21m of government investment to promote the region to visitors as the city of Birmingham hosts the Commonwealth Games 2022. Simon oversaw all aspects of the case making exercise and provided expert inputs into the economic impact modelling. The Outline Business Case has just received approval from the Department for Culture Media & Sport.

COVID Recovery Plan, North Wales Economic Ambition Board

Simon led a team of analysts and advisors working for the economic partnership to help develop an evidence base on the local impact of COVID on jobs, and businesses. The team assembled a comprehensive quantitative and qualitative assessment of the factors driving threats and opportunities for the economy and worked with partners to establish a programme of recovery interventions that would help public and private organisations accelerate their growth and diversification from the pandemic.

Peer Networks Evaluation, UK Government

Simon is leading a team of expert evaluators to assess the performance and impact of one of the UK government's flagship business support responses to COVID. Our team is assessing the design and delivery of this networking programme that has supported over 4,000 companies to explore how they can address the immediate operating challenges they face and lead the recovery of their business operations as the lockdown restrictions ease. Simon is overseeing the design and operation of survey work to assess the experience of participating businesses and estimate the overall impact of the scheme on the recovery.

Mississauga Economic Development Strategy, City of Mississauga, Ontario

Simon led our major city economic strategy exercise to advise the City of Mississauga on its growth strategy and priorities. The strategy exercise assessed the assets, competitiveness and threats facing the economy and consulted widely with city agencies and partners on its future growth priorities. He helmed a team that advised the senior executives in the city to develop a plan to secure investment, secure new jobs and drive economic growth.

Cheshire & Warrington Value Proposition

Simon delivered our research backed advice to Cheshire & Warrington on the priorities opportunities to drive economic growth through inward investment. He oversaw extensive data analysis and deep dive reviews of sectors as well as commissioning a future market review to help develop strategic advice to the client.

Economic Impact of Small Modular Reactors

Simon is working with commercial operator of SMRs to develop a impact assessment of their potential to help drive growth and innovation in the Canadian economy.

Atlantic Canada Clean Tech Sector Mapping & Innovation

Simon led a Hatch team to map out the scale and shape of the emerging clean tech sector establishing its itself along the coast of Newfoundland and Labrador. The teams work involved identifying business diversifying away from established oil and gas related activities into clean tech solutions and undertaking survey and consultation work to identify local strengths and assets that could be harnessed to drive sector growth.

Visit England Tourism Impacts

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Simon was the principal point of client contact on our work to assess the value and returns on business tourism promotion sponsored by the Visit England. He helped guide the team in the analysis and provided quality control support on the final outputs.

Vaughan, Ontario Economic Development & Tourism Strategy

Simon worked with Cinnamon Toast, a branding agency, to generate evidence on the economic assessment of the city and help create a brand to promote the city to investors visitors and residents. The work involved analysing the evidence on Vaughan strengths and weaknesses, assessing current approaches to digital promotion, engaging with stakeholders and potential audience members and generating content for the city's web site.

BFI Animation Sector Mapping

Simon led our work for the British Film Institute working with Glassai to map the scale and structure of the UK Animation sector. We used novel and conventional data sources to estimate the size of the sector in terms of business numbers, jobs and GVA. Our work also allowed the client to understand the subsector that make up the sector and identify areas of strength and weakness for future expansion.

Employment Zoning Case Study Research for Toronto Board of Trade

Simon helped lead our work developing case study research for the Economic Blueprint Institute (EBI), Toronto Board of Trade, to support its formulation of a position on Ontario's emerging Provincially Significant Employment Zones (PSEZ) policies. The research will investigate how large and rapidly growing metropolitan areas around the world designate and safeguard employment land.

London Economic Development and Skills Strategy, Greater London Authority

Engaged by the GLA to help establish a city-wide long term strategy for economic development and skills across the 33 districts. Simon led the team who were directly involved in running a series of facilitated workshop events with partners from business and agencies across the capital. Our team provided analytical support and advice direct to the GLA team and deputy mayor for skills on the focus and priorities for competitive and inclusive growth. Our work was used by the Mayor's office to support the case for change to the Assembly member and stakeholders across the city.

Economic Impact of Business Tourism on London Economy, London & Partners

Oversaw a commission by the City's tourism and inward investment agency to develop an economic impact model to assess the value of their support to business tourism in London. Simon's team developed a simple-to-operate economic impact model drawing on survey feedback from event organisers and established economic benchmarks to generate impact estimates for the events they help bring to London. The impact tool is being used by London & Partners to identify which conferences, expos and major events to support, based on the scale of economic footprint they might generate. The evidence we generated has also help demonstrate the overall impact and Return on Investment of their work year on year.

Future Cities Impact Assessments, UK Future Cities Catapult

Led our work for this national UK agency to develop a comprehensive tool which could capture the potential economic benefits of a wide array of smart and technology solutions for service delivery and city operations. We engaged widely with cities across England (Liverpool, Bristol, Manchester, London and Milton Keynes) to understand the range of initiatives being developed and reviewed the research on impacts, effectiveness and benefits. Our team developed a simple to understand framework and tool which captures the efficiency and



effectiveness benefits on services users and delivery organisations. The framework is being used by the Catapult to identify priority investments in new services areas.

MIDAS/Marketing Manchester Impacts

Simon led our impact assessment work for the two agencies promoting investment and tourism to the city of Manchester. He worked with the client to understand their reporting requirements and helped develop a practical solution to ensure they could robustly demonstrate their value and make the case for increased investment to the Combined Authority and central government.

Midlands Engine Strategy, Midlands Engine Partnerships

The Midlands Engine covers the heart of England, incurred around Birmingham and covering a population of 10 million people and 800,000 businesses and 20 universities. Simon led a series of workshops to generate a new pan-regional strategy for economic growth that has now been adopted by national government. The team covered topics of trade and investment, skills and business environment, engaging with businesses, councils and universities to understand their priorities and strengthen their case for securing investment.

Scale and Extent of Economic Links between Leeds and London

Oversaw our work to analyse the economic connection between London and one of the UK's other core cities, Leeds, which is 150 miles to the north. The report used quantitative data on the two cities and a series of stakeholder interviews with businesses operating in both cities. The team's evidence was used to make the case for stronger investment flows between the two cities based on shared business sectors, university connections and stronger transport links. The findings have been used at chief executive level and recently helped Leeds secure investment from the national TV broadcaster Channel 4 to the city and was used as collateral at the MIPIM Cannes property show.

Investment in Emerging Technology Sectors for Greater Manchester

Overseeing our review into the market for inward investment in Greater Manchester from companies diversifying into new technology adoption. We were commissioned with the Open Data Institute to use novel approaches to sector and asset mapping of businesses and universities and to generate value propositions for the city's inward investment team to identify and attract potential investors.

Opportunities for Supporting the Growth of Manufacturing in Greater Manchester

Working in partnership with property market specialists, Simon led a team that developed a strategic and operational plan to support growth in manufacturing business in the city-region. Work identified manufacturing sub-sector strengths, explored the specific growth barriers and needs of the businesses, assessed the commercial property market offer for manufacturing businesses and culminated in advice on how the city can support advanced competitive manufacturing-led economic growth.

Greater Manchester Business Productivity and Inclusive Growth Programme

Simon's team was commissioned by the principal agency overseeing business growth in the city region to develop their case for £40m GBP in a programme of business support in technology adoption, innovation, finance, exporting and general advice. The team assembled supporting evidence on demand, advised on the design of the service and drafted each of the five cases involved in a Green Book Compliant Business Case and undertook economic impact modelling to help secure outside investment in the scheme for the city-region Mayor.



Greater Manchester Digital Infrastructure Impact Study

Led a team that provided advice to boroughs across Manchester to help secure investment in enhanced broadband for the city. Simon's team quantified the potential economic impact of the investment planned for the ten boroughs and help secure a mix of investment based on reliable evidence on the employment effects, economic outputs benefits and effects such as flexible working and home based businesses. The team was subsequently commissioned to evaluate the impacts generated on the economy drawing on our own survey evidence from businesses.

GCHQ & Cheltenham Cyber Sector Mapping Study

Simon oversaw our worked with Glassai mapping the UK cyber security sector. We worked with the national security an intelligence agency GCHGQ t asses the scale of cluster concentration around the national head centre of excellence. Our work used Glassai's novel web scraping and machine learning tools to identify cyber businesses. Allied with conventional data sources we were able to establish a robust picture of the state of the UK sector.



Calgary Metropolitan Region Board
Agenda – May 21, 2021
9:00 AM -1:00 PM
Go-To Meeting/Call-In

Meetings are recorded and live-streamed

CMRB Admin will utilize the recording function on GoToMeeting as a backup recording in case an internet connection is lost and CMRB's YouTube account is unable to record the meeting. When the recording function is enabled, you will hear an audio prompt notifying that the meeting is being recorded.

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|--|--------------|--------------------|-----------|
| 1. Call to Order & Opening Remarks | | Clark | |
| 2. Adoption of Agenda | | All | |
| For Decision: Motion to adopt and/or revise the agenda | | | |
| 3. Review and Approve Minutes | (Attachment) | All | 3 |
| For Decision: Motion that the Board review and approve the Minutes of the May 14, 2021 meeting | | | |
| 4. Board Vision | (Attachment) | Clark/
Copping | 9 |
| For Decision: Motion that the Board approve the Vision Documents | | | |
| 5. Proposed Growth Plan Changes | (Attachment) | Tipman/
Copping | 23 |
| For Decision: Motion that the Board approve each of the suggested changes to the Draft Growth Plan document | | | |
| 6. Final Draft Growth Plan | (Attachment) | Tipman/
Copping | 49 |
| For Decision: | | | |
| A) Motion that the Board individually approve each policy section of the final draft Growth Plan | | | |
| B) Motion that the Board approve the final draft Growth Plan and direct administration to finalize the document and send it to the Minister of Municipal Affairs | | | |
| 7. Final Draft Servicing Plan | (Attachment) | Graves/
Copping | 51 |
| For Decision: That the Board approve the final draft Servicing Plan and direct administration to finalize the document and send it to the Minister of Municipal Affairs | | | |



8. Regional Evaluation Framework (REF) (Attachment) Tipman/ **94**
For Decision: *That the Board approve the final draft
Regional Evaluation Framework and direct administration to
finalize the document and send it to the Minister of Municipal Affairs*
Copping
9. Draft Code of Practice for Composting Facilities (Attachment) Copping/
For Decision: *Motion that the Board approve the draft letter
to the Waste Policy Section of Alberta Environment and Parks*
Graves
10. Roundtable All
11. Next Meeting: Friday May 28, 2021 @ 9AM
12. Adjournment Clark

Upcoming Meetings:

Board Meeting	Friday May 28 @ 9:00	GoTo Meeting
Indigenous Awareness Workshop	Thursday June 3 @ 9:00 -11:30	TBD
Indigenous Awareness Workshop	Friday, June 11 @ 9:00-11:30	TBD
Board Meeting / Indigenous Awareness Workshop	Friday, June 18 @ 9:00-12:30	TBD
Governance Committee	TBD	GoTo Meeting
Advocacy Committee	TBD	GoTo Meeting



Minutes of the Go-To Meeting of the
Calgary Metropolitan Region Board
on Friday May 14, 2021

Delegates in Attendance

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

CMRB Administration:

Greg Clark, Chair
Jordon Copping, Chief Officer
Liisa Tipman, Project Manager–Land Use
Jaime Graves, Project Manager–Intermunicipal Servicing
Shelley Armeneau, Office Manager
JP Leclair, GIS Analyst

1. Call to Order & Opening Comments

Called to order at 9:30 AM. Chair Clark noted that the agenda will be completed irrespective of time.

2. Approval of Agenda

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

M 2021-65

Motion: That the Board approve the agenda of the May 14, 2021 meeting.

Motion carried unanimously.

3. Review and Approve Minutes

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

M 2021-66

Motion: That the Board approve the Minutes of the May 6, 2021 meeting.

Motion carried unanimously.

4. Growth Plan Modelling Appendix

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

M 2021-67

Motion: That the Board approve the draft modelling work and results to be included the Growth Plan as an appendix.

Motion carried unanimously.

Motion Arising:

Moved by Mayor Nenshi **Seconded by** Reeve Oel, accepted by Chair.

M 2021-68

Motion: That the Board direct CMRB administration to develop a plan to monitor the changes in the indicators following the adoption of the plan.

Motion carried unanimously.

Motion Arising:

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

M 2021-69

Motion: That the Board request further information around assumptions that went into modelling and all indicators that were generated by the modelling be shared with the Board.

Motion fails.

5. Proposed Growth Plan Changes

Members discussed agenda item 5, Table 1 as set out in the agenda package and the following motions were made.

Item 1 Truth and Reconciliation

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

M2021-70

Motion: That the Board approve policy option b): The CMRB will seek to build meaningful and mutually beneficial long-term relationships with Indigenous Nations and communities in and around the Region.

Motion carried unanimously.



Item 2 Existing ASPs and ARPs

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

M2021-71

Motion: That the Board does not adopt the proposed change and retain 3.1.8.4 of the Growth Plan.

Motion carried.

**Note there was no item 3 in the table.*

Item 4 Definition of Regionally Significant

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

M2021-72

Motion: That the Board add to the Glossary of Terms:

Regionally Significant means:

- (a) of a scale or scope that may impact or benefit two or more municipal members as the context may apply; and
- (b) development of scale, scope, or proximity that it will benefit or have impact on regional transit and transportation corridors, energy corridors and utility corridors, natural systems and/or infrastructure.

Motion carried.

Item 5 Hamlet Growth Areas

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

M2021-73

Motion: That the Board adopt option a) which states:

Incorporate the location exception for Foothills Hamlet Growth Areas. The Hamlet Growth Areas will still be required to meet all other policies of the Growth Plan including policy 3.1.7.5..

Motion carried unanimously.

Item 6 Identifying size criteria for Small Employment Areas

Motion Arising:

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

M2021-74

Motion: That the Board amend the change proposed in Table 1, item 6, as proposed to read:

Add policy 3.1.6.1.b)iv

iv) Small Employment Areas less than four hectares (10 acres), not permitted within two kilometres of an Urban Municipality or a Joint Planning Area unless the location is within an area designated for employment area development within an adopted Intermunicipal Development Plan.

Motion fails.

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

M2021-75

Motion: That the Board adopt the change proposed in Table 1, item 6, as proposed:

Replace policy 3.1.5.4 with policy 3.1.6.1.b)iv

iv) Small Employment Areas less than eight hectares (20 acres), not permitted within two kilometres of an Urban Municipality or a Joint Planning Area unless the location is within an area designated for employment area development within an adopted Intermunicipal Development Plan.

Recorded vote requested: In favour: Foothills, Rocky View, Wheatland.
Opposed: Airdrie, Calgary, Chestermere, Cochrane, High River, Strathmore, Okotoks.

Motion fails.

Item 7 Harmony/Springbank Employment Area

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

M2021-76

Motion: That the Board adopt the proposed change which states:

Keep Policy 3.1.3.4 as approved by the Board and Add Policy 3.1.3.5 and 3.1.3.6

3.1.3.5 Employment Areas outside of a Preferred Growth Area shall be identified as follows:

Springbank Airport Employment Area.

3.1.3.6 Planning for the Springbank Airport Employment Area shall comply with the policies of 3.1.3.4 and include a collaborative planning process.

Motion carried unanimously.



6. Draft Final Servicing Plan

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

M2021-77

Motion: That the Board approve the final draft Servicing Plan.

A member noted that not all of the council presentations have been completed and according to the schedule previously circulated to the Board stating the Plans would be voted on May 21, that voting to approve the Servicing Plan would be premature.

Motion withdrawn.

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

M2021-78

Motion: That the Board receive for information the final draft Servicing Plan.

Motion carried unanimously.

7. Regional Evaluation Framework (REF)

CMRB Administration requested that the Board only provide feedback on the REF and receive for information based on changes that were made earlier in the agenda that will have to be incorporated.

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

M2021-79

Motion: That the Board receive for information the CMRB Regional Evaluation Framework.

Motion carried.

8. Dispute Resolution and Appeal Bylaw

Amending Motion #1

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

M2021-80

Motion: That the Board apply the Dispute Resolution and Appeal Process Bylaw to IREF decisions.

Motion carries.

Amending Motion #2

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

M2021-81

Motion: That under section 3.1 Application of Bylaw add c) a member disputes a decision of the Board.

Motion Fails.



Main Motion:

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

M2021-82

Motion: That the Board approve the Dispute Resolution and Appeal Process Bylaw, as amended.

Motion carries.

9. Economic Development Workshop

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

M2021-83

Motion: That the Board approve proceeding with an economic development workshop.

Motion carried unanimously.

Closed session

The Board moved into a closed session at 1:00 PM and returned to public session at 1:45 PM.

10. Board Chair and Chief Officer Goals

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

M2021-84

Motion: That the Board approve the objectives of the Chair and Chief Officer as amended and publish to the CMRB website.

Motion carried unanimously.

11. Next Meeting

Friday May 21, 2021 @ 9 AM.

12. Adjournment at 1:45 PM.

Greg Clark, Chair



Agenda Item	4
Submitted to	Board
Purpose	For Decision
Subject	Board Vision Documents
Meeting Date	May 21, 2021
<i>That the Board approve the Vision Documents.</i>	
<p>Summary</p> <ul style="list-style-type: none"> • CMRB began work on a vision for the Board and the Region in December 2018. This dialogue formed part of the discussion during the first workshop with HDR C in October 2019. • A proposed vision statement was brought forward in Q1 2020, as part of the CMRB Messaging Platform; however, the Board did not feel it was appropriate, and it was not passed. • A consultant was engaged to do further work with the Board to finalize the visioning work. With the onset of the Covid-19 pandemic, this work was postponed due to concerns that the virtual format would not be conducive to finalizing the project. • As part of the motion to request to extend the deadline to submit the Growth and Servicing Plans to June 1, 2021, the Board directed CMRB Administration to finalize the vision work. • Given the long period of working in the virtual format, the consultant and CMRB Administration were confident that the visioning work could be finalized in this format. • Two workshops were held on March 4th and 18th 2021, and two documents were created from these workshops: <i>CMRB Regional Vision</i> and <i>CMRB Corporate Vision</i>. • These two documents were finalized during a brief third workshop held on April 23, 2021. • The Board discussed the two documents during the May 6, 2021 meeting and, as there were concerns raised by a Member of the Board, the discussion was tabled. 	
<p>Attachments: 1. CMRB Regional Vision 2. CMRB Corporate Vision</p>	

1. Areas of Outstanding Concern

Concerns were raised with two parts of the Vision documents.

A) A concern was raised with the wording of number 6 of the Decision making rules contained in the Corporate Vision document.

Concern: The issue is with referencing the voting mechanism as a safety net.

Potential Change: Although a formal voting structure is required in any organization, it should not be viewed as the primary mechanism for making decisions. In keeping with the CMRB Regulation, the board should work to build consensus which results in decisions that all are able to support and implement, even if they vote against the motion.

B) A concern was raised with the first bullet under Blueprint for Growth in the Elements of Vision section of the Regional Vision 2051 document. That bullet reads:

- Our clear vision and policies allow member municipalities to develop their lands in a way that meets their needs and capitalizes on opportunities.

Concern: Some members do not agree that the current draft policies “allow member municipalities to develop their lands in a way that meets their needs and capitalizes on opportunities”.

Potential Change: Administration does not have a potential change to propose.

2. Recommendation

That the Board approve the Vision Documents.

Regional Vision 2051

Brief and Purpose

The CMRB Regional Vision describes our vision for the region to 2051. Along with the Regulatory Mandate and Corporate Vision it forms the underpinning for the growth plan, serving plan and other CMRB plans and initiatives. It ensures alignment on the CMRB Board, Committee and sub-Committee Members, CMRB Staff and contractors.



CMRB Regional Vision:

The Vision statement answers the “Why” question, an enduring cause or higher purpose for the region itself. It provides the strategic direction that guides regional development toward 2051.

Our Regional Vision is:

“Building on thousands of years of history,
we welcome everyone to join us in living happy, healthy and
prosperous lives in a spectacular natural environment.

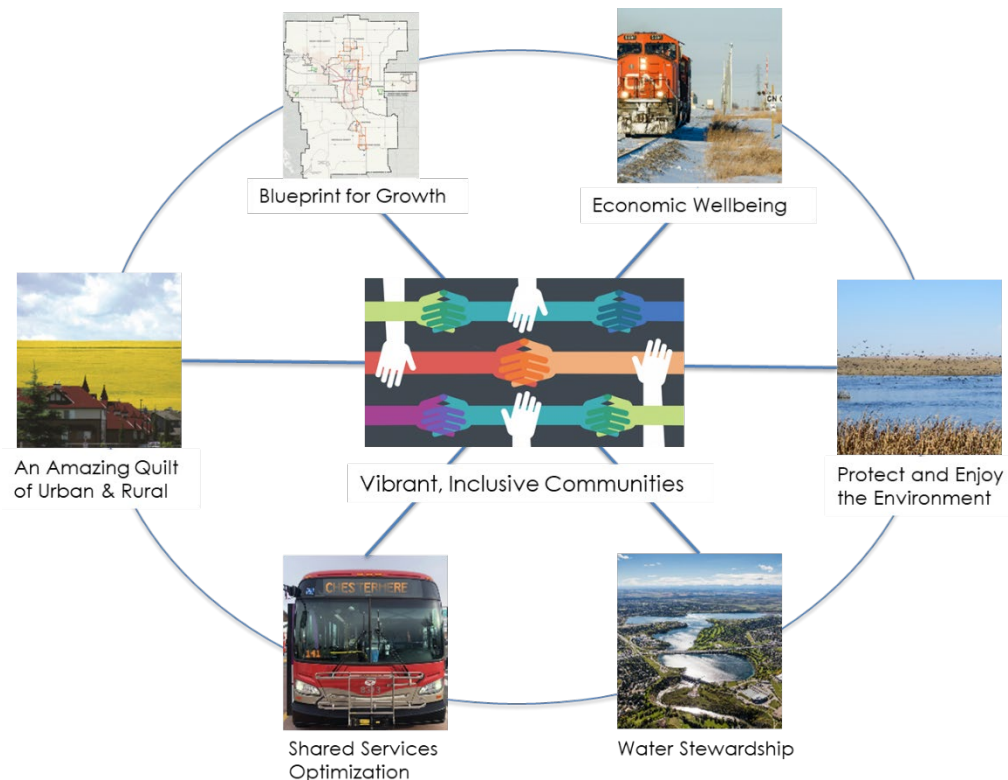
We are a world leading region built on hard work, resilience, helping
others and a deep respect for nature.

We use our land wisely, share our services and care for our wildlife, air
and water.

We grow together.”

Elements of our Vision:

Our Vision is further described by the following seven elements which add greater clarity and direction:



■ Vibrant Inclusive Communities

- Our residents enjoy some of the best quality of life in the world. They are safe, supported and free to pursue their hopes and dreams.
- People have the opportunity to live affordably close to where they work and play.
- The Calgary Metropolitan Region is known for its strong, diverse, well run and united communities

■ An Amazing Quilt of Rural & Urban

- The Calgary Metropolitan Region is known globally for having the best of both urban and rural life successfully thriving side-by-side to everyone's benefit.
- Our residents are proud of each of the unique parts of the region and the opportunities this diversity provides. It is at the heart of our quality of life and prosperity.
- Our municipalities have well defined boundaries and planned transitions that provide a strong unique identity and a sense of arrival.



■ **Blueprint for Growth**

- Our clear vision and policies allow member municipalities to develop their lands in a way that meets their needs and capitalizes on opportunities.
- We successfully use our commitment to preferred place-types and specified growth areas to accomplish our vision while reducing water consumption, vehicle mileage, carbon emissions, land consumption and the cost of infrastructure.
- The region is built on a backbone of excellent integrated multi-modal transportation which ensures efficient and effective movement of people and goods.

■ **Economic Wellbeing**

- The Calgary Metropolitan Region 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 Calgary Metropolitan Region has a strong and coordinated approach to regional economic growth.
- The members of the region support each other and embrace that members share in regional prosperity.

■ **Protect and Enjoy the Environment**

- We enjoy and protect our spectacular natural environment which has been a source of our quality of life and prosperity for thousands of years.
- The Calgary Metropolitan Region is a global leader in minimizing the undesirable impacts of development on our natural environment including land, water, air and wildlife.
- The members of the region work proactively with each other and our neighboring regions to ensure our vision is shared and achieved.

■ **Water Stewardship**

- We work together to ensure our scarce fresh water is shared in a way that meets the needs of our current and future residents and our ecosystem. Our strategy works even in times of drought and flood.
- The members of the Calgary Metropolitan Region work together to manage fresh water, wastewater and stormwater in a way that minimizes waste and provides safe and healthy water for our growing region.
- The members of the region work proactively with each other and our neighbors to ensure flood prone areas are understood and proactively managed.



▪ **Shared Services Optimization**

- Residents of the Calgary Metropolitan Region experience borderless delivery of essential services based on a fair cost-benefit model.
- The members of the region work proactively with each other and our neighboring regions to deliver services in a more efficient and sustainable way.
- The members of the Calgary Metropolitan Region are able to do more with less by finding ways to stretch every capital and operational dollar.

Taken together these elements describe our aspirations for the Region to 2051!



Brief and Purpose

The Corporate Vision document describes the key elements required to define the purpose and culture of the CMRB. It forms the underpinning for all CMRB activity and ensures alignment on the CMRB Board, Committee and sub-Committee Members CMRB Staff and contractors.

All aspects of CMRB are governed by its mandate as defined in the Municipal Government Act (Alberta Regulation 190/2017):

The Calgary Metropolitan Region Board supports the long-term sustainability of the Calgary Metropolitan Region by:

- Ensuring environmentally responsible land-use planning, growth management and efficient use of land;
- Developing policies regarding the coordination of regional infrastructure investment and service delivery;
- Promoting the economic wellbeing and competitiveness of the Calgary Metropolitan Region;
- Developing policies outlining how the Board shall engage the public in consultation.

CMRB Corporate Purpose:

The Purpose statement answers the “Why” question, an enduring cause or higher purpose. It provides strategic direction and describes what the organization wants to achieve in the more distant future.

Our Purpose is:

“Grow a resilient and inspiring region with great quality of life and opportunity for all. Together.”

Our Primary Customer:

Although CMRB has many significant stakeholders, our primary customer is defined as:

“Current and future residents of the region.”

This is a cornerstone of our work and ensures we always focus on our primary customer as we listen carefully to all of our stakeholders.



CMRB Corporate Mission:

A mission is a high-level description of the tangible, real-world operational efforts your organization will undertake to achieve its goals. The CMRB's mission also provides a clear and concise way of communicating the organization's mandate, tailored specifically for public consumption. It describes "How" the organization will progress toward its Vision and further answers the question "What business are we in?"

Our mission statement is:

"The CMRB supports the long-term economic, environmental and social wellbeing of the Calgary Metropolitan Region by facilitating collaborative regional planning practices, optimizing shared services and land use, and fostering sustainable growth."

Values:

Organizational values help shape and guide how you work, act and operate. They serve as a barometer for decision making and form the basis of who CMRB is and what it stands for as an organization. Our values are:

- **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.



Critical Success Factors:

Critical Success Factors are the key attributes of the CMRB that will ensure it is successful in fulfilling its purpose and mission. They are:

▪ **Start with why**

We must focus on the end state we are creating by keeping a keen eye on our purpose and the regional vision. This focus will prevent us from being distracted and help us achieve remarkable results more quickly and efficiently. It will also be a great tool to help us overcome the challenges we will face.

We must also keep in tune with the needs and aspirations of our residents who are our primary customer and bring those to the table in our roles as Board members and staff.

▪ **Listen**

We must listen well and recognize it entails receiving, understanding, considering and then incorporating information from many, often diverse, perspectives.

Listening is essential to building and maintaining trust and is an absolute requirement to be successful in working together to fulfill our purpose and work toward our vision.

▪ **Live our values**

We must not only know our values but our behaviour must bring them to life. This builds trust and accountability which are essential to our success.

We must use our values to test our intentions and decisions. If they do not pass the values test we should reevaluate them.

Although all of our values are equally important, three specific values were discussed in depth in identifying critical success factors:

- **Collaboration - Work Together** – We must work together in a trusting environment to support the needs and aspirations of our residents. What is good for one community will generally be good for all if we work towards win-win solutions. Working toward our Regional Vision will require teamwork.
- **Respect** – Like trust, respect is foundational. We must always behave in a respectful manner that recognizes our diversity and commitment to our vision.
- **Diversity - Celebrate Uniqueness** – We must strive for fair and equitable results that allow for the diversity across our region. We must empower each member municipality to be able to achieve success as a result of what we do as the CMRB.



- **Make tough Choices wisely**

As an organization we will be faced with many proactive and reactive decisions which require trade-offs. We must use the best information available and our Purpose, Mission, Values and Regional Vision to help us make these choices in a timely manner.

We recognize that at times we will have only incomplete or uncertain information. We must not be paralyzed nor irresponsible and instead use open and honest conversations to make the wisest choices. This will require a thoughtful approach that uses the available information, considers urgency and balances risk and reward.

- **Plan the work, work the plan**

We must strive to be proactive, well organized and well planned in our work. This entails a clear understanding of our priorities, objectives, timelines, scope approach and resources.

We build a multi-year strategic plan and renew it annually to ensure all our work is aligned, prioritized and visible. The strategic plan should be integrated with the Growth and Servicing plans to form the basis of all our initiatives.

- **Excellent CMRB Board, CMRB Staff and CAO relationships**

The board, staff, member councils and their administrations must all work together to pursue the vision for the region. Each group has an essential role to play that must be respected and empowered.

The CMRB Board must set the tone and direction for the region. It must clearly state why the organization exists, what the organization wants to achieve and the role it will take in pursuing each outcome.

The CMRB staff provides the technical skills to analyze information, present recommendations to the board and then execute based on the role defined by the board.

Proactive engagement of the councils and administrations of the member municipalities is essential to our success. Ultimately much of the work required to attain the Regional Vision must be executed by them using their resources. This engagement must be done in an organized and respectful manner through the appropriate board member or CMRB staff.



- **Be good role models**

To be successful we must take our fiduciary roles as board members seriously and conduct ourselves in a way that sets a positive example for our councils and residents.

If we are models to the behavior and culture we are trying to create, this will get back to the residents the community and organizations we serve. We can heavily influence perceptions based on what we report, so we must be committed to report positive opportunities and progress as well as areas where work has yet to be done.

Our stakeholders and other regional organizations should see CMRB as an example of excellence in best practices and professionalism with an excellent culture and track record.

Decision Making Rules:

Our decision-making rules guide board decision making beyond the strict voting structure defined in the regulation. They embody the organizational culture and build on the vision, mission, values and critical success factors described above. Our decision making rules are:

1. **Be prepared**

We must come prepared to participate by reading relevant materials, protecting the time required and being ready to listen and participate.

2. **Focus on matters at hand**

When making a decision, we must focus on the matter at hand and avoid getting distracted by other matters, personalities or circumstances.

3. **Fact-based discussions and merit-based decision making**

Decisions should be made based on facts and the merit of the case. This means using the best information available and our Purpose, Mission, Values and Regional Vision to guide our decisions.

4. **Open dialogue, open mind**

Excellent decision making requires open, honest and respectful dialogue where members truly listen and understand a wide variety of perspectives. The views of each board member and each member community needs to be heard and understood so that we are working together to a more complete regional understanding. Members should be prepared to alter their views to accommodate new information and learning.

5. **Transparent and defensible to the customer**

The basis and rationale for our decisions must be transparent to our customers and stakeholders. This means adequate consultation and explaining the underlying facts, process and the reasoning for decisions made. This is a high level of accountability to our primary customer and stakeholders.



6. Strive for consensus, don't focus on the voting structure

Although a formal voting structure is required in any organization, it should be viewed as safety net and not as the primary mechanism for making decisions. The board should work to build consensus which results in decisions that all are able to support and implement, even if they vote against the motion.

Using the formal voting structure as a way to force a decision, or as an excuse not to build consensus results in poor decisions, breaks down trust and erodes the culture of the organization.

Consensus means everyone is heard and that everyone can "live with" the decision that is made.

7. Once the Board makes a decision – stick to it unless new data

Once a decision is made, the board should not re-open discussions on the same matter unless there is new information that materially affects the decision. This is at the discretion of the Chair who may seek a motion to reconsider a decision to be passed by the board.

This rule also applies to informal "re-litigation" of the decision by members during or between board meetings.

We recognize that there will be rare occasions where the decision of the board is formally disputed by one or more members. The use of the formal dispute resolution process is encouraged to bring final closure in these cases.

We should also keep in mind that the CMRB has the ability to influence its own future and continuously improve its methods of operation. These suggestions should be brought forward to the board for support and implemented as required.

Degree of Control

The CMRB will play various roles with different degrees of control depending on the situation and the nature of the initiative. Understanding the role is essential to operating effectively, building trust and adding value to the current and future residents as well as the member municipalities.

CMRB Roles

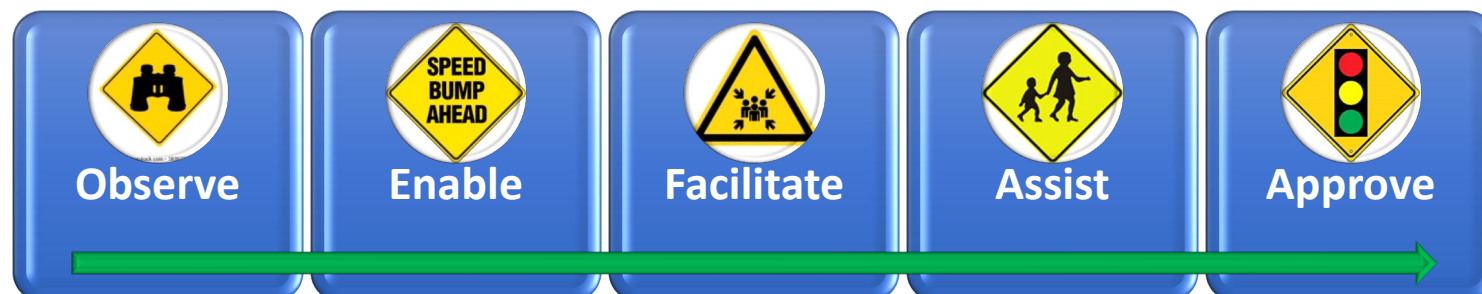


- **Observe:** In this role, the CMRB is monitoring progress and information with the goal of being well informed in areas of interest to the board and its members and stakeholders.
- **Enable:** In this role, the CMRB is providing resources and information to its members or stakeholders to support their needs, priorities and initiatives. These members and stakeholders act independently of the CMRB in utilizing these resources.
- **Facilitate:** In this role, the CMRB actively works with members and stakeholders to provide resources, information, and facilitation of processes to advance initiatives of interest to the CMRB and its members. The CMRB may assemble teams, organize, and lead meetings, coordinate communications and other roles meant to make collaboration across parties easier, faster and more effective. The work itself is done by the members of stakeholders.
- **Assist:** In this role, the CMRB is actively involved with the content and work. This may include any of the previously discussed roles but is unique in that the CMRB is an active contributor of expertise and content.
- **Approve:** In this role, the CMRB has formal final approval. The CMRB may or may not have also participated in any of the previous roles prior to reaching the approval state.

The CMRB staff will subsequently undertake to more fully define the role that the CMRB fulfils in each of the initiatives in question.

A draft of this analysis can be found in Attachment 1.

Attachment 1



<p>Proactive</p> <p>“Create the Future”</p>	<ul style="list-style-type: none"> - GoA Municipal Affairs activity - Communication to member councils - Simple JPA work 	<ul style="list-style-type: none"> - Data Sharing (Geospatial, economic, environmental) - IDPs - Flood area mgmt. 	<ul style="list-style-type: none"> - Task Force (limited time working committees) - TAG activity - CMRB member relations - Emergency Management - Complex JPA work 	<ul style="list-style-type: none"> • Board member preparation • Water* • Transportation • Cooperation • Lobbying • Public engagement • Agricultural Land planning 	<ul style="list-style-type: none"> - Vision - Growth Plan - Servicing Plan - KPI's - Context Studies - JPAs - Hamlet Growth areas - ASP & ARP (regionally significant)
<p>Reactive</p> <p>“Respond to an immediate need”</p>	<ul style="list-style-type: none"> - GoA updates - EMRB activity - Communications between member municipalities 	<ul style="list-style-type: none"> - Data Sharing 	<ul style="list-style-type: none"> - Resolve disputes among members - Technology usage 	<ul style="list-style-type: none"> - Rapid Communication between municipalities 	<ul style="list-style-type: none"> - Lobbying

* Part of Servicing Plan, how will board have influence over the fiduciary responsibilities of the license holders and their work.



Agenda Item	5
Submitted to	Board
Purpose	For Decision
Subject	Proposed Growth Plan Changes
Meeting Date	May 21, 2021
<i>Motion that the Board approve each of the suggested changes to the draft Growth Plan document</i>	
<p>Summary</p> <ul style="list-style-type: none"> • The attached version of the Growth Plan is the “final draft” version, dated April 28. Information tables have been provided on key changes to the Growth Plan that require Board direction or approval. • Table 1 identifies proposed changes for Board decision on May 21. • Table 2 provides a list of previously discussed outstanding areas of concern and how they were handled by the Board. • Although full consensus on policy directions may not have been achieved on every item with the Technical Advisory Group (TAG), a respectful dialogue has been undertaken. In areas where a general consensus of TAG has not been achieved, the various perspectives have been identified. • The recommendations or options provided to the Board are intended to provide direction to CMRB Administration and HDR Calthorpe on how to finalize the Growth Plan in ways that best reflect the goals of the Board. 	
<p>Attachments</p> <ul style="list-style-type: none"> • Attachment 1: Board Values • Attachment 2: Growth Plan Goals, Directions and Priorities • Attachment 3: Summary of Key Growth Plan Policy Tools • Attachment 4: Final Draft Growth Plan, April 28 Version Link to Final Draft Growth Plan, April 28 Version 	

1. Background

There are remaining areas of the draft Growth Plan where further direction from the Board is necessary to finalize the policies of the Growth Plan. The recommendations provided in this agenda item consider discussions had with the Committee and TAG and consider input from the third round of public engagement. The focus of recent TAG meetings has been to recommend a single policy approach to the Board that resolves outstanding areas of concern. Where TAG was not able to reach consensus and provide a single recommendation to the Board, the diversity of opinions held at TAG is outlined in the tables below. Although full consensus may not have been achieved on every item, a respectful dialogue has been undertaken.

2. Final Draft of the Growth Plan, version dated April 28

A draft for public engagement version of the Growth Plan, dated March 17, was presented to the public through an online engagement platform. With feedback from the Committee, Board, TAG, and as provided through public engagement, a “final draft” of the Growth Plan has been developed. The final draft Growth Plan is dated April 28. Table 1 below provides a summary of the policies as presented in the April 28 version of the final draft Growth Plan and offers proposed changes to be incorporation into the final Plan.

3. Request for Decision

CMRB Administration requests that the Board confirm proposed changes to the final draft Growth Plan so they may be incorporated if approved.

- Table 1 lists proposed changes to the draft Growth Plan. CMRB Administration, TAG, and HDR|Calthorpe have been working to provide recommended policy directions for Board review. Table 1:
 - Includes the policies provided in the proposed revision provided in the Final Draft version of the Plan (dated April 28).
 - Provides the rationale for undertaking the change. Areas where no general consensus could be reached at TAG are noted.

CMRB Administration requests Board decisions on the matters presented in Table 1. These items were discussed at the May 7 TAG meeting, and revised policy options are provided for further consideration of the Board.

- Table 2 outlines the previous discussions and decisions of the Board.

It is requested that the Board decide on each of the matters contained in Table 1 below.

Table 1: Proposed Changes to the Draft Growth Plan – May 21 Board Meeting

	Overview	Existing (April 28 final draft version)	Proposed Changes	Rationale
1.	Country Residential Policies	<p>Existing 3.1.5 Preamble: The Rural and Country Cluster Placetype provides opportunities for smaller, lower density residential development that are well-connected to the adjacent rural landscape.</p> <p>3.1.5.1 The Rural and Country Cluster Placetype should be characterized by larger lot sizes, lower density, and single-detached housing. This Placetype may include country cluster patterns that configure housing development in a focused area and preserves remaining land for open space.</p> <p>3.1.5.2 Rural and Country Cluster Placetype, when it is not clustered shall comply with the following:</p> <ol style="list-style-type: none"> the development shall not be located within a Preferred Growth Area; and the maximum Density is 1.2 dwelling units /hectare (0.5 dwelling units/acre). <p>3.1.5.3 The Rural and Country Cluster Placetype is encouraged to be developed in a country cluster residential pattern, in locations where infrastructure and services can be provided.</p> <ol style="list-style-type: none"> The Rural and Country Cluster Placetype when it is clustered shall comply with the following: <ol style="list-style-type: none"> the development shall not be located within a Preferred Growth Area; 	<p>CMRB Administration requests that the Board vote on each of the following proposed changes individually:</p> <p>A. Replace 3.1.5 preamble with the preamble provide below to introduce the types of country residential</p> <p>Replace policies 3.1.5.1 to 3.1.5.3 with the following policies:</p> <p>B. General policies for Rural and Country Cluster (see below)</p> <p>C. Policies for Rural and Country Cluster – Not Clustered (see below)</p> <p>D. Policies for Rural and Country Cluster – Clustered (see below)</p> <p>E. Policies for Rural and Country Cluster – Infill Cluster (see below)</p> <p>F. Add definition of Gross Rural And Country Cluster</p>	<p>The proposed policies reflect the need to identify the differences between the following types of Rural and Country Cluster:</p> <ol style="list-style-type: none"> Rural and Country Cluster-Clustered Rural and Country Cluster-Not Clustered Rural and Country Cluster-Infill Cluster <p>Differentiating between the types of Rural and Country Cluster provides an opportunity to establish different density and dwelling unit requirements for each of the different types of country residential development.</p> <ul style="list-style-type: none"> The proposed preamble includes a more comprehensive explanation of the different Rural and Country Cluster Placetypes. The proposed policies limit the dwelling unit count for country residential developments in greenfield areas. This policy direction was not included in the April 28 version of the Plan. The proposed policies provide an option to introduce the concept of Rural and Country Cluster - Infill Cluster. Infill Cluster would provide direction in areas where country residential development has already occurred. Allowing for infill development in these areas may reduce the pressure for greenfield country residential development and allow for greater provision of services. <p>At TAG, there remains differing perspectives on the densities proposed for Infill Cluster. It has been noted by some members that a higher density is required to create the potential for piped water and wastewater servicing, which improves environmental performance, and to create opportunity for increased levels of</p>

	Overview	Existing (April 28 final draft version)	Proposed Changes	Rationale
		<p>ii. the maximum Density is 1.2 dwelling units / hectare (0.5 dwelling units/acre) overall, which can be clustered onto areas with no more than 80 dwelling units, and a Density of 7.5 dwelling units/hectare (3 dwelling units/acre); and</p> <p>iii. the remaining open space shall be preserved in accordance with the relevant municipal plans and/or bylaws.</p>	Density to Glossary of Terms (see below)	<p>service in existing country residential areas. In addition, allowing for higher densities in infill areas may incentivize growth in these developed areas over growth in greenfield areas. That said, there are questions about the extent to which the proposed policies might promote country residential development of a similar scale and type to Hamlet Growth Areas thereby detracting from growth in preferred areas.</p> <p>A new definition for Gross Rural and Country Cluster Density is required if any of the proposed policies are approved by the Board. The existing definitions of density presented in previous versions of the Growth Plan are not helpful when planning for this form of development and further clarity is needed.</p>

Proposed Rural and Country Cluster Placetype Policies for Board Decision

A. Proposed Rural and Country Cluster Placetype Preamble

3.1.5 Preamble: The Rural and Country Cluster Placetype provides opportunities for lower density residential development that is well-connected to the rural landscape, adding more diversity to the lifestyle choices within the Region. The purpose of the Rural and Country Cluster Placetype policies is to provide enough flexibility to establish rural development forms that integrate with surrounding agricultural and natural landscapes while continuing to encourage and direct growth to Preferred Placetypes in Preferred Growth Areas.

The Rural and Country Cluster Placetype has two forms: Clustered and Not Clustered.

- When the Rural and Country Cluster Placetype is not clustered, it has a traditional country residential form generally with lot sizes of two acres or greater.
- When the Rural and Country Cluster Placetype is clustered, there is a higher density of housing on smaller lots with significant open space, usually a minimum of 50% of the plan area.

The policies for the Rural and Country Cluster Placetype aim to promote open space conservation and more efficient community form. This is intended as a means of conserving agricultural land and optimizing the services and amenities available to residents in country residential areas.

B. Proposed *Rural and Country Cluster Placetype* – General Policies

- 3.1.5.1 The Rural and Country Cluster Placetype should be developed in a clustered pattern to promote the conservation of agricultural and environmental areas. Rural and Country Cluster Placetype that is not clustered is discouraged.
- 3.1.5.2 Rural and Country Cluster Placetype developments that have fewer than 50 dwelling units do not require planning through a statutory plan, at the discretion of the member municipality.

C. Proposed Rural and Country Cluster - Not Clustered Policies

- 3.1.5.3 Development of the Rural and Country Cluster Placetype that is not clustered shall comply with the following:
- not be located within a Preferred Growth Area;
 - be located greater than 2km from the boundary of an Urban Municipality;
 - provide local amenities (e.g., parks, pathways, or common gathering areas);
 - be no more than 50 dwelling units; and
 - include a maximum **Gross Rural and Country Cluster Density** of 1.2 dwelling units /hectare (0.5 dwelling units/acre).

Figure 1: Rural and Country Cluster – Not Clustered, Illustrative Example of Proposed Densities and Dwelling Units

- Not clustered
- 50 lot maximum
- Max density of 0.5 units per acre minimum (equivalent to 80 lots per quarter / 2 acres per lot)

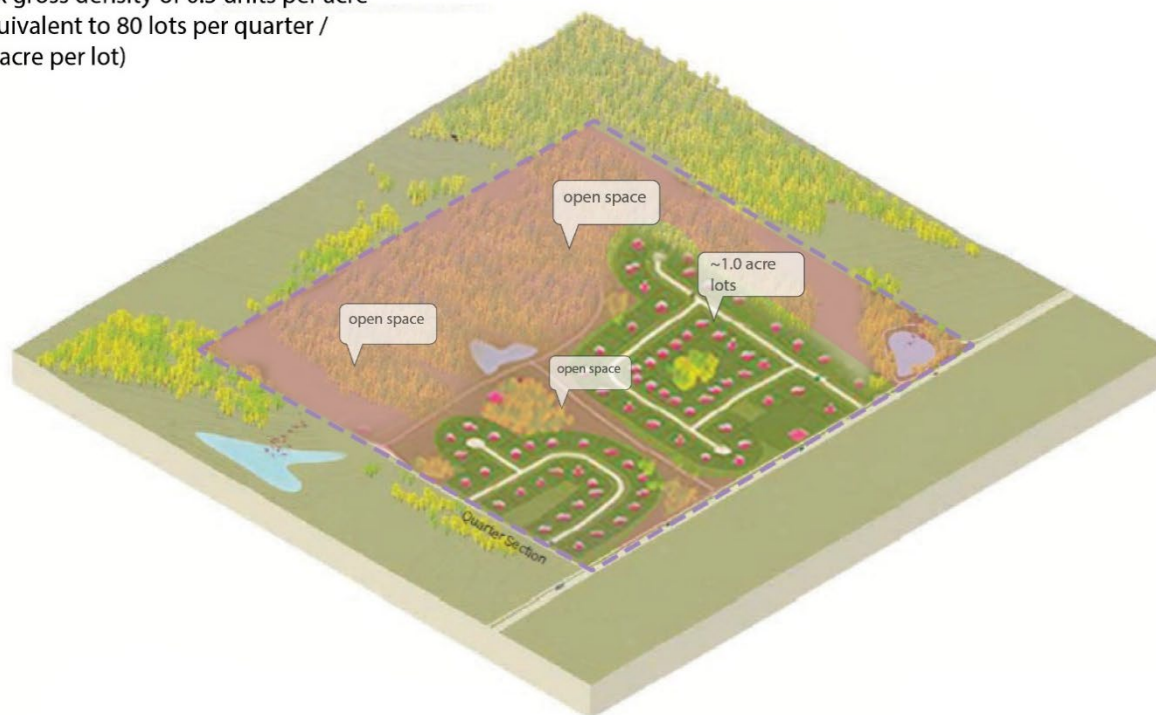


D. Proposed Rural and Country Cluster – Clustered Policies

- 3.1.5.4 The Rural and Country Cluster Placetype when it is clustered shall comply with the following:
- be located greater than 2km from the boundary of an Urban Municipality;
 - include a maximum **Gross Rural and Country Cluster Density** of 1.2 dwelling units / hectare (0.5 dwelling units/acre);
 - be no more than a total of 80 dwelling units; and
 - include a minimum of 50% open space (excluding roads) to facilitate clustered development, preserved in accordance with the relevant municipal plans and/or bylaws.

Figure 2: Rural and Country Cluster- Clustered, Illustrative Example of Proposed Densities and Dwelling Units

- Minimum 50% open space
- Max gross density of 0.5 units per acre (equivalent to 80 lots per quarter / 1.0 acre per lot)

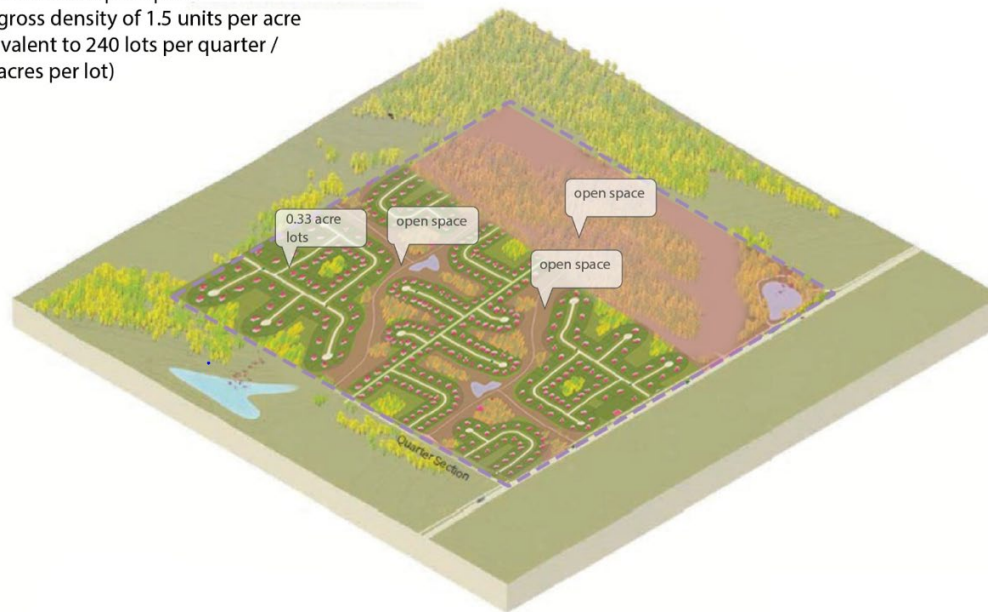


E. Proposed Rural and Country Cluster – Infill Cluster Policies

- 3.1.5.5 The Rural and Country Cluster Placetype–Infill shall comply with the following:
- be located in an area where there is existing Rural and Country Cluster development;
 - be located within an existing approved Area Structure Plan or Area Redevelopment and not be located within a Preferred Growth Area;
 - have a maximum **Gross Rural and Country Cluster Density** of 3.75 dwelling units / hectare (1.5 dwelling units/acre); and
 - include a minimum of 50% open space (excluding roads), preserved in accordance with the relevant municipal plans and/or bylaws.

Figure 3: Rural and Country Cluster – Infill Cluster, Illustrative Example of Proposed Densities and Dwelling Units

- Clustered design for Existing Fragmented Areas
- Minimum 50% open space
- Max gross density of 1.5 units per acre (equivalent to 240 lots per quarter / 0.33 acres per lot)



F. Proposed Definition of Gross Rural And Country Cluster Density

Proposed new definition	
Gross Rural and Country Cluster Density	<p>means the total number of residential units divided by Gross Total Area (all lands) within the development. This term is distinguished from the use of the term of Density or Gross Residential Density found elsewhere in the document.</p> <p>E.g. 80 residential units divided by 160 acres (total land area) = 0.5 units per acre (Gross Rural and Country Cluster Density)</p> <p>E.g. 240 residential units divided by 160 acres = 1.5 units per acre (Gross Rural and Country Cluster Density)</p>

Table 2: Decisions of the Board - April 23, May 6, and May 14 Board Meeting

	Overview	Existing	Proposed Change	Rationale	Board Decision
1.	Identifying the Impacts of Development on Agriculture	<p>3.1.5.3 (March 17 version) Statutory plans shall identify the impacts, including fragmentation of farmland, of Greenfield Development on land used for agricultural purposes. Strategies to mitigate the identified impacts should also be included.</p> <p>3.1.5.5 (March 17 version) Country Cluster development patterns should address preservation of wildlife corridors and conservation of environmental areas</p>	<p>Wording/Intent of 3.1.5.3 should remain the same, but the policy should be moved to another location of the Growth Plan such that it applies to all statutory plans for all Greenfield Developments</p> <p>Wording/Intent of 3.1.5.3 should be updated to also refer to adjacent agricultural land</p> <p>Wording/Intent of 3.1.5.5 should remain the same, but the policy should be moved to another location of the Growth Plan such that it applies to all statutory plans for all Greenfield Developments</p>	Reflects a request that certain policies in the Rural Area Development section of the Growth Plan should apply to all statutory plans for Greenfield Development	Approved, April 23

	Overview	Existing	Proposed Change	Rationale	Board Decision
2.	Existing ASPs and ARPs	3.1.8.2 (March 17 version) Area Structure Plan or Area Redevelopment Plan amendments within a Preferred Growth Area shall not decrease the overall Density of residential development or reduce the ratio of Preferred Placetypes within the Area Structure Plan or Area Redevelopment Plan.	No changes proposed. Keep policy 3.1.8.2 as presented.		Approved, April 23
3.	Joint Planning Areas	3.1.7.5 (March 17 version) Within one year, the participating municipalities shall adopt Terms of Reference to govern the development of the Context Study, which includes a process for dispute resolution and a timeframe for completion.	<p>Add New Policy Within three (3) years of the adoption of the Growth Plan by the Minister of Municipal Affairs, participating municipalities shall complete a Context Study for each Joint Planning Area</p> <p>Update 3.1.7.5: Within one year of the adoption of the Growth Plan by the Board, the participating municipalities shall adopt a Terms of Reference for each Context Study to govern the development of the Context Study, which includes a process for dispute resolution.</p>	<p>Added the timeframe for completion of Context Studies back in as per comments from member municipalities concerned that there is not an impetus to get the studies done in a timely fashion.</p> <p>Also addresses the need to proceed with Terms of Reference prior to Ministerial approval.</p>	Approved April 23

	Overview	Existing	Proposed Change	Rationale	Board Decision
4.	Requirements for Use of Statutory Plans	<p>4.1.1.1 (March 17 version) CMR member municipalities shall use Area</p> <p>Structure Plans and Area Redevelopment Plans for all of the following types of development:</p> <p>(a) Employment Areas greater than eight hectares (20 acres); and (b) any residential or mixed-use development with greater than 50 dwelling units.</p>	Remove policy	<p>Policy 4.1.1.1 does not work as it was intended. TAG agrees that this policy is too constraining on municipal planning processes, both in urban and rural municipalities. This policy was intended to inform the REF but did not achieve the desired outcome. CMRB Administration requests Board support for removal of this policy.</p>	Approved May 6

	Overview	Existing	Proposed Change	Rationale	Board Decision
5.	Providing for Small Employment Areas	<p>3.1.4.1 (March 17 version) Municipalities shall comply with the following locational criteria when designating areas for Placetypes:</p> <p>(a) Preferred Placetypes shall only be located in Urban Municipalities, Hamlet Growth Areas, or Joint Planning Areas;</p> <p>(b) new Employment Areas shall only be located in Preferred Growth Areas, with the exception of resource extraction and Agriculture-related business including Processors, Producers and other Agribusiness, which have no location criteria ... (continued)</p>	<p>Replace 3.1.4.1 with 3.1.6.1 (April 28 version)</p> <p>3.1.6.1 Municipalities shall comply with the following locational criteria when designating areas for Placetypes:</p> <p>(a) Preferred Placetypes shall only be located in Urban Municipalities, Hamlet Growth Areas, or Joint Planning Areas;</p> <p>(b) Employment Areas should only be located in Preferred Growth Areas, except the following, which have no locational criteria:</p> <ul style="list-style-type: none"> i) resource extraction and energy development; ii) Agriculture-related business including Processors, Producers, and other Agri-business and related accessory uses; iii) home-based business; and iv) Small Employment Areas less than eight hectares (20 acres) and not within two kilometres of a neighbouring municipality unless otherwise stated by an Intermunicipal Development Plan 	<p>Discussion at the Committee and TAG identified a need to clarify that small employment areas should be allowed within the Plan.</p> <p>The proposed policy allows for additional flexibility for employment growth in areas outside of Preferred Growth Areas while continuing to direct most employment growth to Preferred Growth Areas.</p> <p>Local Employment Areas were renamed to acknowledge that the discussion is about the size of the areas not the market they serve.</p>	Approved May 6

	Overview	Existing	Proposed Change	Rationale	Board Decision
6.	Employment Areas Outside a Preferred Growth Area	<p>3.1.2.3 Employment Area Placetypes should be directed to Preferred Growth Areas where infrastructure, servicing and transportation is available. In addition, they should be located in areas close to a population centre that can provide opportunities for short commutes and are located where transportation infrastructure can provide for efficient movement of goods.</p> <p>3.1.4.1 Municipalities shall comply with the following locational criteria when designating areas for Placetypes:...</p> <p>(b) new Employment Areas shall only be located in Preferred Growth Areas ... (policy continues)</p>	<p>Keep policy 3.1.2.3 (March 17 version, now 3.1.3.3) and Add policy 3.1.3.4</p> <p>Keep policy 3.1.4.1 a) (now policy 3.1.6.1 a) 3.1.3.4 Employment Areas may be considered outside of Preferred Growth Areas in circumstances where:</p> <p>(a) the applicant municipality provides rationale as to why the Employment Area cannot be located within a Preferred Growth Area;</p> <p>(b) the location can provide a transportation network suitable for the scale of the proposed development;</p> <p>(c) the development is compact and makes efficient use of land, infrastructure and services;</p> <p>(d) the applicant municipality has demonstrated collaboration with all municipalities within two kilometres, including consideration of cost and benefit sharing between these adjacent municipalities.; and</p> <p>(e) the development has existing or planned services of water, wastewater and/or stormwater servicing with a preference for the potential for full municipal servicing.</p>	<p>The March 17 Growth Plan indicated that Employment Area Placetypes both shall and should be directed to Preferred Growth Areas. There was a contradiction in the March 17 Growth Plan that requires resolution.</p> <p>As there were no policies to guide what would happen if an Employment Area was not directed to a Preferred Growth Area, TAG discussed the need to provide direction on the location and character of Employment Areas outside of Preferred Growth Areas. Policy 3.1.3.4 to address this gap.</p> <p>Members of TAG have expressed concern about the cost and benefit sharing indicated in 3.1.3.4 d) because an Employment Area outside a Preferred Growth Area might be too far away from another member municipality to warrant cost and benefit sharing. This concern was partially addressed by adding a two-kilometre requirement.</p>	Approved May 6

	Overview	Existing	Proposed Change	Rationale	Board Decision
7.	Approving new ASPs in JPAs Prior to Approval of a Context Study	3.1.8.3 (March 17 version) Statutory plan amendments in Joint Planning Areas may continue to be adopted prior to completion of Context Studies, subject to the policies of the Growth Plan.	Keep policy 3.1.8.3 (3.1.8.10) and Add policy 3.1.9.5 3.1.9.5 New Area Structure Plans or new Area Redevelopment Plans may be approved prior to completion of a Context Study unless a Terms of Reference adopted by all municipalities within the Joint Planning Area does not allow for new Area Structure Plans to be approved prior to completion of the Context Study.	The March 17 Growth Plan did not provide guidance on the approval of new ASPs prior to the completion of a Context Study. Members of TAG offered differing approaches: <ul style="list-style-type: none"> a. New ASPs can be adopted prior to approval of a Context Study because holding back development approvals for several years is not appropriate. A timeframe of three years for completion of the Context Studies was added to ensure timely completion. b. Approval of new ASPs should not be allowed prior to approval of a Context Study. New ASPs should reflect the results of the Context Studies and not allowing new ASPs until Study completion would promote its timely completion. The Terms of Reference for each Context Study should outline if new ASPs can be approved prior to completion of the Context Study	Approved May 6

	Overview	Existing	Proposed Change	Rationale	Board Decision
8.	Transition IREF to REF	<p>Several policies in the final draft Growth Plan rely on Board direction around how the Board wishes to transition from IGP to GP and from IREF to REF.</p> <p>Several policies in the final draft Growth Plan rely on Board direction around how the Board wishes to transition from IGP to GP and from IREF to REF.</p>	<p>Statutory Plans are reviewed and approved under the IGP in the interim period. Under the Board-approved Option B, Statutory Plans and Statutory Plan amendments adopted between June 1, 2021 and when the Minister of Municipal Affairs approves the Growth Plan through a Ministerial Order must align to the Growth Plan by June 1, 2022 (or date established by the Board). This would include ASPs and ARPs approved after June 1, 2021.</p>	<p>Discussed as part of Board Agenda Item 8 Transition from IREF to REF at the May 6 Board meeting.</p>	<p>Approved May 6</p>

	Overview	Existing	Proposed Change	Rationale	Board Decision
9.	Truth and Reconciliation	The March 17 Growth Plan is silent on Truth and Reconciliation	<p>Include a policy with the Truth and Reconciliation statement included on page iii of the April 28 version of the plan. Move the statement and policy to the policy section of the Growth Plan.</p> <p>Two policy options have been prepared by HDR C:</p> <p>a. The CMRB will engage with Indigenous Nations and communities in and around the Region in meaningful and mutually beneficial ways over the long-term</p> <p>OR</p> <p>b. The CMRB will seek to build meaningful and mutually beneficial long-term relationships with Indigenous Nations and communities in and around the Region</p>	<p>A statement on Truth and Reconciliation was included in the April 28 Growth Plan on page iii. This statement was unanimously agreed to by TAG.</p> <p>In addition to a statement, a policy could be added to the Growth Plan at the direction of the Board. This would require moving the statement into the policy section of the Growth Plan.</p>	May 14, Preamble approved along with policy option B

	Overview	Existing	Proposed Change	Rationale	Board Decision
10.	Existing ASPs and ARPS	3.1.8.4 (March 17 version) 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.	<p>Update the preamble to Section 3.1.9 for Existing ASPs and ARPs</p> <p>Remove Policy 3.1.8.4 and Add Policy 3.1.9.4 and Policy 3.1.9.5</p> <p>3.1.9.4 Area Structure Plan or Area Redevelopment Plan amendments within an Existing Fragmented Area outside of a Preferred Growth Area shall not increase the overall total dwelling units within the approved ASP or ARP more than a total of 25% over the lifetime of the Plan.</p> <p>3.1.9.5 Area Structure Plan or Area development Plan amendments not within an Existing Fragmented Area and outside of a Preferred Growth Areas may be amended to align with the Plan, but the amendments shall not increase the overall total dwelling units within the Approved Area Structure Plan or Area Redevelopment Plan by more than a total of 5% over the lifetime of the Plan.</p> <p>Add Definition to Glossary of Terms for Existing Fragmented Area</p> <p>Existing Fragmented Area means: lands that are mainly used for non-agricultural purposes and have existing country residential subdivision and development.</p>	<p>There was unanimous agreement at TAG that policy 3.1.8.4 of the March 17 version was too restrictive and not practically viable. The proposed policies aim to allow for additional flexibility for the amending of Existing ASPs in areas outside of Preferred Growth Areas while continuing to direct most growth to Preferred Growth Areas. Amended Plans would be required to align with the policies of the Growth Plan.</p> <p>New preamble to Section 3.1.9 would highlight the purpose of the new policies: <i>Two key objectives of the Growth Plan are limiting fragmentation of agricultural land and the efficient use of land for development purposes. Infill and re-development of existing fragmented country residential areas can achieve both of these objectives, if done appropriately and at a scale that it does not detract from the Region's efforts to move towards Preferred Placetypes within Preferred Growth Areas. Allowing moderate growth within Existing Area Structure Plans and Area Redevelopment Plans directs Rural and Country Cluster Placetypes to areas where development has already occurred with the goal of reducing the need for this Placetype in Greenfield areas.</i></p>	<p>May 14, Proposed Changed Not Approved</p> <p>Policy 3.1.8.4 to remain as written</p>

	Overview	Existing	Proposed Change	Rationale	Board Decision
11.	Definition of Regionally Significant	None was proposed (March 17 version)	Add to Glossary of Terms Regionally Significant means: <ul style="list-style-type: none"> a) of a scale or scope that may impact or benefit two or more municipal members as the context may apply; and b) development of scale, scope, or proximity that it will benefit or have impact on regional transit and transportation corridors, energy corridors and utility corridors, natural systems and/or infrastructure. 	<p>A definition of regionally significant is necessary in the Growth Plan. This definition has been modified from the Interim Growth Plan to better reflect the schedules and policies within the Growth Plan.</p> <p>At the May 6 Board meeting, the Board requested further review by TAG. The definition was reviewed on May 7 and a revised definition is proposed.</p>	May 14, Approved

	Overview	Existing	Proposed Change	Rationale	Board Decision
12.	Hamlet Growth Areas	<p>3.1.6.1 (March 17 version) Hamlet Growth Areas shall be identified as follows:</p> <p>(a) within Rocky View County, a minimum of three Hamlet Growth Areas shall be established and are listed as Harmony, Bragg Creek and Langdon with boundaries shown on Schedule 1 – Regional Growth Structure;</p> <p>(b) within Foothills County, a minimum of three Hamlet Growth Areas shall be established at a future time by Foothills County in accordance with the criteria for establishing new Hamlet Growth Areas;</p> <p>... (policy continues)</p>	<p>Keep 3.1.6.1 (now 3.1.7.1) b) and Add Sub-bullet i): (i) Foothills County does not require Board approval for the location of the three Hamlet Growth Areas provided the locations meet the criteria for new Hamlet Growth Areas established in the Plan. Once the three Hamlet Growth Area locations are established by Foothills County they will be considered as Preferred Growth Areas in accordance with the Plan.</p> <p>Keep 3.1.7.5, which would apply to all Hamlet Growth Areas including those in Foothills County.</p>	<p>The proposed policy is an attempt to address the concern expressed by Foothills County that Board approval would be required for the location three new Hamlet Growth Areas. This was presented to the Board at the April 23 Board meeting and the motion was withdrawn and referred back to TAG.</p> <p>TAG has reviewed the policy and does not have additional alternatives to present to the Board. The location of Hamlet Growth Areas in Foothills County would still be required to meet the test of policy 3.1.7.5 and growth with the Hamlet Growth Areas would continue to be reviewed by the Board as MDP amendments and new ASPs are reviewed through the REF process.</p> <p>Options for the Board include:</p> <p>a. Incorporate the location exception for Foothills Hamlet Growth Areas. The Hamlet Growth Areas will still be required to meet all other policies of the Growth Plan including policy 3.1.7.5.</p> <p>Do not incorporate the location exception for the Foothills Hamlet Growth Areas. This means the proposed location of the HGAs in Foothills will require specific Board approval, in addition to other reviews required as part of the REF process.</p>	May 14, Approved (Option A)

	Overview	Existing	Proposed Change	Rationale	Board Decision
13.	Size criteria for Small Employment Areas	3.1.5.4 (March 17 version) Local Employment Areas that comply with the following criteria shall not be subject to the Regional Evaluation Framework approval process: (a) the proposed Employment Area does not exceed eight hectares (20 acres); (b) The proposed Employment Area is not contiguous to an Urban Municipality, with a recommended minimum distance of two kilometres	<p>Add policy 3.1.6.1.b)iv</p> <p>3.1.6.1.b) Employment Areas should only be located in Preferred Growth Areas, except the following, which have no locational criteria:</p> <ul style="list-style-type: none"> i) resource extraction and energy development; ii) Agriculture-related business including Processors, Producers, and other Agri-business and related accessory uses; iii) home-based business; and iv) Small Employment Areas less than eight hectares (20 acres), not permitted within two kilometres of an Urban Municipality or a Joint Planning Area unless the location is within an area designated for employment area development within an adopted Intermunicipal Development Plan. <p>Add Policy 3.1.6.2</p> <p>3.1.6.2 If a Small Employment Area becomes greater than 20 acres in size, it shall be considered an Employment Area and shall be planned through an Area Structure Plan.</p>	<p>Small Employment Areas have been approved by the Board for inclusion in the Growth Plan. The size of Small Employment Areas and the locational criteria for them was referred back to TAG for further review. Upon further review at the May 7 TAG meeting:</p> <ul style="list-style-type: none"> • 20 acres is an appropriate size for a Small Employment Area given the rural context of these areas and other considerations. • 2km is an appropriate buffer area. Please see the attached map that outlines the difference between 2km and 5km in terms of impact. • The 2km buffer should apply to areas around Urban Municipalities and Joint Planning Areas as these are locations where concentrations of employment uses are anticipated and encouraged as they are Preferred Growth Areas. <p>An additional policy has been drafted to identify when a Small Employment Area would transition into an Employment Area, and that these more significant developments must be planned through an ASP that would be subject to the REF process.</p>	<p>May 14, Not Approved</p> <p>Policy 3.1.6.1 b) i, ii and iii will remain as written</p> <p>Policy 3.1.6.1. b)iv, will be removed from the final draft Growth Plan</p>

	Overview	Existing	Proposed Change	Rationale	Board Decision
14.	Harmony/ Springbank Employment Area	No Employment Area was identified around the Springbank Airport or Highway 1 West area in the March 17 Growth Plan	<p>Keep Policy 3.1.3.4 for Employment Areas outside a Preferred Growth Area as approved by the Board and Add Policy 3.1.3.5 and 3.1.3.6</p> <p>3.1.3.5 Employment Areas outside of a Preferred Growth Area shall be identified as follows:</p> <ul style="list-style-type: none"> a) Springbank Airport Employment Area. <p>3.1.3.6 Planning for the Springbank Airport Employment Area shall comply with the policies of 3.1.3.4 and include a collaborative planning process.</p>	There is a general consensus that the Springbank Airport represents a regionally significant feature. To acknowledge the Springbank Airport in the Plan, the proposed policies name the Springbank Airport Employment Area and highlight the need for future planning to align with the Board direction provided in 3.1.3.4 and the need for a collaborative planning process to occur.	May 14, Approved



4. Recommendation

Motion that the Board approve each of the suggested changes to the draft Growth Plan document

Attachment 1: 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.

Attachment 2: 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.*
- *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.*

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- *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.*

Attachment 3: 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, and ongoing document review and refinement. This agenda item refers to the March 17, 2021 version of the Growth Plan, which was reviewed by 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)



Agenda Item	6
Submitted to	Board
Purpose	For Decision
Subject	Motions on the Proposed Growth Plan for Approval
Meeting Date	May 21, 2021
<p><i>Motion that the Board:</i> A) Approve each of the policy sections of the draft Growth Plan document; and B) Approve the final draft Growth Plan and direct administration to finalize the document and send it to the Minister of Municipal Affairs.</p>	
<p>Summary</p> <ul style="list-style-type: none"> • The attached version of the Growth Plan is the “final draft” version, dated April 28. • Information tables have been provided on key changes to the Growth Plan that require(d) Board direction in agenda item 5. Table 1 identifies proposed changes for Board decision on May 21. Table 2 provides a list of previously discussed outstanding areas of concern and how they were handled by the Board. • Additional edits to the final draft Growth Plan may be required based on the outcome of agenda item 4 (Board Vision Documents) of the May 21 Board meeting. • The document references in this agenda item refer to the final draft version, dated April 28th, as amended by the Board through previous decisions and those decisions made in agenda items 4 and 5 of the May 21, 2021 meeting. 	
<p>Attachments</p> <ul style="list-style-type: none"> • Attachment 1: Final Draft Growth Plan, April 28 Version Link to Final Draft Growth Plan, April 28 Version 	

Table 1: Motions – May 21 Board Meeting

Section Number¹	Section Title¹	Proposed Motion
3.1	Growth Management and Efficient use of Land	That the CMRB approve Section 3.1 of the April 28, 2021 version of the draft Growth Plan, as amended by the Board
3.2	Economic Wellbeing	That the CMRB approve Section 3.2 of the April 28, 2021 version of the draft Growth Plan
3.3	Environmentally Responsible Land Use	That the CMRB approve Section 3.3 of the April 28, 2021 version of the draft Growth Plan
3.4	Water Stewardship	That the CMRB approve Section 3.4 of the April 28, 2021 version of the draft Growth Plan
3.5	Shared Services Optimization	That the CMRB approve Section 3.5 of the April 28, 2021 version of the draft Growth Plan
3.6	Embracing Urban-Rural Differences	That the CMRB approve Section 3.6 of the April 28, 2021 version of the draft Growth Plan
Entire Document¹	-	That the Board approve the final draft Growth Plan and direct administration to finalize the document and send it to the Minister of Municipal Affairs.

Note: ¹ Refers to Growth Plan Draft for Council Presentations, dated April 28, 2021, as amended and approved by the Board in Agenda Item 5, Tables 1 and 2

2. Recommendation

Motion that the Board:

- A) Approve each of the policy sections of the draft Growth Plan document; and
- B) Approve the final draft Growth Plan and direct administration to finalize the document and send it to the Minister of Municipal Affairs.



Agenda Item	7
Submitted to	Board
Purpose	For Approval
Subject	Final Draft Servicing Plan
Meeting Date	May 21, 2021
<i>That the Board approve the final draft Servicing Plan and direct administration to finalize the document and send it to the Minister of Municipal Affairs</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. • The Servicing Plan content draft was released first in March, and has since been revised in consideration of feedback from member municipality administrations. • The Servicing Plan was received for information at the May 14, 2021 Board meeting. No changes have been made since the May 14, 2021 Board meeting. • A final editorial review for clarity will be completed, and the Servicing Plan will be put into InDesign in a format similar to the Growth Plan. The Servicing Plan will be submitted to the Minister of Municipal Affairs. 	
<p>Attachments</p> <ul style="list-style-type: none"> • Final Draft Servicing Plan 2021-05-07, HDR Calthorpe 	

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1. Background

The attached draft Servicing Plan is based on background reports completed to date, conversations with the Committee, Board and TAGs and in consideration of the final draft Growth Plan.

The Servicing Plan is to be filed with the Minister of Municipal Affairs, as required by the CMRB Regulation.

2. Recommendation

That the Board approve the final draft Servicing Plan and direct administration to finalize the document and send it to the Minister of Municipal Affairs.

Agenda Item 7

Calgary Metropolitan Region Servicing Plan CONTENT DRAFT

Revised May 7, 2021

~~Revised April 8, 2021~~

~~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~~

Agenda Item 7i Attachment

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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 purpose of evidence-based decision making is to use “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 traffic and able to maintain higher levels of speed and reliability.

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 or use of infrastructure required for utilities, recreation, transportation, or transit.

Stormwater means runoff from rainstorms, hailstorms or melting snow that is shed from urban and rural landscapes.

1 Introduction

The Calgary Metropolitan Region Board's (CMRB) Servicing Plan supports the CMRB Growth Plan (Growth Plan) and outlines how the planning and coordination of regional servicing will support the 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.

Key components of the Servicing Plan include:

- Recognizing that Preferred Growth Areas identified in the Growth Plan are priority servicing areas; and
- A commitment from member municipalities to find cost-effective and efficient servicing solutions together that align with the Growth Plan.

1.1 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 as the Region accommodates the next million people, in approximately 25 to 30 years. The Growth Plan identifies regionally significant growth areas, called Preferred Growth Areas that support the future coordination of servicing. By identifying Preferred Growth Areas, the Growth Plan creates 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 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.

Preferred Placetypes include:

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

Preferred Placetypes reduce the negative impacts of growth associated with water use, vehicle kilometres travelled, and 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, while promoting development forms that are higher in density, with a mix of uses.

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

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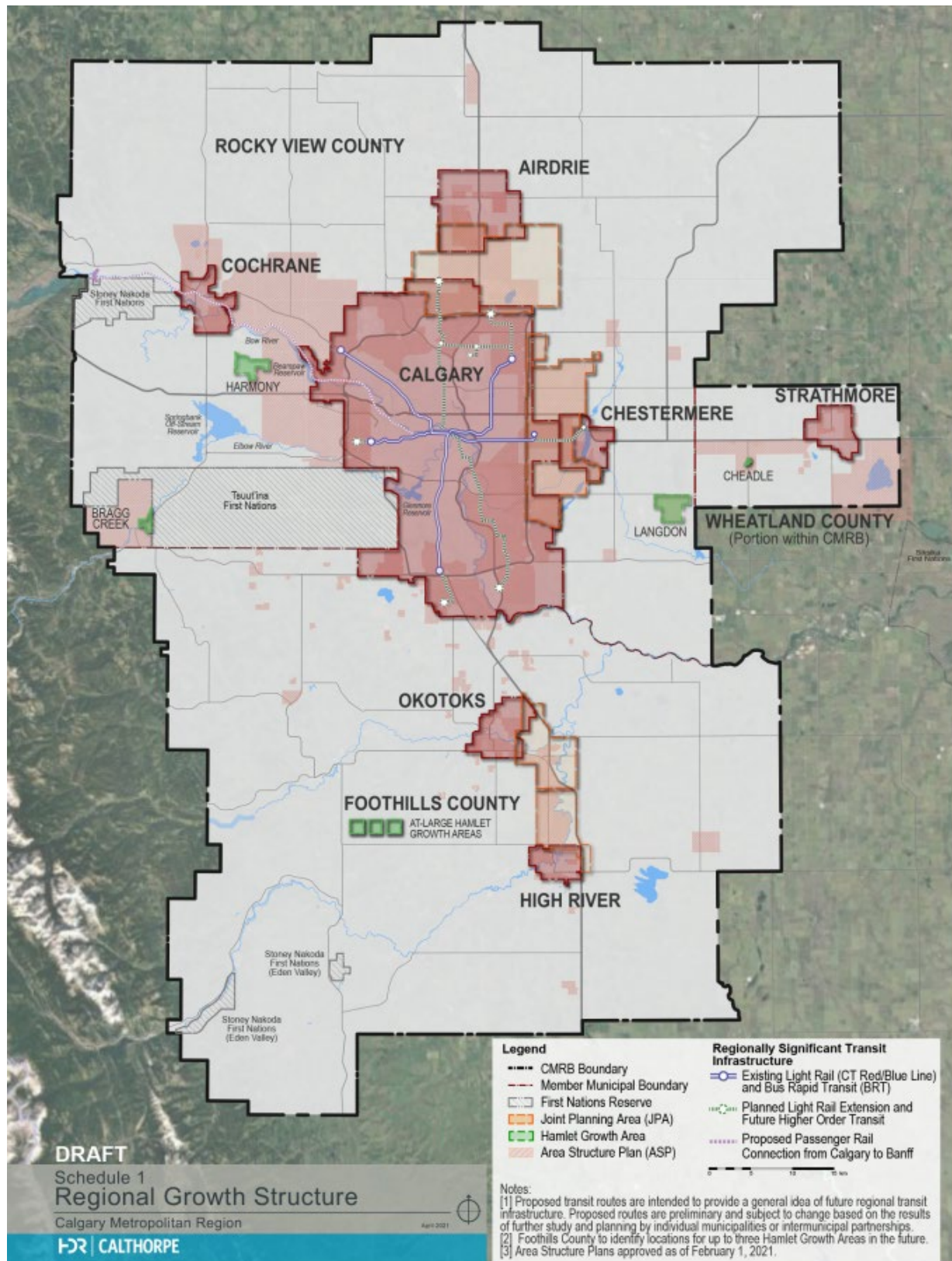


Figure 1: Growth Plan Regional Structure

1.2 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 a Servicing Plan within three years of the Regulation coming into force. While originally due was January 1, 2021, an extension to June 1, 2021 was granted for the completion of both plans.

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; and
- 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.

2 Service Pillars

2.1 Plan Hierarchy

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

2.2 Board Goals

The Board has established goals for six thematic areas that are the framework for the Growth Plan and guidance for the Servicing Plan. These thematic areas 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.

2.3 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;
- long-term water strategy;
- water and wastewater servicing;
- stormwater; and
- recreation.

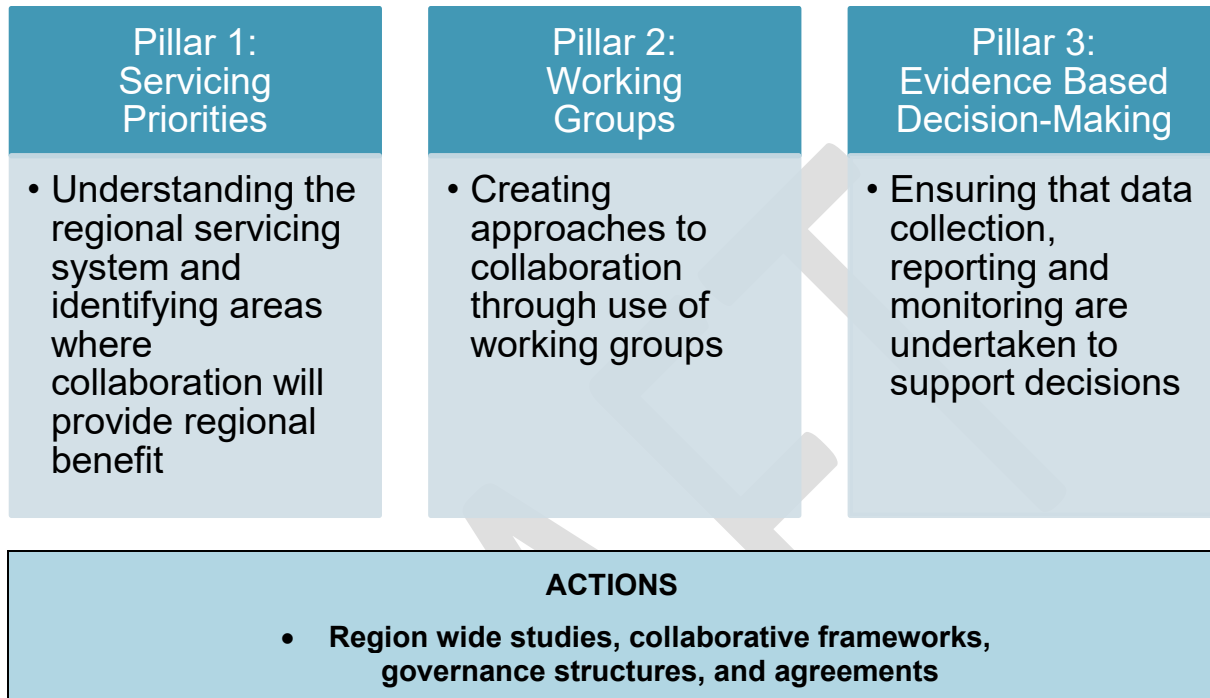
While additional services may be added in the future, these servicing priorities were deemed by the Board to be important for the inaugural Servicing Plan.

2.4 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 beneficial collaborative servicing priorities for the Region?
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 several studies and technical reports that gather data and identify the existing regional system for regional services. 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 allow any approach to detailed planning to feed 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 sub-regional 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, collaborations or processes that should occur to optimize cost-effective service delivery. Coordination between disciplines and working groups will also be critical as many issues crossover into numerous technical disciplines. 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 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 cost-effective service delivery to the benefit of every citizen.

Working groups will achieve the identified goals and outcomes through collaboration, and efficient, 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 cost-effective service delivery for citizens. This process requires information and data that supports problem definition, clear targets, measurable outcomes and monitoring of results. The technical nature of servicing and the high cost of construction, operation, and maintenance makes robust information and data gathering an important tool to support decision-making. The CMRB supports the collection, reporting, and open and timely 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 cost-effective services. Actions include 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 barriers, working groups are the mechanism to undertake additional work to resolve the issue.

3 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.

3.1 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.

- 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.
- Reduction in the total vehicle-kilometres travelled creates shorter commutes, connecting people to the places they need to go, and lessens the environmental impact of travel.
- Regional transit creates equity among residents by providing travel options for those who may not own a car, do not wish to drive, or cannot drive.

This section provides a path to an efficient transportation and transit networks in the region that supports economic growth and high-quality of life. It is informed by the North Calgary Regional Transportation Study, the South and East Calgary Regional Transportation Study (including the NCRTS/S&ECRTS Integration Memo that consolidated the results of the two studies), and the Transit Background Report.

3.2 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.

3.2.1 Region-Wide Priorities

3.2.1.1 REGIONAL TRANSPORTATION AND TRANSIT MASTER PLAN (RTTMP)

- **Undertake a Regional Transportation and Transit Master Plan (RTTMP) to develop a unified vision for the future regional transportation network that aligns with the Growth Plan.**

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 (and Integration Memo), to reflect the goals and policies of the Growth Plan. It will update and define the future regional network, align planning with Preferred Growth

Areas, individual municipalities and the province. An initial list of considerations for a Regional Transportation and Transit Master Plan is provided in Appendix A.

3.2.1.2 TRANSPORTATION CORRIDORS AND REGIONAL ECONOMIC DEVELOPMENT

- **Include assessments of transportation considerations to support economic growth and competitiveness.**

The Growth Plan identifies the strong connection between economic competitiveness and transportation. An effective transportation system provides reliable access to jobs and provides routes to move goods to markets, both of which are important economic growth considerations. A future regional economic development initiative should consider how the regional transportation system can best support the economic growth and competitiveness of the Calgary Metropolitan Region.

3.2.1.3 TRANSPORTATION AND UTILITY CORRIDORS

- **Optimize the use of major transportation corridors by co-locating other utilities and services where appropriate.**

The Growth Plan highlights the need for coordination between services and the importance of the multi-use of corridor to for a variety of services. While this priority can be applied to corridors primarily used by other services, transportation corridors offer the best opportunity for co-location of services.

3.2.2 Preferred Growth Areas Priorities

3.2.2.1 JOINT PLANNING AREA CONTEXT STUDIES

- **Use Context Studies, local transportation master plans, Transit Background Report and the North, and South and East Calgary Regional Transportation Studies (and Integration Memo) to build a better understanding of regional corridors, demand, servicing systems and other key considerations in Joint Planning Areas.**

Context Studies will be the primary mechanism to guide integration of transportation and land use within Joint Planning Areas. 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 Calgary Metropolitan Region. These studies will provide a foundation of network information that will need to be further refined as Context Studies are developed. Given the importance of Context Studies, and the requirement to complete them within the Growth Plan, Context Studies will occur in advance of the RTTMP, with the outcomes of the Context Studies informing the RTTMP on Preferred Growth Areas and transportation.

3.2.2.2 PREFERRED GROWTH AREAS OUTSIDE JOINT PLANNING AREAS

- **Address transportation and transit needs for Preferred Growth Areas outside of Joint Planning Areas through local transportation master plans, and through the Regional Transportation and Transit Master Plan and/or a future regional economic development initiative.**

There are several important connections outside Joint Planning Areas that can best be addressed through region-wide planning initiatives and within local transportation plans. Corridors that connect urban municipalities outside Joint Planning Areas and those that connect Hamlet Growth Areas will require specific attention.

3.3 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 oversee 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 RTTMP, the Context Studies and the transportation components of a future regional economic development strategy. In the near term:

- these groups will merge and continue as an advisory Working Group, drawing on the expertise of key external stakeholders such as Alberta Transportation, as required; and
- the status quo approach of delivering transportation infrastructure and services on a case-by-case basis will continue.

In the longer term, and pending the recommendations of Context Studies and the RTTMP, more formalized governance or collaborative structures or agreements may be appropriate, particularly for the delivery of transit.

3.4 Evidence-Based Decision-Making

The following mechanisms provide valuable sources of information, which will enable the Board to undertake Evidence-Based Decision-Making, as defined earlier in this plan:

- **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. The land use elements of the regional model should be updated as part of the RTTMP, to reflect the Growth Plan and details established in Context Studies.
- **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.

Monitoring of transportation activity can support evidence-Based Decision-Making and can be used to measure the effectiveness of implementation for both the Growth Plan and Servicing Plan. 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.

3.5 Actions

As noted above, the CMRB will:

- 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 as an element of future regional economic development initiatives;
- facilitate completion of a regional transportation model;
- merge the Transportation Technical Advisory Group and Transit Subcommittee; and
- complete a regional Transportation and Transit Master Plan.

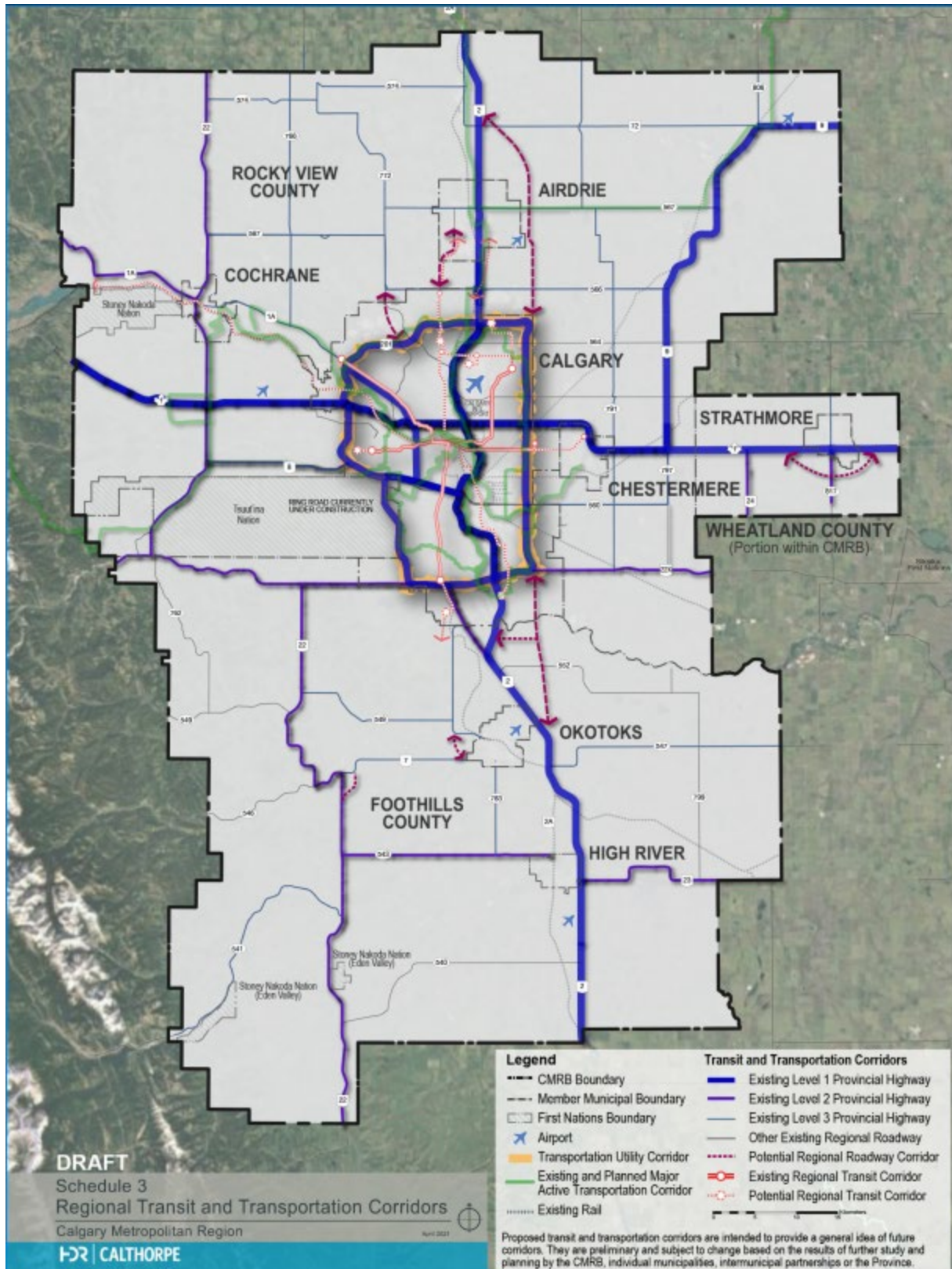


Figure 2: Regional Transit and Transportation Corridors

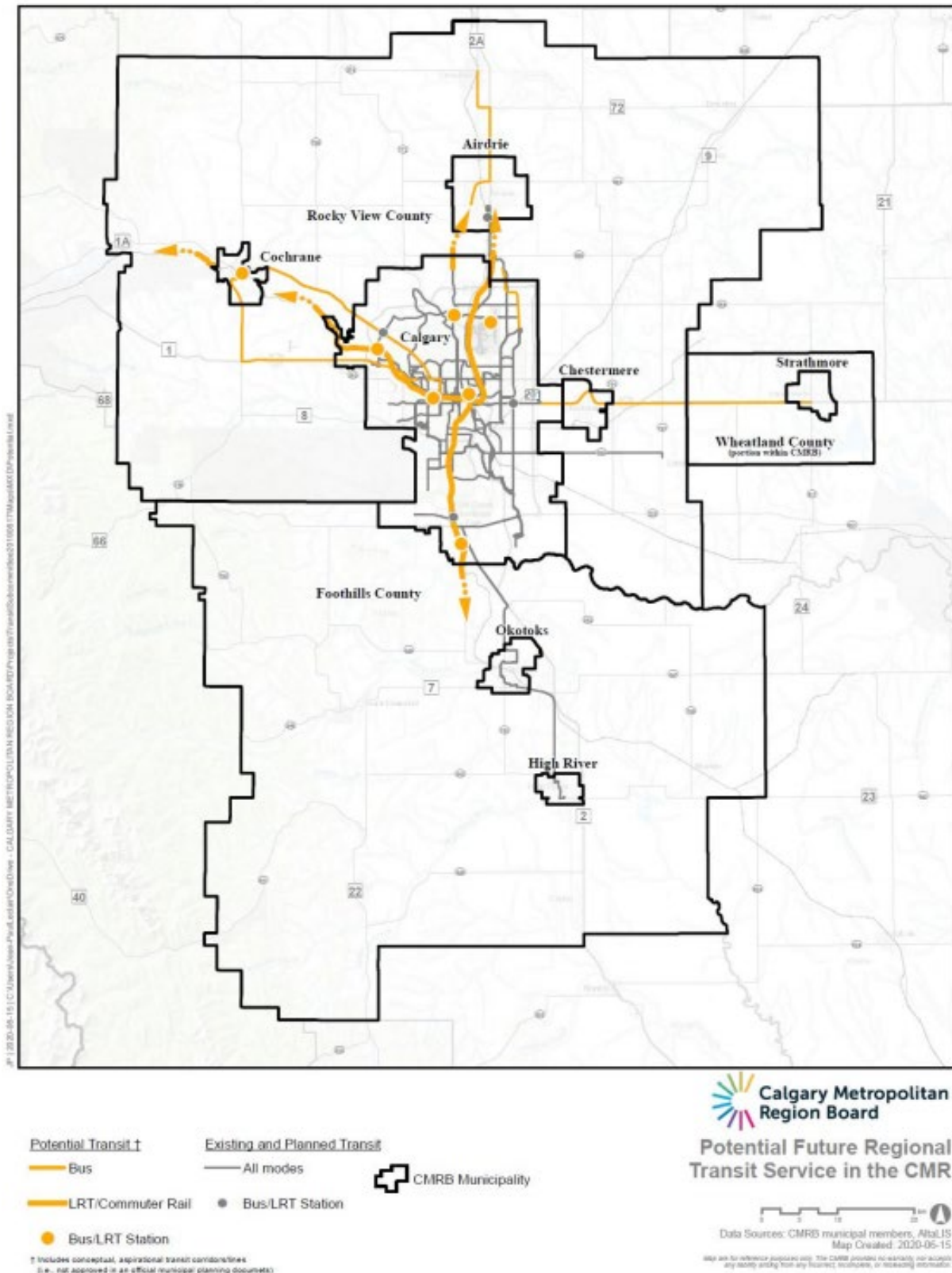


Figure 3: Potential Future Regional Transit Service in the CMR
Source: CMRB Transit Background Report, 2020

4 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.

4.1 Background and Intent

The Calgary Metropolitan Region spans the South Saskatchewan River 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 Calgary Metropolitan Region. Physical evidence within the South Saskatchewan Basin points to continued overall decline in average flows within the Calgary Metropolitan Region watersheds, that threaten the overall security and quality of the water supply to existing license holders.

Subsequently, all Calgary Metropolitan Region sub-basins are expected to experience some degree of water quantity constraints within 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

Sub-regional entities, including individual municipalities and other sub-basin groups play an important part in watershed planning. Watershed Planning and Advisory Councils and Watershed Stewardship Groups have taken a lead in watershed protection and planning, with support from the province by developing water management plans for some of the sub-watersheds in the Calgary Metropolitan Region. 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 improve the way that water is managed and delivered 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.

4.2 Servicing Priorities

As previously noted, there are many groups working towards a long-term water strategy for the region and its watersheds. Given the anticipated growth to occur over the lifetime of the Growth Plan, and the water 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 complex topic, and an effective strategy is necessary to ensure the future supply of water for the region and the health of the watershed. These two considerations are intricately linked.

4.2.1 Region-Wide Priorities

4.2.1.1 WATERSHED PLANNING

- **Determine how the CMRB can contribute to and integrate with regional 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 Calgary Metropolitan Region represents only a portion of the South Saskatchewan River Basin. The South Saskatchewan Regional Plan is the guiding document for planning in the watershed. The South Saskatchewan Regional Plan cites policies to enable the Province to limit activities that impact water quality and quantity and provides broad guidance for watershed protection. The South Saskatchewan Regional Plan is the tool that 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 Calgary Metropolitan Region is located. The Calgary Metropolitan Region and its members must be compliant with the South Saskatchewan Regional Plan and can advocate for enhanced protection of the watersheds that the Calgary Metropolitan Region relies on, including watersheds within and outside of the region's boundary.

4.2.1.2 WATER USE AND EFFICIENCY

- **Identify opportunities to improve water efficiency through regional collaboration**

All Calgary Metropolitan Region 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 initiatives have reduced per capita water use in the Calgary Metropolitan Region in the past decade, based on current consumption patterns. However, continued conservation and efficiency efforts to further reduce per capita water use will be needed to align long-term growth with available licenses and to minimize the effects of water withdrawal from the region's watersheds.

4.2.1.3 ADVOCACY

- **Identify common regional issues for advocacy with the Province**

In alignment with the direction of the CMRB Advocacy Committee, the Water Working Group will determine a consensus position on working with the Province regarding regulatory barriers to

shared water servicing experienced in the region. Following this, the Water Working Group will recommend next steps to the Advocacy Committee on how best to proceed.

4.2.2 Preferred Growth Areas Priorities

4.2.2.1 OPPORTUNITY FOR LEARNING

- **Incorporate lessons learned through planning in the Joint Planning Areas into the region's long-term water strategy**

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.

4.3 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 Calgary Metropolitan Region will be a significant task, and will be undertaken in parts that will ultimately form a cohesive long-term water strategy. To begin to address these issues, water subject matter experts from each member municipality (known as the "Water Table") developed a "Water Road Map", which outlines the iterative process for water-related planning in the Calgary Metropolitan Region. The Water Table will continue as the Water Working Group and will update the Water Road Map by engaging with external groups and organizations. This initiative is important and necessary to advance a long-term water strategy for the region.

The Water Table has guided several background studies noted below, which should be referenced and used to inform the next steps of a long-term water strategy:

- Water Use and Conservation in the Calgary Metropolitan Region Study
- Natural and Managed Capacity of Regional Water Supply in the Calgary Metropolitan Region Report
- Calgary Metropolitan Region 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.

4.4 Evidence Based Decision Making

The working group will need to determine what information and data it requires to address the long-term water strategy priorities. The priorities will build on an evidence-based approach that can be measured and monitored.

4.5 Actions

- Update the Water Road Map to identify the best path to a long-term water strategy.

- Address priorities to begin development of a long-term water strategy, which includes:
 - 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; and
 - other considerations.
- Complete Context Studies for the Joint Planning Areas in a manner that considers stormwater management and conservation of environmentally sensitive areas, to support a greater long-term water strategy, and to provide information and data for broader regional planning initiatives.

5 Water and Wastewater Servicing

Water and Wastewater 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.

5.1 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 wastewater systems in the region mirror the water systems, with many municipalities owning and operating their own collection lines and wastewater treatment facilities. The Calgary Metropolitan Region 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. An example is the Foothills/Okotoks sub-regional water pipeline project. The two municipalities plan to build a raw water pipeline from the Bow River, and share costs based on usage. This project will enable continued water access and growth while providing value to residents through cost sharing.

The Foothills/Okotoks sub-regional water pipeline 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 permitted. While water access in times of shortage is 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, priorities, and action items outline a way forward to address these water, wastewater and water licensing issues.

5.2 Servicing Priorities

5.2.1 Region-Wide Priorities

5.2.1.1 REGIONAL UTILITY SYSTEM

- **Assess opportunities for shared servicing at the regional level based on findings and lessons learned through Context Studies and at the sub-regional level**

There is no regional water and wastewater utility provider in the Calgary Metropolitan Region. Although there are municipal utilities that provide services to other municipalities, they are provided to customers on a cost recovery basis. Municipalities that receive water and wastewater services from other providers, typically treat and distribute the water within their own municipal boundaries. In some cases, provision of water includes development of intermunicipal infrastructure. An example of an existing intermunicipal facility is the East Calgary Regional Water Line, which delivers water from Calgary to the Town of Strathmore and City of Chestermere.

A broad regional approach to utility servicing is not being pursued by the Calgary Metropolitan Region 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 will be used, 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 water and wastewater servicing.

5.2.2 Preferred Growth Areas Priorities

5.2.2.1 SUB-REGIONAL SERVICING

- **Evaluate opportunities for servicing collaboration through planning in the Preferred Growth Areas**

Preferred Growth Areas are an ideal place to start collaborating inter-municipally to optimize the regional water and wastewater servicing system, and they could bring to light opportunities for collaboration in other locations. 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.

5.3 Working Groups

Strategies for sub-regional servicing will be identified in the Context Studies for the Joint Planning Areas. The Context Studies will be led by the Calgary Metropolitan Region and developed by members. The working group, or a sub-committee working group will act as an advisor to the process, providing consistency between the different Joint Planning Areas.

Municipalities will be required to collaborate in the Context Studies in Joint Planning Areas and associated discussions on water servicing. Similarly, where there is a need for water or wastewater servicing in other Preferred Growth Areas (Hamlet Growth Areas and Urban Municipalities), municipalities with capacity to provide services to these Preferred Growth Areas are required to jointly review potential servicing strategies with the municipality requiring servicing.

Through collaboration, all municipalities are encouraged to supply water and wastewater services in the most cost-effective manner possible, while ensuring negative consequences to the environment are avoided.

5.4 Evidence Based Decision Making

Evidence based decision making for water and wastewater services will require information on a range of variables, including the land use / Placetypes need, 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 working group, some of which will be garnered through the Context Studies for Joint Planning Areas.

5.5 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 working group, given the identification of Preferred Growth Areas in the Growth Plan.
- The working group will 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 working group will identify ways to determine which municipalities can most efficiently and effectively provide servicing to the Preferred Growth Area being evaluated.

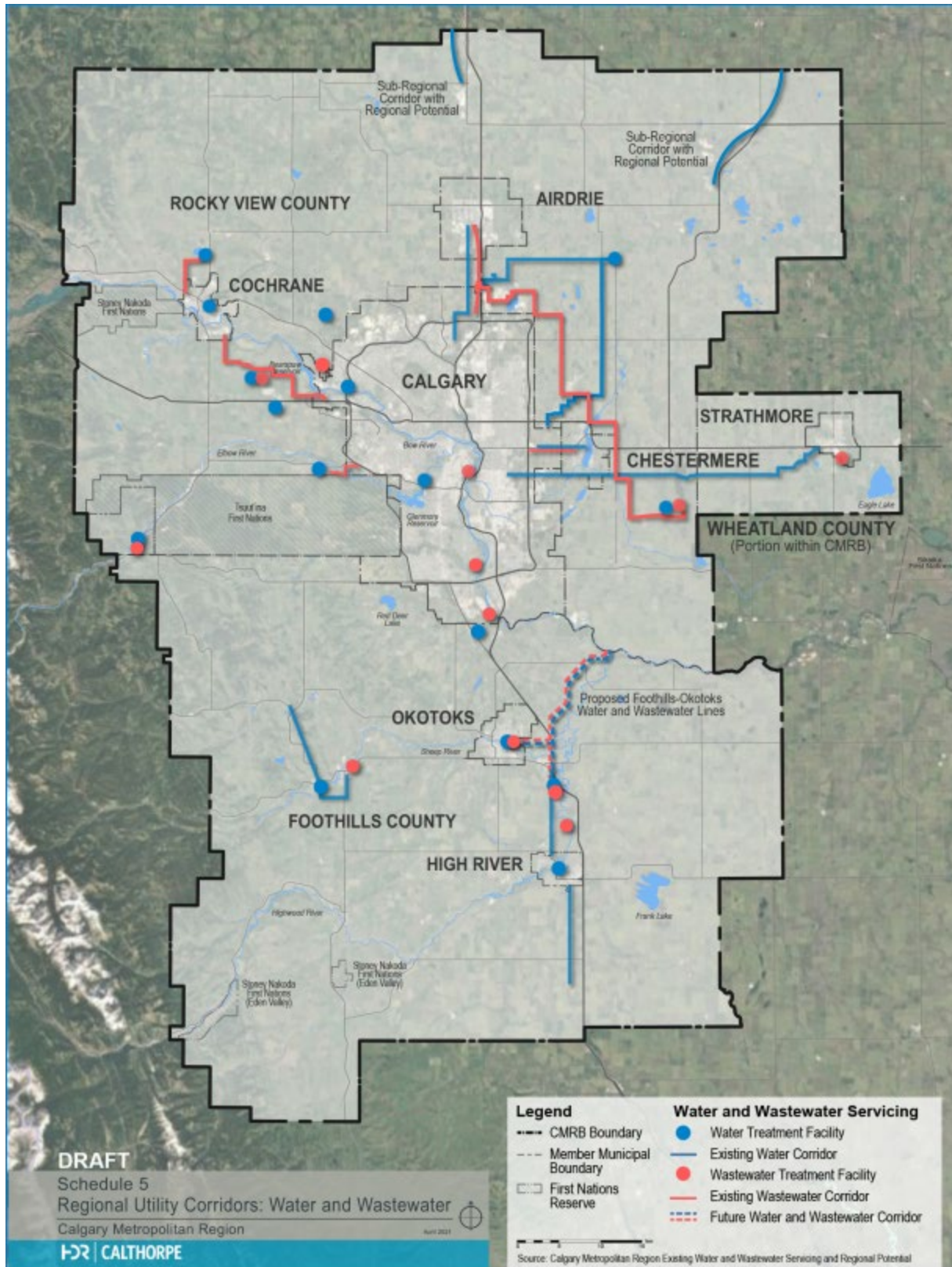


Figure 4: Regional Water and Wastewater Utility Corridors

6 Stormwater Management

Stormwater is runoff from rainstorms, hailstorms or melting snow that is shed from urban and rural landscapes.

6.1 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 Calgary Metropolitan Region consider region-wide opportunities, to improve environmental outcomes related to stormwater management. Regional priorities include:

- Drinking water quality for public health and safety
- Affordability of water treatment
- Water quality for ecosystems and downstream users
- Management of nutrient loading
- Protection of people, land, property and ecosystems
- Stormwater use
- Increase public utilization of stormwater infrastructure

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

Stormwater management challenges that the Calgary Metropolitan Region is 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; and
- limited access to receiving water bodies within the northeast portion of the region, resulting in development restrictions due to zero discharge requirements.

Stormwater management creates challenges and opportunities for land development and watershed protection in the Calgary Metropolitan Region. 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.

6.2 Servicing Priorities

6.2.1 Region-Wide Priorities

6.2.1.1 STORMWATER USE AND WATER REUSE

- **Advocate for stormwater use**

Many jurisdictions around the world have used innovative strategies to purify grey water and 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 use becomes an attractive solution with wide ranging benefits. Key challenges around stormwater use in the CMRB include:

- incomplete provincial direction regarding stormwater use;
- 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; and
- 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 to the province for stormwater reuse on behalf of its members, and work to enable innovative stormwater management strategies for the benefit of ratepayers.

6.2.1.2 REGIONAL INITIATIVES

- **Lead collaboration at the regional and sub-regional levels to improve stormwater management**

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, Watershed Planning and Advisory Councils, Watershed Stewardship Groups, 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.

An 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 Priorities

6.2.1.3 CONTEXT STUDIES FOR JOINT PLANNING AREAS

- **Initiate stormwater management collaboration in Preferred Growth 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 Studies.

6.3 Working Groups

Stormwater initiatives will be coordinated through the same working group as the long-term water strategy, and water and wastewater servicing.

6.4 Evidence Based Decision Making

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

6.5 Actions

- Update the Water Roadmap to identify stormwater priorities.
- Working group to identify areas that may have regional stormwater issues that 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.

7 Recreation

Regional recreation includes facilities, spaces, programs or services that are owned or operated by a CMRB member municipality, and have a realistic potential of use by, and broader benefits to, residents from outside the municipal boundaries in which they are provided.

7.1 Background and Intent

The recreation system across the Calgary Metropolitan Region is diverse, complex, and multifaceted. Recreation services provided by municipalities leads to residents and visitors being more physically active, promoting improved physical fitness. Recreation also brings people together which can, positively contribute to desired outcomes for other important societal needs, including public education, and positive mental 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 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.

7.2 Servicing Priorities

7.2.1 Region-Wide Priorities

7.2.1.1 MUNICIPAL COLLABORATION

- **Collaborate to realize mutually agreed upon outcomes.**

Collaboration can lead to cost savings, risk-reduction, resources and responsibility sharing, while improving the quality of services delivered. There are some areas of the Calgary Metropolitan Region where collaboration is thriving and other areas where the full benefits from collaboration have yet to be realized.

7.3 Working Groups

A Recreation Working Group will identify regional or sub-regional priorities on a voluntary case-by-case basis. Regional collaboration 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, and shared-services integration that will build trust, be transparent, and respect an individual municipality's right to make its own recreation decisions.

7.4 Evidence-Based Decision Making

Calgary Metropolitan Region 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 will require establishment of common region-wide metrics to support data gathering, assessment, and study. Member municipalities will collect and share data in support of evidence-based approaches to decision-making at the regional level.

7.5 Actions

- Establish a Recreation Working Group.
- Provide advice on recreation servicing for Context Studies.

8 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, municipal, and consultant experts will engage with the working groups, on an as needed basis. The data collected, the studies, and the timing of work will be coordinated through CMRB Administration.

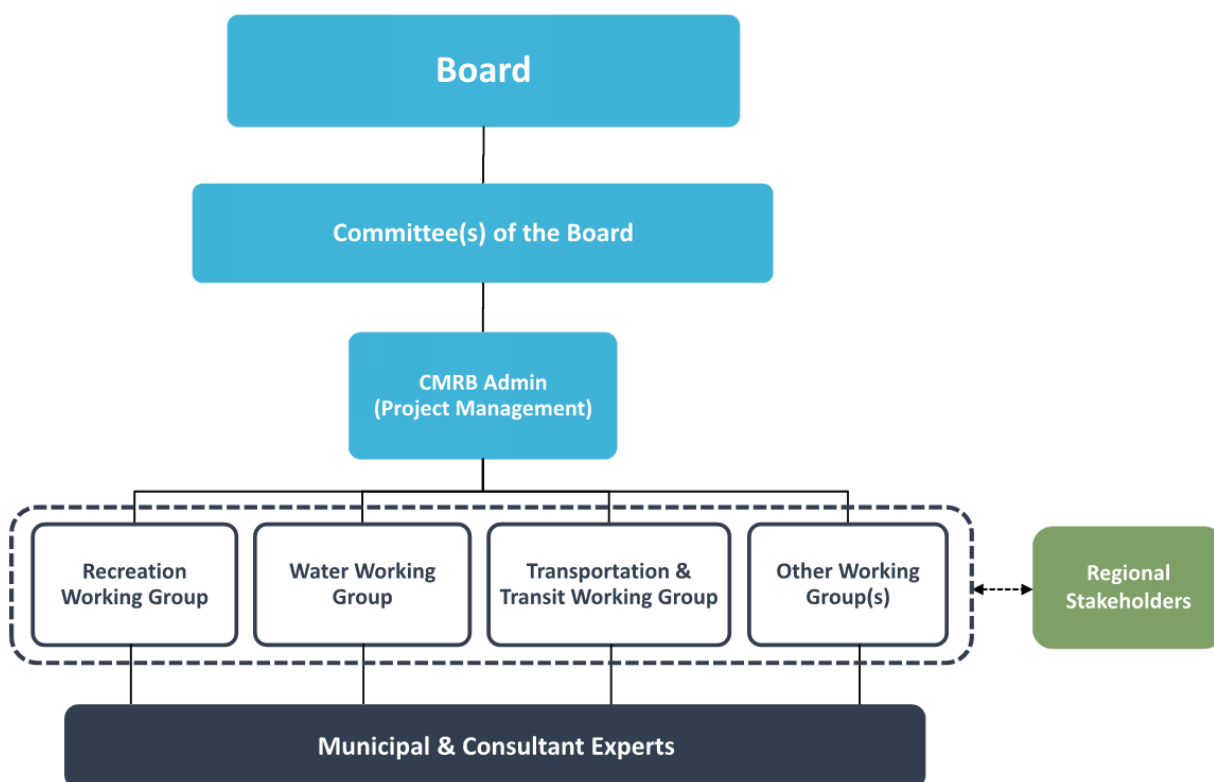


Figure 5: Administrative Structure for Servicing Plan

8.1 Working Groups Guiding Principles

The following principles will guide the future work of all Working Groups:

- Actively seek opportunities for efficient service provision and equitable sharing of costs and benefits.
- Work with a Regional mindset that considers the collective good of our citizens.
- Pursue innovative research, technology, and best practices.
- Build, collect, and openly share regionally relevant data, information and knowledge in a timely way.

- Support regionally scaled service investments informed by evidence regarding customer, fiscal and environmental outcomes.
- Prioritize sub-regional service initiatives that align with the Growth Plan.
- Recognize the autonomy and individuality of municipalities and how this influences service delivery.
- Prioritize the provision of safe and reliable services to citizens and businesses in the CMR.
- Act and advocate in a regional manner with a unified voice.

8.2 Data Collection and Monitoring

One of the key pillars of the Servicing Plan is evidence-based decision-making, which requires timely collection and monitoring of information. This pillar is vital to the implementation and success of the Plan. CMRB administration will be a data repository, that will provide the Region with a valuable collection of region-wide data, which 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 obtain the most current information and ensure the data is available for decision making and monitoring. The information collected will be updated regularly and 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;
- better land use planning; and
- improved decision-making through use of innovative data modeling and scenarios.

In summary, a strong region-wide data collection system will support the optimization of regional services, identified in earlier sections of this Plan.

8.3 Plan Update and Review

Implementation of the Servicing Plan will require reviews and updates to ensure continued alignment with the Growth Plan, and potentially new directions from 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 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 to support the next million population in the Region, and to support “foreshadowing” of longer term needs beyond the next million people.

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 directly connected to and part of the regional road and highway network, but also includes the rail and air modes of transportation. 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; and
- 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, while providing 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. The RTTMP should consider how regional active transportation activity is measured, how needs are assessed, and how ongoing monitoring is undertaken.

e) Air – The Calgary Airport Authority operates the primary airports in the Calgary Metropolitan Region, 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 Calgary Metropolitan Region. 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 Integration Memo); and
- Transit Background Reports.

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

- Planning for regional multi-use corridors including, but not limited to, transportation, utility, communications, and active transportation
- 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.

Agenda Item	8
Submitted to	Board
Purpose	For Approval
Subject	Final Draft REF
Meeting Date	May 21, 2021
<i>Motion that the Board approve the Regional Evaluation Framework and direct administration to finalize the document and send it to the Minister of Municipal Affairs .</i>	
Summary <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. • The REF has been developed collaboratively with TAG over multiple iterations of feedback, comment, and discussion and was adjusted for clarity and to reflect the policies of the final draft Growth Plan, including the definition of Regional Significance. • The REF has been updated to reflect the decisions of the Board made at the May 14 Board meeting. 	
Attachments <ul style="list-style-type: none"> • Attachment 1: Approved REF Principles • Attachment 2: Approved REF Application Review Process • Attachment 3: Final Draft REF 	

1. Introduction

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. This will be updated upon completion and approval of the Growth Plan and REF.

Once approved by the Minister, the REF process will come into effect. Further work will occur around implementation practices and protocols over time.

2. Updated REF, May 21 Version

At the May 14 Board meeting, the Board voted to remove Small Employment Areas from the final draft Growth Plan. Small Employment Areas had been referred to in the May 14 version of the REF. To reflect the Board decisions, the reference to Small Employment Areas has been removed and replaced with reference to exceptions in the REF for resource extraction and energy development, agriculture-related business, and home-based business, consistent with policy 3.1.6.1 b) in the final draft Growth Plan, unless those developments require planning through a statutory plan.

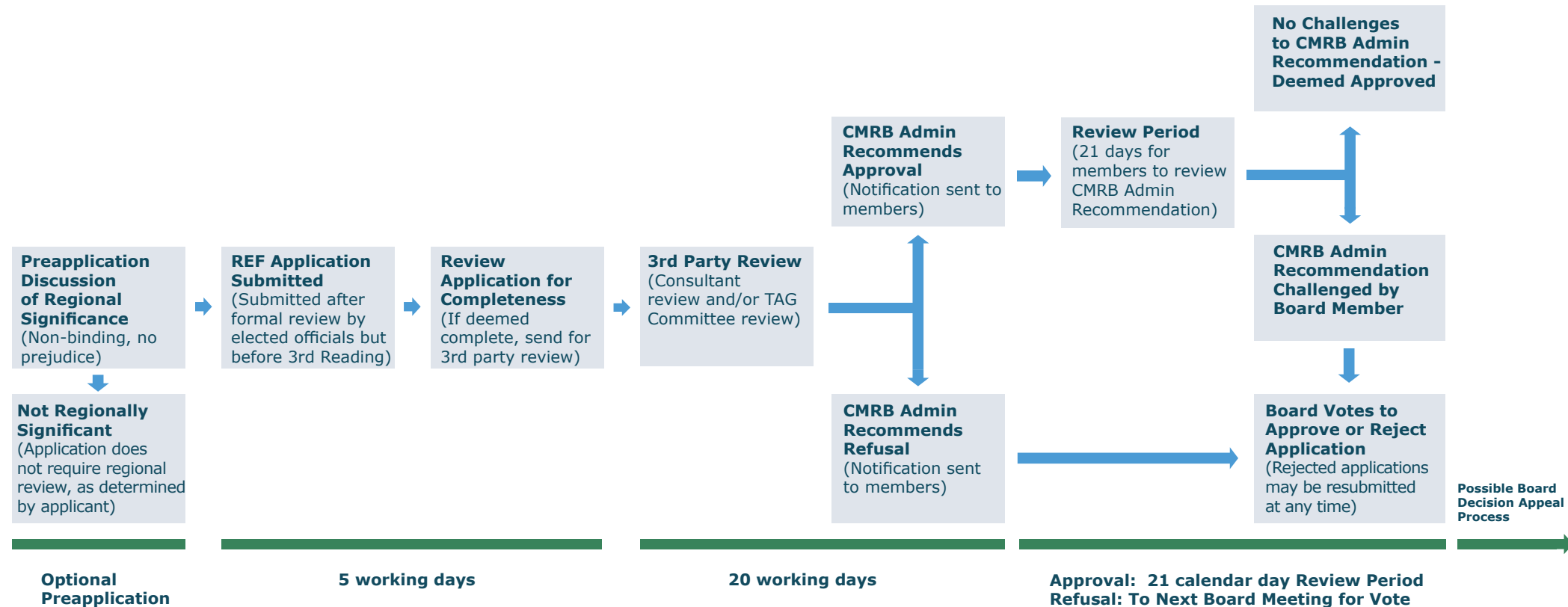
3. Recommendation

Motion that the Board approve the Regional Evaluation Framework and direct administration to finalize the document and send it to the Minister of Municipal Affairs.

Attachment 1: Approved REF Principles

	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



Agenda Item 8ii Attachment

FINAL DRAFT REGIONAL EVALUATION FRAMEWORK

VERSION: May 21, 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.

REGIONALLY SIGNIFICANT means

- a. of a scale or scope that may impact or benefit two or more municipal members as the context may apply; and
- b. development of scale, scope, or proximity that it will benefit or have impact on regional transit and transportation corridors, energy corridors and utility corridors, natural systems and/or infrastructure.

4 SUBMISSION CRITERIA

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.

Agenda Item 8iii Attachment

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.
- d) All new amendments to Area Structure Plans and Area Redevelopment Plans where the amendments include:
 - i. Employment Areas; 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 5.1, 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) Employment Areas for the following, unless planned through a statutory plan:
 - i. Resource extraction and energy development;
 - ii. Agriculture-related business including Processors, Producers, and other Agri-business and related accessory uses; and
 - iii. home-based business.
- d) 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.
- e) 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) A Cover Letter, including Ministerial Order number, brief description of the proposed plan or plan amendment, request for approval, list of consultants contracted to develop the plan or plan amendment, and applicant contact information;
- b) The proposed Statutory Plan or amendment bylaw;
- c) A copy of the Statutory Plan without the proposed amendment;
- d) The supporting Council report;
- e) Sufficient documentation to explain the Statutory Plan or amendment;
- f) Satisfactory information to ensure the new Statutory Plan or existing Statutory Plan amendment can be evaluated, such as applicable technical studies and other supporting documents;
- g) A summary letter that explains alignment with the Growth Plan;
- h) 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; and
- i) Copies of letters provided by member municipalities as part of public hearing submissions.

5.2 New Area Structure Plans or Area Redevelopment Plans must include within the statutory plan document all mapping required by the policies of the Growth Plan.

5.3 Area Structure Plans or Area Redevelopment Plans amendments must include within the Regional Evaluation Framework application documentation all mapping required by the policies of the Growth Plan.

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.



Agenda Item	9
Submitted to	Board
Purpose	For Decision
Subject	Draft Code of Practice for Composting Facilities
Meeting Date	May 21, 2021
<i>Motion that the Board approve the draft letter to the Waste Policy Section of Alberta Environment and Parks</i>	
<p>Summary</p> <ul style="list-style-type: none"> In a Board meeting on December 5, 2019, Wheatland County described the challenges regarding a composting facility located within the County. A motion was made directing CMRB Administration to report to the ISC regarding organic composting in the Region. CMRB administration gathered municipal experts from Wheatland County, City of Calgary, Rocky View County and Foothills County administrations to discuss the municipalities' experiences with composting facilities across the Calgary Metropolitan Region (CMR). At the February 2020 meeting of the LUSC, the report recommended that the issues experienced relating to the provincially regulated composting facilities be brought to the Advocacy Committee for discussion. A draft Code of Practice for Composting Facilities in Alberta was released by the province in August 2020. An updated draft may be released in early 2021 with an opportunity for municipalities (and others) to provide feedback. Given a request for feedback on the revised draft Code of Practice (CoP) in 2021, there is an opportunity to provide common voice to regulatory framework concerns expressed previously by some member municipalities in the CMR. At the January 2021 Advocacy Committee meeting, the committee passed the motion: <p style="margin-left: 40px;"><i>That the Advocacy Committee direct CMRB Administration to work with interested member municipality administrations regarding common comments on the updated Code of Practice for Composting Facilities, once released, and report back to the Board.</i></p> On April 29, 2021, the province released the updated draft for a second round of stakeholder feedback and requested feedback be provided by May 28, 2021. CMRB Administration organized a meeting with interested municipalities' waste 	

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experts and compiled common feedback on the revised draft CoP, included in the attached letter.

- Municipal experts had an opportunity to provide comment on the draft letter and those comments have been considered.
- Approval of the attached letter does not preclude municipalities from submitting comments on the CoP individually

Attachments

1. Draft letter to Waste Policy Section of Alberta Environment and Parks regarding the updated Code of Practice for Composting Facilities

Background

Much work has been done by municipalities and the waste industry to provide sustainable options for residential and ICI (industrial/commercial/institutional) composting streams and CMR municipal administrations are aware of the challenges related to the regulatory framework under which these facilities are sited and operated.

Member municipality administrations expressed support in collaborating on increasing capacity for food and yard waste processing in the CMR that would create stability for organics generators and haulers with regulatory tools that support the municipalities and facility neighbours in which these facilities operate.

The following are a summary of municipality experiences and identified opportunities from the report to ISC from the February 2020 meeting:

- Wheatland County has experienced issues with a composting site located in the county for over 10 years. Issues include public nuisance (odour, attracting wild life, refuse, inorganic matter spreading as a result of weather/wind) as a consequence of operation of the site below the industry's standard practice. Wheatland County developed a white paper outlining their concerns related to the regulatory framework under which the composting facilities operate.
- Wheatland County's concern regarding the operation of composting facilities relates to the input and output balance, and stockpiling of poorly processed materials. Composting facilities do not require a development permit – the municipal development permit processes shall be required prior to operate compost facilities.
- The City of Calgary would like to see increased capacity for food and yard waste processing in the Calgary region that will create stability for the generators and haulers all within a regulatory framework that supports the municipalities in which these facilities operate and the facility neighbors. The Calgary believes there is opportunity for increased business development and innovation to meet the regional processing needs for food and yard waste.
- The City of Calgary Composting Facility accepts residential green cart food and yard waste collected by The City of Calgary Waste & Recycling Services as well as dewatered biosolids, a nutrient-rich by-product of the wastewater treatment process.

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- Calgarians have enthusiastically embraced the Green Cart program; as a result, the facility is operating over-capacity. City of Calgary is exploring expansion options sooner than anticipated.
- In Rocky View County (RVC), no major organics processing facilities currently operate within RVC boundaries. RVC is concerned that poor performance by some operators has tainted the composting industry making it harder to site and approve new facilities locally. Materials collected in the RVC green cart organics program (from ~1,750 homes) are shipped to sites in Calgary for consolidation and transfer to compost facilities elsewhere in the province for processing. No local facilities exist in RVC to run truly efficient food waste organics programs.
- RVC also experiences the lack of geographically close, suitable, reliable processing capacity which hinders the County from expanding organics collection programs and impacts the ICI organic waste generators in the municipality. Similar to food waste organics, options for biosolids (wastewater treatment bi-products) processing and treatment in the region are extremely limited causing risks to the sustainability of those programs.
- Foothills County and the Foothills Regional Services Commission (FRSC) has developed a recent Regional Waste Management Plan. The plan indicates that a compost facility is needed to serve growing demand for compost processing. FRSC's board is likely to move forward with associated next steps and studies for a future composting facility in Foothills County.

At a meeting of the Land Use and Intermunicipal Servicing Committee in February 2020, the following motions were passed:

- a. Administration recommends that the regulatory complications experienced by Wheatland County be referred to the Advocacy Committee for consideration in supporting modifications to the Government of Alberta regulation in line with those identified by Wheatland County's white paper entitled *Alberta Composting Framework*, attached.
- b. Administration recommends that municipalities in the CMR prepare for a request by Foothills County staff in 2020 for projected compost volumes for a siting and design study for a potential future composting facility in the CMR.

A previous 2007 Code of Practice is currently in place, however it is in the process of being updated by the Province.

The draft Code of Practice for Composting Facilities in Alberta was released by the province's Waste Policy Section in August 2020. Additional details from the province can be found on the province's public engagement page located [here](#).

On April 29, 2021, the province released the updated draft for a second round of stakeholder feedback and requested feedback be provided by May 28, 2021. CMRB Administration organized a meeting with interested municipalities' waste experts and compiled common feedback on the revised draft CoP.

Administration Code of Practice Discussion

CMRB Administration organized a meeting with interested municipalities' waste experts and compiled common feedback on the revised draft CoP, included in the attached letter. Based on the review completed to-date by member municipalities in attendance,

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the 2021 revised draft COP is a significant improvement from the 2007 CoP. There are a few concerns that remain, which are identified in the draft letter. However, on the whole, it is felt that the document is a step in the right direction.

Recommendation

That the Board approve the draft letter to the Waste Policy Section of Alberta Environment and Parks.



May 21, 2021

Richard Adjei

Senior Waste Policy Advisor

Carol Nelson

Waste Management Specialist

Waste Policy Section
Environment and Parks
10th floor Oxbridge Place
9820 – 106 Street
Edmonton, AB
T5K 2J6

RE: Code of Practice for Compost Facilities 2nd Round of Engagement

Dear AEP Waste Regulation Team:

I am writing on behalf of the Calgary Metropolitan Region Board (CMRB) to provide feedback on the revised draft Code of Practice for Composting Facilities. Thank you for the opportunity to provide input on this important issue.

The ten member municipalities of the Calgary Metropolitan Region Board seek sustainable, reliable and efficient composting facilities to serve their communities. The siting, planning and operation of these facilities requires regulatory tools to prevent and mitigate nuisance issues in alignment with best practices in waste management. The work completed to-date to update and streamline Alberta's composting regulatory framework is much appreciated. The historical challenges presented by nuisance factors resulting from poor operational practices and untreated legacy piles at composting facilities have been difficult for some municipalities in the CMR to manage.

In light of these historical challenges, the CMRB supports the improvements made to the code of practice. As a whole, the requirements within the new revised draft Code of Practice reduce the potential for anaerobic conditions to form, thus likely reducing odour issues as long as the code is followed. Further, we appreciate the removal the requirement for oxygen measurements from the previous draft.

The CMRB makes the following requests and recommendations for improvement to the draft Code of Practice:

1. We object to the listing of unpainted drywall as acceptable feedstock (per the list dated April 28, 2021). Most drywall entering the waste stream has not undergone hazardous material assessment and originates from demolition activities which risk the presence of lead-based paint and asbestos-containing drywall. The responsibility of the operator to distinguish between painted and unpainted drywall may not be realistic.



2. The CMRB requests consideration be given to including a requirement for baseline odour assessments, especially when a proposed composting facility is to be co-located with other uses (e.g. confined feeding operations).

Finalizing this code will be a significant improvement and is an important step to enable citizens, high performing operators, municipalities and the province to collectively manage waste streams in a sustainable and responsible manner now, and for years to come.

Thank you again for the opportunity to provide feedback on this important work. If you or your staff have any questions, or would like to discuss the feedback, please do not hesitate to contact me or Jordon Copping, CMRB Chief Officer, at 403.213.6886.

Sincerely,

Greg Clark, MBA ICD.D
Chair
Calgary Metropolitan Region Board

cc: Honourable Ric McIver, Minister of Municipal Affairs
Honourable Jason Nixon, Minister of Environment and Parks
Dale Beesley, Assistant Deputy Minister of Municipal Affairs
CMRB Board Members

The Calgary Metropolitan Region Board is the first provincially mandated growth management board for the Calgary Region. It consists of representatives from 10 municipalities who are mandated to develop a long-term plan for managed, sustainable growth in the Calgary Region. The CMRB was officially established in January 2018, and its members municipalities include: Airdrie, Calgary, Chestermere, Cochrane, Foothills County, High River, Okotoks, Rocky View County, Strathmore and a portion of Wheatland County.

Division	Status	Topic	Description	Date Raised Scheduled	Target Completion Date	Responsible Area
All	Active	Management of Accrued Employee Vacation Time	Administration was directed at the May 11, 2021 Council meeting to prepare a report on policies associated with the management of accrued employee vacation time by the June 22, 2021 Council meeting.	11-May-21	22-Jun-21	CAO Office
All	Active	Water and Wastewater Debt Repayment	Administration was directed at the December 23, 2020 Council Meeting to investigate sources for annual debt payments for water and wastewater infrastructure, and to bring a report back to Council before the last meeting in May 2021.	22-Dec-20	25-May-21	Financial Services
All	Active	Credit Card Payments for Property Taxes	Administration was directed at the October 27, 2020 Council meeting to return with an update on or before the end of March, 2021. Administration was further directed at the April 13, 2021 Council meeting to bring back budget adjustments for Council's consideration to begin the process of accepting online credit card payments.	28-Apr-20	25-May-21	Financial Services
All	Active	Board and Committee Amendments	Administration was directed at the October 27, 2020 Council meeting to bring back amendments to standardize the term lengths for all boards and committees by the end of June, 2021. Administration was directed at the May 11, 2021 Council meeting to prepare amendments to the County's board and committee terms of references in accordance with the staff recommendation.	27-Oct-20	29-Jun-21	Legislative Services
All	Active	Voter Identification Bylaw	Administration was directed at the January 12, 2021 Council meeting to prepare a voter identification bylaw.	12-Jan-21	TBD	Legislative Services
All	Active	Reinstatement of Dog License Fees	Administration was directed at the February 23, 2021 Council meeting to review reinstating the dog license fee in time for the 2022 budget cycle.	23-Feb-21	TBD	Municipal Enforcement
All	Active	Feasibility of Cemetery Services	Administration was directed at the November 4, 2019 Council meeting to look at the feasibility of Cemetery Services and investigate potential options for Council's consideration.	4-Nov-19	25-May-21	Operational Services
1	Active	Bragg Creek Hamlet Expansion Strategy	Council adopted a terms of reference for the Bragg Creek Hamlet Expansion Strategy Project at the January 8, 2019 Council meeting. Administration was directed at the May 12, 2020 Council meeting to continue with the project and to finalize amendments to the Greater Bragg Creek ASP based on higher residential densities.	8-Jan-19	TBD	Planning Policy
5	Active	Janet ASP Amendment for an Expanded Study Area	Council approved the project terms of reference at the April 30, 2019 Council meeting, and provided further direction to expand the project area at the May 28, 2019 Council meeting.	30-Apr-19	TBD	Planning Policy

Division	Status	Topic	Description	Date Raised Scheduled	Target Completion Date	Responsible Area
All	Active	Recreation and Parks Foundation	Administration was directed at the September 24, 2019 Council meeting to explore the establishment of a Recreation and Parks Foundation to support the buildout and long-term maintenance of recreation and parks amenities and programs in Rocky View County. Administration was directed at the April 28, 2020 Council meeting to cease exploration of the Foundation and revisit its creation within six months of the approval of the Recreation and Parks Master Plan.	24-Sep-19	30-Jun-21	Recreation, Parks and Community Support
4	Active	Hamlet of Langdon Library	Administration was directed at the April 27, 2021 Council meeting to pursue the development of a library in the hamlet of Langdon, and to prepare a formal plan for Council's consideration.	11-May-21	TBD	Recreation, Parks and Community Support
9	Active	Horse Creek Water and Waste Water Services Acquisition	Administration was directed at the December 22, 2020 Council meeting to prepare a borrowing bylaw and budget adjustment for the purchase of Horse Creek Water & Waste Water Services Inc. Administration be directed to begin the process that will facilitate the purchase of Horse Creek Water & Waste Water Services Inc. at the March 23, 2021 Council meeting Council provided first reading to Borrowing Bylaw C-8166-2021 at the March 23, 2021 Council meeting. Council approved Borrowing Bylaw C-8166-2021 at the May 11, 2021 Council meeting, and was directed to prepare amendments to the Master Rates Bylaw.	12-Mar-19	TBD	Utility Services
All	Active	Report on Waste to Energy Solutions	Administration was directed at the March 23, 2021 Council meeting to bring a report back to Council on waste to energy solutions, including technologies, regional markets and economic costs/benefits to Council by end of July, 2021.	9-Jul-19	27-Jul-21	Utility Services
All	Active	Blazer Water System Acquisition	Administration be directed to begin the process that will facilitate the purchase of Blazer Water System at the March 23, 2021 Council meeting Council provided first reading to Borrowing Bylaw C-8165-2021 at the March 23, 2021 Council meeting. Council approved Borrowing Bylaw C-8165-2021 at the May 11, 2021 Council meeting, and was directed to prepare amendments to the Master Rates Bylaw.	23-Mar-21	TBD	Utility Services
9	Ongoing	Sale of the Cochrane Gravel Pit Lands	Administration was directed at the February 25, 2020 Council meeting to negotiate a purchase and sale agreement for the sale of the Cochrane Gravel Pit lands. At the June 9, 2020 Council meeting, Council declined a letter of intent received.	25-Feb-20	Ongoing	Legal and Land Administration

Division	Status	Topic	Description	Date Raised Scheduled	Target Completion Date	Responsible Area
5	Ongoing	Sale of the Chestermere Regional Recreation Center	<p>Administration was directed at the September 24, 2019 Council meeting to explore the sale of the land and remediation of the facility.</p> <p>Administration was further directed at the January 28, 2020 Council meeting to review the letter of intent presented by the City of Chestermere and prepare a report for Council's consideration.</p> <p>At the May 12, 2020 Council meeting, Council declined an offer from the City of Chestermere.</p> <p>Administration was directed at the November 24, 2020 Council meeting to enter into negotiations with the City of Chestermere regarding the Chestermere Regional Recreation Centre.</p>	28-Jan-20	Ongoing	Legal and Land Administration
1	Ongoing	Garden of Peace Chapel Lease	Administration was directed at the February 25, 2020 Council meeting to negotiate a 5-year lease for the Garden of Peace Chapel and related lands.	25-Feb-20	Ongoing	Legal and Land Administration
All	Ongoing	Potential Joint Assessment Review Board	<p>Administration was directed at the February 11, 2020 Council meeting to bring back options for a joint Assessment Review Board once Administration has concluded preliminary discussions with potential partner municipalities.</p> <p>Administration was directed at the June 23, 2020 Council meeting to continue discussions and return with options for the 2021 assessment year.</p>	11-Feb-20	Ongoing	Legislative Services
2&3	Ongoing	Animal Care and Control Bylaw	Administration was directed at the November 6, 2018 PPC meeting to bring the Animal Care and Control Bylaw to a future Policy Review Subcommittee meeting for further consideration. The Animal Care and Control Bylaw was considered at the November 14, 2018 PRS meeting.	6-Nov-18	Ongoing	Municipal Enforcement
All	Ongoing	Aqueduct Update	Administration was directed at the December 19, 2019 Council meeting to schedule a CAO workshop with Jonathan Huggett by the end of February, 2020.	10-Dec-19	Ongoing	Operations Division
All	Ongoing	County Plan Amendments to Accommodate Developer-led ASP	<p>Administration was directed at the February 11, 2020 Council meeting to draft amendments to the County Plan to allow for development proponents to prepare new area structure plans or amendments to existing area structure plans, subject to Council-adopted terms of reference.</p> <p>Council provided Municipal Development Plan Bylaw C-8090-2021 second reading and referred it to the CMRB for approval.</p>	11-Feb-20	Ongoing	Planning and Development Services

Division	Status	Topic	Description	Date Raised Scheduled	Target Completion Date	Responsible Area
All	Ongoing	New Municipal Development Plan	<p>Administration was directed at the May 18, 2018 Council meeting to initiate the process of amending the County Plan.</p> <p>Administration was further directed at the March 12, 2019 Council meeting to begin the process of creating a new Municipal Development Plan.</p> <p>Council provided Municipal Development Plan Bylaw C-8090-2021 second reading and referred it to the CMRB for approval.</p>	8-May-18	Ongoing	Planning and Development Services