



Calgary Metropolitan Region Board
Governance Committee Meeting Agenda

February 18, 2021 – **10:30** AM

Go-To Meeting

Meetings are recorded & live-streamed

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

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| 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 December 17, 2020 meeting | | |
| 4. Q4 Actuals (Attachment) | Copping | 6 |
| <i>For Decision:</i> Motion that the Committee receive and recommend for review by the Board the Q4 actuals | | |
| 5. Dispute Framework (Attachment) | Copping | 8 |
| <i>For Approval:</i> Motion that the Committee approve the Dispute Resolution Framework and direct Administration to draft a Bylaw | | |
| 6. REF Appeal Process & Non-REF Reconsideration Process (Attachment) | Copping | 14 |
| a) <i>For Approval:</i> Motion that the Committee approve the REF Appeal Process and direct Administration to draft a Bylaw | | |
| b) <i>For Approval:</i> That the Committee approve the Non-REF Reconsideration Process and direct Administration to draft a Bylaw | | |
| 7. Treaty 7 Lands Acknowledgement (Verbal) | Copping | |
| <i>For Information:</i> Motion that the Committee accept for information an update on the Treaty 7 Territory Land Acknowledgement | | |
| 8. Chief Officer Performance Review (Attachment) | Clark | 28 |
| <i>For Discussion:</i> Motion that the Committee discuss the Performance Evaluation Procedure for the Chief Officer in 2021 | | |



9. New Chair Disclosure of Concurrent Roles (Attachment) Clark **32**
For Information: Motion that the Committee receive for information a letter from Chair Clark disclosing concurrent roles per the Board Conflict of Interest Policy
10. Proposed Next Meeting: April 8, 2021 @ 9:30 Clark
11. Adjournment

Governance Committee Members:

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

Christopher Sheard, Committee Chair
 Greg Clark, Committee Chair

Upcoming Meetings:

Board	February 26 @ 9:30 AM	Go-To Meeting
Land Use & Servicing Committee	March 4 @ 9:30 AM	Go-To Meeting
Governance Committee	April 8 @ 9:30 AM	Go-To Meeting
Advocacy Committee	TBD	



Minutes of the meeting of
the Governance Committee of the
Calgary Metropolitan Region Board held by
GoToMeeting on Thursday December 17, 2020

Delegates in Attendance

Mayor Peter Brown – City of Airdrie
Councillor George Chahal – City of Calgary
Mayor Marshall Chalmers – City of Chestermere
Mayor Jeff Genung – Town of Cochrane
Reeve Suzanne Oel – Foothills County
Councillor Ken Heemeryck – Town of Okotoks
Reeve Dan Henn – Rocky View County
Councillor Jamie Kinghorn – Town of High River
Deputy Reeve Scott Klassen – Wheatland County

CMRB Administration:

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

1. Call to Order

Called to order at 9:30 AM.

2. Adoption of Agenda

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

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

Motion carried unanimously.

3. Approval of Minutes

Moved by Reeve Oel, **Seconded by** Councillor Kinghorn, accepted by Chair.

Motion: That the Committee approve the Minutes of the November 26, 2020 meeting.

Motion carried unanimously.

4. Reserve Funds Policy

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

Motion: That the Committee review and recommend for approval to the Board the proposed Reserve Funds Policy.

Motion carried unanimously.

Agenda Item 3



5. Dispute Framework

Jordon noted there was a typo on the brief for this item under next steps and that feedback will help inform final agreement on how the bylaw will look, but not necessarily the final bylaw, will come to the next Committee meeting. Members discussed the draft appeal and reconsideration framework and questions set out in the agenda package. Feedback will be sent back to municipal administrations for consideration.

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

Motion: That the Committee receive for information CMRB Administration's report on a dispute framework.

Motion carried unanimously.

6. REF Appeal Process

In discussing the proposed REF Appeal Process there was consensus for an external Appeal Committee to adjudicate a hearing from members of the Board and municipalities, with respect to Notices of Dispute. Most, but not all, members felt there should be a three-stage process: 1. Facilitated discussion 2. Mediation 3. Appeal. Some members felt there should not be a mediation step. Strong support was shown for the Municipal Government Board (MGB) to be the external party making the final, binding decision. Jordon noted he will be investigating whether this can fit into the new mandate of the revised MGB and what legislative or regulatory steps would be required.

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

Motion: That the Committee receive for information CMRB Administration's report on REF Appeal Process.

Motion carried unanimously.

7. Non-REF Reconsideration Process

With respect to the Non-REF reconsideration process, a two-stage process including facilitation and mediation was favored by the Committee.

Moved by Councillor Heemeryck, **Seconded by** Reeve Henn, accepted by Chair.

Motion: That the Committee receive for information CMRB Administration's report on Non-REF Reconsideration Process.

Motion carried unanimously.

**8. Treaty 7 Lands Acknowledgment**

The Committee supported commencing the acknowledgment of Treaty lands at CMRB meetings. In addition, they agreed to consult with indigenous neighbours on the specific wording.

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

Motion: That the Committee support the recommendation and request feedback on the wording from indigenous neighbours and come back to next governance meeting with a report on revised wording, if necessary.

Motion carried unanimously.

9. Next Meeting: February 5, 2021.**10. Adjourned at 11:29 AM.**

CMRB Chair, Christopher Sheard



Agenda Item	4
Submitted to	Governance Committee
Purpose	Present to the Governance Committee for Recommendation
Subject	CMRB 2020 Q4 Actuals
Meeting Date	February 18, 2021
<i>That the Committee receive and recommend for review by the Board the 2020 Q4 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"> Q4 Actuals 	

Introduction

CMRB Administration has compiled the Q4 Actuals for review by the Governance Committee.

Recommendation

That the Governance Committee receive for information and recommend for review by the Board the 2020 Q4 Actuals.

	2020 Budget	2020 Actual	2021-02-18 CMRB Governance Committee Agenda Package	YTD Variance
REVENUE				
GoA Grant	\$1,750,000.00	\$0.00	\$ -	\$0.00
Interest on GIC	\$40,000.00	\$10,000.00	\$ 14,912.80	\$4,912.80
Withdrawal from Reserves	\$900,000.00	\$ 200,000.00	\$ -	-\$200,000.00
TOTAL Revenue	\$2,690,000.00	\$210,000.00	\$ 14,912.80	-\$195,087.20
EXPENDITURES				
<u>CAPITAL EXPENSES</u>				
Computers & Hardware	\$6,000.00	\$1,500.00	\$ -	\$1,500.00
Office Furniture	\$6,000.00	\$1,500.00	\$ -	\$1,500.00
Phone/Internet Hardware	\$3,000.00	\$750.00	\$ -	\$750.00
TOTAL CAPITAL EXPENSES	\$15,000.00	\$3,750.00	\$ -	\$3,750.00
<u>OPERATING EXPENSES</u>				
STAFFING COSTS				
Salary	\$645,000.00	\$157,500.00	\$ 156,720.24	\$779.76
Benefits	\$117,000.00	\$29,250.00	\$ 28,015.92	\$1,234.08
Board Chair	\$140,000.00	\$35,000.00	\$ 27,880.00	\$7,120.00
TOTAL STAFFING COSTS	\$902,000.00	\$221,750.00	\$ 212,616.16	\$9,133.84
OFFICE LEASE	\$80,000.00	\$20,000.00	\$ 19,639.65	\$360.35
OFFICE OPERATING COST				
General Operating Costs	\$36,000.00	\$9,000.00	\$ 10,999.83	-\$1,999.83
Professional Fees	\$30,000.00	\$4,000.00	\$ 4,971.75	-\$971.75
TOTAL OFFICE OPERATION COSTS	\$66,000.00	\$13,000.00	\$ 15,971.58	-\$2,971.58
TRAVEL COSTS	\$45,000.00	\$11,250.00	\$ -	\$11,250.00
MEETING COSTS				
Meeting Venue/Catering	\$55,000.00	\$13,750.00	\$ -	\$13,750.00
Per Diem	\$75,000.00	\$18,750.00	\$ 19,400.00	-\$650.00
TOTAL MEETING COSTS	\$130,000.00	\$32,500.00	\$ 19,400.00	\$13,100.00
CONSULTANT COSTS				
Growth/ Servicing Plan	\$1,200,000.00	\$300,000.00	\$ 294,509.60	\$5,490.40
REF Consultants	\$144,000.00	\$36,000.00	\$ 11,555.33	\$24,444.67
TOTAL CONSULTANT COSTS	\$1,344,000.00	\$336,000.00	\$ 306,064.93	\$29,935.07
CONTINGENCY	\$108,000.00	\$27,000.00	\$ -	\$27,000.00
TOTAL EXPENDITURE	\$2,690,000.00	\$665,250.00	\$ 573,692.32	\$91,557.68

Agenda Item 4i Attachment



Agenda Item	5
Submitted to	Governance Committee
Purpose	For Approval
Subject	CMRB Dispute Resolution Framework
Meeting Date	February 18, 2021
<i>That the Committee approve the Dispute Resolution Framework and direct Administration to draft a bylaw</i>	
Summary <ul style="list-style-type: none"> The subsequent two agenda items will bring forward work to date regarding the two-streamed dispute resolution process for REF and Non-REF decisions. The two agenda items were updated with feedback from the previous Governance Committee Meeting in December 2020 The following framework summarizes input received from the Governance Committee in December 2020, which was incorporated into the subsequent two agenda items. It is important to recognize the work of the EMRB which has set a path for CMRB to follow with respect to this Dispute Resolution Framework. 	
Attachments: <ul style="list-style-type: none"> Proposed CMRB Dispute Resolution Framework Updated CMRB Appeal and Reconsideration Framework 	

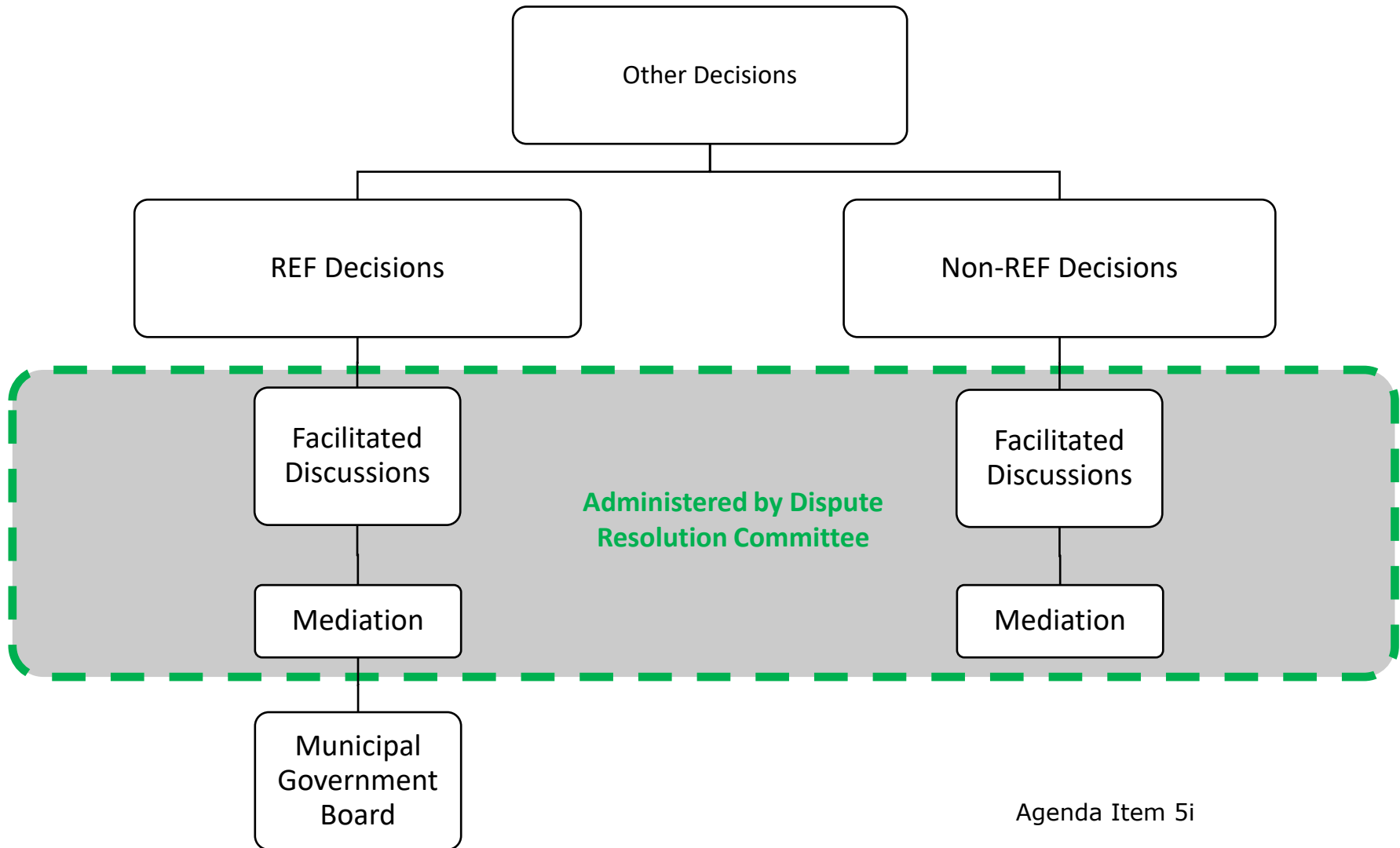
Next Steps

Given the requested extension for delivering the Growth and Servicing Plan, and the current demands on municipal staff time, CMRB Administration wants to confirm that the Committee supports the Dispute Resolution Framework, including having the Municipal Government Board conduct written hearings as the mechanism for CMRB Members to appeal Regional Evaluation Framework (REF) decisions. Once the Committee endorses this approach by recommending it to the Board, Administration will draft a bylaw for review and input from municipal administrations before taking the entire package to the Board for discussion.

Recommendation

That the Committee approve the Dispute Resolution Framework and direct Administration to draft a bylaw.

Proposed Dispute Resolution Framework



Agenda Item 5i

UPDATED CMRB APPEAL AND RECONSIDERATION FRAMEWORK

	Working Framework / Recommendations	Questions and Governance Committee Feedback
WHEN and HOW is a dispute submitted for resolution?	<ul style="list-style-type: none"> • Within 28 days of the disputed decision. The Board has the authority to extend this deadline by an additional 14 days, to account for special or extenuating circumstances. • By a member municipality filing a written Notice of Dispute which sets out: <ul style="list-style-type: none"> ○ the grounds on which the decision is disputed (for example, breach of process or discriminatory treatment); ○ reasons for the dispute; and ○ a copy of the Council resolution authorizing the filing of the Notice of Dispute. • The Board is required to acknowledge receipt of a Notice of Dispute within three (3) business days. • REF decision dispute referred to Dispute Resolution Committee and, if necessary, Municipal Government Board (MGB) • Non-REF decision dispute referred to Dispute Resolution Committee only 	<ul style="list-style-type: none"> • Does Board Administration have the authority to reject a Notice of Dispute which does not satisfy these mandatory requirements? To be determined • Is there a filing fee payable to the Board? No
WHAT decisions are subject to the dispute resolution process?	<ul style="list-style-type: none"> • Grounds for submitting a Board decision for dispute resolution: <ul style="list-style-type: none"> ○ Breach of process ○ Discriminatory treatment ○ Decisions which impose a significant financial hardship on a member municipality, or impact a municipality's sustainability ○ Other. • Decisions that would be exempt from the dispute resolution process: 	

	Working Framework / Recommendations	Questions and Governance Committee Feedback
	<ul style="list-style-type: none"> ○ Preparation of Growth Plan and Servicing Plan (ss. 7 and 14 of Regulation) ○ Preparation of REF (s. 12(1) of Regulation) ○ Other. 	
WHAT is the REF Appeal process?	<ul style="list-style-type: none"> • A three stage appeal process: <ol style="list-style-type: none"> (1) Facilitated Discussions (2) Mediation (3) MGB • The complainant and the Board must participate in each step of the dispute resolution process. • The MGB's decision is final, i.e., there is no further right of dispute or appeal. 	
WHAT is the Non-REF reconsideration process?	<ul style="list-style-type: none"> • A two stage reconsideration process: <ol style="list-style-type: none"> (1) Facilitated Discussions (2) Mediation • The Complainant and the Board must participate in each step of the reconsideration process. • The Dispute Resolution Committee's decision is final, i.e., there is no further right of dispute or appeal. 	<ul style="list-style-type: none"> • Requires direction from Governance Committee regarding whether or not to include Mediation in Non-REF reconsideration process. Including mediation was preferred.
WHO is the decision maker and HOW is the decision made? (Stage 1, Facilitated Discussions)	<ul style="list-style-type: none"> • A Dispute Resolution Committee (the "DRC") to be established in accordance with Terms of Reference adopted by the Board, to make recommendations to the Board on matters for both REF Appeal and Non-REF Reconsideration disputes per the TOR. • The DRC will participate in a facilitated discussion with the complainant within thirty (30) days of receipt of the Notice of Dispute; continuations may be scheduled by agreement of the parties. The Board has 	<ul style="list-style-type: none"> • See draft Terms of Reference.

	Working Framework / Recommendations	Questions and Governance Committee Feedback
	<p>the authority to extend the 30 day deadline by an additional 14 days, to account for special or extenuating circumstances.</p> <ul style="list-style-type: none"> The Board will pay the costs of the facilitator, and any other external costs incurred by the Board with respect to the facilitated discussions. 	
WHO is the decision maker and HOW is the decision made? (Stage 2, Mediation)	<ul style="list-style-type: none"> The parties. Any resolution would be subject to approval by the Board and Council of the municipality at subsequent meetings. Representatives from the Board and municipality participate in a non-binding without prejudice mediation. <ul style="list-style-type: none"> Board is represented by DRC. The municipality is represented by its appointed representative, alternate, and CAO or designate. The parties may agree to additional persons being present during the mediation. The mediator is appointed by administration from a roster of mediators approved by the Board. The mediation must commence within thirty (30) days of the conclusion of the unsuccessful facilitated discussions; continuations may be scheduled with the agreement of the parties. The parties will share the cost of the mediator and facilities, and pay their own costs with respect to the mediation process. 	<ul style="list-style-type: none"> See draft Terms of Reference This stage may not be applicable for Non-REF Disputes, in which case, only REF Appeals would utilize stage 2, Mediation. Committee preferred mediation for both REF and Non-REF disputes
WHO is the decision maker and HOW is the decision made? (Stage 3, MGB)	<ul style="list-style-type: none"> MGB is the decision maker and the process is administered by the MGB. There is no need for a separate committee. 	<ul style="list-style-type: none"> How are costs apportioned? See draft Terms of Reference No longer applicable.

GENERAL CONSIDERATIONS		<ul style="list-style-type: none">• Which timelines and requirements should be incorporated into the Bylaw (which requires Ministerial approval) and which should be included in the Terms of Reference, which can be amended by Board resolution from time to time? To be determined
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DRAFT



Agenda Item	6
Submitted to	Governance Committee
Purpose	For Approval
Subject	CMRB REF Appeal Process and Non-REF Reconsideration Process
Meeting Date	February 18, 2021
<p><i>6a) That the Committee approve the REF Appeal Process and direct Administration to draft a Bylaw</i></p> <p><i>6b) That the Committee approve the Non-REF Reconsideration Process and direction Administration to draft a Bylaw</i></p>	
<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:
 - Eliminate option "Appeal to the Minister of Municipal Affairs".
 - Administration to consult with Municipal Government Board to ask if they would consider creating a review track specific to CMRB.
 - Consider discussion on IREF process and whether the Board should be removed from that decision.
 - Bring back to Governance Committee meeting for additional vetting before going to the Board.
- At the July 2, 2020 meeting of the Committee a two track appeal mechanism was put forward by Administration, as well as the possibility of working with the Edmonton Metropolitan Region Board on a possible appeal mechanism.
 - The Committee was not ready to support recommending a two stream appeal mechanism to the Board at the time and the City of Calgary and Foothills County requested time to provide further input into the development of the mechanism.
 - CMRB Administration continued to work with the EMRB to explore areas of joint interest and possible cooperation.
- At the October 2020 meeting of the Committee, the Committee approved using a two track appeal mechanism. One track was for appeals pertaining only to REF decisions and the other track was for reconsideration pertaining to non-REF decisions. Administration was asked to explore the details of the REF decision appeals and also Non-REF decision reconsiderations to include the option for mediation.
- **REF Decisions:** At the December 2020 meeting, the majority of feedback indicated that utilizing a three step **REF Appeal** process was preferable and that the final step utilize a fully external panel to render a final decision. CMRB Administration received confirmation from the MGB that they could be utilized as the final step. Consequently, as the final step utilizes an existing body with its own set of bylaws and processes, there is no need for a CMRB Appeal Committee to administer the third step in the process. Consequently, the Appeal Committee will not be struck by the Board.
- **Non-REF Decisions:** At the December 2020 meeting, the majority of feedback indicated that utilizing a two step **Non-REF Decision Reconsideration** process was preferable (Option A). The steps are to include facilitated discussions and mediation. The outcome of the two steps include recommendations made to the Board on the Notice of Dispute.
- Prior to submitting a Notice of Dispute, "the Complainant" is encouraged to first discuss the issue with the Board and seek resolution through administrative means

Attachments:

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



Introduction

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

However, Section 13 of the CMRB Regulation states:

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

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

Background

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

Municipal Government Act

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

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

CMRB Regulation

Approval of statutory plan

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

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

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



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

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

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

Work to Date

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

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

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

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

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



3.1. Top Tier Decisions

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

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

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

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

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

3.3. Work of the Edmonton Metropolitan Region Board

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

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

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



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

Proposed REF Appeal Process

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

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

Stage 2: Mediation (Dispute Resolution Committee and mediator)

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

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

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

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

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

4.1 Appeal to the Municipal Government Board

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

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

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



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

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

The discussion further explored benefits of a written hearing:

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

4.2 Key Question

Does the Committee agree that a written hearing, similar to a judicial reference, is an appropriate appeal process for the CMRB?

Proposed Non-REF Reconsideration Process

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

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

Stage 2: Mediation (Dispute Resolution Committee and mediator)

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



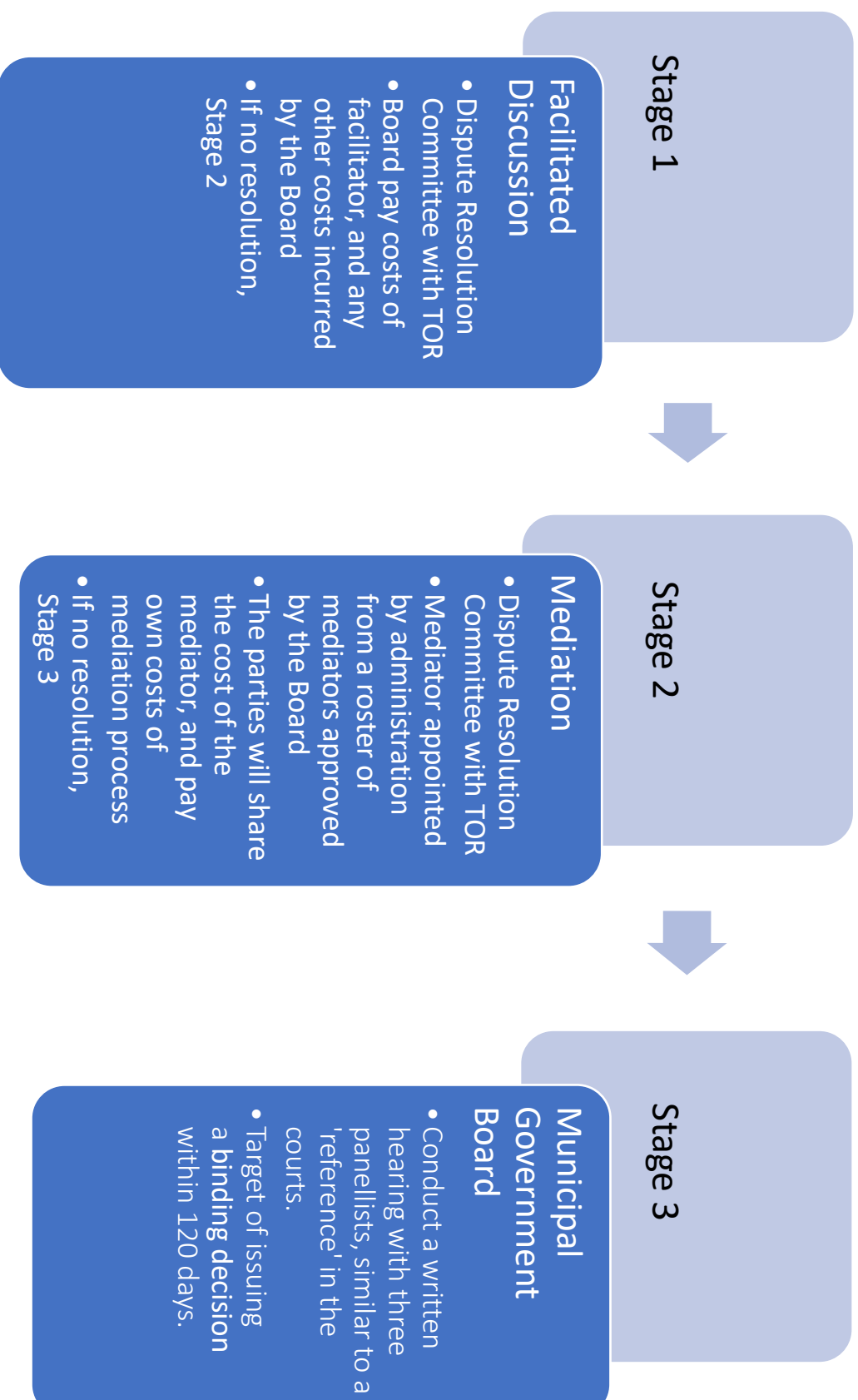
The process is outlined in the attached process diagram, entitled Non-REF Decision Reconsideration Process.

Recommendation

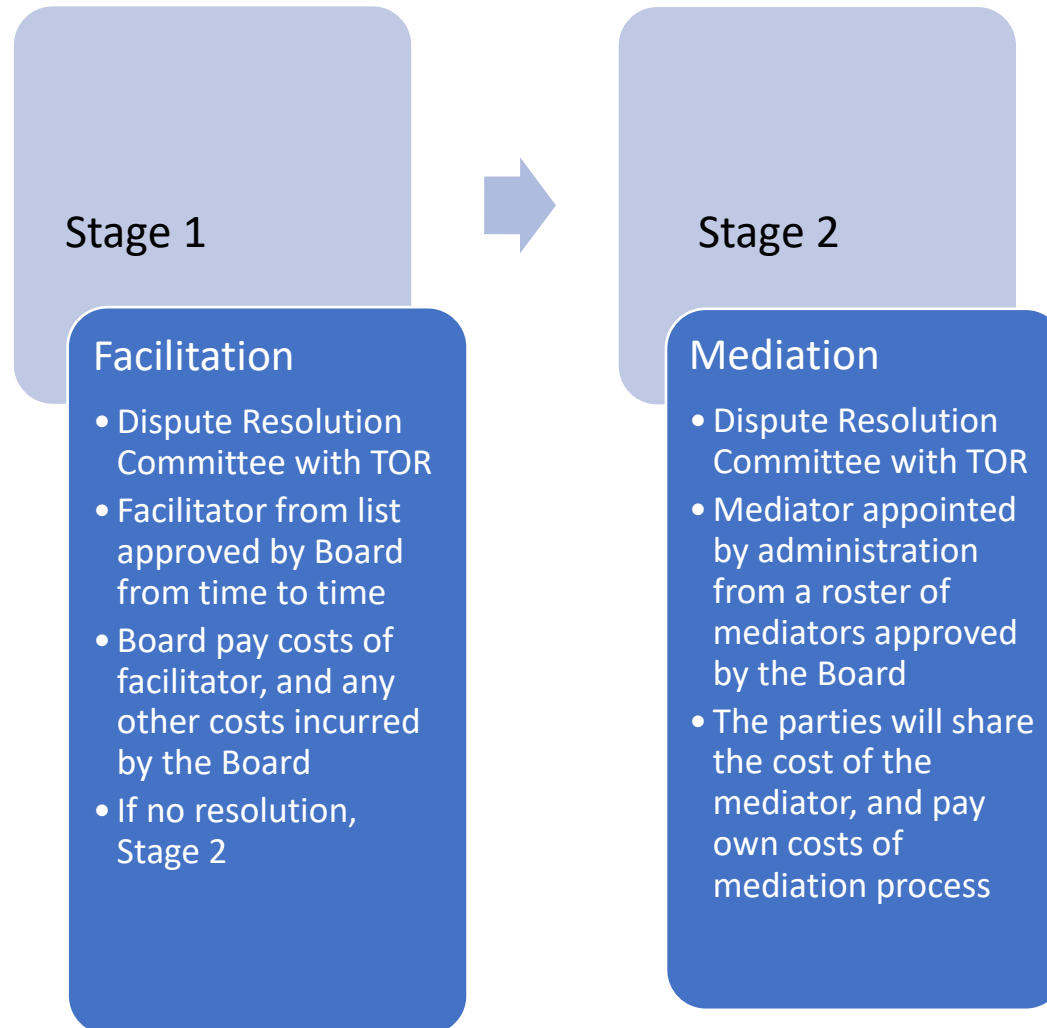
6a) That the Committee approve the REF Appeal Process and direct Administration to draft a Bylaw

6b) That the Committee approve the Non-REF Reconsideration Process and direct Administration to draft a Bylaw.

REF Decision Appeal Process



Non-REF Decision Reconsideration Process



Agenda Item 6ii Attachment

PROPOSED TERMS OF REFERENCE DISPUTE RESOLUTION COMMITTEE

NTD: Note to Draft

The Bylaw allows a member municipality to dispute an action taken or decision made by the CMRB by filing a written Notice of Dispute with the CMRB. The Dispute Resolution Committee (“the Committee”) plays a key role in the initial assessment of and response to Notices of Dispute.

	Description
Purpose	<p>The purpose of the Committee is to:</p> <ul style="list-style-type: none"> • Review any Notice of Dispute filed with the CMRB by a member municipality (the “Complainant”); • Participate in facilitated discussions and mediations with the Complainant regarding the Notice of Dispute; and • 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.
Authority	<p>The Committee is an advisory body to the CMRB. Recommendations by the Committee to the CMRB will require a motion of the Committee.</p>
Membership	<p>The membership of the Committee shall consist of five (5) representatives of participating municipalities or their designated alternates, appointed by the CMRB as follows:</p> <ul style="list-style-type: none"> • One (1) representative from the City of Calgary; • One (1) representative from a City; • One (1) representative from a Town, and; • One (1) representative from a County, • One (1) alternate member on a rotating basis. <p>In addition to the above, the CMRB shall appoint three (3) alternate members, which shall consist of one (1) alternate representative from a City, one (1) alternate representative from a Town, and one (1) alternate representative from a County, that are not otherwise represented on the Committee. Where the City of Calgary is the Complainant, the City of Calgary and the alternate will not participate on the Committee, resulting in a Committee of three for that Notice of Dispute.</p>

Term	<p>The CMRB will appoint Committee members for a term to be determined by the CMRB. The CMRB 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.</p> <p>The CMRB will appoint new Committee members as required, including following municipal elections.</p>
<i>Ex Officio</i> Members	The CMRB Chair and Chief Officer shall be <i>ex officio</i> non-voting members of the Committee.
Chair and Vice Chair	The members of the Committee shall appoint a Chair and Vice Chair from amongst themselves. The Chair and Vice Chair must be representatives of member municipalities and voting members of the Committee.
Duties and Responsibilities	<p><u>Facilitated Discussions</u></p> <p>The Committee shall meet within thirty (30) days of receipt of a Notice of Dispute by the CMRB, for the purpose of participating in a facilitated discussion with the Complainant regarding the Notice of Dispute.</p> <p>The Committee may, with the agreement of the Complainant, hold one or more additional meetings for the purpose of continuing facilitated discussions with the Complainant.</p> <p>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 discussions with the Committee. The Committee's recommendation shall include:</p> <ul style="list-style-type: none"> • The Committee's assessment of the validity of the dispute; and • The Committee's recommendation regarding any actions to be taken or decisions made by the CMRB in response to the Notice of Dispute, including any recommendations regarding the procedure to be followed in response to the Notice of Dispute. <p><u>Mediation</u></p> <p>The Committee shall participate in a mediation with a Complainant within thirty (30) days of the conclusion of unsuccessful facilitated discussions regarding the Notice of Dispute.</p> <p>The Committee may, with the agreement of the Complainant, participate in one or more additional sessions for the purpose of</p>

	<p>continuing mediations with the Complainant.</p> <p>The Committee shall provide a recommendation to the CMRB regarding a Notice of Dispute at the CMRB Meeting following the conclusion of the mediation.</p>
Quorum	<p>Quorum is defined as a simple majority (50% plus one) of the membership of the Committee.</p>
Decision Making	<p>Representatives of participating municipalities shall be voting members of the Committee and shall have one (1) vote each. <i>Ex officio</i> members of the Committee shall not have voting rights.</p> <p>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 of County) as the Complainant.</p> <p>In making decisions and recommendations, the Committee shall act:</p> <ul style="list-style-type: none"> • In accordance with the <i>Municipal Government Act</i>, Calgary Metropolitan Region Board Regulation, Bylaw, and any other applicable CMRB bylaw or policy; and • In the best interest of the Calgary Metropolitan Region. <p>All Committee motions must be moved by a voting member. A simple majority (50% plus one) of members in attendance is required to pass a motion.</p>
Meetings	<p>The Committee shall meet as necessary to fulfill its duties and responsibilities and otherwise as directed by the CMRB.</p> <p>Administration will endeavor to provide meeting agendas, minutes, reports, briefings, and supporting materials to Committee members in electronic format in advance of scheduled Committee meetings. Any materials not provided in advance of a scheduled Committee meeting will be provided to Committee members at the meeting.</p> <p>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 the <i>Freedom of Information and Protection of Privacy Act</i>, pursuant to s. 708.04 of the <i>Municipal Government Act</i>. In the event that a meeting is closed to the public, all Committee members and other individuals</p>

	present during the closed portion of the meeting shall keep matters disclosed in the closed portion of the meeting in confidence until disclosed or discussed at a Committee or CMRB meeting held in public. Dispute resolution discussions would be subject to the same FOIP considerations as the Board.
Support and Resources	<p>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.</p> <p>The Chief Officer shall engage the services of a facilitator to assist in discussions between the Committee and a Complainant. The facilitator shall be selected from a list of qualified individuals approved by the CMRB from time to time.</p> <p>The Chief Officer shall engage the services of a mediator to conduct mediation between the Committee and a Complainant. The mediator shall be selected from a list of qualified individuals approved by the CMRB from time to time.</p>
Amendments to the Terms of Reference	The Committee may, from time to time, consider changes to its Terms of Reference and recommend proposed changes to the Terms of Reference to the CMRB for consideration and approval.



Agenda Item	8
Submitted to	Governance Committee
Purpose	For Discussion
Subject	Chief Officer Performance Evaluation
Meeting Date	February 18, 2021
<i>That the Governance Committee discuss the performance evaluation process for the Chief Officer in 2021.</i>	
Background <ul style="list-style-type: none"> • The Performance Review Process for Chair and Chief Officer were passed at the Board in April 2020 • The Chair and Vice-Chair of the Governance Committee wish to discuss the performance evaluation process for the Chief Officer in 2021 	
Attachments <ul style="list-style-type: none"> • Approved Performance Review Process 	

Recommendation

Motion that the Governance Committee discuss the performance evaluation process for the Chief Officer in 2021.

Approved Review Process

Purpose

A formalized review process for both the Independent Board Chair and the Chief Officer will provide Board members the opportunity to:

- provide feedback on how the Independent Board Chair and the Chief Officer are performing in their roles, and
- offer constructive criticism on ways the Independent Board Chair and the Chief Officer can further support the Board in meeting its organizational goals.

It should be noted that this process is not the only method to offer feedback. Board, Committee and Sub-Committee members are encouraged to reach out to the Independent Board Chair or the Chief Officer to provide constructive performance feedback as necessary.

Independent Board Chair Performance Review Process



Figure 1: Steps in the Independent Board Chair Performance Review Process

Step 1. The Independent Board Chair will set goals and strategic targets on an annual basis that support the Board in achieving its organizational mandate. These goals and targets will be submitted to the Board for its approval during Q1 of the fiscal year.

Step 2. The Board will discuss and approve the goals during Q1 of the fiscal year.

Step 3. In the event that the term of the Independent Board Chair's contract finishes in Q4 of the fiscal year, the Board will decide on renewal of the Independent Board Chair's contract in Q3 of the fiscal year.

Step 4. A report will be provided by the Independent Board Chair to the Vice-Chair of the Board outlining the goals and targets achieved during the fiscal year. These will be submitted to the Vice-Chair two (2) months before fiscal year end.

Step 5. The Vice-Chair of the Board will lead a 360 feedback review of the Independent Board Chair's performance. Feedback will be collected through surveys and interviews with Board Members, the Chief Officer, and any other stakeholders as mutually agreed to between the Vice-Chair of the Board and Independent Board Chair.

Step 6. 360 feedback will be consolidated and reported to the Board. The Board will discuss and agree to performance recommendations which will be communicated to the Independent Chair by the Vice-Chair. This process should occur early in Q1 of the fiscal year such that the 360 feedback recommendations can inform the Independent Chair's goal setting as described in Step 1.

Chief Officer Performance Review Process



Figure 2: Steps in the Chief Officer Performance Review Process

Step 1. The Chief Officer, in discussion with the Board Chair, will set goals and strategic targets on an annual basis that support the Board in achieving its organizational mandate. These goals and targets will be submitted to the Board for its approval during Q1 of the fiscal year.

Step 2. The Board will discuss and approve the goals during Q1 of the fiscal year.

Step 3. A report will be provided by the Chief Officer to the Independent Board Chair outlining the goals achieved during the fiscal year. These will be submitted to the Vice-Chair two (2) months before fiscal year end.

Step 4. The Independent Board Chair will lead a 360 feedback review of the Chief Officer's performance. Feedback will be collected through surveys and interviews with Board Members, CMRB Administration, and any other stakeholders as mutually agreed to between the Independent Board Chair and the Chief Officer. A review session between the Chief Officer and the Board will also be coordinated by the Board Chair.

Step 5. 360 Feedback will be consolidated and reported to the Board. The Board will discuss and agree to performance recommendations which will be communicated to the Chief Officer by the Independent Board Chair. This should occur early in Q1 of the fiscal year such that the 360 feedback recommendations can inform the Chief Officers' goal setting as described in Step 1.



Agenda Item	9
Submitted to	Governance Committee
Purpose	For Information
Subject	Board Chair Disclosure
Meeting Date	February 18, 2021
<i>That the Committee receive for information a letter from Chair Clark disclosing 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 has submitted the attached letter to the Governance Committee in accordance with the Conflict of Interest Policy disclosing concurrent roles 	
Attachments <ul style="list-style-type: none"> • Letter from Chair Clark • Governance Policy G-03, Conflict of Interest Policy 	

Recommendation

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



January 26, 2021

Mr. Chris Sheard
Chair, Governance Committee
Calgary Metropolitan Region Board
Suite 305, 602 - 11th Avenue SW
Calgary, AB T2R 1J8

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

Via Email

Dear Mr. Sheard and Mayor Chalmers,

In accordance with the CMRB Conflicts of Interest Policy I write to share with you and the Governance Committee the concurrent roles I hold. I can advise that these external appointments do not create either a real, potential, or perceived conflict of interest or a conflict of commitment in relation to my role and responsibilities as Chair of the CMRB.

Please see the attached disclosure list.

I will keep the Committee updated should any of these roles change and, in keeping with the Pre-Separation clause of the Conflicts of Interest Policy, commit to consulting with you before I accept any other concurrent roles.

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

Sincerely,

A handwritten signature in dark 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 9i Attachment

Greg Clark Concurrent Roles

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



Updated Governance Policy G-03 **Conflict of Interest Policy**

Policy Brief and Purpose

The Conflict of Interest policy is intended to help CMRB Board, Committee and sub-Committee Members (Members), CMRB Staff (Staff) and contractors make appropriate decisions when the issues they face involve ethical considerations. The policy cannot *cover all scenarios but provides guidance in support of day-to-day decisions.*

Scope

This policy affects all CMRB Members, Staff, and contractors.

Policy

Members, Staff and contractors must not use their status or position with the CMRB to influence or gain a benefit or advantage for themselves or others outside of the CMRB's mandate.

Members, Staff and contractors must take reasonable steps to avoid situations where they may be placed in a real or apparent conflict between their private interests and the interests of the CMRB. In other words, actions or decisions that members, Staff or contractors take on behalf of the CMRB must not provide them with an opportunity to further their pecuniary interests.

Gifts and Gratuities

Members are bound by the gift and gratuity policy of the municipal council to which they are elected.

Staff must not accept or receive gifts and gratuities other than the normal exchange of gifts between friends or business colleagues, tokens exchanged as part of protocol or the normal presentation of gifts to people participating in public functions.

Outside Activities

Members, Staff and contractors must avoid participating in outside activities that conflict with the interests and work of the CMRB. Members, Staff and contractors will discuss any potential conflicts with the CMRB Chair and/or the Chief Officer. This policy is not intended to impact the ability of Members to discharge their duties as officials elected to represent their municipalities.

Pecuniary Interests

If Members or Staff have a pecuniary interest, as defined in the *Municipal Government Act*, in a matter before the Board or any of its Committees, that Member or Staff must follow the CMRB Pecuniary Conflict of Interest Procedure.

Agenda Item 9ii Attachment



Volunteer Activity

If Members, Staff or contractors are involved in volunteer work, the activity must not influence or conflict with decisions relating to the CMRB outside of providing potential insights in support of meeting the CMRB's mandate.

Pre-Separation

Members and Staff considering a new offer of appointment or employment must be aware of and manage any potential conflicts of interest between their current position and their future circumstance and must remove themselves from any decisions affecting their new appointment or employment.

Post-Separation

Once members and staff have left the CMRB, they must not disclose confidential information that they became aware of during their time with the CMRB and must not use their contacts with their former colleagues to gain an unfair advantage for their current circumstance.

Sanctions for Members found Contravening the Policy

The Board (excluding the Member(s) who is subject of the complaint) will determine by simple majority what sanctions (if any) will be imposed, during a closed session of the Board.

The Chair will recommend to the Board the application of sanctions which may include:

- a. no sanctions be imposed
- b. letter of reprimand addressed to the Board or Committee Member,
- c. requesting the Board or Committee member issue a letter of apology,
- d. a letter of reprimand addressed to the Municipal Council and CAO of the municipality which the Board or Committee Member is representing,
- e. publication of a letter of reprimand addressed to the Board or Committee member,
- f. a letter to the Municipal Council and CAO of the municipality which the Board or Committee member is representing requesting that a new representative to CMRB be appointed, or
- g. other appropriate sanctions as determined by the Board.

The Board will decide through a simple majority which sanctions, if any, to impose on a Member.



Calgary Metropolitan Region Board

UPDATED Agenda – February 26, 2021

9:30-12:30

Go-To Meeting/Call-In

Meetings are recorded and live-streamed

- | | | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|------------------|------------|
| 1. Call to Order & Opening Remarks | | Clark | |
| <i>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.</i> | | | |
| 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 January 29, 2021 meeting | | | |
| 4. COVID Update | (Verbal) | Beesley | |
| For Information: Motion to receive for information a COVID update from the Government of Alberta | | | |
| 5. Growth Plan Review Process | (Attachment) | HDRC/
Copping | 10 |
| For Information: Motion that the Board receive for information a process for resolving outstanding areas of disagreement related to the Growth Plan | | | |
| 6. Growth Plan | (Attachment) | HDRC/
Copping | 23 |
| For Decision: Motion that the Board approve public engagement on this version of the Growth Plan | | | |
| 7. Phase 3 of Public Engagement | (Attachment) | Harding | 104 |
| For Discussion: Motion that the Board receive for information and provide feedback on Phase 3 of public engagement on the Draft Growth Plan | | | |
| 8. Q4 Actuals | (Attachment) | Copping | 110 |
| For Decision: Motion that the Board review and receive for information the Q4 Actuals and Year End | | | |



9. Foothills County Requested Agenda Item: Calculation of Municipal In-kind Contribution Towards the Completion of the Growth (Verbal) Oel and Servicing Plans

For Decision: Motion that CMRB member municipalities calculate their in-kind contributions provided in 2020 and January 2021 (13 months) towards the development of the Growth & Servicing plans and the Regional Evaluation Framework. Member municipalities are to provide this calculation to CMRB administration for distribution to all CMRB members

10. Roundtable All

11. Closed Session (pursuant to Section 16 of FOIP Act)

HDRC Contract Update (Attachment sent by separate cover) Copping

For Information: Motion that the Board review and receive for information an update on the HDRC delivery of contracted services

Return to open session

12. Next Meeting: Friday March 19, 2021

13. Adjournment Clark

Upcoming Meetings:

Land Use & Servicing Committee	Visioning Session Thursday March 4 9:00-1:00 Thursday April 1 @ 9:30 Thursday May 6 @ 9:30	GoTo Meeting
Board Meeting	Visioning Session Friday March 19 9:00-1:00 Friday April 23 @ 9:30 Friday May 14 @ 9:30 Friday May 28 @ 9:30	GoTo Meeting
Governance Committee	Thursday April 8 @ 9:30	GoTo Meeting
Advocacy Committee	TBD	GoTo Meeting



Minutes of the Go-To Meeting of the
Calgary Metropolitan Region Board
on Friday January 29, 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
Reeve Suzanne Oel – Foothills County
Mayor Craig Snodgrass – High River
Mayor Bill Robertson/Councillor Ed Sands – Town of Okotoks
Reeve Dan Henn – Rocky View County
Mayor Pat Fule – Town of Strathmore
Deputy Reeve Scott Klassen – Wheatland County
Dale Beesley, Municipal Affairs

CMRB Administration:

Chris Sheard, Chair
Greg Clark, Incoming 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.

2. Approval of Agenda

Chair noted a time conflict for Anne Harding presenting item 7 Public Engagement What We Heard Report and asked if it could be moved up in the agenda. A request was made to add a discussion to the roundtable on requesting an extension to the deadline to submit the Growth & Servicing Plans to the province. A friendly amendment was suggested to move that discussion before the Growth & Servicing Plan items.

M 2021-13

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

Motion: That the Board approve the agenda of the January 29, 2021 meeting, changing the order as follows:

- Review and approve minutes
- Phase 2 Public Engagement What We Heard Report
- COVID Update
- Roundtable discussion on request to the province for an extension
- Return to original agenda order

Motion carried unanimously.



3. Review and Approve Minutes

M 2021-14

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

Motion: That the Board approve the Minutes of the January 15, 2021 meeting, with the following change:

7. Environmentally Responsible Land Use Policy The following feedback was provided:

*o Consider stronger statements on flood mitigation to protect from future flooding. Need wording around upstream mitigation on the Bow **River and reflection of the SR1 project on the Elbow Rivers-on a map of the Growth Plan.**"*

Motion carried unanimously.

4. Phase 2 Public Engagement What We Heard Report

Anne Harding reviewed the What We Heard Report and answered questions.

M 2021-15

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

Motion: That the Board approve the Phase 2 Public Engagement What We Heard Report.

Motion carried unanimously.

5. COVID Update

Dale Beesley updated the Board on COVID care teams, mental health assistance, First Nations cases and communications.

M2021-16

Moved by Councillor Ed Sands **Seconded by** Mayor Brown, accepted by Chair.

Motion: That the Board receive for information a COVID update from the Government of Alberta.

Motion carried unanimously.

6. Roundtable Discussion on Request to the Province for an Extension

Members discussed putting forward a formal request to Municipal Affairs for an extension to the deadline for submission of the Growth and Servicing Plans. There was general agreement that more time may help create a more complete outcome, and requesting a specific timeline was preferred. It was proposed that the current work schedule continue. The draft Plans would come to the February 19 and 26 Board meetings, HDRC would present to member municipality councils in February and then, if granted an extension, use the additional time for further public consultation and refining of the Plan. CMRB Administration was



tasked with creating a work plan to be used for the basis of requesting an extension. Administration was also asked to bring forward the budget implications of an extension and additional public engagement. A member requested that no additional policies be added to the Plans, but rather a refining of the work done to date.

Motion Arising:

M 2021-17

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

Motion:

1. The Board affirm the desire for an extension to the March 1, 2021 deadline of the Plans
2. Direct CMRB Administration to develop a workplan for an extension to the March 1, 2021 deadline, for approval by the Board by e-vote, no later than February 8, 2021.

Motion carried unanimously.

3. The Board agree that the extension be no later than June 1, 2021.

Motion carried.

Following the Board meeting, CMRB Administration circulated an email on Monday February 8 in relation to the motion arising which included a brief on the email vote, the draft CMRB Project Extension Schedule and a draft letter to the Minister of Municipal Affairs requesting an extension to June 1, 2021. Members voted by email:

M2021-18

Motion Arising:

That the Board approve:

- a) the proposed Growth and Servicing Plan Extension Schedule, and
- b) the draft letter requesting an extension to June 1, 2021, for delivering the Growth and Servicing Plan to the Minister of Municipal Affairs.

Motion carried. Recorded vote requested.

Airdrie: in favour, Calgary: in favour, Cochrane: in favour, Chestermere: in favour, Foothills: opposed, High River: in favour, Rocky View: opposed, Strathmore: in favour, Okotoks: in favour, Wheatland: opposed.

7. Reserve Funds Policy

Jordon Copping reviewed the Policy and answered questions.

M 2021-19

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

Motion: That the Board approve the Reserve Funds Policy.

Motion carried unanimously.



8. Advocacy Committee Request

Jordon Copping updated the Board on a discussion at the recent Advocacy Committee meeting where members discussed the role that Family and Community Support Services (FCSS) plays in supporting the mental health of Albertans. The Committee recommended that the Board advocate, by way of a letter to the Ministers of Community and Social Services and Finance, not to reduce funding in the budget to FCSS programs. A suggestion was made to amend the letter to read: *"it is critical that Budget 2021 does not reduce, and if possible increases, funding for the FCSS Program"*.

M 2021-20

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

Motion: That the Board approve the attached draft letter to be sent to the Government of Alberta.

Motion carried unanimously.

9. Growth Management & the Efficient Use of Land Policy

Peter Calthorpe of HDRC provided a presentation on this Policy including:

- Goals
- Tools for sustainable future
- Growth Opportunities Summary
- Key changes from feedback from TAG and Land Use & Servicing Committee including:
 - Rural area development
 - Hamlet growth areas
 - Joint planning areas
 - Approved statutory plans
 - Exceptions to policy

There was general support for this policy. Concerns brought forward included densities and caps on the number of dwelling units in rural cluster developments, limiting development to hamlets and joint planning areas, inability to create employment areas outside hamlet and joint planning areas, fiscal sustainability, and criteria language for hamlet growth areas, and that language in the plan must be very clear. A suggestion was made to include unique circumstances for places that do not fit into a particular category but should be considered acceptable for development.

Further remarks were made about the Plan related to ensuring the wording is substantive. Relating to policy 10 and exceptions, a request was made for a statement tying services and infrastructure to development. Another comment was made that policy section 10.2.c should be removed because it is redundant and does not provide clear criteria.



Additional feedback was taken by HDRC for discussions at the next TAG and Committee meeting.

M 2021-21

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

Motion: That the Board receive for information the Growth Management and the Efficient Use of Land section of the Growth and Servicing Plans.

Motion carried.

10. Water Stewardship Policy

Stephen Power presented on the key changes made to this policy as a result of discussions at the Land Use & Servicing Committee and TAG. Specifically: watershed protection, stormwater management, water efficiency, collaboration and governance. TAG input created new policy 2.2: Member municipalities should identify locations where stormwater management may impact regional infrastructure systems and develop appropriate policies to address areas of impact. A concern was raised about this policy around restricting development or mandating higher standards than those already in place. Stephen clarified that the intent is simply to identify where stormwater management might impact other infrastructure, so that planning is not done in isolation.

M2021-22

Moved by Councillor Sands **Seconded by** Mayor Genung, accepted by Chair.

Motion: That the Board receive for information the Water Stewardship section of the Growth and Servicing Plans.

Motion carried unanimously.

11. Shared Services Policy

Stephen Power presented on this item and answered questions. A comment was noted that creation of regional recreation working groups may present capacity challenges to some member municipalities.

M2021-23

Moved by Mayor Genung **Seconded by** Reeve Oel, accepted by Chair.

Motion: That the Board receive for information the Shared Services section of the Growth and Servicing Plans.

Motion carried unanimously.



12. Celebrating Rural Urban Differences

While not listed on the agenda package, the Board briefly discussed this section of the Growth Plan.

M 2021-24

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

Motion: That the Board receive for information the Celebrating Rural Urban Differences section of the Growth and Servicing Plans.

Motion carried unanimously.

13. Environmentally Responsible Land Use Policy

Stephen introduced the key changes to this policy including the preamble, environmentally sensitive areas, and climate change and definitions. There was general consensus on this policy and that it is essential to protecting our region. Another member felt that while they could support some of the policy, it was not in favour of putting it into the growth plan until the implications are fully understood and a robust cost benefit analysis has been performed on the ideas.

M 2021-25

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

Motion: That the Board receive for information the Environmentally Responsible Land Use section of the Growth and Servicing Plans.

Motion carried unanimously.

14. Economic Wellbeing Policy

Charlie Hales introduced this policy and noted there were minimal changes from the previous circulation with the exception of agricultural economy moving into this area. He further noted the Plans address growth management and infrastructure and sets the stage for follow-on actions like devising an economic development strategy, however this is a follow up action for the Board to take up and is not formally included in the Plans. A member felt more time should be spent on the essence of sustainability. Charlie explained that it is a judgment call to determine how extensive the Plans go in this area. Another member felt economic development in counties is being restricted and this section is not positive for rurals.

M 2021-26

Moved by Councillor Sands **Seconded by** Mayor Genung, accepted by Chair.

Motion: That the Board receive for information the Economic Wellbeing section of the Growth and Servicing Plans.

Motion carried.

**15. Next Meeting: Friday February 19, 2021**

Direction was given to arrange a strategic closed session meeting for the Board to establish trust among members and to proceed productively. Jordon agreed to include that in the revised workplan.

16. Adjournment at 12:43 PM.

Christopher Sheard, Chair

DRAFT



Agenda Item	5
Submitted to	Board
Purpose	For Information
Subject	Growth Plan Review Process
Meeting Date	February 26, 2021
<i>Motion that the Board receive for information a process for resolving outstanding areas of disagreement related to the Growth Plan</i>	
<p>Summary</p> <ul style="list-style-type: none"> • The Board passed the Growth and Servicing Plan Extension brief by email vote on February 12, 2021. The Work Schedule provides timelines for a vision process and for a third round of public engagement. • In another agenda item, CMRB Administration has requested approval to release the February 26 version of the Growth Plan for public engagement so the engagement may proceed on schedule. • There are remaining areas of disagreement around the policies and directions of the Growth Plan and around the priorities of the Board where further direction, decisions, or discussions are necessary. This document identifies a process for resolving outstanding areas of disagreement raised by the Board. • The forthcoming Board visioning process will provide an opportunity to discuss the vision and priorities of the Board. The visioning process, led by Mr. Mauro Meneghetti, is underway. The visioning process may also support finding a path forward on outstanding areas of disagreement. • The Growth Plan will be updated to reflect input from the visioning process and the public engagement process, as well as the continued discussions to be had at the Board and TAG level on Growth Plan policies. 	
<p>Attachments</p> <ul style="list-style-type: none"> • Approved CMRB Project Extension Schedule 	

1. Background

The Board passed the CMRB Project Extension Schedule by email vote on February 12, 2021. The proposed schedule for Phase 3 of Public Engagement was included in the approved Work Schedule as follows:

Agenda Item 5

- February 15 to February 26 - begin updates to engagement website including work with C&E TAG
- February 26 – approval by the Board of the Draft Growth Plan upon which the public will be engaged
- March 1 to March 8 - Finalization of the engagement website
- March 10 – Phase 3 of Public Engagement goes live
- March 10 to April 9 – Engagement website open for feedback
- April 9 to April 23 – Reporting and incorporation of the engagement feedback
- May 9 to May 23 – Finalization and approval of the 'What We Heard' Report

In another agenda item, CMRB Administration requests that the Board approve release of the February 26 version of the Growth Plan for public engagement so the engagement task may proceed on schedule.

2. Outstanding Areas of Disagreement

There are some remaining areas of disagreement around the Growth Plan where further direction, decisions, or discussions are necessary. This document identifies a process for resolving outstanding areas of disagreement related to specific Growth Plan policies. The upcoming Board visioning process, to be led by Mr. Mauro Meneghetti, will provide an opportunity to discuss the vision and priorities of the Board. These discussions may also inform updates of the Growth Plan.

Growth Management and the Efficient Use of Land

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, Hamlet Growth Areas • An understanding of scale of growth (population and employment projections)



Outstanding Items	Issue	Recommended Change	Process to Finalize
	Defining "Regional Significance"	Consultant has recommended a definition of regional significance	TAG Review
	Location of Hamlet Growth Areas	Consultant recommends removing the specific location of Growth Hamlet Areas for Foothills County, and has provided an opportunity for Foothills County to identify three new Hamlet Growth Areas to support their anticipated growth and future water line	Board Direction
	Guidance around amendments to Existing ASPs and ARPs	Consultant recommends that Existing ASP or ARP amendments in an Urban Municipality must not decrease the overall density of residential development or reduce the ratio of Preferred Placetypes within the plan area. Existing ASP or ARP amendments may propose new JPAs or Hamlet Growth Areas to allow clustering densities and to add Preferred Placetypes	Board Direction followed by TAG Review
	Allowing for local employment areas	Consultant has defined "regional significance." This definition allows for growth that is not regionally significant to be approved without going through REF (similar to IGP/IREF process) For employment, local employment areas proposing less than 8 lots and less than 20 acres in total area are not regionally significant. Local employment areas proposing greater than either of these triggers would be referred through the REF process.	Board Direction followed by TAG Review

Joint Planning Areas			
Purpose	To enhance collaboration between member municipalities		
Description	Joint Planning Areas are locations where higher growth pressure is expected 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 Context Study 		
Outstanding Issues	Issue	Recommendation	Process to Finalize
	JPA 1 West Boundary and JPA 3 Boundary are under review	Member municipalities have provided alternative boundaries but have not established a consensus on the boundaries	JPA Member Review followed by Board Direction
	Refinements to Context Study Requirements	Consultant has updated requirements for Context Studies and added clarity around approval of Context Studies by the Board in consideration of TAG feedback	TAG to Review

Placetype Recommendations (Quality and Type of Growth)	
Purpose	To create high quality places in the CMR
Description	Placetypes provide guidance on development type through consideration for character and form. Placetypes include guidance around density, mix of uses, and quality of place (experience).
Implementation Mechanisms	<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)

Outstanding Issues	Issue	Recommendation	Process to Finalize
	Density of Hamlet Growth Areas is too high and not flexible (not rural in character)	Consultant recommends change to minimum average density of 3.5 du/ac from 5.0 du/ac for the residential community Placetype, which can be up to 40% of the Placetypes.	Board Direction
	Country Cluster is not economically feasible at 80 lots	Consultant recommends emphasizing the importance of Hamlet Growth Areas as a Preferred Growth Area and lowering the density requirements for growth in existing hamlets	Board Direction
	Amount of Infill and Intensification in Existing ASPs	<p>The Consultant recommends that</p> <ul style="list-style-type: none"> • ASP and ARP amendments to existing plans that include significant increases in densities or Preferred Placetypes, and are not located in a Preferred Growth Area, may propose a JPA or a Hamlet Growth Area • Regionally Significant ASP and ARP amendments in Preferred Growth Areas must not decrease the overall density of residential development or reduce the ratio of Preferred Placetypes. 	Board Direction

3. Additional Considerations

The consultant has recommended that the CMRB make Growth Management and Efficient Use of Land the substantial focus of the Growth Plan. Given this focus, HDR|Calthorpe acknowledges that there are important considerations where the Growth Plan is “dipping the toe in the water” of regional policy approaches on certain issues. In some cases, these issues are the subject of policies in the Growth Plan, but they do have a significant focus in this version of the Plan. This occurs for several reasons: they are outside the scope of the CMRB Regulation; they have not been reviewed and discussed with the Board to determine its priorities; they are complex issues, and the cost, scope, and impact of various approaches to addressing them is unknown at this

Agenda Item 5

time; they require the outcomes of the Growth Plan to be more understood. These issues may include, but are not limited to:

- Detailed policies about water security, source water protection, and governance strategies for water and wastewater servicing,
- Detailed planning for the locations of hard infrastructure,
- Regional Economic Development strategies,
- Cumulative effects management strategies,
- Clear region-wide standards for water use,
- Climate change action and risk management plans or strategies,
- Regional service delivery mechanisms for regional services such as transit or recreation,
- Regional housing strategies,
- Approaches to Reconciliation, or
- Other

HDR|Calthorpe notes that the creation of a growth management strategy is a significant step forward to creating a clearer path forward on other issues of importance to the Board. The Growth Management and Efficient Use of Land policies have laid the foundation for the CMRB to adopt implementable and innovative approaches to other long-term challenges as it fulfills its mandate and vision.

The Board visioning process will provide an opportunity to discuss the vision and priorities of the Board. These discussions may inform updates of the Growth Plan, may identify future studies that should be included in the Growth Plan, or may identify priorities for future work of the Board once the Growth Plan is complete.

4. Recommendation

That the Board receive for information a process for resolving outstanding areas of disagreement related to the Growth Plan



Approved Growth and Servicing Plan Extension Work Schedule

There are five workstreams proposed for the Extension Work Schedule as below:

- Workshops or other meetings to finalize a vision for the Board,
- a third round of public engagement, focused on the final draft of the Growth Plan (as it stands at that time),
- finalize the policies of the Growth and Servicing Plans, including developing a clear understanding of work proposed to be focussed on outside of the Plans,
- finalize the implementation documents required (including REF), and
- finalize the format and language of the Plans.

At present it has been determined that the bulk of the meetings required with elected officials are already scheduled; however, Administration has currently identified a need for an additional board meeting on May 21, 2021.

The below outlines further details for the proposed work schedule.

1. Visioning

February 15th – March 26th

The Board has worked toward developing and finalizing a vision on three separate occasions. Two workshops were held in December 2018, which resulted in the development of the six areas of focus on which the Growth Plan is being built. Subsequent work by Strut Creative resulted in the development and adoption of the CMRB Messaging Platform. At the end of 2019 CMRB retained the services of Mauro Meneghetti to lead two workshops with the Board, with the intent of finalizing the vision of the Board. Unfortunately, a provincial lockdown was implemented the week before the visioning workshops were slated to take place. In dialogue with Mauro, it was agreed upon to put this work on hold until Board members were able to meet in person.

The need for physical distancing continued longer than originally anticipated and, as people have become more comfortable with using online platforms, it is now possible to complete this visioning work. CMRB Administration has reached out to Mauro Meneghetti and he has the capacity to restart the work began almost a year ago.

The major steps of the visioning work are below:

1. Re-start
 - a. Review existing literature, notes, and stakeholder assessment
 - b. Briefing conversations with CMRB, Board Chair
 - c. Incorporate updates, material progress, and innovations
2. Confirm stakeholder feedback and facilitation design
 - a. Schedule Workshop #1 and make logistical arrangements
 - b. Conduct interviews with any new stakeholders
 - c. Update summarized findings and validate with CMRB staff

Agenda Item 5i Attachment



- d. Agree design of two virtual ½ day workshops, at this time the agenda(s) are expected to include
 1. Opening comments - Chair
 2. Visioning Best Practices and Process – Mauro
 3. General Observations from Interviews
 4. Key Components of our Vision
 - a. Who is our Customer
 - b. Our Aspirations
 - c. Our Culture
 - d. Our Core Competencies
 - e. How We Make our Decisions
 - f. How We Enable and Control
 5. Next steps
- e. Finalize remaining schedule and scope.
3. Working Session #1 (4 hours)
 - a. Prepare and circulate workshop materials as required:
 - b. Conduct Working Session #1,
 - c. Develop PowerPoint summary report of session outcomes
4. Working Session #2 (4 hours)
 - a. Prepare and circulate workshop materials as required
 - b. Conduct Working Session #2
 - c. Develop / update PowerPoint summary report of session outcomes
5. Approvals and Wrap-up
 - a. Incorporate material edits from CMRB and key advisors as required
 - b. Publish a Strong Draft of Session outcomes
 - c. Support the CMRB team as required
 - d. Attend CMRB Board meeting where approvals are sought
 - e. Transfer materials to CMRB

Step	Planned Duration
1. Re-start	February 8 to February 12 2021
2. Confirm Stakeholder feedback and facilitation design	February 15 to February 19
3. Working Session #1 (1/2 day)	March 4
4. Working Session #2 (1/2 day)	March 19
5. Approvals and Wrap-up	March 26
Total	



2. Public Engagement

February 15 – May 23, 2021

Through the development of the Growth Plan, HDR|C has conducted two rounds of public engagement. The Board has requested that a third round of public engagement be conducted on a **Draft Proposed Growth Plan**. The timeline of the first round of public engagement is included below as an example of the necessary timeline to conduct a round of public engagement.

Anne Harding of HDR|C has been contacted and has capacity to develop and conduct a engagement process within the timelines required to meet the needs of the Board.

The approximate chronology of Phase 1 of Engagement included:

- June 11 LUSC scenarios revealed (Workshop #3) (TAG July 9)
- June 30 meeting with C&E TAG to discuss promotion activities (key messages for elected officials, quotes, videos, Twitters, etc.), high level tour of the website
- July 16 HDR|C provides CMRB Administration with a tour of the detailed website built from key messages and HDR|C's scenario process
- July 17 Board was given a 'tour' of the site at Board meeting. Board decided to get more feedback from C&E TAG on the engagement questions. C&E TAG comment period was open from July 17-July 22 (3 business days).
- July 24 website went live and was open for 6 weeks over the summer holidays until Sept 4th (6 full business weeks). Weekly updates provided to C&E TAG over the engagement period
- September 18th WWH summary from Workshop 3 approved by the Board & Phase I Engagement themes were presented to the Board
- November 20th WWH report for Phase I Engagement approved by the Board

The proposed schedule for Phase 3 of Public Engagement is below. This is subject to refinement through dialogue with the Board and the consultant if the public outreach is approved by the Board.

- February 15 to February 26 - begin updates to engagement website including work with C&E TAG
- February 29 – approval by the Board of the Draft Growth Plan upon which the public will be engaged
- March 1 to March 8 - Finalization of the engagement website
- March 10 – Phase 3 of Public Engagement goes live
- March 10 to April 9 – Engagement website open for feedback
- April 9 to April 23 – Reporting and incorporation of the engagement feedback
- May 9 to May 23 – Finalization and approval of the 'What We Heard' Report



3. Finalize the policies of the Growth and Servicing Plans *February 15 – May 7*

This work is underway and will continue while the visioning and engagement workstreams are undertaken. However, it is important to note that the outcome of the vision and engagement work will greatly impact the finalization of this work.

Growth Plan

Dialogue on the Growth Plan policies has been intensive during the past four months. This work will continue, however a detailed meeting schedule has yet to be developed. The consultant is currently taking the time to review all of the submitted comments on the Growth Plan and the Growth Plan policies to ensure all comments have been considered in the next draft of the Growth Plan. This updated Draft document will go to the Board for discussion on February 26 and, as per the proposed engagement plan, the draft document reviewed on February 26 will be the document on which the public is engaged.

Servicing Plan

To date, the Servicing Plan has not had the same level of attention as the Growth Plan. As the Servicing Plan is required to support the Growth Plan, it should be directed by the agreement of the CMRB Growth structure and policy and provide a pathway for implementation of those Growth Plan policies. The Servicing Plan is an elaboration of the implementation plan for the Growth Plan.

There are a number of tasks required to advance the Servicing Plan to a final draft which will be acceptable to Board and meets the requirement of the Regulation.

- HDR|C to review verbiage of Regulation to ensure final Servicing Plan will meet the test of the Regulation.
- Draft Growth Plan policies agreed to with understanding that fine tune will be required following visioning work.
- Draft Servicing Plan to be completed concurrently with the visioning work and include an opportunity to review outputs of the visioning work
- Assume Servicing Plan deliverable will not be part of Phase 3 Public Engagement
- TAG meeting tasks, as described below, should involve HDR|C team, CMRB Administration, and TAG, and as-needed SMEs from municipal administrations



Task	Timeline	Inputs	Outputs
TAG Meeting 1 (~4 hours)	Mid February / week 1	Draft Servicing Plan Discussion from Committee Feb 4 TAG feedback (written comment)	v2Draft Servicing Plan (due week 2)
TAG Meeting 2 (~3 hours)	Early March / week 3	v2 Draft Servicing Plan from HDR C TAG feedback (written comment)	v3Draft Servicing Plan (due week 4)
TAG Meeting 3 (~2 hours)	Mid March / week 5	v3 Draft Servicing Plan from HDR C TAG feedback (written comment)	v4Draft Servicing Plan (due week 6)
TAG Meeting 4 (~2 hours)	Early April/ Week 8	v4 Draft Servicing Plan from HDR C Output from visioning workshops	V5 Draft Servicing Plan (due week 9)

4. Finalize the Implementation Documents Required

March 8 – May 7

This work is underway and will continue while the visioning and engagement workstreams are undertaken. However, it is important to note that the outcome of the vision and engagement work will greatly impact the finalization of this work.

Work has begun by the consultants and CMRB Administration to develop the Regional Evaluation Framework (REF) based on the successes and challenges experienced through using the Interim Regional Evaluation Framework (IREF). Given that the Growth Plan policies inform the REF and implementation section of the Growth Plan, once these policies are brought closer to finalization a more detailed work plan will be circulated. Given the technical nature of finalizing the implementation documents, work with TAG will be required.

Task	Timeline	Inputs	Outputs
TAG Meeting 1 (~3 hours)	Early March/ Week 1	Draft Growth Plan	v1 Draft REF/ other implementation



			sections (due week 2)
TAG Meeting 2 (~3 hours)	Late March / week 4	Draft Growth Plan V1 Draft REF TAG feedback and written comments	v2 Draft REF/ other implementation documents (due week 4)
TAG Meeting 3 (~2 hours)	Mid April / week 6	V2 Draft REF TAG feedback and written comments	v3 Draft REF/ other implementation documents (due week 6)

5. Finalize the format and language of the Plans

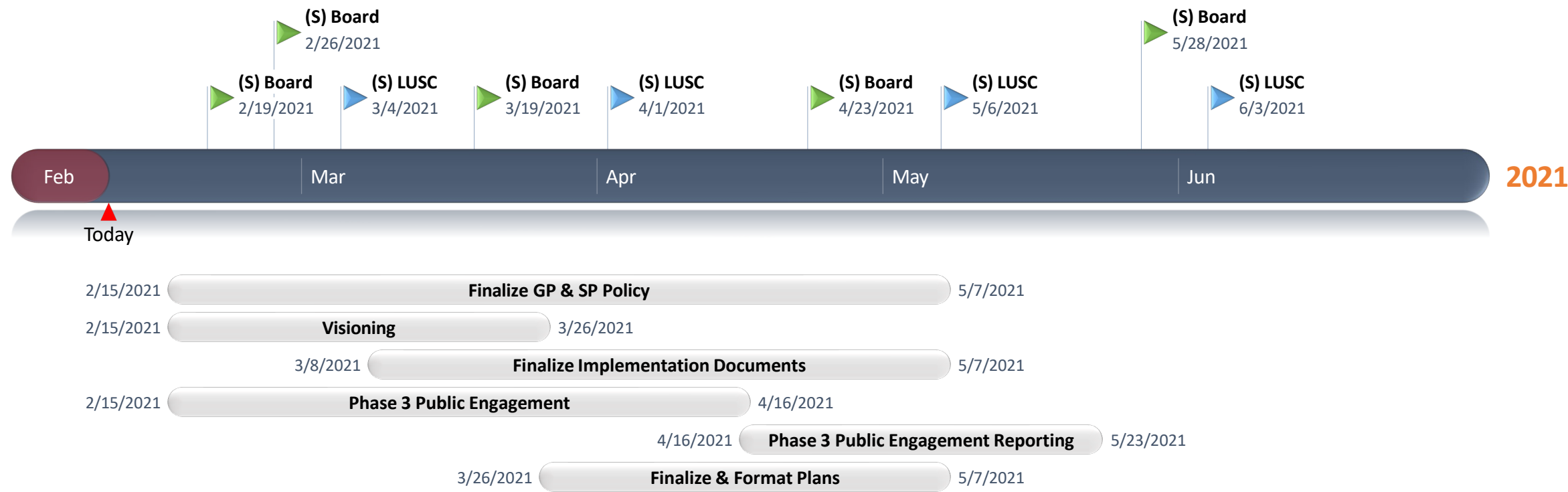
March 26 – May 7

This workstream is the preparation of the documents in their final state involving images, text, graphics, figures/maps and others. This work is underway, and refinements will happen throughout the process; however, the outcome visioning work will greatly impact this workstream and, therefore, will begin in earnest once the visioning work has been completed.

Draft CMRB Project Extension Work Schedule

(S) Board – currently scheduled meeting

(S) LUSC– currently scheduled meeting





Agenda Item	6
Submitted to	Board
Purpose	For Decision
Subject	Growth Plan
Meeting Date	February 26, 2021
<i>Motion that the Board approve public engagement on this version of the Growth Plan.</i>	
<p>Summary</p> <ul style="list-style-type: none"> At the February 4, 2021 Committee meeting, the Committee reviewed a complete draft of the Growth Plan and provided feedback. HDR Calthorpe has updated the document in consideration of Committee and TAG comments. Consultant recommended substantive changes to the Growth Management and Efficient Use of Land section of the Growth Plan are outlined in this agenda item. Further changes were made to add clarity and improve the readability of the document. A redline version of the Growth Plan is attached. In the e-vote completed January 12th, the Board approved the project extension schedule which included an additional round of public engagement on the draft Growth Plan. CMRB Administration requests direction from the Board on presenting the February 26 version of the Growth Plan for public engagement. The Growth Plan would be further refined in consideration of the Board visioning process and public engagement outcomes. 	
<p>Attachments</p> <ul style="list-style-type: none"> Draft Regional Growth Plan, HDR Calthorpe 	

1. Background

At the February 4, 2021 Committee meeting, the Committee reviewed a complete draft of the Growth Plan. HDR|Calthorpe has reviewed Committee and TAG input and has updated the document in consideration of that feedback.



2. Growth Plan Updates

The Board has requested a third round of public engagement to receive public comments on the Growth Plan itself. To allow the public engagement to proceed as outlined in the approved work schedule extension, CMRB requests Board approval to use the February 26 version of the Growth Plan for the purposes of conducting public engagement. There will be additional opportunities for the Board and TAGs to discuss outstanding matters of disagreement as outlined in another item in this agenda package. Updates made to this version of the Growth Plan beyond housekeeping and document editing are summarized below. **Substantive changes to policy direction are highlighted in red below.**

Subject Policy	Significant Changes
1.1.1	Allows Mixed-use/TOD to be included in Infill and Masterplan Placetypes. Moved density requirements for Preferred Placetypes to section of the document.
1.1.2	Added definition of 'Preferred Growth Area(s)' Created new section for 'Preferred Placetype' to formalize the definition in a policy and moved the quantitative density requirements to this section from definitions. Reduced the density for Residential Communities in Hamlet Growth Areas to 3.5 du/ac.
1.1.3	Created a new policy section and definition for 'Preferred Growth Areas' to clarify the role and definition of areas appropriate for new mixed-use and employment development
1.1.4	Added Employment Areas Placetype in general description of Placetype Target policy section
1.1.6.2	Added qualitative description of Rural and Country Cluster and moved quantitative density and size requirements from definition section
1.1.6.4	Added policies for local employment areas
1.1.7.1	Added new subsection to define number of HGAs for each County
1.1.7.2	Minor edit to state 'employment' rather than 'commercial' in HGAs for consistency with remainder of Plan.
1.1.7.5	requires demonstrated 'established growth pressure and market demand' for new or expanded HGAs
1.1.8.3	added requirement for 'established growth pressure and market demand' to the criteria for a new JPA
1.1.9	Changed 'statutory Plans' to 'ASP and ARP' for clarity
1.1.10	Added Employment Areas to overlay maps
1.1.14	Added new section on REF that defines regional significance



3. Recommendation

That the Board approve public engagement on this version of the Growth Plan.



Calgary Metropolitan Region Growth Plan

CONTENT DRAFT

February 19, 2021

Agenda Item 6i Attachment

Contents

A Plan for the Next Million People	1
1 Introduction.....	2
1.1 Overview of the Calgary Metropolitan Region Board	3
1.1.1 Members (Figure 1)	3
1.1.2 CMRB Mandate.....	3
1.1.3 CMRB Values.....	5
1.2 Regulatory Framework.....	5
1.2.1 Growth Plan Horizon	5
1.2.2 Growth Plan Requirements	6
1.2.3 Hierarchy of Plans	6
1.2.4 South Saskatchewan Regional Plan	7
2 Regional Context and Plan Approach	9
2.1 Historical Context	9
2.2 Planning Process	9
2.2.1 Member Municipality Overviews	10
2.3 Population and Employment Forecasts	17
2.4 Regional Growth Patterns	19
2.4.1 Housing Trends and Future Housing Demands.....	19
2.4.2 Employment Trends	20
2.4.3 Planned and Developed Land.....	21
2.5 Scenarios for Growth.....	23
2.5.1 Regional Placetypes.....	26
2.5.2 Scenario Analysis and Comparison	27
2.6 Growth Plan Goals, Direction and Priorities.....	28
2.6.1 Growth Management and the Efficient Use of Land	28
2.6.2 Economic Wellbeing.....	28
2.6.3 Environmentally Responsible Land Use	28
2.6.4 Water Stewardship	29
2.6.5 Shared Services Optimization	29
2.6.6 Celebrating Rural/Urban Differences	29

Tables

Table 1. Population Project for the Calgary Region.....	18
Table 2: Forecast of Regional Growth	19
Table 3: Reduction Compared to the Business As Usual Scenario	28

Figures

Figure 1: Calgary Metropolitan Region Member Municipalities	4
Figure 2: Hierarchy of Plans.....	7
Figure 3: Process Overview and Input.....	10
Figure 4: Current Occupied Dwelling Types by Municipality (2016 Census).....	20
Figure 5: Driver Industries Timeline for the Calgary Metropolitan Region (Applications Management Consulting Ltd., 2020).....	21
Figure 6: Approved and Planned Land (as of January 1, 2018).....	22
Figure 7: Unabsorbed Planned Land by Generalized Land Use	23
Figure 8: Preliminary Scenario Alternatives (BAU, Compact, TOD).....	25

THIS DOCUMENT IS A DRAFT CONTENT VERSION OF THE CMRB GROWTH PLAN. AS SUCH, IT IS NOT FORMATTED TO THE FINAL PLAN TEMPLATE. SOME GRAPHICS / MAPS ARE INCLUDED AT A LOW RESOLUTION TO MANAGE THE FILE SIZE FOR EMAIL PURPOSES. POLICIES AND RECOMMENDATIONS ARE PRELIMINARY AND HAVE NOT BEEN APPROVED BY THE CMRB.

CONTENT DRAFT FOR DISCUSSION ONLY

A Plan for the Next Million People

We live here because we love this place. We are grounded in its history and cultures. Our strong local economy supports our families. We celebrate the beauty of our region, our connection to the land and its natural and agricultural bounty. We have built great communities – large and small, urban and rural. We have a habit of working cooperatively for the common good. We govern ourselves effectively and use our resources efficiently.

These strengths have served us well and will continue to do so. And yet...

As we look ahead into another era of growth and change in our Region, we know that we need to plan for our future, not just hope for it. We have seen examples of other metropolitan regions that have taken on this task, and others that have failed.

We share a commitment to make our Region more competitive for the changing economy and more sustainable in a changing climate. We have examined our history and learned from it. We have built our knowledge of best practices in planning for growth. We have accumulated some benefits of cooperation between municipalities for the benefit of our citizens.

What will we do together in agreeing upon this plan? We will make difficult, but important changes in how we grow, with benefits that could not be fully realized by working independently. We will decide *where there will be more growth, and less* than if we had just continued business as usual. We will determine the *type and character* of growth we want to encourage. We will create a structure of decision-making that fosters more cooperation and less conflict. This plan's policies and direction will equip us to make better decisions about servicing, shaping our transportation system, our stewardship of our water and environment, and our provision of services for our communities. In short, it is a plan to grow by using *less land, less water and at less cost*.

This plan is our chance to shape our great and growing region for the future we want.

1 Introduction

The Calgary Metropolitan Region Board's (CMRB) Growth Plan is a new strategy for sustainable growth for the Calgary region. The Growth Plan (the Plan) replaces the Interim Growth Plan for the Calgary Metropolitan Region's (the Region's) ten member municipalities.

The CMRB acknowledges that the Region is on the traditional territories of the people of the Treaty 7 region in Southern Alberta. This includes the Blackfoot Confederacy (comprising the Siksika, Piikani, and Kainai First Nations), the Tsuut'ina First Nation, and the Stoney Nakoda (including the Chiniki, Bearspaw, and Wesley First Nations). The Region is also home to Métis Nation of Alberta, Region III.

The Growth Plan provides a policy framework for managing growth and implementing long-term goals for the Calgary Metropolitan Region (CMR), reflecting the aspirations for the Region. The Growth Plan is a set of strategies for planning and managing future population and employment growth to help achieve the aspirational future.

The Growth Plan is guided and regulated by the *Municipal Government Act*

and the Calgary Metropolitan Region Board Regulation (Alberta Regulation 190/2017 of the *Municipal Government Act*). The CMRB regulation sets out the following objectives for the Growth Plan:

- a) to promote an integrated and strategic approach to planning for future growth in the CMR;
- b) to identify the overall development pattern and key future infrastructure investments that would:
 - i) best complement existing infrastructure, services and land uses in the CMR,
 - ii) best complement the desired scale of development and community visions across the CMR,
 - iii) best address efficient and cost-effective growth and development, and
 - iv) maximize benefits to the CMR,
- c) to coordinate decisions in the CMR to sustain economic growth and ensure strong communities and a healthy environment; and
- d) to promote the social, environmental and economic well-being and competitiveness of the CMR.

This document describes a collaboratively developed Plan that outlines land use patterns, policies to guide growth, development and servicing, and implementation actions to address current and long-term challenges.

1.1 Overview of the Calgary Metropolitan Region Board

The CMRB was officially established in January 2018 when the Calgary Metropolitan Region Board Regulation ("CMRB Regulation", Alberta Regulation 190/2017) came into effect. The CMRB is the first provincially mandated growth management board in the Calgary region. The CMR consists of the ten member municipalities mandated to develop long-term growth and servicing plans for managed and sustainable growth.

1.1.1 Members (Figure 1)

The CMR consists of the following members:

- City of Airdrie;
- City of Calgary;
- City of Chestermere;
- Town of Cochrane;
- Foothills County;
- Town of High River;
- Town of Okotoks;
- Rocky View County;
- Town of Strathmore; and
- Wheatland County (a small portion of the County as described in the CMRB Regulation).

1.1.2 CMRB Mandate

The Board's mandate is to support the long-term sustainability of the 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; and
- Developing policies outlining how the Board shall engage the public in consultation.

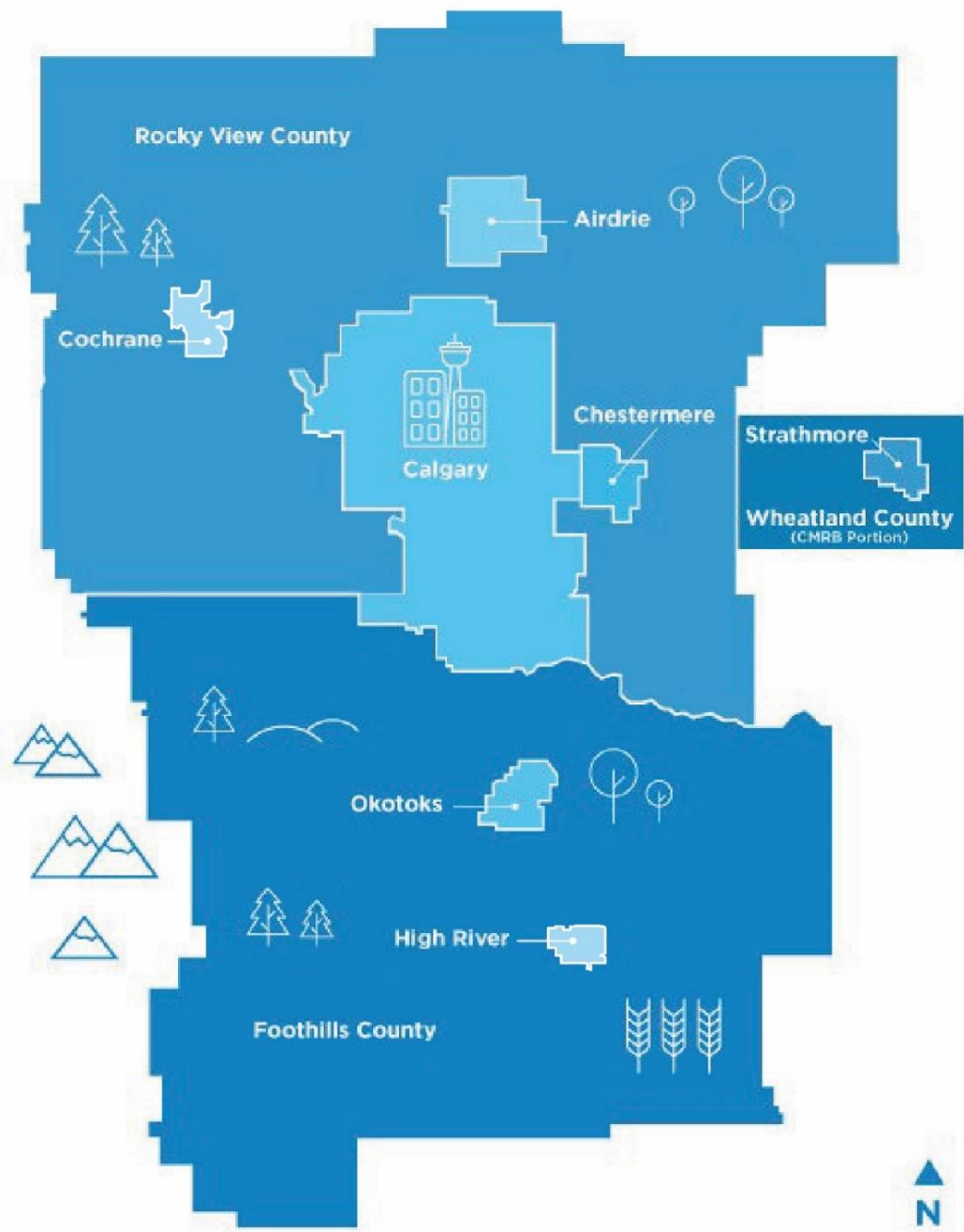


Figure 1: Calgary Metropolitan Region Member Municipalities

1.1.3 CMRB Values

The values of the CMRB 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.

1.2 Regulatory Framework

The CMRB Regulation came into effect on January 1, 2018, establishing the CMRB and mandating that the Calgary Metropolitan Region Growth Plan (Growth Plan) be prepared and submitted to the Minister within three years of the Regulation coming into force. Due to delays in the preparation caused by the COVID-19 pandemic, the Minister granted a two-month extension to the deadline.

Prior to the formal establishment of the CMRB, the member municipalities decided to prepare an Interim Growth Plan (IGP), which was completed in October 2018. The IGP provides a foundation for this Growth Plan and identifies many of the regionally significant issues that are addressed within the Growth Plan. The principles identified in the Interim Growth Plan remain valid and continue to guide the “permanent” Growth Plan. These principles include:

- Promote the Integration and Efficient Use of Regional Infrastructure;
- Protect Water Quality and Promote Water Conservation; and
- Encourage Efficient Growth and Strong and Sustainable Communities.

The CMRB Regulation also requires the establishment of a Calgary Metropolitan Region Servicing Plan (Servicing Plan), with the same timelines as the Growth Plan. The Servicing Plan was created simultaneously with the Growth Plan and is provided as a separate document.

With the Ministerial approval of this Growth Plan, the IGP will no longer have effect.

1.2.1 Growth Plan Horizon

Under the CMRB Regulation, the Growth Plan must be reviewed within ten years, or earlier if desired by the Board. This review is to ensure the Growth Plan continues to address the needs of the Region and that the CMR is reaching goals to accommodate the next million regional population in approximately 25 to 30 years.

1.2.2 Growth Plan Requirements

The CMRB Regulation identifies the minimum contents of the Growth Plan. The requirements of the CMRB Regulation are as follows:

Except as otherwise specified by the Minister, a proposed Growth Plan must contain a comprehensive, integrated regional land-use plan for the Calgary Metropolitan Region that includes the following:

- a) *population and employment projections;*
- b) *the identification of*
 - i) *growth areas,*
 - ii) *land supply for residential, commercial and industrial purposes,*
 - iii) *agricultural lands,*
 - iv) *density of development,*
 - v) *the development and location of infrastructure, and*
 - vi) *corridors for recreation, transportation, energy transmission, utilities and intermunicipal transit;*
- c) *policies regarding the planning for corridors for recreation, transportation, energy transmission, utilities and intermunicipal transit;*
- d) *policies regarding environmentally sensitive areas;*
- e) *policies regarding the coordination of infrastructure planning and development among the participating municipalities;*
- f) *policies that address new settlement areas;*
- g) *policies that address the intensification of existing settlement areas;*
- h) *policies regarding the conservation of agricultural lands;*
- i) *specific actions to be taken by the participating municipalities to implement the Growth Plan.*

In addition to the content requirements as defined in the CMRB Regulation, the CMRB Board has also defined that policies related to flood prone areas will be included in the Growth Plan.

1.2.3 Hierarchy of Plans

The Growth Plan is one of five types of statutory plans identified in the *Municipal Government Act*. These plans must be consistent with one another, and with regional plans adopted under the *Alberta Land Stewardship Act*. Each of these plans is required to be consistent with a plan above it in the hierarchy of plans, and where inconsistencies exist, the higher plan in the hierarchy prevails. The hierarchy is illustrated in Figure 2

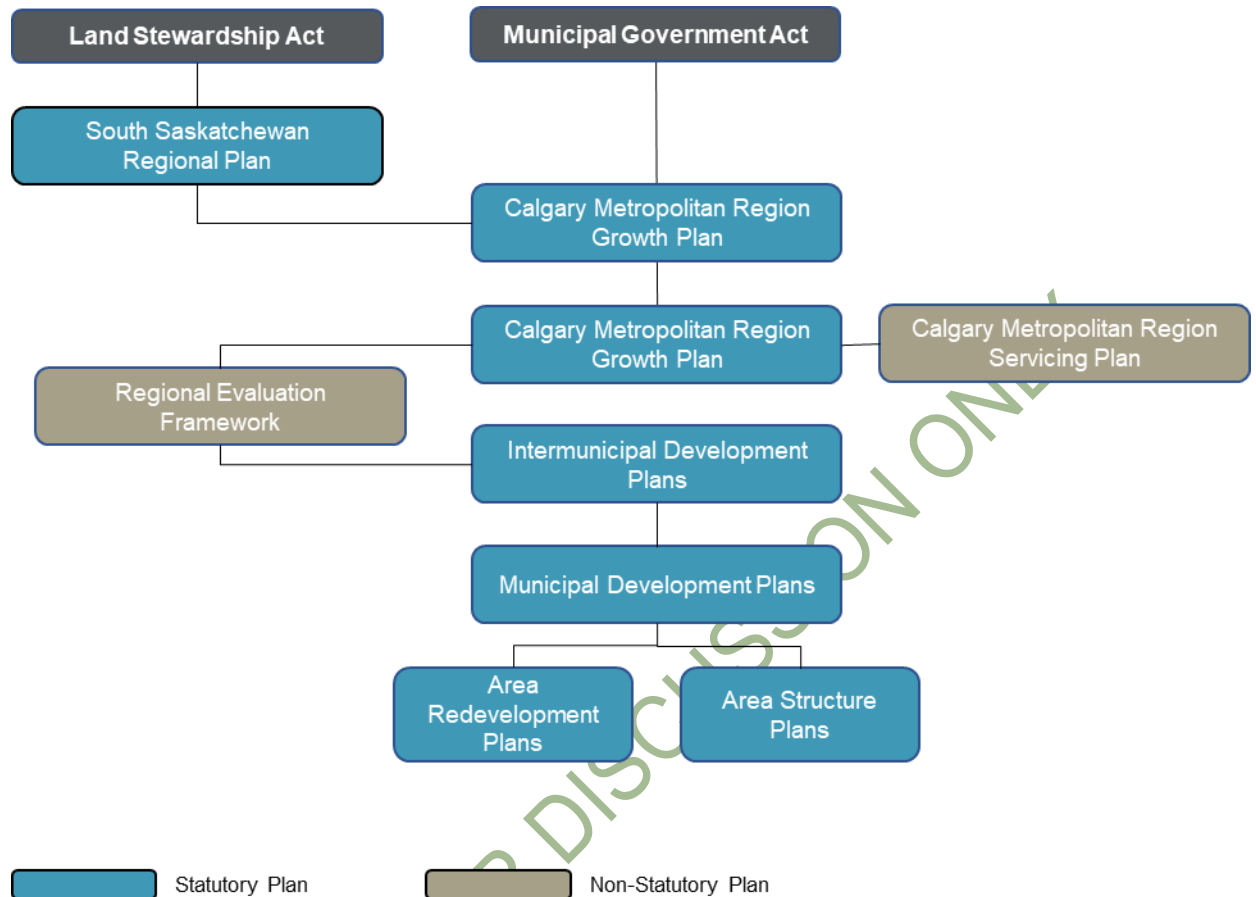


Figure 2: Hierarchy of Plans

1.2.4 South Saskatchewan Regional Plan

The Province of Alberta approved the South Saskatchewan Regional Plan (SSRP) in July 2014, and subsequently amended it in May 2018.

The SSRP:

- Establishes a long-term vision for the region;
- Aligns provincial policies at the regional level to balance Alberta's economic, environmental and social goals;
- Reflects ongoing commitment to engage Albertans, including aboriginal peoples, in land-use planning;
- Uses a cumulative effects management approach to balance economic development opportunities and social and environmental considerations;
- Sets desired economic, environmental and social outcomes and objectives for the region;
- Describes the strategies, actions, approaches and tools required to achieve the desired outcomes and objectives;

- Establishes monitoring, evaluation and reporting commitments to assess progress; and
- Provides guidance to provincial and local decision-makers regarding land-use management for the region.

The South Saskatchewan Region includes the South Saskatchewan River Basin, the Milk River Basin and the Alberta portion of the Cypress Hills, covering over 83,000 km² or about 12.6% percent of the total area of Alberta and includes the CMR.

CONTENT DRAFT FOR DISCUSSION ONLY

2 Regional Context and Plan Approach

2.1 Historical Context

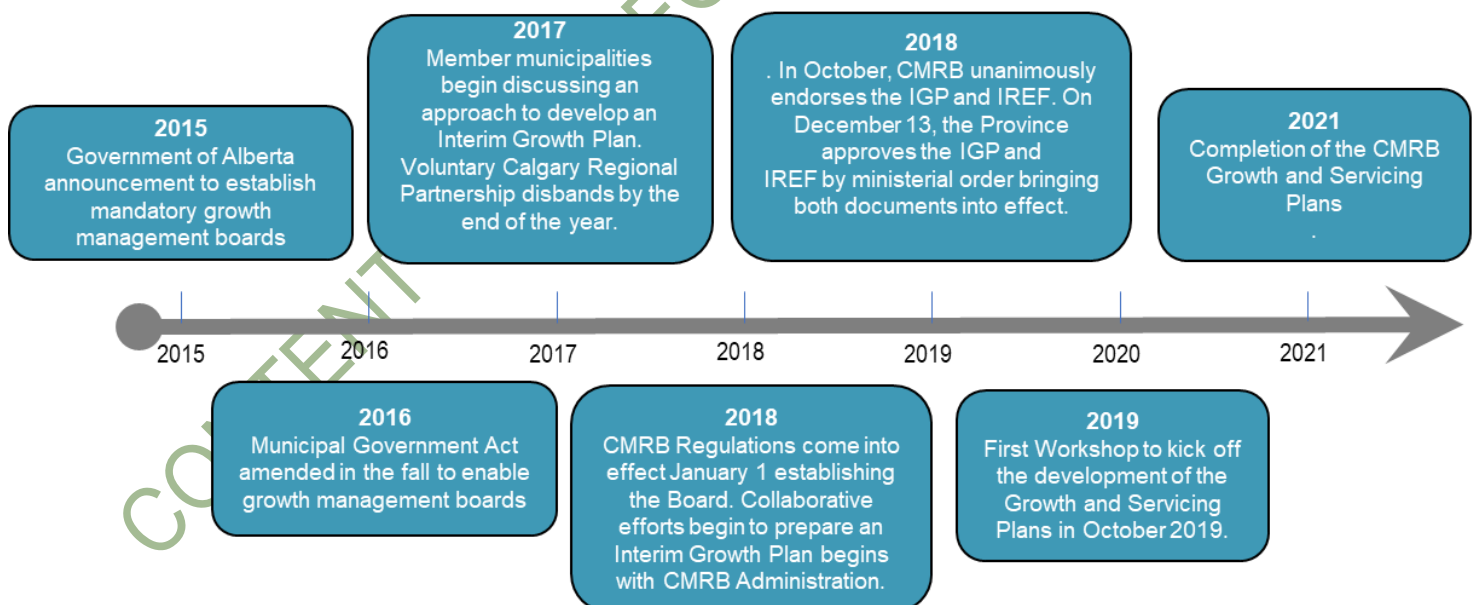
Historical growth has been shaped by the past trajectory of land use, economy, and culture that collectively has created a diversity of communities and lifestyles within the region. This history started with First Nations traversing the area for thousands of years and was then transformed, first with the introduction of trading posts, and later ranches and farms, railways, and the booms and busts of the oil and gas industry.

The initial establishment of settlements that have become the municipalities in our region mostly started with the Canadian Pacific Railway. There was relatively slow growth in many of the CMR communities for some decades, until the region's population rapidly increased post-World War II after the discovery of oil near Leduc in 1947.

Throughout the years, the oil and gas industry has remained a dominant part of the regional economy, yet its inconsistency has led to a current downturn with uncertainty of the industry's future. Ranches and farms have remained a consistent part of the economy and character of the rural municipalities in the region while also diversifying to include other sectors and housing types.

2.2 Planning Process

Over the decades, various forms of regional planning have been undertaken. With the introduction of provincially mandated growth management boards in the Calgary and Edmonton regions, the current process leading this Growth Plan was started.



The Growth Plan was prepared through extensive collaboration among the member municipalities via the Board, Land Use and Servicing Committees and various Technical Advisory Groups comprised of subject matter experts from the member municipalities. An external Technical Advisory Group made up of technical experts from various

stakeholder groups and the Province of Alberta was also directly involved in the preparation. Indigenous communities affected by the Growth Plan were engaged through a variety of methods in an extensive public engagement process. The CMRB administration and TAGs authored and tendered over a dozen reports and studies prior to the Growth Plan to support its development.

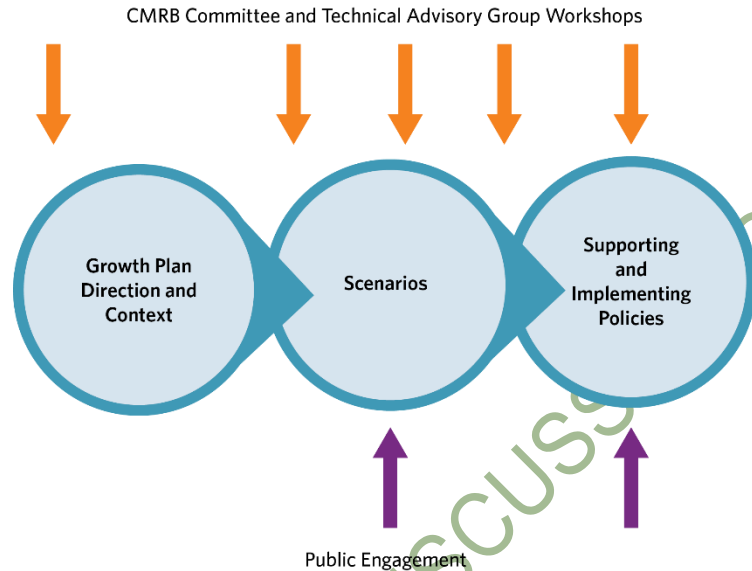


Figure 3: Process Overview and Input

2.2.1 Member Municipality Overviews

2.2.1.1 City of Airdrie

2016 Census Population:

61,581

Airdrie is a city of neighbours, entrepreneurs and visionaries. As the second largest municipality in the Calgary region, Airdrie has experienced exponential growth over the past decade, bringing with it new residents, new businesses and new ideas. Home to over 70,000 residents and growing, our population growth has seen an average of 6 new residents a day choose to move to Airdrie. And we're a young city - the average age of our residents is 33 (provincial average is 38).

Located 15 minutes north of the Calgary International Airport and 30 minutes to downtown Calgary, Airdrie's ideal location on the Queen Elizabeth Highway has attracted more than 1,000 commercial and industrial businesses ranging from retail services to major manufacturers to oil and gas service companies to national logistics firms. These businesses employ more than 16,000 workers and are the back-bone of our economy. Airdrie has a strong entrepreneurial spirit, with over 1,500 home-based businesses in operation.



Airdrie has a strong sense of community and a welcoming nature. Our business and citizen surveys report some of the highest levels of satisfaction in Alberta, thanks to our safe streets, modern community amenities, and small-town feel.



2.2.1.2 City of Calgary

2016 Census Population:

1,392,609

The City of Calgary is home to the largest and most diverse population in the region. It is Canada's third largest city and has the highest GDP per capita in the nation. Calgary's diverse employment is integrated with an efficient transportation network of roads, light rail transit, buses, and an international airport. Calgary is facilitating growth in the new economy in key sectors such as energy, technology, manufacturing, financial services, transportation and logistics, interactive digital media, creative industries, life sciences, and agribusiness. Advanced education includes five public post-secondary institutions including three major universities. Calgary's complete communities connect to an extensive cycling and pathway system (926 km), abundant green spaces and parks (3,000 sites) and many walkable shopping districts. The City hosts world-class attractions including the Calgary Stampede, and numerous arts, culture, entertainment, sports and leisure activities and venues. Quality of life is a key driver for Calgary, which ranked as the 5th most livable city in the world.¹

Calgary is on a path to urban sustainability and resilience, with the vision of Calgary as a great place to make a living, and a great place to make a life.

¹ 2019 Global Livability Index, Economist Intelligence Unit



Photo Source: City of Calgary

2.2.1.3 City of Chestermere

2016 Census Population:

19,472

With a current population of over 20,000, Chestermere is one of the fastest growing municipalities in Alberta. Located just 18 km east of Calgary city centre, the community's roots began when an irrigation reservoir called Chestermere Lake was created in the early 1900s. The lake offered an ideal place for recreation during the warm months, and many people began to build cabins along the shores. The area was formally established as a summer village in the 1970s and it grew into a town by 1993. On January 1, 2015, it officially became a City, having experienced community growth of over 150% in the previous decade. Some industries in the area include construction, real estate, professional and administrative services, and transportation; yet 83% of the working-age community commutes to Calgary for work.

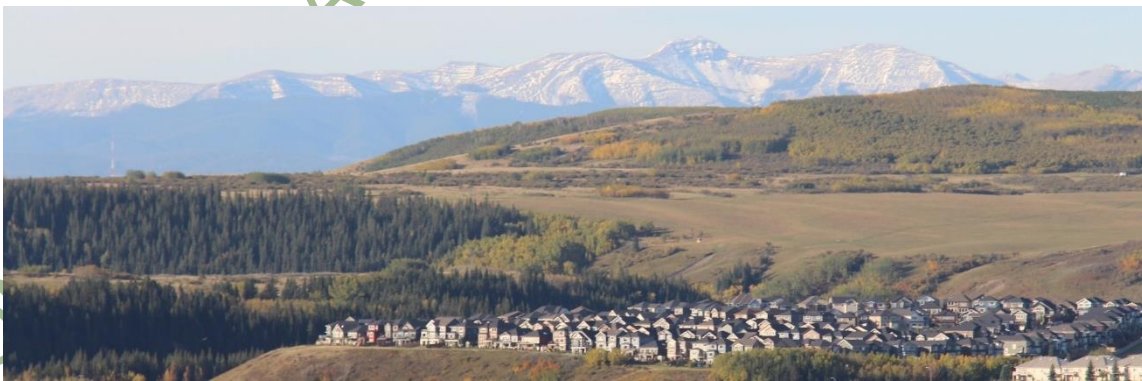


2.2.1.4 Town of Cochrane

2016 Census Population:

25,289

The Town of Cochrane is located west of Calgary and has a population over 30,000. The Canadian Pacific Railway granted the town site in 1885 and named it in honour of Senator Matthew Cochrane, the man who established the Cochrane Ranch in 1881. Cochrane became an official town in 1971 with a population over 800. The town grew an incredible 92% between 2009 and 2019, and it is still growing, attracting more residents, businesses, and tourists each year, all to experience the western heritage, unique Main Street, and genuine small-town hospitality. While local industry initially centred around the railway and sawmill, Cochrane's business community has expanded to include construction, retail trade, agriculture, technology and business services, and innovators and entrepreneurs.



2.2.1.5 Foothills County

2016 Census Population:

22,766

Permanent settlement in Foothills County began in earnest about 135 years ago with the arrival of the big corporate ranches and the North West Mounted

Police. Today, the County encompasses a diverse rural landscape in which leadership and planning support a strong agricultural heritage, vibrant communities, a balanced economy and the stewardship of natural capital for future generations. The County is approximately 3,600 square kilometres (or 909,000 ac) in area. The area of Foothills County is 3636.8 square kilometres. Neighbours include: City of Calgary, Rocky View County, Okotoks, High River, Wheatland County, Black Diamond, Turner Valley, Longview, Vulcan County, MD of Willowcreek and MD of Ranchlands, Kananaskis Provincial Park, Stoney Nakoda, Tsuu T'ina.



2.2.1.6 Town of High River

2016 Census Population:

13,420

The Town of High River prides itself on being a people first community with historic character, open spaces and small-town feel. The Town promotes communities that are walkable, bikeable and drivable with facilities, services and events that enhance wellbeing. The Town is to be designed based on a scale that is comfortable to people, encourages walking, accommodates a variety of functions, can change, and adapt over time, and will foster an environment that supports and reinforces the social aspects of the Town.



2.2.1.7 Town of Okotoks

2016 Census Population:

28,833

Okotoks is one of the largest towns in Alberta with a population of 29,002 and is located 20km south of Calgary. Known for the glacial erratic Big Rock that travelled during the ice age to just 7km west of Okotoks, the town was incorporated in 1904. The place was a stopping point for different forms of transportation through the years, including a wagon route between Fort Macleod and Calgary in the late 1800s and a resting point for the CPR. The discovery of the Turner Valley oil field in the west portion of the town in 1914 helped expand its economic growth that already included transportation, ranching, and sawmills. Today the economy also involves industrial, food and beverage manufacturing and agriculture services. Okotoks is home to the Drake Landing Solar Community, the first community of its kind in North America to be heated by solar energy, with over 90% of each homes' space heating needs provided by solar. Although the community includes a mix of residents who work in the Okotoks and Foothills region, a sizeable segment of the population commutes to Calgary. Despite this commuter base, the Town maintains a healthy civic society, well-attended community events and a strong sense of place and attachment for its residents.



2.2.1.8 Rocky View County

2016 Census Population:

39,407

Rocky View County contains a unique blend of rural and urban development, with the Rocky Mountains to the west visible from most areas of the County. It surrounds Calgary to the west, north and east. By population, the County is the 11th largest municipality in Alberta and 3rd largest in the CMR. The County encompasses a wide variety of residential developments in 14 hamlets, and several country residential subdivisions. Created in 1955, the County has a history rooted in agriculture. Over time, its industrial base has expanded beyond agriculture and natural resources to include a thriving logistics and transportation hub in East Balzac, with the fifth largest assessment base in the province.



2.2.1.9 Town of Strathmore

2016 Census Population:

13,592

Strathmore provides its residents with the benefits of a rural setting that is proximate to larger centres and it provides services and amenities commensurate with that of a larger community. With direct access to services along the Trans Canada Highway the



Town is a convenient and common stop for many travellers. Its location also allows it to serve a rural population and communities to the east. All of these factors have enabled the community to thrive.



2.2.1.10 Wheatland County

2016 Census Population:

8,788

Wheatland County was created in 1954 when parts of two Improvement Districts, the M.D. of Bow Valley, Serviceberry and Kneehill, were incorporated. The communities within Wheatland County have a long and proud agricultural history and there are many century farms still in operation.

Only a small portion of Wheatland County is located within the CMR. The area includes a portion of the TransCanada Highway, two industrial ASP development areas, commercial developments, and a multitude of farm and acreage subdivisions. In addition, Eagle Lake and the Hamlet of Cheadle make up key environmental and land use components of the CMR boundaries.



2.3 Population and Employment Forecasts

The Growth Plan provides a roadmap for accommodating the next one million people with approximately 600,000 additional jobs for the CMR. Based on the current long-term forecast, the regional population is expected to grow by one million people to approximately 2.5 million people between 2048 and 2053, with a longer range forecast of

three million by 2076. The average annual growth rate during this time is estimated to be 1.2%.² Table 1 shows the population forecasts for each member municipality.

Table 1. Population Project for the Calgary Region

Municipality	Forecast Population		
	2018	2048	2053
Airdrie	66,889	130,612	140,725
Calgary	1,342,861	2,029,430	2,124,804
Chestermere	21,619	49,632	54,147
Cochrane	28,152	53,715	57,277
High River	14,825	29,596	31,630
Okotoks	31,439	58,653	62,658
Strathmore	14,982	30,123	32,374
Foothills	24,683	39,082	41,103
Rocky View	42,729	67,706	71,439
Wheatland*	973	1,590	1,671
TOTAL	1,589,152	2,490,139	2,617,828

*Wheatland County includes only the portion within the CMR.

The City of Calgary will continue to attract the largest number of new residents, but its share of the regional total is expected to slowly decline from almost 85% of the regional population in 2016 to approximately 81% by 2048. Chestermere has the highest forecast growth rate at 1.8%, followed by Airdrie, High River and Strathmore at 1.5%.

Alongside population growth is an increase in employment opportunities with a projected increase from an estimate of approximately 842,000 in 2018 to about 1,340,000 by 2048.³ This increase translates to an average annual growth rate of 1.6%.

The population and employment growth forecasts by municipality are summarized in Table 2.

² Rennie Intelligence (2018). Population Projections: Produced for the Calgary Metropolitan Region Board and its Member Municipalities.
<https://static1.squarespace.com/static/5eb3220bf77e9b62db665c54/t/5ed6f935fd86f82652b7bb39/1591146806403/FINAL+CMRB+Population+Projections.pdf>

³ Applications Management Consulting Ltd. (2020). Regional Employment Forecasts.
<https://static1.squarespace.com/static/5eb3220bf77e9b62db665c54/t/5ed6fad54469905e511facf8/1591147234131/2020%2B02%2B21%2BCMRB%2BEmployment%2BAnalysis.pdf> (Note: Totals are different than those in the Applications Management report due to adjustments made for Wheatland County subsequent to the Regional Employment Forecasts report)

Table 2: Forecast of Regional Growth

Municipality	Incremental Population Growth (2018-2048)	Incremental Employment Growth (2018-2048)	Share of Regional Population Growth	Share of Regional Employment Growth
Calgary	686,650	337,660	76.2%	67.9%
Airdrie	63,420	23,500	7.0%	4.7%
Chestermere	28,030	8,050	3.1%	1.6%
Okotoks	27,300	9,840	3.0%	2.0%
Cochrane	25,520	9,140	2.8%	1.8%
High River	14,840	8,590	1.6%	1.7%
Strathmore	15,160	9,230	1.7%	1.9%
Rocky View	24,960	69,010	2.8%	13.9%
Foothills	14,400	22,230	1.6%	4.5%
Wheatland	630	330	0.1%	0.1%

2.4 Regional Growth Patterns

2.4.1 Housing Trends and Future Housing Demands

The CMR includes a combination of housing types that vary between and within municipalities. These demand for housing types can change based on many factors, such as economic drivers, generational trends, and stages of life, and affect overall growth patterns in the CMR.

As shown in Figure 4, single family homes make up most housing types in the Calgary region. Compared to Canada overall, the region (all municipalities shown) has more detached dwellings and fewer apartments/condominiums. Municipalities outside of Calgary have an even higher proportion of detached dwellings and much lower proportion of apartments as compared to the Region and Canada.

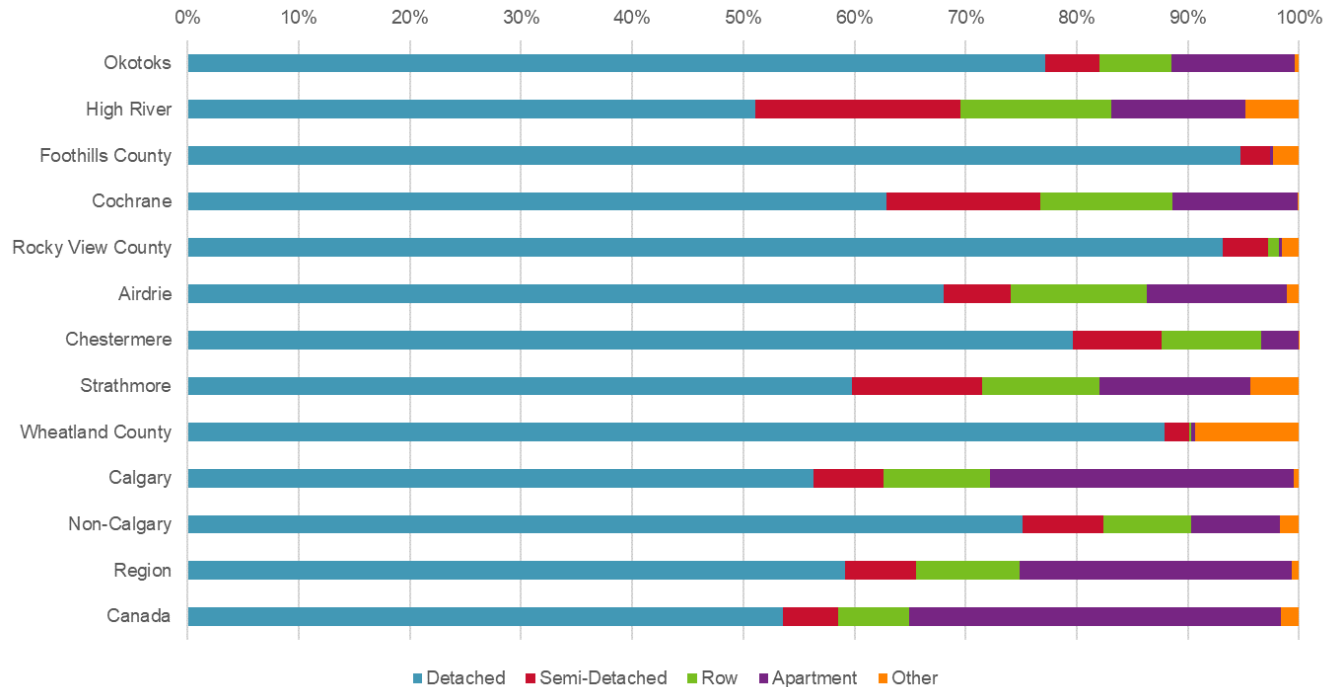


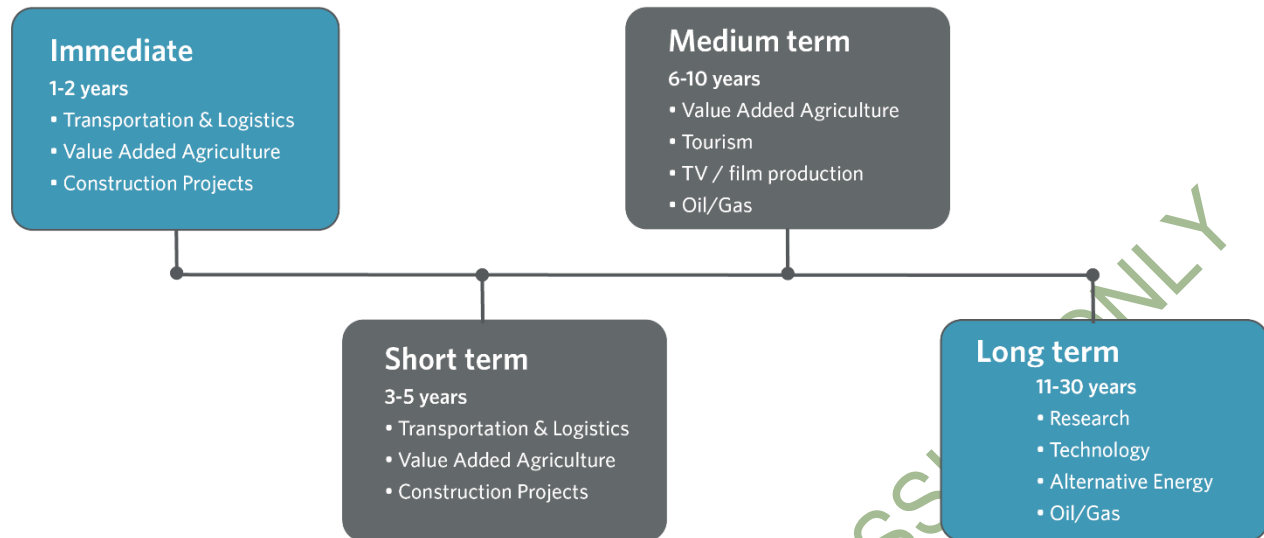
Figure 4: Current Occupied Dwelling Types by Municipality (2016 Census)

The population forecast showed that international migration and interprovincial migration are expected to be the two primary sources of population increase in the Region over the next 40 years. The recent preference for apartments and condominiums suggests that housing needs are evolving, although the long-term effects of COVID-19 may change recent patterns.

2.4.2 Employment Trends

There are driver industries that are expected to lead employment growth through the years detailed below with timelines of when their growth will play a key role in the region's economy

Driver Industries



**Figure 5: Driver Industries Timeline for the Calgary Metropolitan Region
(Applications Management Consulting Ltd., 2020)**

Currently, the largest industry sector in our region is Professional, Scientific and Technical services, consisting of 12% of total employment with approximately 100,000 jobs. This sector and other existing industries are expected to grow steadily through the years. Healthcare and Social Assistance, Professional, Scientific and Technical services, Construction, Retail Trade, and Transportation Warehousing are expected to comprise approximately 50% of this total job growth. There will be nearly 150,000 jobs allocated to “Other Industries,” some of which at this point may be unclear due to the unknown status of the energy sector that has provided many jobs in the CMR.

2.4.3 Planned and Developed Land

The CMRB created a consolidated database of existing and planned land in the CMR, known as Digitization of Existing and Approved Land (DEAL) as of January 1, 2018.,

The Region currently has more land approved through Area Structure Plan and Area Redevelopment Plans than is required to support the next million population. However, these approved plans are not proportionally distributed throughout the Region, and many plans do not represent market demands and current aspirations for growth. The planned and developed land in the region is illustrated in Figure 6.

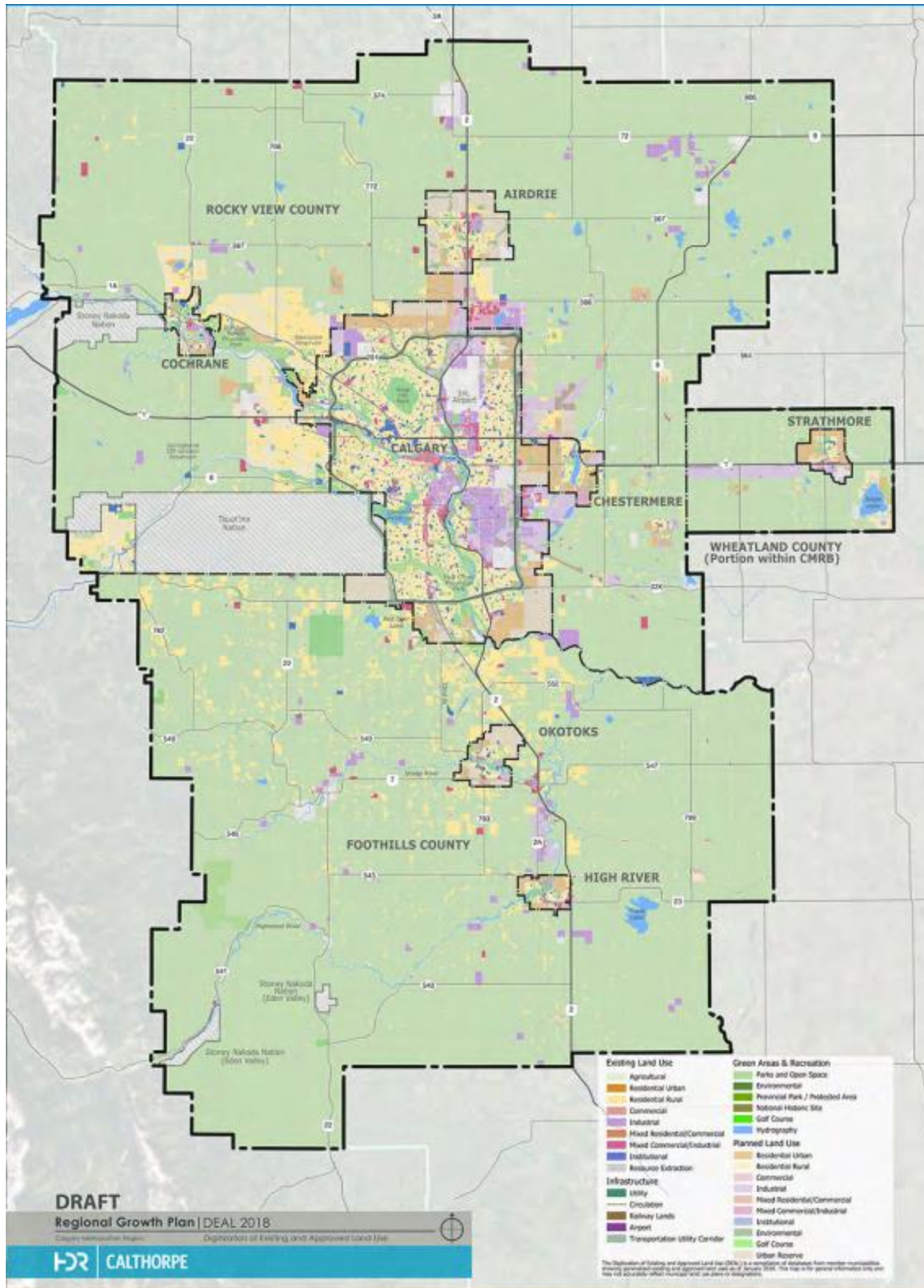


Figure 6: Approved and Planned Land (as of January 1, 2018)

Source: Digitization of Existing and Approved Land (DEAL), CMRB

Many ASPs contain a variety of land uses. A characterization of the primary land use within each ASP allows for a comparison of 46,500 ha of unabsorbed land by generalized land use as summarized in Figure 7.

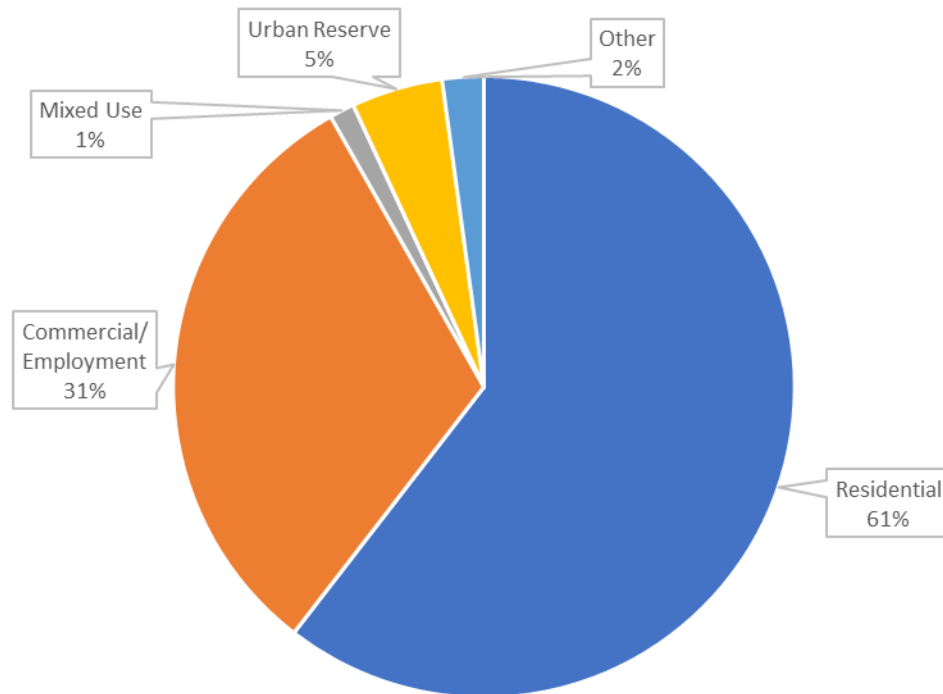


Figure 7: Unabsorbed Planned Land by Generalized Land Use

2.5 Scenarios for Growth

The scenario development approach used in the preparation of the Growth Plan is rooted in the information gathering and visioning tasks completed in the beginning stages of the process. Building on best practices, team discussions, and initial visioning and mapping exercises with CMRB member staff and elected officials, a baseline scenario and two alternative regional scenarios were developed.

The scenarios illustrate the effects of a range of land use patterns and infrastructure investments, as well the key consequences of trend-based growth. Scenario comparative analysis included land consumption, impacts on the transportation system and air quality, housing supply and diversity, major infrastructure costs, water consumption, and key ecological factors.

A baseline or 'Business as Usual' (BAU) scenario was developed as a projection of past development trends of the region. The BAU scenario represents a regional future based on continuing recent development trends. After confirming the BAU assumption and inputs, two alternative scenarios were developed and tested.

The first of these alternative scenarios was based on concentrating new development in existing centers. This is the "Compact" Scenario, an approach that prioritizes new

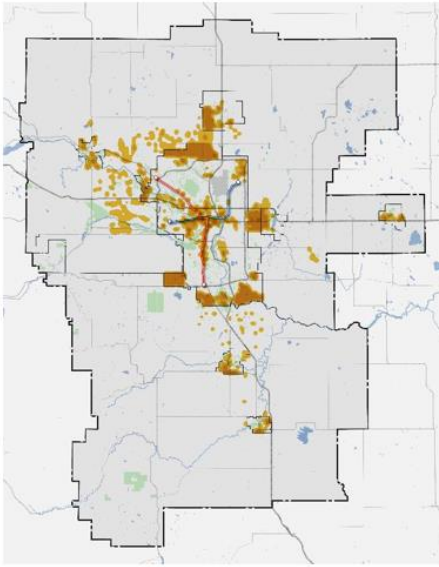
development within (infill and redevelopment) or in close proximity to existing developed areas.

The other alternative growth approach was based on focusing new development along transit corridors. This Transit-Oriented Development (TOD) scenario locates a large share of new development along existing and possible future high-order transit (such as bus rapid transit and light rail) stations and corridors.

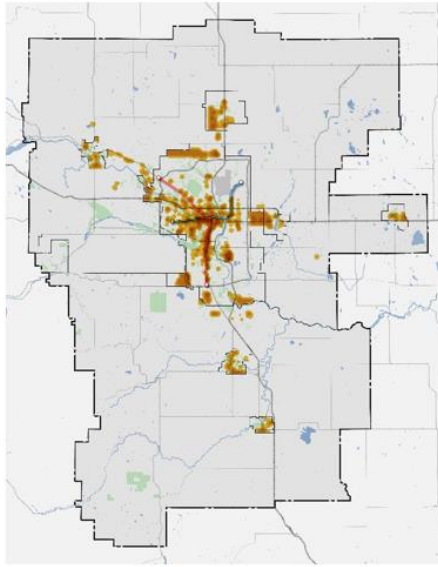
The scenario planning tool analysis compared various costs, savings, and impacts in land use, infrastructure, and environmental goals. The scenarios vary in location of development, land use mix, average density, infill and redevelopment proportions, and higher order transit investment.

The three regional scenarios accommodate the same increase in population and jobs. The scenarios vary in location of development, land use mix, average density, infill and redevelopment proportions, and higher order transit investment.

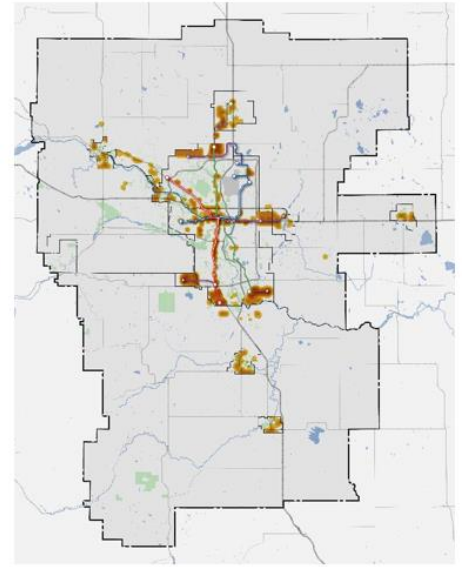
Regional Scenarios -Population



Scenario 1: Business as Usual

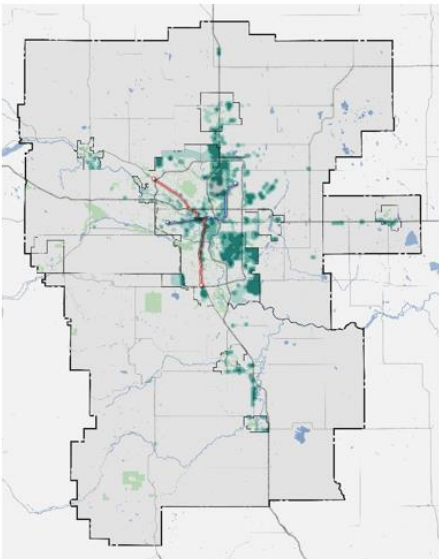


Scenario 2: Compact

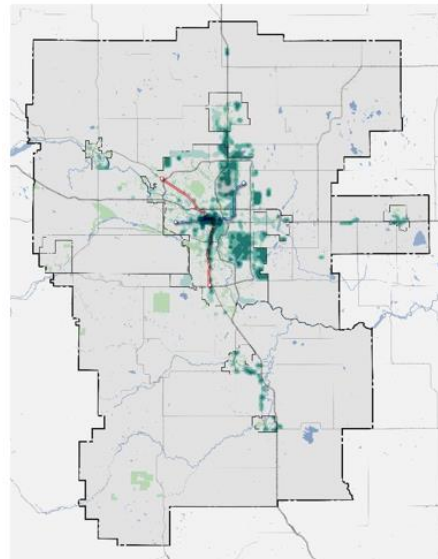


Scenario 3: TOD

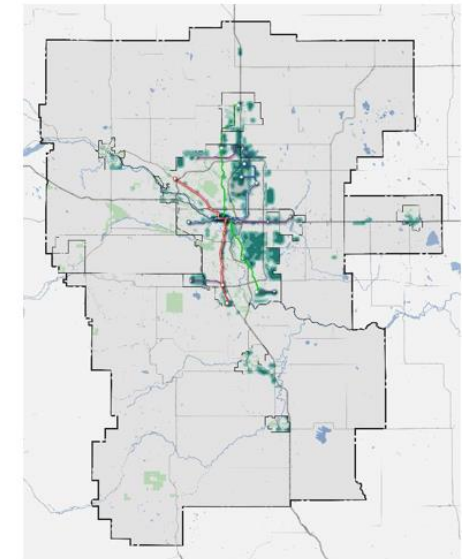
Regional Scenarios – Employment



Scenario 1: Business as Usual



Scenario 2: Compact



Scenario 3: TOD

Figure 8: Preliminary Scenario Alternatives (BAU, Compact, TOD)

2.5.1 Regional Placetypes

“Placetypes” are a key element of this regional planning process. They represent development forms, generally described by densities, land use mix, and connectivity and are used to aid in regional analysis and policy development. The placetypes speak to a generalized land use approach at a regional level and do not replace local land use planning or terminology. They reflect the development practices of our Region.

The following are the placetypes used to develop the Growth Plan.

Infill and Redevelopment



Mixed Use Centre / Transit-Oriented Development



Masterplan Community



Employment Area



Residential Community**Rural / Country Residential****2.5.2 Scenario Analysis and Comparison**

Through public, stakeholder and CMRB member municipality engagement activities, the three land-use and growth scenarios, based on the six placetype patterns were analyzed and reviewed.

2.5.2.1 Regional Scenario Performance

By changing the amount and location of different placetypes within the scenarios, the impacts to the key environmental, economic and social factors (at the household level) could be examined. The three scenarios revealed considerably better outcomes for important environmental, economic, and social factors for the Compact and TOD scenarios versus Business As Usual.

Drawing on input from member municipalities, a fourth scenario, a Synthesis Scenario, was created to adjust and fine tune the approach. This Scenario focuses development into preferred growth areas and emphasizes the role of better-performing placetypes, allocating these to varying levels among our diverse municipalities. The result is an approach to growth management which is uniquely tailored to our Region and which will confer great benefits upon all of us who live, or who will live here.

Some key metrics revealed by the Scenario Planning process and which are measurable outcomes of this growth management approach, are outlined in Table 3.

Table 3: Reduction Compared to the Business As Usual Scenario

	Placetype		
	Compact	TOD	Synthesis
	% Reduction Compared to the Business as Usual Scenario		
Land Consumption per household	40%	38%	37%
Vehicle km traveled per household	16%	14%	14%
Road and Infrastructure Cost per household	40%	38%	37%
Water Consumption per household	31%	47%	41%
Energy Cost per household	27%	24%	12%
Total Carbon per household	22%	21%	21%

2.6 Growth Plan Goals, Direction and Priorities

The CMRB has defined goals organized around six themes to provide vision and direction for the CMRB, and ultimately help 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 Calgary Metropolitan Region grows in a balanced way that reflects a variety of land uses and capitalizes on growth opportunities.
- The Calgary Metropolitan Region grows in way that reduces the amount of land and resources consumed from development.
- The Calgary Metropolitan Region grows in a fiscally sustainable way, including the integration of regional servicing.

2.6.2 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 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 Calgary Metropolitan Region recognizes the important role of natural systems in the Region.

- The Calgary Metropolitan Region is a leader in sustainable regional planning, which 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 a coordinated approach to water, wastewater and stormwater 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 Celebrating 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.

3 Regional Policies

3.1 Growth Management and Efficient Use of Land

Growth management strategies can promote the efficient use of land by increasing the mix and density of growth areas and by directing a significant portion of growth to areas where services can be provided efficiently. They seek to promote the development of compact, walkable communities around existing city and town centres in urban areas, along transit corridors, in established rural hamlets, and in well-planned and serviced greenfield development.

As municipalities continue to grow, urban and rural development areas are converging and boundaries between municipalities have become blurred. As the region adds another million people, greater cooperation among all of the municipalities that make up the CMR will be needed to create a resilient and globally competitive region. If successful, a coordinated effort will minimize the impact of growth on social, economic, natural and fiscal components of the Region. Each jurisdiction, either urban or rural will need to update their MDP to accommodate growth in more sustainable patterns and locations, deploying the preferred placetypes to create mixed-use environments in a range of contexts.

The CMR will, through these policies, enjoy mutual benefits and shared efficiencies that are beyond the reach of local planning. In the core areas of urban municipalities, infill and redevelopment should reinforce the role of core areas as economic, cultural and social centres of their respective towns and cities. In the Preferred Growth Areas, inclusive of urban municipalities, Joint Planning Areas (JPAs), and Hamlet Growth Areas (HGAs) as shown on Schedule 1 – Regional, plans should strive for fully serviced urban neighborhoods and employment areas where people will be able to walk to everyday needs or to transit for longer-distance trips. In rural areas, plans should seek to conserve agricultural land and resources by clustering growth around community infrastructure, facilities and services and in Hamlet Growth Areas. This approach will result in positive environmental, economic and social impacts, reducing the impacts of climate change with sustainable growth and development. *Section 2.5.1* outlined the multiple benefits such a direction can produce.

CMR Goals	Growth Plan Objectives
The Calgary Metropolitan Region grows in a balanced way that reflects a variety of land uses and capitalizes on growth opportunities.	<ul style="list-style-type: none"> (a) Create opportunities for each municipality to grow and develop in a way that contributes to balanced regional growth. (b) Promote a range of housing and neighbourhood types within each municipality. (c) Strengthen the importance and livability of existing urban and rural centres. (d) Provide adequate land area for a variety of employment opportunities in appropriate areas.

CMR Goals	Growth Plan Objectives
The Calgary Metropolitan Region grows in way that reduces the amount of land and resources consumed from development.	<ul style="list-style-type: none"> (a) Focus future urban growth in suitable locations where land use, infrastructure and servicing are aligned. (b) Promote compact and walkable communities. (c) Reduce the amount of land consumed by achieving higher densities and more efficient and mixed-use development patterns. (d) Limit or discourage new auto-oriented residential communities that are dominated by single-detached housing with limited amenities. (e) Encourage country residential development in a clustered form of development
The Calgary Metropolitan Region grows in a fiscally sustainable way, including the integration of regional servicing.	<ul style="list-style-type: none"> (a) Reduce the cost of infrastructure to support growth compared to past practices. (b) Focus regional service delivery in areas that take advantage of existing services, collaboration and plans.

The following policies are built around three fundamental strategies that support the CMR goals and objectives listed above:

1. Compact mixed-use placetypes along with infill and redevelopment can improve environmental, social and economic outcomes. See policies 3.1.1.
2. Directing urban development to Preferred Growth Areas of Urban Municipalities, Joint Planning Areas and Hamlet Growth Areas will improve multi-jurisdictional cooperation, efficient supply of services, and equitable distribution of shared obligations. See policies 3.1.2.
3. Clustered development, agricultural preservation, appropriate commercial areas, and hamlets provide development opportunities for rural areas See policies 3.1.5.

3.1.1 Preferred Placetypes

The preferred placetypes are development forms that demonstrate significant positive impacts in environmental and financial outcomes as well as create opportunities for efficient infrastructure and servicing. Their use is key to the Growth Plan and should be used in all Preferred Growth areas.

- 3.1.1.1 The preferred placetypes shall consist of the following three Placetypes: Infill and Redevelopment, Masterplan Communities, and Mixed-use/TOD. The preferred placetypes shall be planned and developed as complete communities that provide:

- (a) compact, contiguous development that makes efficient use of infrastructure and services;
- (b) a diverse mix of housing types;
- (c) density in accordance with the associated placetype definitions;
- (d) interconnected street network and urban form to support active transportation and transit;
- (e) access to local services, amenities, and commercial uses;
- (f) access to local institutional and recreational services and/or make use of existing facilities within the region where municipal agreements are in place; and
- (g) provide high quality parks, trails and open spaces that connect where appropriately to regional trails.

3.1.1.2 The minimum average residential density for Masterplan Communities shall be as follows:

- (a) City of Calgary: 10 du/ac;
- (b) Other Urban Municipalities and Joint Planning Areas: 8 du/ac; and
- (c) Hamlet Growth Areas: 6 du/ac.

3.1.1.3 The minimum average residential density for Mixed-use/TOD shall be as follows:

- (a) City of Calgary: 20 du/ac;
- (b) Other Urban Municipalities and Joint Planning Areas: 15 du/ac; and
- (c) Hamlet Growth Areas: 12 du/ac.

3.1.2 Preferred Growth Areas

3.1.2.1 New development in Preferred Growth Areas shall make efficient and cost-effective use of existing and planned infrastructure through agreements with service providers and connect to municipally-owned or franchised water and wastewater services.

3.1.2.2 New development in Preferred Growth Areas shall provide access to existing or planned community services and facilities; or make efficient and cost-effective use of existing and planned community services and facilities through applicable municipal agreements and cost sharing with service providers.

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 population centers that can provide opportunities for short commutes and are located where transportation infrastructure can provide for efficient goods movements.

3.1.2.4 Employment Areas shall be planned and developed to provide:

- (a) compact, contiguous development that makes efficient use of infrastructure and services;

- (b) a range of employment types including commercial, industrial and institutional uses;
- (c) a robust transportation network to support goods movement;
- (d) Flexibility in use to accommodate diverse economic development; and
- (e) High employment densities may be located in the mixed-use Preferred Placetypes and favor sites that have or are planned for transit.

3.1.3 Placetype Targets for Population Growth

A key element of this Growth Management Policy is to guide the CMR toward the use of Preferred Placetypes and Employment Areas in appropriate areas to achieve better outcomes in land consumption, infrastructure efficiency, service coordination, economic health and environmental stewardship. Each municipality has a responsibility to assist the Region in moving towards the many benefits of the Preferred Placetypes, including a reduction in land consumption across the Region, as well as more cost-effective, efficient infrastructure and servicing.

- 3.1.3.1 Municipalities should achieve the minimum proportions of dwelling units in Preferred Placetypes identified for new planned residential development as follows. The three Preferred Placetypes can be mixed and located as appropriate within each municipality in its updated MDP. These proportions are intended to be calculated across the municipality during the reporting period as individual developments may vary significantly in their proportion of the Preferred Placetypes.
 - (a) City of Calgary: 90%;
 - (b) Other Urban Municipalities and Joint Planning Areas outside the City of Calgary: 75%; and
 - (c) Hamlet Growth Areas: 60%.
- 3.1.3.2 The remaining proportion of dwelling units may be either in Preferred Placetypes or in the Residential Community placetype. The minimum average residential density for the Residential Community placetype shall be as follows:
 - (a) City of Calgary: 5 du/ac;
 - (b) Other Urban Municipalities and Joint Planning Areas: 5 du/ac; and
 - (c) Hamlet Growth Areas: 3.5 du/ac.

3.1.4 Locational Criteria for Placetypes

Each placetype has appropriate and important locational criteria. The Preferred Placetypes and Employment Area locations, because of their densities and potential for transit, logically fall within urban jurisdictions and in focused growth areas with adequate infrastructure, circulation, and services. The Rural and County Cluster placetype is designed to preserve and enhance the rural character and economy of the county lands surrounding the cities towns and JPAs.

3.1.4.1 Municipalities shall comply with the following locational criteria when designating areas for placetypes:

- (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 Urban Municipalities, Hamlet Growth Areas, or Joint Planning Areas, with the exception of resource extraction and agriculture-related business including processors, producers and other agri-business, which have no location criteria.
- (c) The Rural and Country Cluster Placetype shall not be located in Preferred Growth Areas.

3.1.5 Rural Area Development

The rural counties surrounding the region's cities and towns play an important role in supporting an agricultural economy, rural character and identity. In addition key environmental resources, water and flood issues must be accommodated and protected. There is a diverse set of opportunities for rural areas to grow in productive ways that complement key regional needs.

3.1.5.1 Rural municipalities will be supported with the following growth location opportunities:

- (a) Growth within a Joint Planning Area if the proposed growth aligns with the three Preferred Placetypes, Employment Areas, and associated densities;
- (b) Growth planned for development in Existing ASPs;
- (c) Growth within identified Hamlet Growth Areas, if the proposed growth aligns with the three Preferred Placetypes, Employment Areas, and associated minimum densities; and
- (d) Growth in all rural areas that complies with the Rural/Country Cluster placetype.

3.1.5.2 The Rural and Country Cluster Residential development 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. Open space in a cluster pattern should address the preservation of wildlife corridors and the regions eco-infrastructure.

- (a) Is encouraged to be developed in Country Cluster residential development to a maximum of 80 dwelling units in locations where infrastructure and services are appropriate.
- (b) The maximum density is 0.5 du/ac overall which can be clustered onto areas with no more than 80 du with and an average residential density of 3.0 gross du/ac.

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.

3.1.5.4 Local employment areas may be approved provided:

- a) They are not regionally significant in size and scale. Regional significance is defined in the Regional Evaluation Framework.
- b) They are not contiguous to an urban municipality, with a recommended minimum distance of 2km.

3.1.6 Hamlet Growth Areas

Hamlet Growth Areas provide an important opportunity for rural areas to develop independent focused areas with lower density mixed-use developments and employment areas. They play an essential role in providing services and amenities for rural areas that cannot easily access urban municipalities. HGAs are intended to accommodate growth opportunities in rural municipalities that are not contiguous to urban municipalities and serve a broad geographic area. They are meant to enhance the rural character of the Region by adding strategically located nodes.

3.1.6.1 Hamlet Growth Areas shall be identified as follows:

- (a) Within Rocky View County a minimum of three (3) Hamlet Growth Areas shall be established and are listed as Harmony, Bragg Creek and Langdon with boundaries shown on Schedule 1 – Regional Growth Structure;
- (b) Within Foothills County a minimum of three (3) Hamlet Growth Areas shall be established at a future time by Foothills County in accordance with the criteria for establishing new HGAs; and
- (c) Within Wheatland County a minimum of one (1) Hamlet Growth Area shall be established and is listed as Cheadle with boundaries as shown on Schedule 1 – Regional Growth Structure.

3.1.6.2 Future growth in Hamlet Growth Areas shall comply with the following:

- (a) Consist of the proportion of the preferred placetypes specified in Section 2.1, and the employment area placetype; and
- (b) Identify a main street or mixed-use node where employment and mixed-use development will be focused.

3.1.6.3 Municipal Development Plan updates shall identify geographic boundaries for all Hamlet Growth Areas identified in the Growth Plan.

3.1.6.4 Rural Jurisdictions may propose new Hamlet Growth areas. When evaluating the merits of creating a new Hamlet Growth Area (HGA) the Board must consider how the proposed HGA meets the following criteria:

- (a) is not contiguous to an urban municipality, with a recommended minimum distance from a Preferred Growth Area of 2 km;
- (b) has potential for urban-style development of the preferred placetypes and employment areas;
- (c) has existing or planned services of water, wastewater and/or stormwater servicing with a preference for the potential for full municipal servicing;
- (d) has access to existing major transportation networks;
- (e) has a land area of 640 acres or less;
- (f) has an existing main street or potential for a main street or mixed-use node where employment and mixed-use developments can be focused; and
- (g) may have an existing urban or hamlet development pattern; evidence of established growth pressure and market demand.

3.1.7 Joint Planning Areas

Focusing growth into areas adjoining urban municipalities and in the path of development pressures is key to growth management and efficient use of land and infrastructure. Joint Planning Areas (JPAs) as identified on Schedule 1 – Regional Growth Structure will accommodate growth in Preferred Placetypes that have been shown to result in lower environmental, economic, and social impacts. In addition, collaboration is important throughout the CMR and a fundamental part of a successful region. JPAs provide opportunities for neighbouring municipalities to collaborate in areas where growth impacts multiple municipalities and where a high level of municipally provided services will be necessary to support the full potential of the area. Existing Area Structure Plans and approved land uses introduce planning challenges, and they also highlight the need for collaboration around regionally significant considerations. Presently these areas do not have a single plan that aligns both servicing and land use and these areas will benefit from a coordinated servicing and land use approach for the entire area. A single Context Study that addresses this coordination should inform Regional Evaluation Framework assessments, as neighbouring municipalities will have already agreed to the major issues affecting the Joint Planning Area. Areas within the JPA beyond demonstrated growth needs shall be designated Urban Reserve.

3.1.7.1 Policies pertaining to Joint Planning Areas shall apply to the Joint Planning Areas shown in Appendix B and on the Growth Structure Map.

3.1.7.2 The Board may adopt additional Joint Planning Areas, repeal them, or modify their boundaries. The area encompassed by any new Joint Planning Area shall be added to the Growth Structure Map. Municipal Development Plans must reflect such amendments upon their next Periodic Review.

- 3.1.7.3 When evaluating the merits of creating a new Joint Planning Area, the Board must consider how the proposed JPA meets the following locational and intermunicipal criteria. A JPA should be an area that:
- (a) is contiguous to existing urban areas;
 - (b) has an existing major transportation corridor(s);
 - (c) may have potential or is an existing transit corridor;
 - (d) has potential for urban-style development of the preferred placetypes and employment areas at a scale that is regionally significant (e.g. >5,000 acres and/or >2,000 dwelling units);
 - (e) the majority of land is removed from major environmental constraints (e.g. ESAs, flood prone areas, steep slopes);
 - (f) has existing or planned intermunicipal services of water, wastewater and/or stormwater servicing with a preference for the potential for full municipal servicing.
 - (g) requires shared amenities and services;
 - (h) involves other regionally significant land use and servicing matters would benefit from inter-municipal coordination (e.g. airports, recreation, environmental); and
 - (i) there is growth pressure and market demand for the planned developed in the area.
- 3.1.7.4 The municipalities which are party to the JPA shall prepare a background report, called a Context Study which will inform new Area Structure Plans and development in the JPA, the Growth and Servicing Plans, as well as Municipal Development Plans.
- 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.
- 3.1.7.6 A Context Study should include at a minimum, the following:
- (a) a Vision for the area;
 - (b) a servicing strategy for water, sewer, and stormwater;
 - (c) a transportation and mobility plan identifying the 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;
 - (d) strategies to address intermunicipal environmental issues;
 - (e) strategies to equitably share costs and benefit associated with the development of the Joint Planning Area and its services such as fire, police, recreation, transportation and utilities;
 - (f) strategies to provide efficient and logical servicing, incorporating shared servicing to the greatest extent possible;

- (g) a general land use plan that aligns the servicing strategy with future development areas. The general land use plan should identify the location of placetypes as defined and regulated in the Regional Growth Plan;
- (h) a land use statistics table based on the land use plan identifying the amount of land and required densities allocated to various placetypes as defined in the Regional Growth Plan; and
- (i) sequencing of developments, including strategies to ensure that development occurs in an orderly manner, maximizing the efficiency of servicing.

3.1.7.7 A Context Study may propose amendments to the boundaries of a JPA to the Board, which would be updated in the next Periodic Review of the Regional Growth Plan.

3.1.8 Area Structure Plans and Area Redevelopment Plans

There is a large number of existing Area Structure Plans and Area Redevelopment Plans throughout the Region that predate the Growth Plan. In some cases, these existing ASPs and ARPs have been grandfathered under the CMRB Regulation, while others have been approved under the Interim Growth Plan. There are several undeveloped or partially developed Area Structure Plans or Area Redevelopment Plans that may or may not be aligned with the Growth Plan but have entitlements to develop over time as approved. Updates to Area Structure Plans and Area Redevelopment Plans and other statutory plans should bring the plans into conformance with the goals, objectives and policies of the CMRB.

- 3.1.8.1 Existing ASPs and ARPs adopted prior to this Growth Plan coming into force are not subject to the policies of the Growth Plan, but each municipality is encouraged to revise existing plans to be in alignment with the Growth Plan.
- 3.1.8.2 ASP or ARP amendments within an Urban Municipality must not decrease the overall density of residential development or reduce the ratio of Preferred Placetypes within the Plan.
- 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.
- 3.1.8.4 Amendments to Existing ASPs or ARPs in Rural Municipalities involving significant increases in densities or urban development may propose new JPAs or Hamlet Growth Areas to allow clustering densities and to add Preferred Placetypes provided the plan does not increase the overall projected population within the plan area.

3.1.9 Municipal Development Plan Updates

- 3.1.9.1 Within three years of adoption of the Regional Growth Plan, all member municipalities shall update their Municipal Development Plan to:
 - (a) create an alignment table between the regional placetypes defined in the Regional Growth Plan and land uses or typologies in the Municipal Development Plan;
 - (b) develop an Overlay map showing the locations of Preferred Placetypes and employment areas within the municipality; or

- (c) undertake other revisions which incorporate the findings and agreements arrived at in the Context Study process.

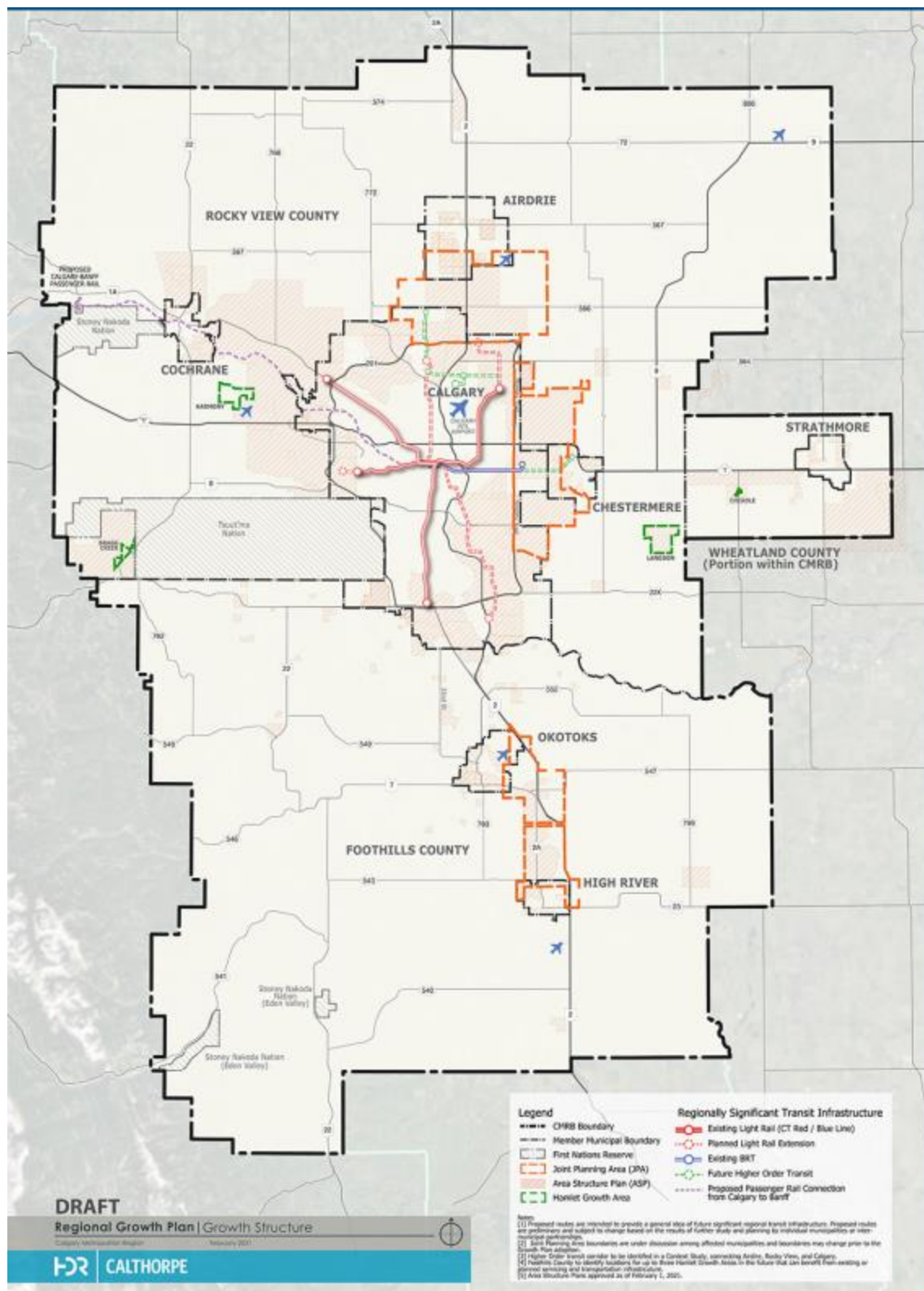
3.1.10 Periodic Reviews and Reporting

- 3.1.10.1 Every two years, each municipality shall provide a report on the implementation of Placetypes indicating changes in proportions of dwelling units located in areas designated for Preferred Placetypes.
- 3.1.10.2 Every two years, the CMRB shall provide a consolidated report on the implementation of Placetypes in the CMR.
- 3.1.10.3 An update of the Regional Growth Plan shall be undertaken within five years of the adoption of the Regional Growth Plan and every five years thereafter to:
 - (a) review and adjust the population and employment forecast, and extension of the forecast by five years;
 - (b) review of the proportions of new residential population by placetype approved since the last periodic review, by municipality and placetype;
 - (c) adjust the population and employment projections as needed to achieve the Goals, Objectives and Policies of the Regional Growth Plan; and
 - (d) incorporate the findings and direction of Joint Planning Area Context Studies as appropriate.

3.1.11 Exceptions to the Policy

Member municipalities will strive to comply with the goals, objectives and policies of the Plan. However, there are some special and unforeseen cases the Board may choose to review and approve that do not fit into the Preferred Growth Areas or specific Rural Area development policies. The proposed exception must demonstrate it will contribute to the Region and not significantly compromising the Growth plan's goals, objectives and policies.

- 3.1.11.1 Notwithstanding the policies in the Growth Plan, the Board, at its discretion, may approve a statutory plan that does not comply with the policies of the Growth Plan if:
 - (a) the member municipality proposing the statutory plan has demonstrated an economic need and regional benefit that has not been addressed in the Growth Plan and that will be addressed by the proposed statutory plan (e.g., critical housing or employment area);
 - (b) the Goals, Objectives and Policies of this plan are not significantly compromised by approval of this exception to the Growth Plan; or
 - (c) that a series of exemptions do not result in significant cumulative impacts to the implementation of the regional Growth Plan.



Schedule 1: Regional Growth Structure

3.2 Economic Wellbeing

Significant growth in the CMR economy in recent decades has been largely led by the energy sector. The City of Calgary is the Canadian headquarters of many oil and gas companies, with two-thirds of Calgary's 118 head offices focused in the energy and oilfield services sector. The sector offers employment throughout the CMR, yet its dominance has caused instability with periods of high and low growth, often referred to as boom and bust periods. Despite stability from a strong agricultural sector and growing tech and logistics sectors, the Region has struggled with downsizing and layoffs during the most recent downturn that began in 2013.

Despite past reliance on energy and the associated ups and downs of the market, Calgary's economy is diversifying. Over the next three years it is anticipated there will be an increase in employment across all sectors. According to the Regional Employment Forecast, it is anticipated there will be over 500,000 additional jobs under a status-quo scenario to support the next million regional population. Further, it is estimated the largest jobs growth will be in healthcare and social assistance; professional, scientific and technical services; construction; retail trade; and transportation and warehousing. According to Calgary Economic Development, agri-business is also among the key sectors for growth in Calgary and the region. Together, these industries are expected to make up approximately 50% of total job growth.

The CMR can work together to form a clear vision of an equitable, diversified and resilient regional economy that blends the economies of both urban and rural municipalities.

The Economic Wellbeing policies encourage regional collaboration that will promote economic resilience and risk management, cost effectiveness and enhance quality of life. Key to achieving cost effectiveness is focusing development in compact forms that will increase regional transportation coordination, create servicing efficiencies and provide suitable land for emerging sectors.

The Region must work towards a more resilient and diverse Regional economy that provides opportunities for both rural and urban development and related employment opportunities that develop, retain and attract talent from around the world.

CMR Goals	Growth Plan Objectives
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.	<ul style="list-style-type: none"> (e) Diversify the economy in the Calgary Metropolitan Region, supported by creating more resilient, efficient, and livable communities. (f) Enable transit, walking and cycling to work, contributing to attracting and retaining workforce. (g) Provide an effective transportation network, assuring efficient transportation of goods to market.

CMR Goals	Growth Plan Objectives
	(h) Ensure adequate suitable land for emerging market demand, providing capacity for economic growth.
The Calgary Metropolitan Region has a strong and unified approach to regional economic growth.	(c) Build on the strengths of all member municipalities to create a plan for economic growth in the region. (d) Collaborate among municipalities and with industry partners.

There is an important connection between economic wellbeing, land use and servicing that will influence the Region's economic competitiveness. The connections include:

1. The ability to attract the talent necessary to serve the future economy will in part be dependent on quality of life in the Region.
2. A sufficient supply of employment land with efficient access to markets will help support economic growth in the Region.

A regional economic development plan can define a coordinated approach to economic development that aligns with the Growth Plan policies and potentially informs future updates to the Growth Plan. Industry partners should be involved in developing the coordinated regional approach.

3.2.1 Municipal Development Plans

An adequate supply of land that is appropriately serviced and accessible for the type of employment being served is essential to attracting jobs to the region that will support economic diversification and competitiveness. Municipal Development Plans can provide guidance on the availability and suitability of land to support future economic growth, reflecting job forecasts for the municipality.

3.2.1.1 Municipal Development Plans shall:

- (a) Identify the anticipated needs for Employment Lands in the municipality over the next 10 to 15 years.
- (b) Identify how and where the municipality will accommodate future needs for employment lands over the next 10 to 15 years to protect for an adequate supply of land for employment. The following should be considered:
 - i. Direct employment growth to existing employment areas through intensification, infilling and redevelopment (e.g. Infill / Redevelopment placetype);
 - ii. Focus employment growth in greenfield areas within the Mixed Use Centre, Masterplan and Employment Centre placetypes; and

- iii. Where appropriate, support agriculture-related, resource extraction and other employment that relies on proximity to the rural environment in rural areas.

3.2.1.2 Municipal Development Plans should promote walking, bicycling and transit access to jobs in urban municipalities and Joint Planning Areas by:

- (a) Identifying how employment will be concentrated in areas that can be serviced by transit immediately, or in the future; and
- (b) Promoting of the co-location of land uses in industrial areas that support the function and efficiency of industry.

3.2.2 Regional Transportation Planning Support for Economic Wellbeing

Access to an employment base and to markets are among many the many factors employers consider when choosing a location. Future regional transportation planning is considered in more detail in policies and actions related to Shared Services Optimization. The policies below are related to how regional transportation planning initiatives can support the economic wellbeing of the Region.

3.2.2.1 Regional transportation plans should:

- (a) Identify strategies to minimize the effects of commuter congestion on important goods movement and trade routes;
- (b) 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.
- (c) Protect the integrity of major goods movement routes should be protected by coordinating adjacent land use planning with the provision of adequate truck accessibility.

3.2.3 Agricultural Economy

Agriculture is a complex system, including both rural and urban components, which operate at local, regional, provincial, national and international scales. Agriculture plays an important cultural and economic role in large and small communities across the CMR. Farming is a business, and producers will make decisions that allow them to compete in a globalized marketplace. It is important to achieve a balance between conserving agricultural land and promoting other forms of economic development in a manner that promotes new land uses which are compatible with existing ones. Supporting value-added agriculture and related industries in proximity to producers is important for supporting the agricultural industry.

3.2.3.1 Municipal Development Plans shall:

- 1) Identify the role that agriculture plays in the municipality and include policies to support a strong, resilient and diversified agricultural economy;

- 2) Include policies to support growth of agri-business and value-added agriculture and related industries, especially when located in proximity to producers, as appropriate to the local scale and context;
- 3) Identify more opportunities to buy, share and sell locally produced food; and
- 4) Identify opportunities for agri-tourism, as appropriate to the local scale and context.

3.2.3.2 As part of a broader approach to regional economic development, the CMRB shall work with regional economic development partners, learning institutions, and other agricultural specialists to:

- (a) Establish areas of focus where the CMRB can use its mandate to support the growth and diversification of the agriculture industry and local agricultural value chains;
- (b) Identify inventories, gaps and priorities for the improvement of infrastructure assets critical to the agricultural sector; and
- (c) Identify areas where agricultural production and processing are important or dominant land uses and coordinate those areas with necessary infrastructure and services.

3.3 Environmentally Responsible Land Use

Natural systems play an important role in the region, and the CMR recognizes, in alignment with the South Saskatchewan Regional Plan (SSRP), that it is important to plan growth in a manner that addresses cumulative effects and protects and enhances the natural environment and ecosystems. Reducing the footprint of new development as described through the approach to Growth Management and Efficient Use of Land is an important component of protecting natural systems.

Environmentally responsible land use means growing in a manner that protects these important natural resources, such as environmentally sensitive areas, and working to maintain diversity of species and ecosystem types in the Region. It also means limiting our impact on climate change and building in a manner that protects the future well-being of the Region from a wide range of hazards (e.g. drought, flood, fire).

The CMR recognizes its responsibility to reduce its impact on the climate, while preparing for the impacts of climate change and other natural and man-made hazards. Steps to create a more sustainable and resilient region will help protect our communities and create a more stable foundation for the region to prosper now and into the future. The Growth Plan seeks to help reduce our impact on the environment; achieving reductions in emissions, land consumption, impervious cover, and water demand.

Additionally, the CMRB understands the importance of coordinating environmental actions and initiatives with all levels of government and First Nations and, where possible will actively collaborate with all jurisdictions.

CMR Goals	Growth Plan Objectives
The Calgary Metropolitan Region recognizes the important role of natural systems in the Region.	<ul style="list-style-type: none"> (a) Increase awareness and understanding of natural and sensitive areas through ESA mapping. (b) Protect currently unprotected natural systems of regional significance and preserve the function of regionally significant natural systems. (c) Acknowledge the importance of natural floodplains through responsible growth.
The Calgary Metropolitan Region is a leader in sustainable regional planning, which minimizes the impacts of development on our land, water and air.	<ul style="list-style-type: none"> (a) Plan responsibly in flood prone areas through sensitive development and flood mitigation. (b) Reduce the Region's impact on the environment and climate through proper and efficient land use planning, including the use measurable targets to reduce impacts on land, water and air. (c) Increase the environmental, economic, and social resiliency of our region.

Polices associated with environmentally responsible land use are closely related to the Growth Plan and Servicing Plan policies for water stewardship, and should be considered together. The polices associated with Environmentally Responsible Land Use reflect the following key policies:

1. Flood policy is highly influenced by Provincial Flood Hazard mapping and the CMRB has a desire for application of a higher standard for Flood Hazard mapping.
2. Assessment of environmentally sensitive areas is complex, and requires consideration at the watershed, regional, local and site level. The Regional approach to environmentally sensitive areas will need to be integrated with other scales of planning.

3.3.1 Flood Prone Areas

The CMR has flood prone areas and has historically experienced significant flood events. Many member municipalities have responded to this critical challenge through policy and new regulations, reflecting local context and hydrological conditions.

Municipalities in the Region have committed to building flood resilience to protect lives and property. For example, CMRB members strongly suggest changing the design flood standard to 1:200 years, or a 0.5% flood. The Region's watersheds are large, interconnected systems. Flood resilience is best approached at multiple scales (watershed, community, property) and from multiple perspectives (upstream/downstream). Regional responses will require ongoing coordination with watershed-level planning (e.g. SSRP) and at the community and property-level with municipalities and developers.

The Province of Alberta recently released updated draft flood inundation mapping for some areas of the Region. As further mapping is released, actions approved by the Board to advance the development of flood prone policy beyond adoption of the Growth Plan include:

- Request the Government of Alberta take a stronger leadership role in standards and policy for flood prone areas;
- Engage with the Province and member municipalities to understand modifications to the Provincial Floodway Development Regulation; and
- Update the policies of the Growth Plan to reflect the Floodway Development Regulation (if required);

Key Issues and Influences:

- Major recent floods had significant impacts to many communities within the CMR;
- Riverine flooding is the topic of this policy area;

- This policy does not consider the effects of overland flooding and stormwater management;
- Developing regional flood policy for the entire area of the CMR is complex as the Province is currently updating their Flood Hazard Area mapping; and
- The Board has indicated a desire to adopt a higher design standard than the current provincially defined standard.

The CMRB objectives, as approved by the Board, related to Flood Prone Areas are:

- Prioritize public safety;
- Mitigate risk to public, municipalities, businesses, park spaces, living assets and other property/lands;
- Over time and with appropriate inputs, examine how flood resilience might be achieved among CMR municipalities;
- Educate the public and other development stakeholders on the risks of development in flood prone areas;
- Maintain essential ecosystem functions of flood areas; and
- Minimum design standard of 1:200, or 0.5% probability flood.

Over time, through ongoing monitoring of regulatory changes, updates to flood hazard mapping and statutory plan approvals under the Growth Plan, the CMRB may consider developing a more comprehensive approach to Flood Prone Area policy. Potential new policy measures could include, but are not be limited to:

- Flood fringe development controls
- Meander belt management
- Stepping Back from the Water / environmental reserve setbacks

- 3.3.1.1 No new development shall be permitted within a provincially identified floodway, with the exception of uses with no permanent buildings, such as agriculture, natural areas, outdoor recreation, parks, roads, bridges, utilities, aggregate extraction, and flood mitigation infrastructure.
- 3.3.1.2 Development in provincially identified flood fringe areas shall include flood protection measures to mitigate risk at the 1:100 year flood event level.
- 3.3.1.3 New area structure plans for greenfield developments must include cumulative protection measures to mitigate risk in flood hazard areas at the 1:200 year flood event level.
- 3.3.1.4 After updated provincial flood hazard mapping is finalized, the CMRB shall work with the Province of Alberta and member municipalities to investigate changing the provincial definition of the flood hazard area to the 1:200 year level, including an assessment of the impacts to Alberta's Disaster Relief Program and private insurance.

3.3.2 Environmentally Sensitive Areas

Environmentally Sensitive Areas (ESAs) are key landscape features, providing important ecosystem services to municipalities at regional and local scales. These cherished and often irreplaceable natural places are worthy of retention and special care to maintain water quality, provide flood mitigation, retain natural habitats and diverse landscapes, and preserve other valued ecosystem functions and services.

In addition to protecting ESAs, members should also adopt best practices for environmentally sensitive land development and planning, including the use of low impact development and efficient land use principles, the use of appropriate setbacks from water and natural areas, cumulative effects management, and stormwater and watershed best management practices. For example, the SSRP uses a cumulative effects management approach and the CMRB should investigate following in step with this direction.

Key Issues and Influences:

- Natural areas, and in particular ESAs provide important ecosystem services, and their health has been threatened by recent development trends and practices.
- Existing mapping data is quite varied across the CMR, and the existing location and extent of some ESAs are unknown, limiting the ability to protect them.
- Protecting certain types of ESAs will benefit other policy areas, including flooding and recreation.

Policies

The policies associated with environmentally sensitive areas (ESAs) establishes a consistent framework and approach for identifying, analyzing and planning near ESAs.

3.3.2.1 Area Structure Plans and Area Redevelopment Plans shall address *Sensitive Areas* through the following means:

- (a) Undertake a desktop-based environmental screening to identify Environmentally Sensitive Areas on-site and within 100 metres of the site boundary, which may include but not be limited to the areas shown on Schedule 2 – Natural Systems;
- (b) The environmental screening shall include a map of all identified Environmentally Sensitive Areas;
- (c) If an Environmentally Sensitive Area is located on or within 100 metres of the site, the proponent/municipality must conduct an environmental study; and
- (d) An environmental study shall identify the potential impacts of the proposed development on the identified Environmentally Sensitive Area(s) and recommend mitigation measures to protect it.

3.3.2.2 Municipal Development Plans and Intermunicipal Development Plans shall:

- (a) Include map(s) of regional Environmentally Sensitive Areas that have existing documentation and mapping within areas designated for future growth.

- (b) Include a shared definition of Environmentally Sensitive Areas as defined in the Regional Growth Plan.

3.3.2.3 Municipal Development Plans shall include policies that address ESAs as appropriate the scale and context of the municipality.

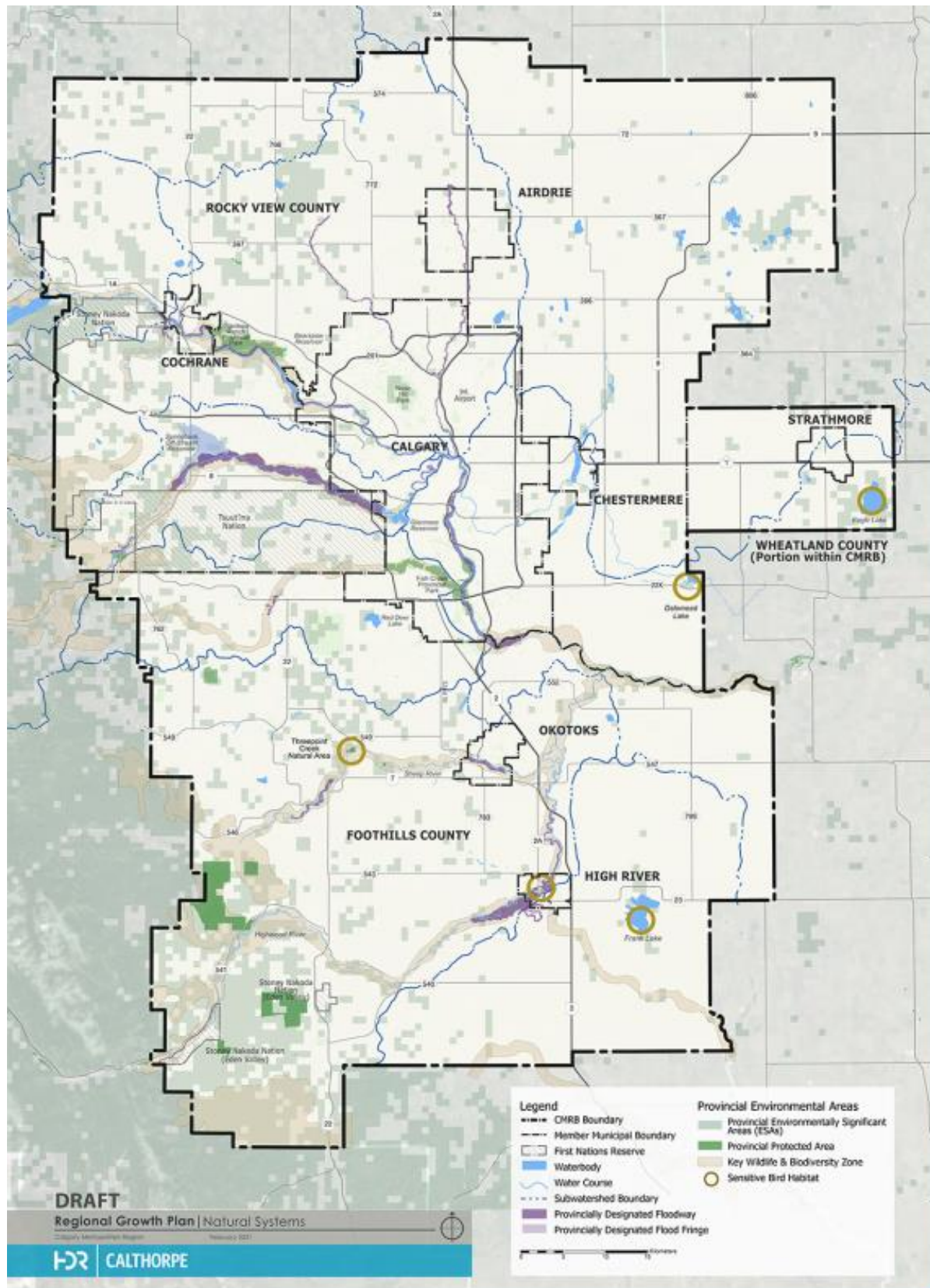
3.3.2.4 The CMRB shall compile the municipally identified Environmentally Sensitive Areas into a common database for the Region.

3.3.3 Climate Change

The CMR recognizes the need to work together to reduce greenhouse gas emissions and the risks to climate related hazards.

3.3.3.1 Municipal Development Plans shall address climate change resiliency, which will include:

- (a) a commitment to reduce municipal greenhouse gas emissions and water consumption; and
- (b) policies to identify and mitigate risks within the municipality due to climate change, including impacts to:
 - (i) human systems and built environments (e.g. local economy, infrastructure), and
 - (ii) natural systems.



Schedule 2: Natural Systems

3.4 Water Stewardship

Water is essential to the success and quality of life in the Region. CMR members have a duty to ensure adequate access to a healthy and efficient supply of water for their citizens and businesses now and into the future.

Development and natural processes, including climate change, threaten the quality and sustainability of our water supply. It is important that regional members protect and manage the watersheds within our jurisdiction. The CMR can play a role in facilitating this protection and advocating for the protection of the watersheds that we rely on outside of the region. As our water supply is limited, it is also critical that we consciously manage and use water, for both our benefit, and the communities downstream.

Opportunities to share the costs and risks associated with supplying and managing water, and in exploring ways to cooperate through new structures, such as JPAs, are considered.

The CMR Servicing Plan provides additional information on future actions associated with Water Stewardship in the CMR. In particular, the Servicing Plan defines the relationship between the South Saskatchewan Regional Plan and the CMRB Growth and Servicing Plans. It also identifies a need to prioritize future planning, with consideration to initiatives such as:

- a regional cumulative effects management approach;
- source water protection;
- region-wide water efficiency targets;
- integrated watershed management;
- sub-watershed planning through Watershed Planning Advisory Council and Watershed Stewardship Groups; and
- conservation tools to support the goals of the CMRB and the Provincial Land Use Framework.

CMR Goals	Growth Plan Objectives
The Calgary Metropolitan Region has a water strategy that promotes healthy people, healthy ecosystems and is resilient in times of drought and flood.	<ul style="list-style-type: none"> (a) Enhance protection of our watersheds and natural water systems (b) Provide a safe, affordable, and reliable supply of drinking water for residents and businesses (c) Enhance regional collaboration of water stewardship (d) Enhance the Region's resilience to changes to natural water systems due to climate change and human development

The Calgary Metropolitan Region has a coordinated approach to water, wastewater and stormwater that provides safe and healthy water for our growing region.

- (a) Improve the efficiency with which we use our limited water supply
- (b) Advance opportunities to better manage and share the risks and costs of water, wastewater and stormwater infrastructure and service delivery.

3.4.1 Watershed Protection

The combination of variable precipitation and continued regional growth has the potential to cause water shortages in the future if fundamental changes to water use and management are not made. Many locations within the region are also susceptible to flooding, as evident from significant recent events. Adding upstream water storage capacity has the potential to mitigate one or potentially both risks and would be a long-term investment in improving the region's resiliency.

- 3.4.1.1 The CMRB will continue to advocate for enhanced protection of the headwaters of rivers that the CMR relies on for drinking water and economic production that are located inside and outside the CMR.
- 3.4.1.2 The CMRB will support the continued assessment of upstream reservoirs on the region's rivers to provide water storage capacity and flood mitigation.

3.4.2 Stormwater Management

Stormwater and watershed management are inherently regional, as many of the Region's watersheds and water bodies extend through multiple municipalities, and one community's stormwater is another community's drinking water.

- 3.4.2.1 The CMRB will provide regional leadership for the management of stormwater for regionally significant stormwater issues.
- 3.4.2.2 The CMRB and member municipalities should identify locations where stormwater management may impact regional infrastructure systems and develop appropriate policies to address areas of impact.

3.4.3 Water Efficiency

One of the simplest approaches to improving our water resiliency is to use less water. This includes the use of Preferred Placetypes located in Preferred Growth Areas as appropriate, while also encouraging water conservation, implementing new methods and technologies that use less water, and improving the overall system efficiency through methods such as replacing old, leaking infrastructure and water reuse.

- 3.4.3.1 The CMRB will work with the Province to advance initiatives that improve the Region's ability to sustainably use and reuse water.

3.4.4 Collaboration and Governance

The consideration of alternate or new water governance structures is a potential approach to sub-regional water management and conservation. Using a bottom-up

approach to identify and develop such structures would enable members to create a model that works for them, and the proposed JPAs provide a reasonable starting point with which to organize the new governance structures.

- 3.4.4.1 CMRB Members should investigate approaches to water collaboration within the CMR at the regional and sub regional scales, as appropriate.

CONTENT DRAFT FOR DISCUSSION ONLY

3.5 Shared Services Optimization

In the face of global economic competition, the Calgary Region must find ways to deliver services in an efficient and sustainable way that maintains the Region's high quality of life and low cost of doing business. Residents and businesses alike benefit when the Region finds ways to deliver borderless shared services that reflect cost-effective and optimized service delivery.

The CMR Servicing Plan also addresses matters related to shared services optimization and should be read in tandem with this section of the Growth Plan.

CMR Goals	Growth Plan Objectives
Residents of the Calgary Metropolitan Region experience borderless delivery of essential services based on a fair cost-benefit model.	<ul style="list-style-type: none"> (a) Protect future opportunities to share regional infrastructure and services through mobility and transmission corridor protection. (b) Coordinate regional land use planning with service provision and planning, specifically transit.
The Calgary Metropolitan Region delivers services in a more efficient and sustainable way through shared services optimization.	<ul style="list-style-type: none"> (a) Achieve servicing efficiencies through a conscious effort to share infrastructure and services, particularly in Joint Planning Areas.

3.5.1 Transportation and Transit Corridors

The efficient movement of people and goods supports the economy and quality of life in the CMR. Optimized transportation corridors are a key to maintaining a competitive region. The North and South/East Regional Transportation studies provide much of the context for transportation corridors in the CMR.

Planning for transit at the regional scale is an extremely effective way of creating an efficient, integrated and connected transit system. It supports a more cost-effective and better planned transit network over time. Transit is a fundamental part of achieving many regional goals, such as improved economic growth, environmentalism, resilience and quality of life.

3.5.1.1 Statutory plans within 1.6 km of an identified Transportation and Transit Corridor as shown on Schedule 3 – Regional Transportation and Transit Corridors shall:

- (a) identify the corridor(s) on relevant maps within the plan;
- (b) demonstrate how the plan optimizes the proximity and adjacency to the corridor; and
- (c) describe how the plan provides mitigation for any potential impacts to the corridor.

3.5.1.2 New Area Structure Plans and Area Redevelopment Plans shall:

- (a) provide direction on how plans could provide or improve transit service in the future, as appropriate to the scale and context; and
- (b) provide direction on infrastructure design strategies and standards to support transit-oriented development, as appropriate to the scale and context.

3.5.1.3 Municipalities will coordinate regional active transportation and recreation corridors with JPA transportation, mobility and transit planning to maximize their use.

3.5.1.4 Municipalities will include regional active transportation and recreation corridors in statutory plans and identify how local corridors connect to and support regional corridors, as appropriate to the scale and context.

3.5.2 Energy and Utility Corridors

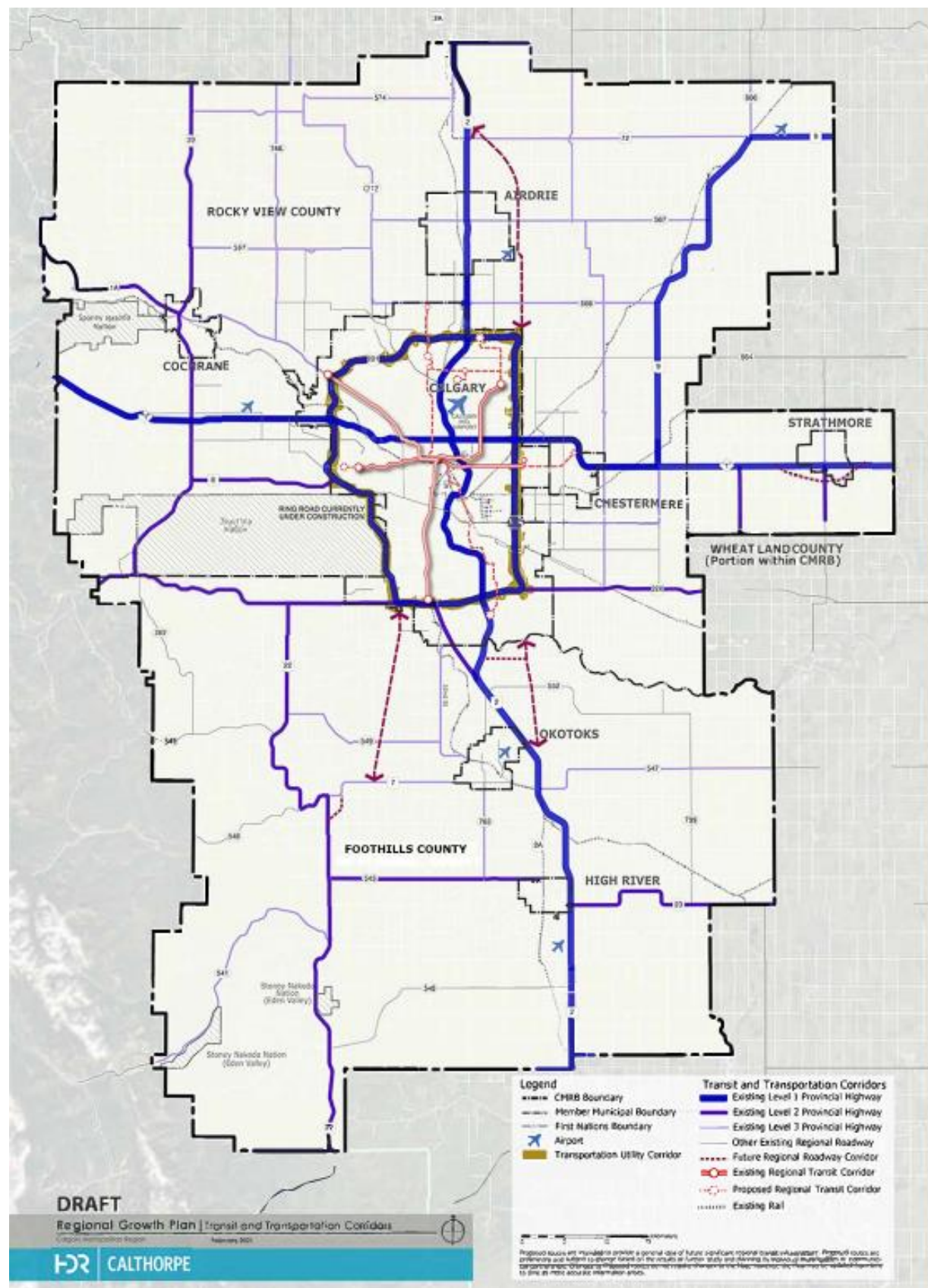
Regional energy and utility corridors include those that accommodate the infrastructure that conveys water, wastewater, energy and other utilities. They are often found along or within regional mobility corridors but can also be located within minor public rights-of-way. These facilities enable the efficient transmission of utilities and services to the regional consumers and beyond, and correctly locating and protecting these facilities will ultimately lower costs and enable increased service provision for regional customers.

3.5.2.1 Statutory plans shall:

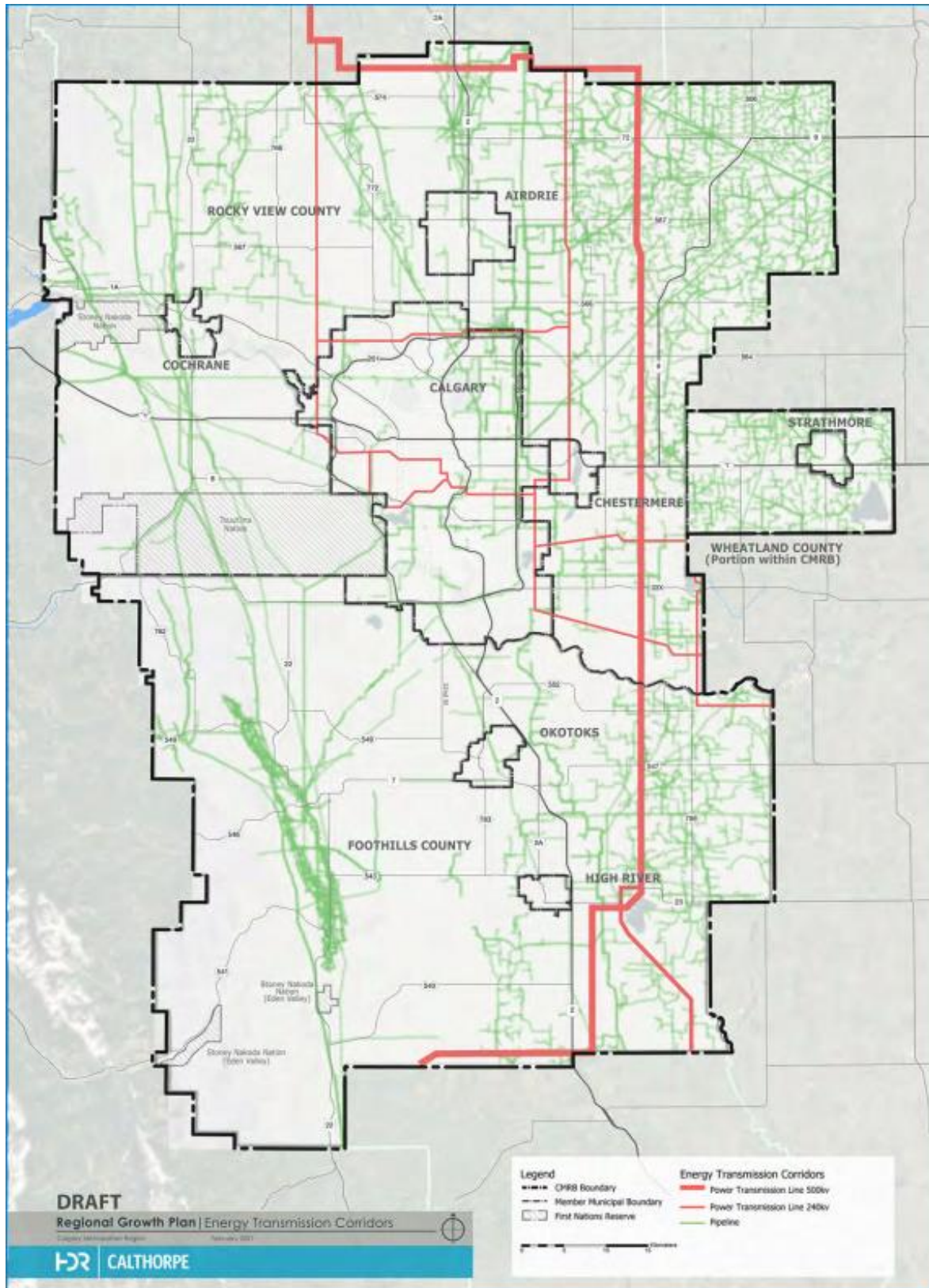
- (a) identify any regionally significant corridor(s) shown on Schedule 4: Regionally Significant Energy and Utility Corridors on relevant maps within the Statutory plan as appropriate to the scale and context; and
- (b) describe how impacts on the corridor(s) will be mitigated.

3.5.3 Water, Wastewater and Stormwater

Policies related to servicing for water, wastewater and stormwater are included in the Water Stewardship policy area, and additional detail included in the CMR Servicing Plan.



Schedule 3 – Regional Transportation and Transit Corridors



Schedule 4: Regionally Significant Energy and Utility Corridors

3.6 Celebrating Urban-Rural Differences

The CMR is a collection of ten distinct municipalities, each with its own character and each contributing to the strength and resilience of the region. Although residents live in different municipalities around the CMR, they are connected in many ways: open space systems, jobs and economic opportunities, natural environments, roadways and transit systems, recreation amenities, servicing systems, pathways, and other connections. They also experience the shared impacts of growth, such as water quality and quantity impacts, loss of environmental function, air quality impacts, and longer commute times. These many connections, when taken together, form a regional framework, a common ground at the regional scale.

Celebrating rural-urban differences is a foundational strategy of the Growth Plan. Public engagement on the Growth and Servicing Plans has reinforced the importance of supporting a wide range of distinct lifestyle choices, from living downtown to living in a rural agricultural area.

The Growth Plan focuses most urban growth to higher density and mixed use areas, including towns, city centres, hamlet growth areas, and strategic joint planning areas. The Plan also cultivates growth in ways that maintain the rural, agricultural, and environmental character of the rural area. This approach benefits all member municipalities by promoting, enhancing, and supporting the common regional framework.

- 1) Rural places offer lifestyles where people can live in nature, hobby farm, keep horses for pleasure or sport, or explore opportunities to generate their own power, grow their own food, or operate a home-based business or a large agricultural operation.
- 2) Urban places offer a range of lifestyle choices and housing types, employment opportunities, and amenities in proximity to a wide range of services.

To minimize the negative impacts of growth on our shared regional systems, the Growth Plan limits development that is neither rural nor urban in character. The Growth Plan directs new growth to occur in the preferred placetypes that consume less land and resources and thereby benefit the entire Region while maintaining distinctive rural and urban lifestyles in the Region.

The Growth Plan does not include specific policies related to Celebrating Urban-Rural Differences. Taken together, the policies contained within the Growth Plan seek to allow urban and rural areas to remain distinct in character and diverse in land use, mutually supporting one another, and creating a broad range of lifestyles for residents of the CMR.



CMR Goals	Growth Plan Objectives
<p>The Calgary Metropolitan Region has grown in a way which celebrates the individual character of our municipalities while working together to build a stronger region.</p>	<ul style="list-style-type: none"> (a) Provide policy tools to create a diverse range of urban and rural places for people to live, work and play (b) Establish agricultural, environmental, and open space areas as integral components of our regional system to be conserved
<p>The Calgary Metropolitan Region delivers services in a more efficient and sustainable way through shared services optimization.</p>	<ul style="list-style-type: none"> (a) Provide policy tools and opportunities for collaboration to enhance the regional benefits of our shared systems (b) Provide policy tools to guide the location, scale, and type of development that minimize the impacts of growth on shared systems

CONTENT DRAFT FOR DISCUSSION

4 Implementation

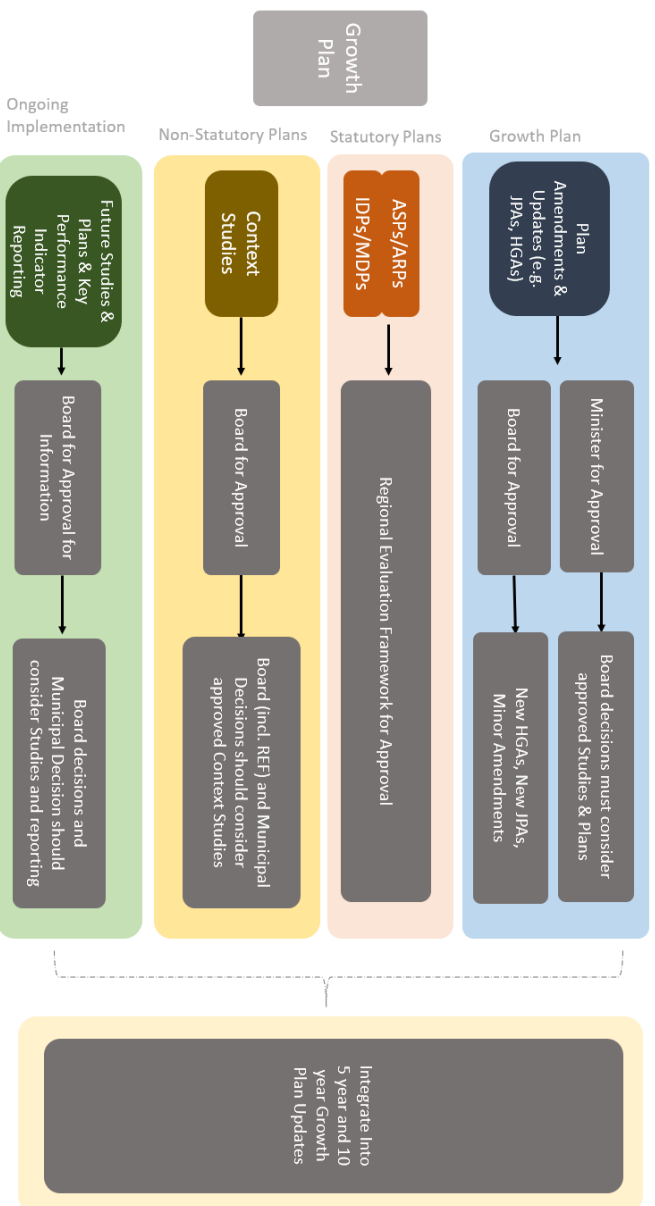
The Growth Plan is the roadmap for accommodating the next one million people in the Calgary Metropolitan Region. Continued collaboration between CMR municipalities will be essential as the Growth Plan is enacted in the Region. There will inevitably be bumps in the road as this new Growth Plan is implemented into the daily lives of people and businesses in the Region. However, the belief that we are better working together should underpin our collective efforts.

This section describes the important steps of how the Growth Plan will be implemented and interpreted and lists future work of the Board.

In accordance with the Municipal Government Act (MGA) and its Regulation, the Plan comes into force when it is approved by the Government of Alberta and approved by the Minister of Municipal Affairs.

4.1 Implementation Mechanisms

Implementation of the Growth Plan will be undertaken through four key mechanisms available to both the Board and its members. As shown on the figure below these include: Plan Amendments and Updates; the Regional Evaluation Framework (REF) for Statutory Plans; Context Studies; and other Future Studies, Plans and Key Performance Indicators and Reports.



4.1.1 Regional Evaluation Framework

- 4.1.1.1 The Board shall establish the Regional Evaluation Framework (REF) in accordance with the CMRB Regulation.

Statutory Plan Definition

4.1.1.2 CMR member municipalities shall use Statutory Plans for all the following types of developments:

- (a) Employment areas greater than 8 lots or greater than 20 acres; and
- (b) Any residential or mixed-use development with 10 or more dwelling units.

Referral Process to the Board

4.1.1.3 A Municipality shall refer to the Board:

- (a) All new Municipal Development Plans (MDPs)
- (b) All new ASPs;
- (c) All new ARPs;
- (d) All amendments to MDPs, ARPs and ASPs; and
- (e) All new or amended member-to-member Intermunicipal Development Plans (IDPs).

4.1.1.4 Notwithstanding the above (1.1.12.1), 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 amendment in principle or substance in accordance with the Municipal Government Act ("MGA").
- (b) New statutory plans that:
 - i. propose less than 10 residential units; or
 - ii. if no residential units are proposed, the total employment area is less than 8 lots and is less than 20 acres in total area.
- (c) Amendments to existing statutory plans that are not substantive in effect, such as:
 - i. Small scale amendments to maps;
 - ii. Small scale text amendments; and
 - iii. Small scale land use conversions.
- (d) New or amended IDPs that involve a CMR member and a non CMR member.

4.1.2 Existing ASPs and ARPs

4.1.2.1 Existing Area Structure Plans and Area Redevelopment Plans that were adopted in accordance with the MGA prior to the date this Plan comes into force will remain in effect (i.e., grandfathered).

4.1.2.2 Regionally significant amendments to an Area Structure Plan shall be subject to the Regional Evaluation Framework (REF) as established through the REF submission criteria.

4.1.2.3 Regionally significant amendments to an Area Redevelopment Plan shall be subject to the Regional Evaluation Framework (REF) as established through the REF submission criteria.

4.1.2.4 Employment and population growth should be planned through statutory plans in accordance with the criteria of the Regional Evaluation Framework (REF) as established through the REF submission criteria.

4.1.3 Existing MDPs

Municipal Development Plans (MDPs) shall be updated to comply with the Growth Plan within three years of the Growth Plan coming into force.

4.1.3.1 Amendments to MDPs shall comply with the Growth Plan and shall be subject to the Regional Evaluation Framework as established through the REF submission criteria.

4.1.3.2 Municipal Development Plans shall include reporting as required in the Growth Plan.

4.1.4 Existing IDPs

4.1.4.1 Regionally significant amendments to an Intermunicipal Development Plan shall be subject to the Regional Evaluation Framework (REF) as established through the REF submission criteria.

4.1.4.2 Notwithstanding 4.1.4.1 above, amendments to IDPs that involve a CMRB rural municipality member and a non-member rural municipality shall not be subject to the REF whether or not the amendments are regionally significant.

4.2 Growth Plan Amendment and Updates

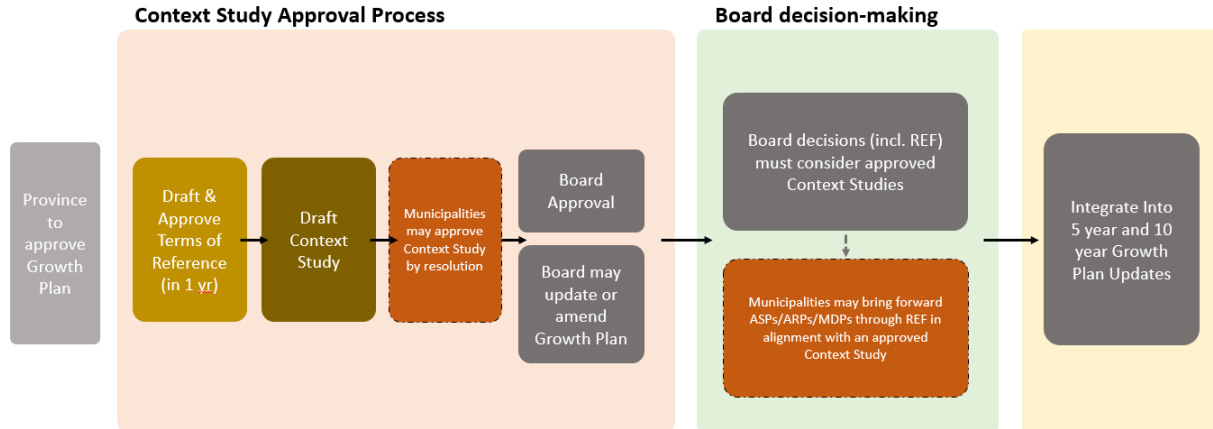
4.2.1.1 The Board may consider amendments to the Growth Plan in accordance with the authority given to the Board. All amendments to the Growth Plan require approval by the Board and the Government of Alberta.

4.2.1.2 The outcomes of Context Studies and other future studies and initiatives approved by the Board shall be incorporated through formal amendments to the Growth Plan.

4.2.1.3 Prior to the incorporation of the outcomes of Context Studies within formal amendments to the Growth Plan:

- a) the Board must consider approved Context Studies in its decision-making; and
- b) Municipalities may bring forward statutory plans or statutory plan amendments through the REF process in alignment with an approved Context Study.

CONTEXT STUDIES PROCESS



4.2.2 Updates

The CMRB will undertake a ten (10) year comprehensive review and update of the Growth Plan. The terms of reference for the Growth Plan update process and requirements will be determined by the CMRB in consultation with the Government of Alberta.

4.2.2.1 The CMRB will undertake a five (5) year review of the Growth Plan to:

- (a) Review and update employment and population projections;
- (b) Consider the need for amendments to the Plan; and
- (c) Amend the Growth Plan to integrate Context Studies and other relevant studies.

4.3 Monitoring

The goals and objectives of the Growth Plan focus on moving the Region towards the preferred placetypes while realizing the benefits of more efficient use of land and less consumption of vital resources. Details on how placetypes will be monitored and tracked over time will show regional movement towards the preferred placetypes. Through this reporting and monitoring effort the CMRB can respond appropriately with decisions and policy to ensure continued success towards a desired future for the Region.

4.3.1 Placetype Monitoring

- 4.3.1.1 Local municipal reporting and monitoring will be assisted by an implementation toolkit that will be developed subsequent to the Growth Plan within one year of approval of the Growth Plan.
- 4.3.1.2 Each municipality shall report to the CMRB on changes over time to preferred placetypes in the municipality in accordance with policies in the Growth Plan.

- 4.3.1.3 The CMRB will create a Geographic Information System (GIS) dataset that shows the change over time of placetypes in the Region. This will be informed by the placetype periodic reviews and reporting as required by Policy 3.1.10.2.

CONTENT DRAFT FOR DISCUSSION ONLY

5 Glossary of Terms

Agriculture: The growing, raising, managing, transporting and/or sale of livestock, crops, foods, horticulture.

Agricultural Areas: Areas identified by member municipalities that form significant parts of the agricultural value chain, such as areas of production, processing, agri-business or agri-tourism.

Agricultural Value Chain: The people and activities that bring agricultural products to the consumer, through stages such as processing, packaging, and distribution; a partnership between producers, processors and marketers created to improve quality, increase efficiencies or develop and market differentiated agricultural products.

Agri-tourism: Tourism that supports commercial agricultural production at a working farm, ranch, or processing facility; tourism that generates supplemental income for an agricultural producer; tourism related to activities that promote or market livestock and agricultural products such as fairs, market gardens and rodeos.

Agri-business: Suppliers/businesses who enable agricultural production by providing inputs, machinery, equipment or services; such as fertilizer, pesticides, seeds, machinery and equipment, services (i.e. machinery maintenance or veterinary services), financial services, data management, grain drying, agronomy advice, agricultural research, transportation services, marketing, traders etc.

Climate Change: The long-term shift in weather conditions measured by changes in temperature, precipitation, wind, snow cover, and other indicators.

Density: Gross Residential Density as defined in the figure below.

Regional Density Methodology

Calculating Density in the Calgary Region

Step 1: Calculate the gross developable area

$$1 \quad \text{Gross Total Area (all lands)} - \text{Non-Developable Areas (environmental reserves, expressways, railways, other non-developable lands)} = \text{GROSS DEVELOPABLE AREA}$$

Step 2: Calculate the gross residential area

$$2 \quad \text{GROSS DEVELOPABLE AREA} - \text{Regional Land Uses (regional open spaces, major commercial centres [>4ha/10ac], major institutional sites, senior high schools, industrial areas, public lakes and water bodies, other regional uses)} = \text{GROSS RESIDENTIAL AREA}$$

Step 3: Calculate the gross residential density

$$3 \quad \text{Total number of residential units} \div \text{GROSS RESIDENTIAL AREA} = \text{GROSS RESIDENTIAL DENSITY}$$

What do you 'keep'/what's included in the gross residential area?

- Single unit residential
- Multi unit residential
- Local commercial
- Local parks & open space (municipal reserve)
- Elementary & junior high schools
- Local roads including majors & lanes
- Church sites
- Daycare centres
- Community centres
- Small indoor recreation centres
- Small site fire and police stations
- Private lakes, wet/dry ponds
- Public utility lots (PULs)
- Other local uses

Design Flood: The current design standard in Alberta is the 1% flood, defined as a flood whose magnitude has a 1% chance of being equaled or exceeded in any year.

Ecosystem Services: The following are examples of ecosystem services, the benefits that come from healthy functioning ecosystems and the biodiversity found in the:

- food, fiber, fresh water ("provisioning" services)
- flood control, water and air purification ("regulating" services)
- spiritual, recreational, cultural benefits ("cultural" services)
- nutrient cycling, soil formation ("supporting" services)

Environmental Screening – An environmental screening is a desktop study to identify the presence of Environmentally Sensitive Areas using the following criteria:

- (a) Areas maintaining the provision of water quality and quantity and providing protection against drought and flooding events;
- (b) Areas providing habitat for identified local species of interest, designated species of conservation concern (SCC), or identified focal species groups.;
- (c) Areas providing rare, unique, or biologically diverse ecosystems or unique landforms; and
- (d) Areas contributing to other important ecosystem functions or services at regional or local scales.

Environmental Study – A detailed study and review of the effects of a proposed development on identified Environmentally Sensitive Areas, that anticipates, interprets and evaluates impacts and identifies mitigation measures to avoid, minimize or compensate for these impacts.

Environmentally Sensitive Areas - Environmentally Sensitive Areas are key natural components of the regional landscape, providing essential ecosystem functions and services. These functions and services include flood mitigation, drinking water supply, maintenance of regional biodiversity, preservation and connectivity of unique habitats and landscapes, and provision of culturally and economically valued resources and opportunities.

They include areas that:

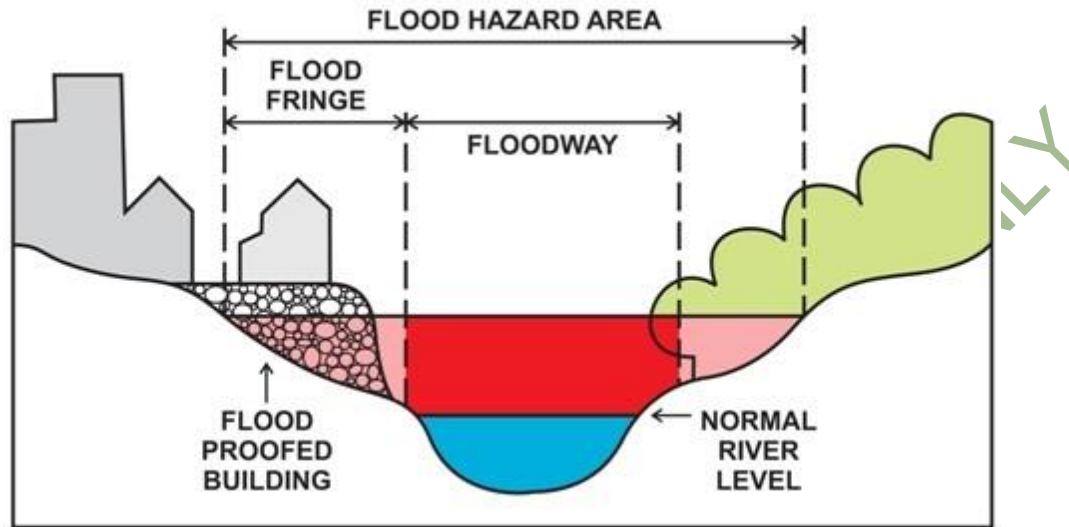
- Maintain the provision of water quality and quantity and provide protection against drought and flood events. Includes water courses, water bodies, and riparian areas;
- Provide habitat for identified local species of interest, designated species of conservation concern (SCC), or identified focal species groups;
- Provide rare, unique, or biologically diverse ecosystems or unique landforms;
- Contribute to other important ecosystem functions or services at the local scale; and
- Include Provincial Environmentally Significant Areas.

Employment Area: An Employment development is characterized by a variety of industrial and commercial land uses that may include office complexes, research parks, warehousing, and manufacturing. The area may also include supporting uses for workers, such as food and business retail but does not include regional commercial centres.

Existing Area Structure Plans (ASPs) and Area Redevelopment Plans (ARPs): Grandfathered ASPs and ARPs that were approved prior to the establishment of the CMRB or that were approved through the Interim Regional Evaluation Framework.

Flood Fringe – The portion of the flood hazard area outside of the floodway. Water in the flood fringe is generally shallower and flows more slowly than in the floodway. New development in the flood fringe may be permitted in some communities and should be flood-proofed.

Flood Hazard Area – The flood hazard area is the area of land that will be flooded during the design flood event under encroached conditions. Once this area is defined, the flood hazard area is typically divided into two zones, the floodway and the flood fringe.



Source: Government of Alberta, www.alberta.ca/flood-hazard-mapping.aspx

Flood Inundation Maps: identify land areas on a map which would be inundated by water given a series of river flows, not just the 'design flood' flow. Flood inundation maps are created by hydraulic modelling using, among other data, historical precipitation information to simulate runoff and resulting river flows showing those areas which are overwhelmed by water. They are used for emergency preparedness and emergency response planning. The flood inundation map for a design flood flow informs the development of a flood hazard area map.

Flood Hazard Area Maps show where the floodway and flood fringe would be located, if flow in the river reached the design flood flow. Flood hazard area maps are used for long range planning and are used to make land use decisions, among other uses.

Floodway – The portion of the flood hazard area where flows are deepest, fastest and most destructive. The floodway typically includes the main channel of a stream and a portion of the adjacent overbank area.

Flood Prone Areas – Includes the flood hazard area as defined by the Government of Alberta's flood hazard maps and other areas affected by riverine flooding greater than the design flood as defined by member municipalities in respect of their local context.

Greenfield Development: An area for future growth located outside of the built-up urban area or previously approved planned areas.

Hamlet: A Provincially designated unincorporated community that consists of 5 or more dwellings, has a generally accepted boundary and name, and contains land that is used for non-residential purposes.

Hamlet Growth Area: A new settlement area or an existing hamlet that is designated as a priority for growth and, in addition to residential land uses, will include supporting commercial and industrial land uses, often in the form of a main street or central commercial area.

Infill and Redevelopment Development which takes place on parcels of land that are vacant and within existing built-up areas, or that are occupied by structures or uses that are planned for replacement by more intense development.

Joint Planning Area (JPA): Areas where significant intermunicipal servicing and related growth pressures either currently exist or are anticipated in the near future. To ensure efficient use of servicing and land a higher level of cooperation is required to guide future development in these Joint Planning Areas.

Local Food System: A complex system that offers the ability for more economic activity within the region due to an increased amount of value-added processing, marketing, and distribution, and consumption occurring locally within the CMR rather than outside of the region.

Preferred Placetypes: Three residential placetypes are classified as Preferred Placetypes for the purpose of focusing new residential growth into development forms which will better support the CMR Goals and Growth Plan Objectives; these three include Infill and Redevelopment, Mixed Use Centre/TOD, and Masterplan Community.

Placetypes: A placetype is a generalized development typology that describes at a regional scale the land uses, development density, destinations and connectivity within an area. Placetypes are central to the policies as they define in a general way the six types of development typical in the region. Two placetypes are mixed-use areas that combine housing with commercial and civic uses into a walkable and bikeable community. These two, along with Infill and redevelopment type, constitute 'Preferred Placetypes'. The three other placetypes are the more typical single-use development forms of Residential Neighborhoods, Rural and Cluster Residential, and Employment Area. The following defines each placetype:

- (a) **Infill and Redevelopment:** Development which takes place on parcels of land that are vacant and within existing built-up areas, or that are occupied by structures or uses that are planned for replacement by more intense development. Such development may vary in density and use according to the character of the surrounding community. They may be commercial, mixed, or primarily residential as the context requires.
- (b) **Mixed-Use Centre/TOD:** A greenfield and infill development characterized by mixed use development with many day-to-day services within walking distance of residential. These areas have a variety of housing types, employment types, and commercial / retail land uses mixed within them. When supported by existing or planned transit, this placetype is called Transit Oriented Development. It will provide frequent safe and direct pedestrian and bike access between uses. Higher density office development is encouraged along with regional, community or

neighbourhood commercial centres in this pedestrian friendly area. This placetype may be located within an Infill and Redevelopment placetype.

- (c) **Masterplan Community:** A greenfield development characterized by its comprehensive and integrated approach to land use. It will typically include a mix of housing types and land uses, including retail, commercial, civic, and recreational amenities located within walking distance of residences. This placetype includes community or neighbourhood commercial centres. It requires safe and direct pedestrian and bike access between uses. Medium density employment is encouraged along with community or neighbourhood commercial centres in this pedestrian friendly area. These communities should be designed to evolve over time to higher densities and a greater mixture of uses. They can be inclusive of Mixed-use TOD placetype.
- (d) **Employment Area:** An Employment development is characterized by a variety of industrial and commercial land uses that may include office complexes, research parks, warehousing, and manufacturing. The area may also include supporting uses for workers, such as food and business retail but does not include regional commercial centres. Where possible, they should be used as workplace destinations easily accessible by surrounding residential development and transit.
- (e) **Residential Community:** A greenfield development that is predominantly residential. Single detached homes are the dominant housing type with other housing types possibly included. This placetype is generally auto oriented as the development pattern may have limited amenities and destinations that can be conveniently accessed via walking or biking.
- (f) **Rural and Country Cluster:** A rural development characterized by larger lot sizes, lower density, and single-detached housing. This placetype can include Country Cluster patterns that configure housing development in a focused area and preserves remaining land for open space.

Preferred Growth Areas: Areas within the Growth Plan designated as Urban Municipality, Joint Planning Areas, or Hamlet Growth areas. These areas are appropriate for various levels of infill and new growth because of their location in the path of development, capacity for efficient infrastructure and services, and potential for mixed-use community development. These are the areas intended to meet growth demands with the minimum environmental, economic, and servicing costs while providing a range of lifestyles and community environments.

Processor: Businesses that process (or transform) primary agricultural products into intermediary or final products for consumption (i.e. seed processors/crushers, milling, slaughterhouses, wool/leather production, milk/cheese production, food manufacturing, fibre production, preservation, packaging etc.)

Producer: Primary producers are ranchers and farmers, greenhouse operators, aqua-culturalists beekeepers, and other individuals who create primary agricultural products via biological processes.

Residential Community: A greenfield development that is predominantly residential. Single detached homes are the dominant housing type with other housing types possibly included.

Rural Municipality: Member municipalities of the CMRB incorporated as a County, including Rocky View County, Foothills County and Wheatland County.

Rural and Country Cluster: A rural development characterized by larger lot sizes, lower density, and single-detached housing. This placetype can include Country Cluster patterns that configure housing development in a focused area and preserves remaining land for open space.

Transit Ready Corridor: An area within 800 metres of an existing or planned transit corridor that includes dedicated transit lanes or right-of-way, where the built environment is intended to be organized around transit and walking trips.

Transit Oriented Development: Development located within 400 metres of existing or planned transit corridor that includes dedicated transit lanes or right-of-way, planned and developed as a mixed use, pedestrian-friendly community. Where possible, major employment and regional or district level retail can be integrated with housing.

Urban Municipality: Member municipalities of the CMRB incorporated as a Town or City.

Water Reuse: The process of converting stormwater or wastewater into water that can be reused for other purposes. Examples of water reuse are irrigation of gardens and agricultural fields or replenishing surface water and groundwater.

Appendix A: Joint Planning Areas

While collaboration is important throughout the Region, three areas have been identified where a higher level of cooperation can capitalize on future opportunities. These Joint Planning Areas (JPA) each have unique characteristics, opportunities and collaboration requirements. However, each of these JPAs already have approved Area Structure Plans in place for portions of their land area. While this reality introduces challenges, it also highlights the need for collaboration among the directly affected municipalities and for sharing the benefits and costs of maximizing the regional value of these areas. JPAs provide opportunities for neighbouring municipalities to initiate or continue collaboration in areas that impact multiple municipalities and can benefit from a coordinated plan for the entire area. A key goal for the JPAs is to align servicing strategies with land use planning that will create opportunities for urban standard development.

Joint Planning Area 1 – Airdrie/Rocky View/Calgary

This JPA connects the Region's second largest city to Calgary. With only few kilometres between the boundaries of the two cities, there has been pressure for suburban-style development in this subregion in recent years. Airdrie's population is projected to double to over 130,000 within the horizon of this plan. The commuting demand between Airdrie and Calgary will likely strain highway and transit services. Some of this commuting demand can be moderated with employment in Airdrie, and possibly in adjacent parts of Rocky View County. A future high-capacity transit connection is envisioned between Airdrie and Calgary that also will serve the intermediate area in Rocky View County. A more detailed transit assessment will be required to determine the most appropriate transit mode, alignment and timing. Although high-capacity transit may be many years away, planning today for land use that is supportive of transit will ultimately enhance its effectiveness, and reduce its operating costs.

Industrial and commercial development are major existing and proposed land uses in this planning area with strong reliance on the provincial highway system. The focus of this JPA is coordination of long-term transit and land use planning to maintain viability for future transit service by protecting one or more corridors and encouraging transit-supportive land use. In addition to transit corridor planning, coordinated land use, transportation, utility and servicing planning throughout the identified area has the potential to align and balance individual identity and development consistency requirements in this area where future municipal boundaries are expected to be visible only on a map.

The three municipalities are continuing to discuss the western boundary of this JPA.

Joint Planning Area 2 – Chestermere/Rocky View/Calgary

There are two primary issues requiring coordination in this JPA. Like JPA1, there will be need to support increased commuting demand between Chestermere and Calgary as growth continues. Calgary and Chestermere have planned and aligned land use for future extension of the 17 Avenue SE bus rapid transit corridor eastward along 17 Avenue and Chestermere Boulevard. Chestermere and Calgary recently adopted an Intermunicipal Development Plan that addressed the interface between the two municipalities, including policy that identifies land use consistent with transit oriented

development in this corridor. The two municipalities are currently exploring the introduction of intermunicipal transit service.

A high-capacity transit corridor would have indirect benefits to Rocky View County, as connecting routes to Conrich and Janet could be the framework for a future transit network serving these important employment areas.

Industrial and commercial development can benefit from coordinated planning in this area. The majority of the area has good access to the provincial highway system, and in some areas, the rail network, but the scale of currently planned employment growth in Janet, Conrich, Chestermere and Shepard has the potential to impact the road networks in all three municipalities. A coordinated approach is needed, one that includes a logical sequencing plan and a strategy to share costs and benefits. This approach can reduce or delay the need for significant highway, roadway and other servicing investments.

Planning in this JPA should reinforce the 17 Avenue SE/Chestermere Boulevard transit corridor, including how this corridor can ultimately be the backbone for local service for the full JPA, and support regional transit for Strathmore and Wheatland County. JPA planning should identify an employment sequencing plan that focuses on reducing and delaying major servicing investments and consider sharing the revenue benefits associated the “first-in” developments.

Joint Planning Areas 3 and 4 – Foothills, High River, Okotoks

Foothills County, High River and Okotoks are continuing to discuss the boundaries and parties for these two JPAs located between High River and Okotoks and east of Okotoks. The southern JPA will include much of the industrial corridor that is included in the Highway 2A Area Structure Plan, while the northern JPA is expected to include some of Okotoks' urban reserve, the hamlet of Aldersyde and some additional areas that could benefit from the proposed water line to be jointly developed by Okotoks and Foothills.



Agenda Item	7
Submitted to	Board
Purpose	For Discussion
Subject	Phase 3 of Public Engagement
Meeting Date	February 26, 2021
<i>Motion that the Board receive for information and provide feedback on Phase 3 of public engagement on the Draft Growth Plan</i>	
<p>Summary</p> <ul style="list-style-type: none"> • The HDR Calthorpe Public Engagement Plan was approved by the Board in February 2020 which involved two phases of public engagement. • HDR Calthorpe conducted Phase 1 of Public Engagement for the Growth and Servicing Plans between July 24 and September 4, 2020. • HDR Calthorpe conducted Phase 2 of Public Engagement for the Growth and Servicing Plans between November 5 and November 27, 2020. Phase 2 of Public Engagement was entirely virtual due to the COVID-19 pandemic. • At the January 29, 2021 meeting of the Board, members wanted to have more time to bring the draft Growth Plan to the public for engagement in advance of delivering the Growth Plan to the Minister. • In an email vote of the Board, the Board passed a motion to request an extension from the Minister to enable the delivery of the Growth and Servicing Plans (the Plans) to no later than June 1, 2021. • The Board also approved a work schedule from CMRB Administration to complete the Plans which incorporates several work streams, including a third phase of public engagement focused on the final draft of the Growth Plan • HDR Calthorpe has prepared the following update on planning Phase 3 of Public Engagement. 	
<p>Attachments</p> <ul style="list-style-type: none"> • Phase 3 Public Engagement Planning, HDR Calthorpe 	

Phase 3 Public Engagement Planning

Agenda Item 7i Attachment



Overview | Phase 3 Public Engagement

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

- Online engagement (mid March to early April)
- Virtual open houses for both public and specific groups (late March)
- Mix of engagement tools to increase response rate (including quick polls, discussion forums, and survey)
- Increased promotion to build awareness, in collaboration with municipalities

Phase 3| Proposed Engagement Tools

- Quick Polls

- Targeted questions that clearly identify and test tradeoffs that are related to the draft plan

- Discussion Forums

- To identify community-specific impacts and benefits

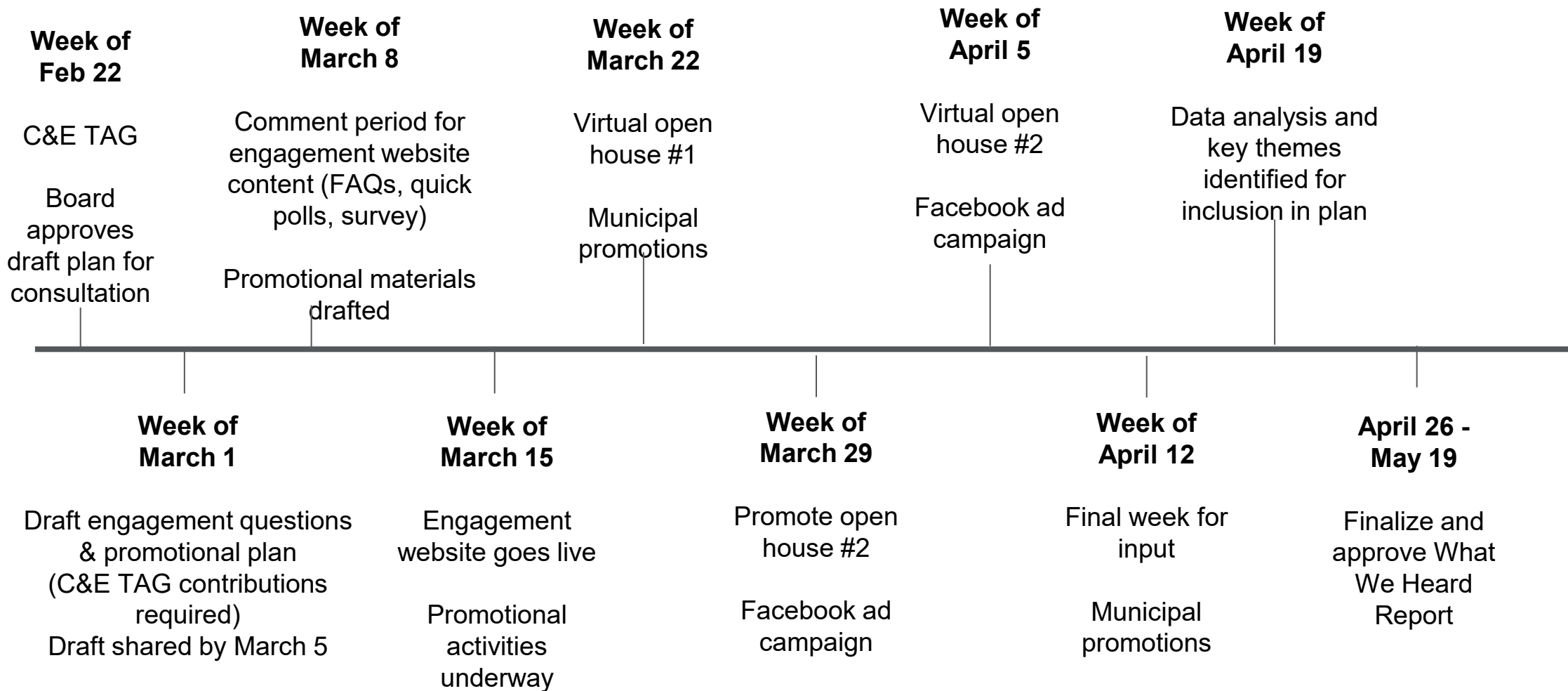
- Survey

- To gauge degrees of agreement with key elements of the draft plan on a gradient scale

- Virtual Open Houses

- To share information about the draft plan with general community as well as key stakeholder groups (e.g. developers)

Phase 3 | Proposed Timeline



Questions & Discussion



Agenda Item	8
Submitted to	Board
Purpose	For Information
Subject	Q4 Actuals and Year End
Meeting Date	February 26, 2021
That the Board review and receive for information the Q4 Actuals and Year End	
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"> Q4 Actuals 	

Introduction

The Q4 Actuals and Year End were reviewed at the February 18, 2021 Governance Committee meeting and were recommended to be reviewed by the Board.

Recommendation

That the Board review and receive for information the Q4 Actuals and Year End.

	2020 Budget	2020 Q4 Budget	2021-02-26 UPDATED CMRB Board Agenda Package	2020 Q4 Actual	2021-02-26 UPDATED CMRB Board Agenda Package	2020 Q4 Actual	YTD Variance
REVENUE							
GoA Grant	\$1,750,000.00	\$0.00	\$ -	\$0.00	\$1,750,000.00	\$1,750,000.00	\$0.00
Interest on GIC	\$40,000.00	\$10,000.00	\$ 14,912.80	\$4,912.80	\$40,000.00	\$25,617.15	-\$14,382.85
Withdrawal from Reserves	\$900,000.00	\$ 200,000.00	\$ -	-\$200,000.00	\$900,000.00	\$700,000.00	-\$200,000.00
TOTAL Revenue	\$2,690,000.00	\$210,000.00	\$ 14,912.80	-\$195,087.20	\$2,690,000.00	\$2,475,617.15	-\$214,382.85
EXPENDITURES							
CAPITAL EXPENSES							
Computers & Hardware	\$6,000.00	\$1,500.00	\$ -	\$1,500.00	\$6,000.00	\$0.00	\$6,000.00
Office Furniture	\$6,000.00	\$1,500.00	\$ -	\$1,500.00	\$6,000.00	\$0.00	\$6,000.00
Phone/Internet Hardware	\$3,000.00	\$750.00	\$ -	\$750.00	\$3,000.00	\$0.00	\$3,000.00
TOTAL CAPITAL EXPENSES	\$15,000.00	\$3,750.00	\$ -	\$3,750.00	\$15,000.00	\$0.00	\$15,000.00
OPERATING EXPENSES							
STAFFING COSTS							
Salary	\$645,000.00	\$157,500.00	\$ 156,720.24	\$779.76	\$645,000.00	\$647,406.15	-\$2,406.15
Benefits	\$117,000.00	\$29,250.00	\$ 28,015.92	\$1,234.08	\$117,000.00	\$110,993.73	\$6,006.27
Board Chair	\$140,000.00	\$35,000.00	\$ 27,880.00	\$7,120.00	\$140,000.00	\$87,198.80	\$52,801.20
TOTAL STAFFING COSTS	\$902,000.00	\$221,750.00	\$ 212,616.16	\$9,133.84	\$902,000.00	\$845,598.68	\$56,401.32
OFFICE LEASE	\$80,000.00	\$20,000.00	\$ 19,639.65	\$360.35	\$80,000.00	\$78,860.99	\$1,139.01
OFFICE OPERATING COST							
General Operating Costs	\$36,000.00	\$9,000.00	\$ 10,999.83	-\$1,999.83	\$36,000.00	\$35,487.30	\$512.70
Professional Fees	\$30,000.00	\$4,000.00	\$ 4,971.75	-\$971.75	\$30,000.00	\$21,423.00	\$8,577.00
TOTAL OFFICE OPERATION COSTS	\$66,000.00	\$13,000.00	\$ 15,971.58	-\$2,971.58	\$66,000.00	\$56,910.30	\$9,089.70
TRAVEL COSTS	\$45,000.00	\$11,250.00	\$ -	\$11,250.00	\$45,000.00	\$4,009.80	\$40,990.20
MEETING COSTS							
Meeting Venue/Catering	\$55,000.00	\$13,750.00	\$ -	\$13,750.00	\$55,000.00	\$10,770.42	\$44,229.58
Per Diem	\$75,000.00	\$18,750.00	\$ 19,400.00	-\$650.00	\$75,000.00	\$43,989.44	\$31,010.56
TOTAL MEETING COSTS	\$130,000.00	\$32,500.00	\$ 19,400.00	\$13,100.00	\$130,000.00	\$54,759.86	\$75,240.14
CONSULTANT COSTS							
Growth/ Servicing Plan	\$1,200,000.00	\$300,000.00	\$ 294,509.60	\$5,490.40	\$1,200,000.00	\$933,959.04	\$266,040.96
REF Consultants	\$144,000.00	\$36,000.00	\$ 11,555.33	\$24,444.67	\$144,000.00	\$44,321.85	\$99,678.15
TOTAL CONSULTANT COSTS	\$1,344,000.00	\$336,000.00	\$ 306,064.93	\$29,935.07	\$1,344,000.00	\$978,280.89	\$365,719.11
CONTINGENCY	\$108,000.00	\$27,000.00	\$ -	\$27,000.00	\$108,000.00	\$0.00	\$108,000.00
TOTAL EXPENDITURE	\$2,690,000.00	\$665,250.00	\$ 573,692.32	\$91,557.68	\$2,690,000.00	\$2,018,420.52	\$671,579.48

NOTES:

1. Due to being underbudget, there was less requirement to withdraw from reserves
2. Increase in CPP contributions was miscalculated
3. Annual payment for GIS due in Q4
4. CMRB conducts accounting on a cash basis, per diems from Q3 were included in Q4 reporting

Agenda Item 8 Attachment