

Calgary Metropolitan Region Board
Land Use Committee Meeting Agenda
December 6, 2018, 12:30 PM
Mount Royal University, Room EC2010
Roderick Mah Centre for Continuous Learning

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 | | Sheard |
| 2. Chair's Opening Remarks | | Sheard |
| 3. Adoption of Agenda
<i>To adopt and/or revise today's agenda</i> | | All |
| 4. Review and Approve Minutes (Attachment)
For Decision <i>To review and approve minutes from November 8, 2018</i> | | All |
| 5. Chartering Process (Attachment)
For Discussion <i>To update the Committee on the Chartering Process</i> | | Tipman |
| 6. TAG Update (Attachment)
For Discussion <i>To update the Committee on:</i> | | Tipman |
| a. IREF Consultant | | |
| b. IREF Interpretation Guide | | |
| c. Employment Analysis | | |
| d. Communications and Engagement Update | | |
| e. Growth Plan Consultant | | |
| 7. Speaker Series (Attachment)
For Discussion <i>To discuss potential upcoming speakers</i> | | Copping |
| 8. Next Meeting: Proposed change to January 24, 2019 | | |
| 9. Adjournment | | Sheard |

Land Use Committee Members:

Mayor Peter Brown
Councillor Gian-Carlo Carra
Mayor Marshall Chalmers
Mayor Jeff Genung
Reeve Larry Spilak

Mayor Craig Snodgrass
Mayor Bill Robertson
Reeve Greg Boehlke
Councillor Tom Ikert
Councillor Bob Sobol

Christopher Sheard, Committee Chair
Dale Beesley, GOA Representative

Upcoming Meetings:

Land Use Committee	Thursday Jan 24 - 9:30 AM (proposed)	Mount Royal University Centre for Continuous Learning, Room EC2010
Servicing Committee	Thursday Jan 24 – 9:30 AM (proposed)	Mount Royal University Centre for Continuous Learning, Room EC2010
Board Visioning Board Meeting	Friday Dec 14 – 9:30 AM Friday Feb 15 – 9:30 AM	Winsport COP Mount Royal University

Delegates in Attendance:

Mayor Peter Brown – City of Airdrie
Councillor Gian-Carlo Carra – City of Calgary
Mayor Marshall Chalmers – City of Chestermere
Mayor Jeff Genung – Town of Cochrane
Reeve Larry Spilak – MD of Foothills
Mayor Craig Snodgrass – Town of High River
Mayor Bill Robertson – Town of Okotoks
Reeve Greg Boehlke – Rocky View County
Councillor Bob Sobol- Strathmore
Councillor Tom Ikert – Wheatland County

Dale Beesley – ADM Municipal Affairs

CMRB Administration:

Christopher Sheard, Chair
Jordon Copping, Chief Officer
Liisa Tipman, Project Manager–Land Use
Jaime Graves, Project Manager–Intermunicipal Servicing
JP Leclair, GIS Analyst
Shelley Armeneau, Office Manager

1. Call to Order

Called to order at 9:30 AM.

2. Chair's Opening Remarks

Chair Sheard opened the meeting.

3. Approval of Agenda

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

Motion: That the Calgary Metropolitan Region Land Use Committee approve the agenda of the meeting with the addition of #9 closed session HR item.

Motion carried unanimously.

4. Review and Approve Minutes

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

Motion: That the Calgary Metropolitan Region Land Use Committee approve the Minutes of the September 21, 2018 meeting as presented.

Motion carried unanimously.

5. Employment Projections Analysis

Liisa Tipman introduced Darryl Howery of Applications Management Consulting, who presented on the purpose of the study, project deliverables, collaboration efforts scenarios, and next steps. Mr. Howery answered questions from the Land Use Committee.

6. Interim Regional Evaluation Framework Guide

Liisa Tipman reviewed the background and purpose of the Guide. Clarification on aspects of the Guide was requested, and the Chair directed Liisa to bring the Guide to an upcoming TAG meeting for discussion. If time constraints are a concern at TAG, Liisa will meet individually with any member municipality that has questions.

7. IREF Consultant RFQ

Jordon Copping discussed the third-party consulting services with the Land Use Committee and answered questions. He noted the RFQ would be created with input from the Land Use TAG and subsequently posted on the Alberta Purchasing Connection.

Moved by Mayor Genung, **Seconded by** Reeve Spilak, accepted by Chair

Motion: That the Calgary Metropolitan Region Land Use Committee grant authority to CMRB administration to develop a Request for Qualification for third-party consulting services to provide application review services.

Motion carried unanimously.

8. Communications and Engagement Update

Liisa Tipman presented a request to develop a high-level framework for the public consultation and engagement process, leading to the posting of an RFP for a consultant. The Land Use Committee suggested that a communications framework should be developed first, and is critical to the public consultation and engagement process.

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

Motion: That the Calgary Metropolitan Region Land Use Committee grant authority to CMRB administration to develop a consultation and engagement framework with TAG and issue an RFP for consulting services.

Motion carried unanimously.

9. Closed Session

Moved into closed session at 11:25. Returned to public session at 12:10

Meeting adjourned at 12:15 PM.

CMRB Chair, Christopher Sheard

DRAFT

Agenda Item	5
Submitted to	Land Use Committee
Purpose	For Discussion
Subject	Chartering Process
Meeting Date	December 6, 2018
For Discussion	
That the Land Use Committee receive an update on the DRAFT Work Schedule and the proposed chartering process FOR DISCUSSION	
Summary	
<ul style="list-style-type: none"> • On October 4 and October 26, 2018 a DRAFT Work Schedule was presented to the Board for information and discussion. CMRB Administration was directed to work with members of the Technical Advisory Groups (TAGs) to update the DRAFT Work Schedule. • The DRAFT Work Schedule develops a path forward to meeting the timeline and requirements of the <i>Calgary Metropolitan Board Regulation</i>. • To update the Work Schedule, TAG supports using the City of Calgary Corporate Project & Asset Management (CPAM) as a resource. CPAM staff act as internal consultants to other business units within the City organization. • CMRB Administration has had an initial intake meeting with one of CPAM's professional Project Management Consultants to provide them with an overview of the CMRB and its mandate and the DRAFT Work Schedule. • The Project Management Consultant is proposing two workshop meetings with TAG in support of refining the Work Schedule: <ul style="list-style-type: none"> ○ The first meeting would have an education focus, discussing matters related to governance including roles and responsibilities. ○ The second meeting would focus on refining and enhancing the Work Schedule. • The first Project Management workshop with TAG is tentatively scheduled for January 18, 2019. 	

Request

CMRB Administration requests that the Land Use Committee receive this project chartering update FOR DISCUSSION.

Calgary



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...and more

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- Business modelling
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As the process experts, CPMC conducted a series of workshops and worked closely with subject matter experts to help the department define the vision, strategy, roadmaps and framework that will guide its work moving forward.

As a result of the outputs of the strategic planning service, the Waste and Recycling Services team is well positioned to meet the expectations of the 2020 Sustainability Direction and beyond.

Highlight

2026 Olympic Bid

- Strategic planning workshops and plan for Olympic bid evaluation committee.

Legalization of Marijuana

- Facilitated workshops to share information and explore potential elements of a regulatory regime at the federal, provincial and municipal level.

Corporate Planning Culturally Framework

- Led a consulting initiative using design thinking methodology to help a client identify innovative ways of embedding the Planning Culturally framework in the corporation.

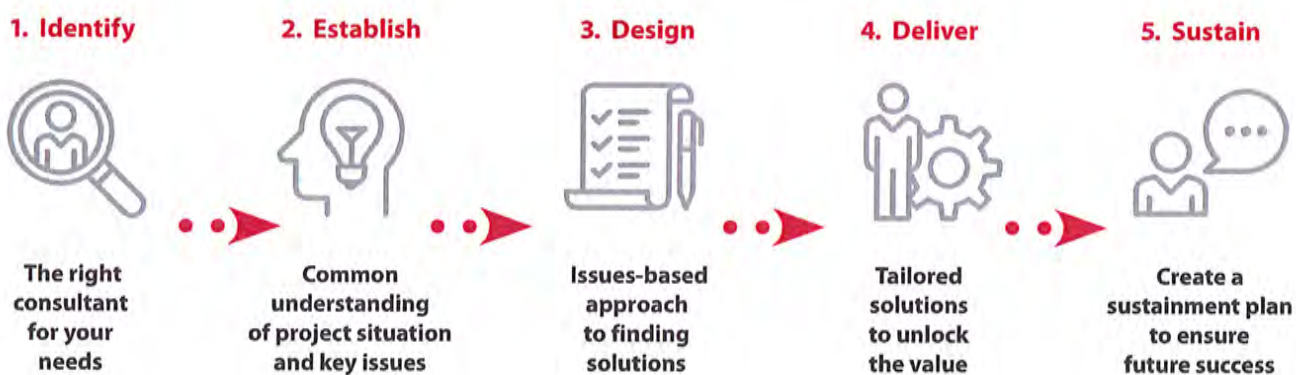
Value Management Studies

- Identified opportunities for cost savings of over \$156M through 28 value management studies.

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Agenda Item	6
Submitted to	Land Use Committee
Purpose	For Discussion
Subject	TAG Update
Meeting Date	December 6, 2018
<p>For Discussion</p> <p>That the Land Use Committee receive an update on the activities currently being undertaken by TAG FOR DISCUSSION</p>	
<p>Summary</p> <ul style="list-style-type: none"> • CMRB Administration and the Technical Advisory Group (TAG) are currently working together on the following areas: <ul style="list-style-type: none"> a. IREF Consultant b. IREF Interpretation Guide c. Employment Analysis d. Communications and Engagement Update e. Growth Plan Consultant • CMRB Administration would like to update the Land Use Committee on TAG activities and what information the Land Use Committee can expect to receive as these ongoing processes move forward. 	
<p>Request</p> <p>CMRB Administration requests that the Land Use Committee receive this update on TAG activities FOR DISCUSSION.</p>	

1. Interim Regional Evaluation Framework (IREF) Consultant Request for Qualifications (RFQ) Update

- As part of the approved Interim Regional Evaluation Framework (IREF) process, there is a requirement for a third-party review of IREF applications. These third-party reviews may be completed by a subcommittee of TAG members or by an external consultant.
- On November 8, 2018, the Land Use Committee directed CMRB Administration to work with TAG members on preparing a Request for Qualifications (RFQ) to find qualified external third-party IREF consultants.
- To build the RFQ, CMRB Administration held a workshop with TAG members at the November 16th TAG meeting.
- The workshop identified the key requirements a consultant must have to be selected as a qualified IREF third-party consultant. It also defined the term “Conflict of Interest” in relation to third-party external consultant reviews.
- CMRB Administration has incorporated TAG input into the RFQ and will be posting the RFQ on the Alberta Purchasing Connections with a closing date of December 20, 2018.

2. IREF Interpretation Guide Update

- On November 8, 2018, the Land Use Committee directed CMRB Administration to work with TAG members to review and update the IREF Interpretation Guide. The purpose of the guide is to increase the transparency of the IREF process by outlining further details around the IREF application review process.
- CMRB Administration has received comments from TAG members on the IREF Interpretation Guide and will be reviewing the comments with TAG members at the November 30, 2018 TAG meeting.
- CMRB Administration will update the IREF Interpretation Guide and provide it to the Land Use Committee for its decision at the January Committee meeting.

3. Regional Employment Analysis Update

- On May 10, 2018, the Land Use Committee directed CMRB Administration to undertake a study to determine employment projections by region and by major employment area.
- CMRB Administration selected Applications Management Consulting to complete the projections (the study is now called the Regional Employment Analysis).
- Applications Management presented its DRAFT approach to the Regional Employment Analysis to the Land Use Committee on November 8, 2018.

- Applications Management will be conducting its first TAG workshop on November 30, 2018 to garner input from TAG members.
- Results of the TAG workshop and follow-up analysis are tentatively scheduled to return to Land Use Committee for discussion at the January 2019 meeting.

4. Communications, Consultation, and Engagement Update

- On November 8, 2018, the Land Use Committee directed CMRB Administration to work with TAG members on a communication, consultation, and engagement framework.
- The intent of the framework is to create a common understanding of the purpose, goals, and indicators of success relative to the communications, consultation, and engagement work to be undertaken by the CMRB. This will be used to find a qualified consultant or consultants to begin communications, consultation, and engagement work on behalf of the CMRB.
- CMRB Administration held a workshop with TAG members at the November 16, 2018 TAG meeting to discuss what should be contained within the framework. CMRB Administration is working to take those workshop inputs and adapt them into a draft framework for TAG review.
- Results of the TAG workshop and DRAFT communications, consultation, and engagement framework will be presented to the Land Use Committee at the January meeting.

5. Growth Plan Consultant Update

- By the end of 2018, the CMRB Board members will have participated in two visioning sessions, with the potential for more as necessary.
- The purpose of the visioning workshops is to build the vision and values of the CMRB (“Region Building”). These will inform the growth planning process and other processes to be undertaken by the CMRB.
- With the vision and values of the CMRB being identified, and given the timelines imposed by the *Calgary Metropolitan Region Board Regulation*, it will be important to move forward with selecting a Growth Plan consultant to support the members in Q1 2019 (“Plan Building”).
- The role of the Growth Plan consultant will be to support the CMRB in planning for key elements of the Regulation (more focused visioning and values exercises) and to establish the “how” of building the Growth Plan (detailed direction, policies, etc.).
- CMRB Administration will bring forward more information about a Request for Proposal for a Growth Plan consultant to the Land Use Committee for its consideration at the January Land Use Committee meeting.
- CMRB Administration will collaborate with TAG to identify the information and discussions/workshops necessary to develop the Request for Proposal.

Agenda Item	7
Submitted to	Land Use Committee
Purpose	For Discussion
Subject	Speakers Series
Meeting Date	December 6, 2018
<p>For Discussion</p> <p>That the Land Use Committee receive an update on the Speakers Series FOR DISCUSSION</p>	
<p>Summary</p> <ul style="list-style-type: none"> • As part of the process of member education, CMRB Administration has been working to host Speakers Series lectures at Committee and Board meetings. • To date, CMRB Administration has coordinated presentations from Bow River Basin Council, Alberta Environment and Parks, Miistakis Institute, Insurance Bureau of Canada, City of Calgary (water), MD of Foothills and Town of Okotoks joint presentation (service optimization), and Peter Calthorpe. • CMRB Administration is currently investigating other potential Speakers Series topics and hosts, and is seeking input from the Committee on topics that are of interest to it. • CMRB has reached out to Hemson Consulting, based in Ontario, who have been identified as leaders in fiscal sustainability at the regional scale. Hemson Consulting has been active in Southern Ontario over the past 30 years consulting in the area of growth management. • Hemson Consulting would provide a Speakers Series lecture discussing the relationship between fiscal sustainability and major regional planning choices. Their proposed discussion topic is included below. 	

Request

CMRB Administration requests that the Land Use Committee provide suggestions on potential Speakers Series topics that are of interest to the Committee.

1. Proposed Hemson Consulting Ltd. Discussion Topic

“It is often supposed that accommodating growth through intensification can rely on existing infrastructure capacity relative to greenfield development. While often the case, there may not be sufficient capacities for large-scale growth and certain aging infrastructure may not really have the expected capacity. Retrofitting existing infrastructure or inserting new facilities into developed areas can be very expensive, such as new central city parkland or upgrading water and sewer trunks. As well, major decisions may need to be made between accommodating growth in the core urban area versus surrounding metropolitan communities (e.g. larger Airdrie and Okotoks versus contiguous growth on Calgary). We would draw on our experience in the Toronto area and southern Ontario as well as Ottawa, Halifax, Vancouver and Edmonton.”

2. Presenter Bios**RUSSELL MATHEW, Partner, Hemson Consulting**

Russell Mathew is a Partner with Hemson Consulting Ltd, with 33 years of professional experience. Russell is widely known for his expertise in the areas of demographic and economic forecasting and land economics. Along with developing forecasting methods that are today used by numerous municipalities and regions in Ontario, he has developed a range of skills in economic development-related studies, strategic planning and land economics, fiscal and financial modeling and analysis. He is most widely known for the preparation of long-term growth forecasts for all regions within the Greater Golden Horseshoe that are now the basis for Provincial, Regional and local planning in Southern Ontario. Mr. Mathew is a regular guest lecturer at various southern Ontario universities and for many professional conferences and events. He is professional credentials include membership in the Royal Institution of Chartered Surveyors, the Ontario Professional Planners Institute and the Ontario Association of Land Economists. Russell has his undergraduate degree from the University of Alberta and a master's degree from the University of Toronto.

CRAIG BINNING, Partner, Hemson Consulting

Craig Binning directs Hemson Consulting's Municipal Finance and long-range financial planning practice. The Toronto-based firm specializes in providing planning and finance advice to a wide range of public sector clients in Ontario and increasingly across Canada. Craig has over 25 years of professional consulting experience and

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holds an M. Phil degree in Political Economics from the University of Glasgow and a B.A. in Economics from Queen's University. His particular areas of expertise include economic and financial impact modeling and analysis, user fee calculation, rate setting, local government policy, land use economics, asset management plans and development charges. As an expert in land economics, Craig regularly appears as an expert witness in municipal finance matters before Local Planning Appeal Tribunal (LPAT), formerly known as the Ontario Municipal Board. In addition to his consulting practice, he is a lecturer at the School of Urban and Regional Planning at Ryerson University for the Municipal Finance for Planners course.

3. Hemson Consulting

Hemson Consulting Ltd. was established in 1983 and provides expert advice in the areas of economic and demographic forecasting, municipal finance, strategic planning policy, land needs assessment, employment area analysis, economic development and real estate advisory. The firm has prepared demographic forecasts and economic studies for most of the regions and counties in Ontario as well as most of the metropolitan areas across Canada. Hemson's forecasting assignments cover population, housing and employment forecasts for official plans, infrastructure plans, economic development and municipal finance assignments. Since 2006, the forecasting and planning work has also focussed on the preparation of the forecasts for the Growth Plan for the Greater Golden Horseshoe (Growth Plan), the associated work to conform municipal official plans to implement the Growth Plan and municipal comprehensive reviews for employment land planning. Hemson is also one of the leading consulting firms in the field of municipal finance, with development charges as a core component of the practice. Having completed over 250 development charges studies, the firm has successfully delivered a range of complex calculations, reports and policies for various clients throughout Ontario and Canada. Hemson's finance practice has also undertaken extensive work assisting clients with fees & rate studies (such as water and wastewater rates), long-term financial planning and asset management planning.

The firm is owned by Russell Mathew and Craig Binning and consists of 16 full-time professionals with diverse backgrounds in urban and regional planning, management consulting, real estate development and municipal finance. Working primarily for public sector clients across the country, our major clients include the Province of Ontario, Cities of Toronto, Vancouver, Ottawa, Winnipeg, Mississauga, Brampton and Hamilton, Regions of Halton, Peel, York, Waterloo and Niagara in the Greater Golden Horseshoe (GGH) of Ontario, the City of Vancouver in British Columbia and the Regional Municipality of Wood Buffalo in Alberta.