

Calgary Metropolitan Region Board
February 21, 2020 Board Meeting Agenda
9:30 AM, Mount Royal University
Roderick Mah Centre for Continuous Learning, Room EC2010

- | | | |
|--|-----------------------|------|
| 1. Call to Order and Opening Remarks | Sheard | |
| 2. Adoption of Agenda
<i>To adopt and/or revise agenda</i> | All | PAGE |
| 3. Adoption of Minutes of Last Meeting (Attachment)
<i>For Decision: Motion that the Board approve the Minutes of the December 13, 2019 meeting</i> | All | 3 |
| 4. Municipal Context Reports
<i>For Information: to provide a presentation on the City of Calgary Municipal Context Report</i> | Calgary | |
| 5. Governance Committee Minutes (Attachment)
<i>For Information: Motion that the Board receive for information the draft Governance Committee Minutes from January 30, 2020</i> | Copping | 7 |
| 6. Q4 Actuals (Attachment)
<i>For Information: Motion that the Board receive for information the 2019 Q4 Actuals and Year End</i> | Copping | 12 |
| 7. Audited Financial Statements (Attachment)
<i>For Decision: Motion that the Board approve the Audited financial Statements for 2019</i> | Avail LLP/
Copping | 14 |
| 8. Conflict of Interest Policy & Procedure (Attachment)
a) <i>For Decision: Motion that the Board approve the Conflict of Interest Policy</i>
b) <i>For Decision: Motion that the Board approve the Conflict of Interest Procedure</i> | Copping | 35 |
| 9. Regional Employment Analysis (Attachment)
<i>For Decision: Motion that the Board approve the Regional Employment Analysis Report</i> | Tipman | 41 |
| 10. Recreation TAG (Attachment)
<i>For Decision: Motion that the Board approve the recommended "Options for Enhancing Regional Recreation" report</i> | Graves | 83 |

11. Public Engagement Plan Update (Attachment) HDR Calthorpe **119**
For Decision: Motion that the Board approve the HDR Calthorpe Public Engagement Plan
12. CMRB Messaging Platform Tipman **125**
For Decision: Motion that the Board approve the use of the CMRB Messaging Platform in the development of CMRB communications materials.
13. Special Study Areas (Attachment) Tipman **136**
For Information: Motion that the Board receive for information an overview of the use of Special Study Areas in statutory plans in the CMR
14. Applicability of the Growth Plan (Attachment) Copping **139**
For Information: Motion that the Board receive for information the report and legal advice regarding the need for Municipal Development Plans to conform with the Growth Plan
15. Growth & Servicing Plan Update (Verbal) HDR Calthorpe
For information: HDR Calthorpe will provide a verbal update
16. LUC and ISC Update (Attachment) Tipman/Graves **147**
For Information: Motion that the Board receive for information an update on the LUC and ISC
17. CMRB Visioning Work Plan (Attachment) Copping **149**
For Information: Motion that the Board receive for information an update on the Visioning Work Plan

Closed Session (Pursuant to Section 21 of FOIP) Separate Attachment

18. Recruitment Process for Chair (Attachment) Sheard

Return to Public Session

19. Roundtable Discussion All

20. Next Meeting: Friday March 20, 2020 @ MRU

21. Adjournment Upcoming Meetings:

Joint LUC ISC	March 5 @ 9:30 AM	MRU Room EC2010
Board Meeting	March 20 @ 9:30 AM	MRU Room EC2010
Governance Committee	March Date TBD	
Advocacy Committee	TBD	

Delegates in Attendance:

Mayor Peter Brown – City of Airdrie
Councillor Gian Carlo Carra – City of Calgary
Mayor Marshall Chalmers – City of Chestermere
Mayor Jeff Genung – Town of Cochrane
Reeve Suzanne Oel – Foothills County
Mayor Craig Snodgrass – Town of High River
Mayor Bill Robertson – Town of Okotoks
Reeve Greg Boehlke – Rocky View County
Councillor Bob Sobol – Town of Strathmore
Reeve Amber Link – Wheatland County

Monte Krueger, Municipal Affairs

CMRB Administration:

Chris Sheard, Chair
Jordon Copping, Chief Officer
Liisa Tipman, Project Manager–Land Use
Jaime Graves, Project Manager–Intermunicipal Servicing
Shelley Armeneau, Office Manager

1. Call to Order

Called to order at 9:30 AM. Chair noted that the City of Chestermere would not be presenting their Municipal Context Report.

2. Approval of Agenda

M 2019-72

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

Motion: That the Calgary Metropolitan Region Board approve the agenda of December 13, 2019, with the following changes:

- Add two items under #10 Roundtable:
 - i. Wheatland County Solid Waste; and
 - ii. Update on meeting with new Municipal Affairs Deputy Minister
- Move item #8 Growth Plan-Workshop #1-What we Heard to a public session.

Motion carried unanimously.

3. Approval of Minutes

M 2019-73

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

Motion: That the Calgary Metropolitan Region Board approve the Minutes of November 22, 2019, correcting the date under Item 3 Approval of Minutes to October 18, 2019.

Motion carried unanimously.

4. Municipal Context Report

Mayor Genung provided a presentation on the Town of Cochrane's Municipal Context Report.

5. ESA Background Study

Motion:

M 2019-74

Moved by Mayor Robertson **Seconded by** Reeve Boehlke, accepted by Chair.

Motion: That the Calgary Metropolitan Region Board approve the ESA Background Study as input for the Growth Plan Consultant.

Motion carried unanimously.

6. Stormwater Background Report

Motion:

M 2019-75

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

Motion: That the Calgary Metropolitan Region Board approve the Stormwater Background Report as input for the Growth Plan Consultant.

Motion carried unanimously.

7. CMRB Messaging Platform/Vision Statement

Motion:

M 2019-76

Moved by Mayor Genung **Seconded by** Reeve Boehlke accepted by Chair.

Motion: That the Calgary Metropolitan Region Board refer Items 7a Messaging Platform and 7b Vision Statements to the January 16 Joint Committee meeting for further review.

Motion carried unanimously.

8. Growth Plan Workshop #1-What We Heard

Motion:

M 2019-77

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

Motion: That the Calgary Metropolitan Region Board approve the Workshop #1 What We Heard Summary as amended and publicly release the document.

Motion carried.

9. Closed Session-HR Item

The Board moved into a closed session at 11:46 AM and returned to public session at 12:25.

Motion Arising:

M 2019-78

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

Motion: That the Calgary Metropolitan Region Board direct the Governance Committee to:

- A. Develop updated job descriptions for the Chair and the Chief Officer;
- B. Develop a robust performance evaluation process for both positions;
- C. Review Terms of Reference for all committees;
- D. Develop a recruitment process for the Chair for 2021; and
- E. Return to the Board with a work plan and update by Q1 of 2020.

Motion carried unanimously.

Motion Arising:

M 2019-79

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

Motion: That the Calgary Metropolitan Region Board direct Administration to add an in camera discussion on Board and Chair objectives for 2020 and post growth plan goals to its agenda in January 2020.

Motion carried unanimously.

Motion Arising:

M 2019-80

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

Motion: That the Calgary Metropolitan Region Board extend the Chair's contract by one year.

Motion carried unanimously.

10. Roundtable Discussion

Members held a brief roundtable discussion, including an update on the recent meeting with the newly appointed Deputy Minister of Municipal Affairs.

The City of Calgary highlighted a solid waste issue in the Region that is affecting Wheatland County, and possibly other municipalities.

Motion Arising:

M 2019-81

Moved by Councillor Carra **Seconded by** Reeve Link, accepted by Chair.

Motion: That the Calgary Metropolitan Region Board direct Administration to work with City of Calgary staff, and any other municipality that is interested, with the objective of bringing a background report on organic composting in the Region to the Intermunicipal Servicing Committee.

Motion carried unanimously.

11. Next Meeting: Friday January 24, 2020 @ MRU, 9:30 AM

12. Adjournment

The Chair declared the meeting adjourned at 12:45 PM.

CMRB Chair, Christopher Sheard

Agenda Item	5
Submitted to	Board
Purpose	For Information
Subject	Draft Governance Committee Minutes
Meeting Date	February 21, 2020
<i>That the Board receive for information the January 30, 2020 Draft Governance Committee Minutes</i>	
<p>Background:</p> <ul style="list-style-type: none"> • The Governance Committee met on January 30, 2020 • Draft Minutes have been prepared and are attached for your information 	
<p>Attachments</p> <ul style="list-style-type: none"> • Draft Governance Committee Minutes - January 30, 2020 	

Recommendation

That the Board receive for information the January 30, 2020 Draft Governance Committee Minutes.

Minutes of the meeting of
the Governance Committee of
the Calgary Metropolitan Region Board
held at Mount Royal University
on Thursday January 30, 2020

Delegates in Attendance:

Mayor Peter Brown – City of Airdrie
Councillor Gian-Carlo Carra – City of Calgary
Mayor Marshall Chalmers – City of Chestermere
Councillor Larry Spilak – Foothills County
Mayor Bill Robertson – Town of Okotoks
Councillor Jerry Gautreau – Rocky View County
Councillor Jamie Kinghorn – Town of High River
Councillor Glenn Koester – Wheatland County

CMRB Administration:

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

1. Call to Order

Called to order at 9:25 AM

2. Adoption of Agenda

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

Motion: That the Calgary Metropolitan Region Governance Committee approve the agenda of the meeting.

Motion carried unanimously.

3. Approval of Minutes

Moved by Mayor Chalmers, **Seconded by** Councillor Spilak, accepted by Chair.

Motion: That the Calgary Metropolitan Region Governance Committee approve the Minutes of the October 18, 2019 meeting.

Motion carried unanimously.

4. Q4 Actuals

The Committee directed Administration to revisit the decision by CRA to declare CMRB ineligible to qualify as a municipality under the Excise Tax Act, and therefore not allowed to claim a 100% GST rebate.

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

Motion: That the Calgary Metropolitan Region Governance Committee receive for information the Q4 Actuals and Year End and recommend they be reviewed by the Board.

Motion carried unanimously.

5. Draft Audited Financial Statements

Calvin Scott from Avail LLP reviewed the Financial Statements and answered questions for the Committee.

Moved by Councillor Kinghorn, **Seconded by** Councillor Koester, accepted by Chair.

Motion: That the Calgary Metropolitan Region Governance Committee recommend for approval to the Board the Audited Financial Statements.

Motion carried unanimously.

6. Conflict of Interest Policy and Procedure

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

Motion: That the Calgary Metropolitan Region Governance Committee recommend approval to the Board the Conflict of Interest Policy and Procedure with the following changes:

- i. Provide consistency on the term "Members" to clarify where that also applies to staff and contractors and where it applies only to members of a committee or board;
- ii. Include a reference in the policy that ties the receipt of a gift to the Province of Alberta Government policy as it exists from time to time; and
- iii. Conflict of Interest Procedure Item 1.3(b) to read as follows:
"In the event that the Chief Officer encounters a Conflict of Interest they will inform the Board Chair and will recuse themselves from working on the issue. The Board Chair will assume the responsibilities of the Chief Officer for managing the issue through to completion."

Motion carried unanimously.

The committee also had a discussion around "Outside Activities" and whether further clarification was needed. No motion was made on this subject.

7. Work Plan

CMRB Administration created a Work Plan for addressing items as per direction from the Board at their December 13 meeting. The following comments were made:

Item B: Consider whether it is best practice to have the Chair and Chief Officer craft their own performance evaluations. A suggestion was made that CAMA may have a template for performance evaluations.

Item C: A discussion was held on the potential for remote attendance at committee meetings. There was general agreement that attendance in person at meetings remains preferable, with the option for an alternate to attend if necessary.

Members also discussed the potential amalgamation of the Land Use Committee and the Intermunicipal Servicing Committee. There was general agreement around the benefits of amalgamating the two committees, while the specifics of how the meetings would be managed was not determined. This will be an item at the February meeting.

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

Motion: That the Calgary Metropolitan Region Governance Committee approve the proposed Work Plan

Motion carried unanimously.

Councillor Gautreau left the meeting at 11:05.

8. Recruitment Process for Chair 2021

The Committee provided feedback on the recruitment process for the Chair and suggested the item be added to the next Board agenda in a closed session.

9. Appeal/Dispute Resolution Mechanism-Direction from the Board

Jordon Copping advised that he had reviewed this item with staff from Chestermere and would be sending the options to all CAOs to solicit their feedback. This item will come back to the next Governance meeting.

Closed Session

The Committee moved into a closed Session @ 11:22 AM

Councillor Carra left at 11:45. Councillor Spilak left at 11:52.

The Committee returned to public session @ 12:12 PM

10. Next Meeting

Friday February 21 @ 8 AM, MRU Room EC2015

11. Adjourned at 12:15.

CMRB Chair, Christopher Sheard

DRAFT

Agenda Item	6
Submitted to	Board
Purpose	For Information
Subject	Q4 Actuals and Year End
Meeting Date	February 21, 2020
<i>That the Board receive for information the Q4 Actuals and Year End.</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 	

1. Introduction

CMRB Budget 2019 recognizes the large role consultants will play in assisting the Board and CMRB Administration develop the Growth and Servicing Plans. The Budget is heavily weighted to the second half of 2019, recognizing that most of the consultant work will be finished in the second half of the year, particularly in Q4.

The Q4 Actuals and Year End were reviewed at the January 30, 2020 Governance Committee meeting and were recommended to be reviewed by the Board.

2. Recommendation

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

	2019 Budget	2019 Q4 Budget	2019 Q4 Actual	Q4 Variance	YTD Budget	YTD Actual	YTD Variance
REVENUE							
GoA Grant	\$2,000,000.00	\$0.00	\$ -	\$0.00	\$2,000,000.00	\$2,000,000.00	\$0.00
Interest on GIC	\$0.00	0	\$ 37,401.63	\$37,401.63	\$0.00	\$60,554.64	\$60,554.64
TOTAL Revenue	\$2,000,000.00	\$0.00	\$ 37,401.63	\$37,401.63	\$2,000,000.00	\$2,060,554.64	\$60,554.64
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	\$636,000.00	\$159,000.00	\$ 159,009.22	-\$9.22	\$636,000.00	\$647,048.10	-\$11,048.10
Benefits	\$117,000.00	\$29,250.00	\$ 27,739.83	\$1,510.17	\$117,000.00	\$111,774.68	\$5,225.32
Board Chair	\$140,000.00	\$35,000.00	\$ 58,538.00	-\$23,538.00	\$140,000.00	\$104,878.00	\$35,122.00
TOTAL STAFFING COSTS	\$893,000.00	\$223,250.00	\$ 245,287.05	-\$22,037.05	\$893,000.00	\$863,700.78	\$29,299.22
OFFICE LEASE	\$85,980.00	\$21,495.00	\$ 16,320.60	\$5,174.40	\$85,980.00	\$64,784.38	\$21,195.62
OFFICE OPERATING COST							
General Operating Costs	\$35,640.00	\$8,910.00	\$ 13,342.49	-\$4,432.49	\$35,640.00	\$37,789.02	-\$2,149.02
Professional Fees	\$30,000.00	\$7,500.00	\$ 1,010.90	\$6,489.10	\$30,000.00	\$26,471.41	\$3,528.59
TOTAL OFFICE OPERATION COSTS	\$65,640.00	\$16,410.00	\$ 14,353.39	\$2,056.61	\$65,640.00	\$64,260.43	\$1,379.57
TRAVEL COSTS	\$55,000.00	\$13,750.00	\$ 13,868.34	-\$118.34	\$55,000.00	\$20,244.27	\$34,755.73
MEETING COSTS							
Meeting Venue/Catering	\$55,800.00	\$13,950.00	\$ 18,516.58	-\$4,566.58	\$55,800.00	\$41,516.56	\$14,283.44
Per Diem	\$120,000.00	\$30,000.00	\$ 26,510.31	\$3,489.69	\$120,000.00	\$50,866.69	\$69,133.31
TOTAL MEETING COSTS	\$175,800.00	\$43,950.00	\$ 45,026.89	-\$1,076.89	\$175,800.00	\$92,383.25	\$83,416.75
CONSULTANT COSTS							
Growth/ Servicing Plan	\$1,200,000.00	\$300,000.00	\$ 675,155.62	-\$375,155.62	\$1,200,000.00	\$1,091,062.59	\$108,937.41
REF Consultants	\$288,000.00	\$72,000.00	\$ 14,380.58	\$57,619.42	\$288,000.00	\$47,237.53	\$240,762.47
TOTAL CONSULTANT COSTS	\$1,488,000.00	\$372,000.00	\$ 689,536.20	-\$317,536.20	\$1,488,000.00	\$1,138,300.12	\$349,699.88
CONTINGENCY	\$36,000.00	\$9,000.00	\$ -	\$9,000.00	\$36,000.00	\$0.00	\$36,000.00
TOTAL EXPENDITURE	\$2,814,420.00	\$703,605.00	\$ 1,024,392.47	-\$320,787.47	\$2,814,420.00	\$2,243,673.23	\$570,746.77

NOTES

- As previously noted the CMRB contribution to CPP and EI was underbudgeted. However, overall, CMRB is underbudget on total staffing costs.
- Q4 figures include some invoices from Q3.
- General office operating costs were 6% higher than budgeted.
- Q4 figures include some travel costs incurred in Q3.
- Additional meetings were held in Q4.
- As previously discussed, payments to consultants supporting the drafting of the Growth/Servicing plan were anticipated to be higher in Q4.
- While overbudget for Q4, total spending for 2020 is ~20% underbudget for the year.

Agenda Item 6 Attachment

Agenda Item	7
Submitted to	Board
Purpose	For Decision
Subject	2019 Draft Audited Financial Statements
Meeting Date	February 21, 2020
<i>That the Board approve the Audited Financial Statements</i>	
<p>Background</p> <ul style="list-style-type: none"> • Audited financial statements are required as part of the annual report which the CMRB is mandated to provide to the Minister of Municipal Affairs. • The Governance Committee reviewed the Financial Statements on January 30, 2020. Calvin Scott from Avail LLP was in attendance to present the documents and answer questions. 	
<p>Attachments:</p> <ol style="list-style-type: none"> 1. Financial Statements 2. Trial Balance 3. Avail Audit Letter 	

1. Introduction

Audited financial statements are required as part of the annual report which the CMRB is mandated to provide to the Minister of Municipal Affairs.

The Governance Committee reviewed the Financial Statements on January 30, 2020. Calvin Scott from Avail LLP was in attendance to present the documents and answer questions. The Governance Committee recommended the Financial Statements for approval to the Board.

2. Recommendation

That the Board approve the Audited Financial Statements.

CALGARY METROPOLITAN REGION BOARD

FINANCIAL STATEMENTS

For the year ended December 31, 2019

Draft

Agenda Item 7 Attachment

CALGARY METROPOLITAN REGION BOARD

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For the year ended December 31, 2019

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INDEPENDENT AUDITOR'S REPORT

To: The Board of
Calgary Metropolitan Region Board

Opinion

We have audited the financial statements of the Calgary Metropolitan Region Board which comprise the statement of financial position as at December 31, 2019, and the statements of operations, change in net financial assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Board as at December 31, 2019, its results of operations, change in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

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

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

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

INDEPENDENT AUDITOR'S REPORT, continued

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

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

Lethbridge, Alberta

January 30, 2020

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Chartered Professional Accountants

MANAGEMENT REPORT

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

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

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

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

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

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

Chief Officer

CALGARY METROPOLITAN REGION BOARD
STATEMENT OF FINANCIAL POSITION
As at December 31, 2019

	2019	2018
Financial assets		
Cash and cash equivalents	\$ 394,301	\$ 380,278
Short term investments (note 3)	2,625,125	2,825,000
Accounts receivable	14,292	19,731
GST receivable	31,432	10,078
	3,065,150	3,235,087
Liabilities		
Accounts payable and accrued liabilities	130,926	91,149
Deferred revenue (note 4)	992,061	1,250,921
	1,122,987	1,342,070
Net financial assets	1,942,163	1,893,017
Non-financial assets		
Prepaid expenses (and deposits)	6,109	12,043
Tangible capital assets (schedule 1)	10,689	16,661
	16,798	28,704
Accumulated surplus (note 5, schedule 2)	\$ 1,958,961	\$ 1,921,721

Commitments (note 10)

Approved on behalf of the board:

Member _____

Member _____

CALGARY METROPOLITAN REGION BOARD
STATEMENT OF OPERATIONS
For the year ended December 31, 2019

	Budget (unaudited)	2019	2018
Revenue			
Alberta Municipal Affairs	\$ 2,000,000	\$ 2,258,861	\$ 819,079
Calgary Regional Partnership	-	-	1,873,286
Interest	-	60,555	19,731
	2,000,000	2,319,416	2,712,096
Expenses			
Consulting fees	1,524,000	1,141,440	126,245
Wages and benefits	753,000	780,397	560,979
Board chair remuneration	140,000	104,878	-
Meeting costs	175,800	93,796	40,604
Rent	85,980	70,928	8,430
Professional fees	30,000	26,870	15,951
Travel and accommodation	55,000	20,242	1,361
Dues and subscriptions	12,000	15,379	9,089
Office and administration	15,600	9,579	10,976
Insurance	5,040	5,480	2,229
Professional development	-	3,538	1,079
Utilities	3,000	1,663	3,053
Interest and bank charges	-	810	562
Advertising and promotion	-	775	1,847
Freight and delivery	-	429	1,998
Amortization	5,972	5,972	5,972
	2,805,392	2,282,176	790,375
(Deficiency) excess of revenue over expenses	(805,392)	37,240	1,921,721
Accumulated deficit surplus, beginning of year	1,921,721	1,921,721	-
Accumulated deficit surplus, end of year	\$ 1,116,329	\$ 1,958,961	\$ 1,921,721

CALGARY METROPOLITAN REGION BOARD
STATEMENT OF CHANGE IN NET FINANCIAL ASSETS
For the year ended December 31, 2019

	Budget (unaudited)	2019	2018
(Deficiency) excess of revenue over expenses	\$ (805,392)	\$ 37,240	\$ 1,921,721
Acquisition of tangible capital assets	15,000	-	(22,633)
Amortization of tangible capital assets	5,972	5,972	5,972
	20,972	5,972	(16,661)
Net change in inventory for consumption	-	5,934	(12,043)
Change in net financial assets	(784,420)	49,146	1,893,017
Net financial assets, beginning of year	1,893,017	1,893,017	-
Net financial assets, end of year	\$ 1,108,597	\$ 1,942,163	\$ 1,893,017

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CALGARY METROPOLITAN REGION BOARD**STATEMENT OF CASH FLOWS**

For the year ended December 31, 2019

	2019	2018
Operating transactions		
excess of revenue over expenses	\$ 37,240	\$ 1,921,721
Adjustments for items which do not affect cash		
Amortization of tangible capital assets	5,972	5,972
	43,212	1,927,693
Net change in non-cash working capital items		
Accounts receivable	5,439	(19,731)
GST receivable	(21,354)	(10,078)
Prepaid expenses (and deposits)	5,934	(12,043)
Accounts payable and accrued liabilities	39,777	91,149
Deferred revenue	(258,860)	1,250,921
Cash applied to (provided by) operating transactions	(185,852)	3,227,911
Capital transactions		
Acquisition of tangible capital assets	-	(22,633)
Investing transactions		
Change in short-term investments	199,875	(2,825,000)
Increase in cash and cash equivalents	14,023	380,278
Cash and cash equivalents, beginning of year	380,278	-
Cash and cash equivalents, end of year	\$ 394,301	\$ 380,278

1. Nature of operations

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

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

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

2. Significant accounting policies

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

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

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

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

2. Significant accounting policies, continued

(d) Non-financial assets

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

(i) Tangible capital assets

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

	Years
Furniture and fixtures	10
Buildings	5
Computer equipment	3

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

(ii) Contributions of tangible capital assets

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

(iii) Leases

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

(e) Use of estimates

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

CALGARY METROPOLITAN REGION BOARD
NOTES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2019

3. Cash in trust

Short term investments consists of Guaranteed Investment Certificates (GICs) that have effective interest rates of 0.50% to 1.95% and mature between March to August 2020.

4. Deferred revenue

	2018	Received	Recognized	2019
Alberta Municipal Affairs	1,250,921	2,017,343	2,276,204	992,060

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

5. Accumulated surplus

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

	2019	2018
Unrestricted surplus	\$ 1,948,272	\$ 1,905,060
Equity in tangible capital assets (note 6)	10,689	16,661
	\$ 1,958,961	\$ 1,921,721

6. Equity in tangible capital assets

	2019	2018
Tangible capital assets	\$ 22,633	\$ 22,633
Accumulated amortization	(11,944)	(5,972)
	\$ 10,689	\$ 16,661

7. Financial instruments

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

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

8. Economic dependence

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

9. Local authorities pension plan

Employees of the Board participate in the Local Authorities Pension Plan (LAPP), which is one of the plans covered by the Alberta Public Sector Pensions Plans Act. The plan serves about 459,000 people and 421 employers. The LAPP is financed by the employer and employee contributions and by investment earnings of the LAPP Fund.

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

The Board is required to make current service contributions to the LAPP of 10.39% of pensionable earnings up to the year's maximum pensionable earnings under the Canada Pension Plan and 14.84% on pensionable earnings above this amount. Employees of the Board are required to make current service contributions of 9.39% of pensionable salary up to the year's maximum pensionable salary and 13.84% on pensionable salary above this amount.

Total current service contributions by the Board to the LAPP in 2019 were \$71,897 (2018 - \$39,588). Total current service contributions by the employees of the Board to the LAPP in 2019 were \$65,783 (2018 - 36,460).

At December 31, 2018, the LAPP disclosed an actuarial surplus of \$3.5 billion.

CALGARY METROPOLITAN REGION BOARD
NOTES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2019

10. Commitments

The Board entered into various consulting agreements prior to December 31, 2019. As at December 31, 2019, the Board had funding commitments outstanding which totaled \$1,144,277. These commitments are not recorded in the records until they are payable in accordance with the consulting agreements.

The Board has also entered into operating leases for a building and a digital printer. The Board's total obligation under these leases are \$111,787.

Payments over the next five years are as follows:

2020	\$	27,980
2021		29,697
2022		33,132
2023		20,978
		20,978
		\$ 111,787

11. Approval of financial statements

These financial statements were approved by Board and Management.

12. Budget amounts

The 2019 budget was approved by the Board and has been reported in the financial statements for information purposes only. The budget amounts have not been audited, reviewed, or otherwise verified.

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

Budgeted deficit per financial statements	\$	(805,392)
Less: Capital expenditures		(15,000)
Add: Amortization		5,972
		(814,420)
Equals: approved budgeted surplus		\$ (814,420)

CALGARY METROPOLITAN REGION BOARD
SCHEDULES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2019

Schedule of tangible capital assets	Schedule 1				
	Buildings	Furniture and fixtures	Computer equipment	2019	2018
Cost:					
Balance, beginning of year	\$ 5,285	\$ 3,719	\$ 13,629	\$ 22,633	-
Acquisitions	-	-	-	-	22,633
Balance, end of year	5,285	3,719	13,629	22,633	22,633
Accumulated amortization:					
Balance, beginning of year	1,057	372	4,543	5,972	-
Annual amortization	1,057	372	4,543	5,972	5,972
Balance, end of year	2,114	744	9,086	11,944	5,972
Net book value	\$ 3,171	\$ 2,975	\$ 4,543	\$ 10,689	\$ 16,661
2018 net book value	\$ 4,228	\$ 3,347	\$ 9,086	\$ 16,661	

CALGARY METROPOLITAN REGION BOARD
SCHEDULES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2019

Schedule of changes in accumulated surplus	Schedule 2			
	Unrestricted	Equity in tangible capital assets	2019	2018
Balance, beginning of year	\$ 1,905,060	\$ 16,661	\$ 1,921,721	\$ -
excess of revenue over expenses	37,240	-	37,240	1,921,721
Annual amortization expense	5,972	(5,972)	-	-
Change in accumulated surplus	43,212	(5,972)	37,240	1,921,721
Balance, end of year	\$ 1,948,272	\$ 10,689	\$ 1,958,961	\$ 1,921,721

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Calgary Metropolitan Region Board

Year End: December 31, 2019

Trial balance

Account	Prelim	Adj's	Reclass	Rep	Rep 12/18	%Chg
1000 Chequing	394,301.25	0.00	0.00	394,301.25	380,278.32	4
11.01 Cash	394,301.25	0.00	0.00	394,301.25	380,278.32	4
1030 GIC Interest Receivable	33,939.71	(19,647.60)	0.00	14,292.11	19,730.96	(28)
11.02 Accounts receivable	33,939.71	(19,647.60)	0.00	14,292.11	19,730.96	(28)
3000 Prepaid Deposit	6,109.41	0.00	0.00	6,109.41	6,109.41	0
3500 Prepaid Expenses	0.00	0.00	0.00	0.00	5,933.35	(100)
11.07 Prepaid expenses (and deposi	6,109.41	0.00	0.00	6,109.41	12,042.76	(49)
1020 GIC	2,625,125.00	0.00	0.00	2,625,125.00	2,824,999.99	(7)
11.98.01 Other current asset #1	2,625,125.00	0.00	0.00	2,625,125.00	2,824,999.99	(7)
2800 Phone System	5,285.00	0.00	0.00	5,285.00	5,285.00	0
12.20.03 Office equipment	5,285.00	0.00	0.00	5,285.00	5,285.00	0
2600 Computer Equipment	13,628.99	0.00	0.00	13,628.99	13,628.99	0
12.20.04 Computer equipment	13,628.99	0.00	0.00	13,628.99	13,628.99	0
2700 Furniture and Fixtures	3,719.00	0.00	0.00	3,719.00	3,719.00	0
12.20.06 Furniture and fixtures	3,719.00	0.00	0.00	3,719.00	3,719.00	0
1425 Accumulated Amortization - Phone S	(2,114.00)	0.00	0.00	(2,114.00)	(1,057.00)	100
12.21.03 Office equipment	(2,114.00)	0.00	0.00	(2,114.00)	(1,057.00)	100
1415 Accumulated Amortization - Comput	(9,086.00)	0.00	0.00	(9,086.00)	(4,543.00)	100
12.21.04 Computer equipment	(9,086.00)	0.00	0.00	(9,086.00)	(4,543.00)	100
1420 Accumulated Amortization - Furnitur	(743.80)	0.00	0.00	(743.80)	(371.90)	100
12.21.06 Furniture and fixtures	(743.80)	0.00	0.00	(743.80)	(371.90)	100
5001 Accrued Liabilities	(687.62)	(108,665.70)	0.00	(109,353.32)	(91,149.44)	20
13.01 Accounts payable and accrue	(687.62)	(108,665.70)	0.00	(109,353.32)	(91,149.44)	20
2505 Vacation accrual	0.00	(21,574.47)	0.00	(21,574.47)	0.00	0
13.01.02 Other AP #1	0.00	(21,574.47)	0.00	(21,574.47)	0.00	0
2500 GST Paid on Purchases	28,916.07	2,515.85	0.00	31,431.92	10,078.42	212
13.02 GST receivable	28,916.07	2,515.85	0.00	31,431.92	10,078.42	212
3600 Deferred Revenue	(1,250,921.34)	258,860.75	0.00	(992,060.59)	(1,250,921.34)	(21)
13.18 Deferred revenue	(1,250,921.34)	258,860.75	0.00	(992,060.59)	(1,250,921.34)	(21)
3100 Retained earnings	(1,921,720.76)	0.00	0.00	(1,921,720.76)	0.00	0

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TB FS

Calgary Metropolitan Region Board

Year End: December 31, 2019

Trial balance

Account	Prelim	Adj's	Reclass	Rep	Rep 12/18	%Chg
15.10.01 Opening/As previously stat	(1,921,720.76)	0.00	0.00	(1,921,720.76)	0.00	0
1400 Funding	(2,000,000.00)	(258,860.75)	0.00	(2,258,860.75)	(819,078.66)	176
21.01 Alberta Municipal Affairs	(2,000,000.00)	(258,860.75)	0.00	(2,258,860.75)	(819,078.66)	176
1401 Grant funding - CRP	0.00	0.00	0.00	0.00	(1,873,285.95)	(100)
21.02 Calgary Regional Partnership	0.00	0.00	0.00	0.00	(1,873,285.95)	(100)
4100 Interest Earned	(80,202.24)	19,647.60	0.00	(60,554.64)	(19,730.96)	207
21.10 Interest	(80,202.24)	19,647.60	0.00	(60,554.64)	(19,730.96)	207
5000 Advertising	775.00	0.00	0.00	775.00	450.00	72
5600 Promotional	0.00	0.00	0.00	0.00	1,395.93	(100)
23.01 Advertising and promotion	775.00	0.00	0.00	775.00	1,845.93	(58)
6300 Amortization	5,971.90	0.00	0.00	5,971.90	5,971.90	0
23.02 Amortization	5,971.90	0.00	0.00	5,971.90	5,971.90	0
5100 Consultants	1,013,147.23	103,149.85	0.00	1,116,297.08	126,244.68	784
5101 IREF consultant	25,142.65	0.00	0.00	25,142.65	0.00	0
23.09 Consulting fees	1,038,289.88	103,149.85	0.00	1,141,439.73	126,244.68	804
5070 Conferences/Professional Developpr	3,537.50	0.00	0.00	3,537.50	1,079.12	228
23.13 Professional development	3,537.50	0.00	0.00	3,537.50	1,079.12	228
5120 Freight & Delivery	97.25	0.00	0.00	97.25	824.32	(88)
5850 Shipping & Delivery Expense	331.33	0.00	0.00	331.33	1,173.50	(72)
23.16 Freight and delivery	428.58	0.00	0.00	428.58	1,997.82	(79)
5145 Insurance - Liability	5,480.00	0.00	0.00	5,480.00	2,229.11	146
23.19 Insurance	5,480.00	0.00	0.00	5,480.00	2,229.11	146
5010 Bank Charges	809.50	0.00	0.00	809.50	561.84	44
23.20 Interest and bank charges	809.50	0.00	0.00	809.50	561.84	44
5241 Board chair remuneration	104,878.00	0.00	0.00	104,878.00	0.00	0
23.27 Board chair remuneration	104,878.00	0.00	0.00	104,878.00	0.00	0
5130 Gratuity	243.47	0.00	0.00	243.47	60.60	302
5160 Meals & Entertainment	335.17	0.00	0.00	335.17	372.00	(10)
5170 Meeting Catering	18,448.74	0.00	0.00	18,448.74	15,201.72	21
5175 Meeting Venue	23,902.37	0.00	0.00	23,902.37	18,180.54	31
5750 Per Diems & Expenses	50,866.69	0.00	0.00	50,866.69	6,789.49	649
23.29 Meeting costs	93,796.44	0.00	0.00	93,796.44	40,604.35	131

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TB FS-1

Calgary Metropolitan Region Board

Year End: December 31, 2019

Trial balance

Account	Prelim	Adj's	Reclass	Rep	Rep 12/18	%Chg
5250 Office/General Admin Expenses	7,800.61	0.00	0.00	7,800.61	10,472.35	(26)
5860 Stationary & Printing	1,778.44	0.00	0.00	1,778.44	504.01	253
23.33 Office and administration	9,579.05	0.00	0.00	9,579.05	10,976.36	(13)
5150 Legal & Professional Fees	26,870.19	0.00	0.00	26,870.19	15,951.35	68
23.38 Professional fees	26,870.19	0.00	0.00	26,870.19	15,951.35	68
5800 Rent or Lease Payments	70,928.48	0.00	0.00	70,928.48	8,430.00	741
23.40 Rent	70,928.48	0.00	0.00	70,928.48	8,430.00	741
5110 Dues & Subscriptions	15,379.47	0.00	0.00	15,379.47	9,089.02	69
23.48 Dues and subscriptions	15,379.47	0.00	0.00	15,379.47	9,089.02	69
5880 Travel	20,218.29	0.00	0.00	20,218.29	901.80	2142
5885 Travel Meals	23.71	0.00	0.00	23.71	459.42	(95)
23.51 Travel and accommodation	20,242.00	0.00	0.00	20,242.00	1,361.22	1387
5900 Utilities	1,662.56	0.00	0.00	1,662.56	3,052.95	(46)
23.53 Utilities	1,662.56	0.00	0.00	1,662.56	3,052.95	(46)
5135 Insurance - Health Premiums	37,373.40	0.00	0.00	37,373.40	13,991.20	167
5240 Wages & Employee Benefits	647,048.10	3,000.00	0.00	650,048.10	546,987.96	19
5905 LAPP	71,401.28	0.00	0.00	71,401.28	0.00	0
5910 Vacation	0.00	21,574.47	0.00	21,574.47	0.00	0
23.54 Wages and benefits	755,822.78	24,574.47	0.00	780,397.25	560,979.16	39
	0.00	0.00	0.00	0.00	0.00	0
Net Income (Loss)	(74,249.09)			37,239.74	1,921,720.76	(98)

1/23/2020
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Prepared by	Reviewed by

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ENTER REPORT DATE IN LETTER CONTROL DOCUMENT

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

Ladies and Gentlemen:

We have completed our audit of the financial statements of the Calgary Metropolitan Region Board for the year ended December 31, 2019. Our audit included consideration of internal control relevant to the preparation of the financial statements to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of internal control. Accordingly, our review of any given control was limited and would not disclose all weaknesses in the system or all matters which an in-depth study might indicate. As you know, the maintenance of an adequate system of internal controls is the responsibility of the Board of Directors.

During the course of our audit for the year ended December 31, 2019, we identified no significant matters which may be of interest to the Board.

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

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

Thank you.

Yours truly,

AVAIL LLP

Calvin Scott, CPA, CA

Agenda Item	8(a)
Submitted to	Board
Purpose	For Decision
Subject	CMRB Conflict of Interest Policy
Meeting Date	February 21, 2020
<i>Motion that the Board approve the CMRB Conflict of Interest Policy</i>	
<p>Background</p> <ul style="list-style-type: none"> • A clear conflict of interest policy helps Board members and staff make appropriate decisions when faced with ethical considerations. A policy cannot cover all eventualities, but the spirit of the policy should guide the actions of all Board members and staff. • Having a clear policy will help guide decisions of CMRB staff, consultants and contractors. • At the October 18, 2019 meeting of the Governance Committee it was requested that the Conflict of Interest Policy be updated to give more clarity in the Business Interests section. Specifically, the Committee requested the policy be amended to include 'pecuniary interest' as defined by the <i>Municipal Government Act</i>. • The Governance Committee reviewed the Procedure on January 30, 2020 and recommended it for approval by the Board with the changes noted below. 	
<p>Attachments</p> <ul style="list-style-type: none"> • Updated Conflict of Interest Policy 	

1. Introduction

A clear, concise conflict of interest policy guides CMRB staff, consultants, contractors and Board members in the use and dissemination of sensitive information. As the Board matures as an organization, policies will be evergreened to reflect best practices and provide more clarity.

2. Background

The original Conflict of Interest Policy was passed by the Board in June, 2018. At the direction of the Governance Committee this policy has been updated to include 'pecuniary interest' as defined by the *Municipal Government Act*.

The Governance Committee reviewed the Policy on January 30, 2020, requested the below changes, and are recommending the attached version.

- Clarity on the term “members” to clarify where that also applies to staff and contractors.
- Include reference that ties the receipt of a gift to the GOA policy as it exists from time to time.
 - Upon review of the GoA gift policy for elected officials, it was determined that is a much broader policy than was contemplated during the discussion with the Governance Committee. It was noted by a Board member that each Board, Committee and sub-committee member is already governed by their municipality's policy and that this could be adopted by the Board for greater clarity.
 - For staff, the policy has remained the same as in the original policy. This reflects language contained in Code of Conduct and Ethics for the Public Service of Alberta.

3. Recommendation

CMRB Administration requests that the Board approve the CMRB Conflict of Interest Policy.

4. Proposed 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.

Agenda Item 8(a)

Board and Committee Members, staff members 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 must avoid participating in outside activities that conflict with the interests and work of the CMRB. Members will discuss any potential conflicts with the CMRB Chair and/or the Chief Officer.

Pecuniary Interests

If a member or staff member 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 member must follow the CMRB Pecuniary Conflict of Interest Procedure.

Volunteer Activity

If members 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 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 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.

Agenda Item	8 (b)
Submitted to	Board
Purpose	For Decision
Subject	CMRB Pecuniary Conflict of Interest Procedure
Meeting Date	February 21, 2020
That the Board approve the proposed Pecuniary Conflict of Interest Procedure.	
<p>Background</p> <ul style="list-style-type: none"> • The CMRB Regulation grants the Board the authority to create internal governance policies and processes. • The Calgary Metropolitan Region encompasses a large area and it is possible that Board Members, Committee Members and staff may encounter a conflict of interest through the execution of their duties. • At the April 26, 2019 Governance Committee meeting the Committee requested Administration develop a procedure to be followed in the event staff or Board or Committee members experienced a conflict of interest. • At the October 18, 2019 Governance Committee meeting the Committee requested more clarity be given to the Conflict of Interest Policy – specifically regarding pecuniary interest. • The attached Pecuniary Conflict of Interest Procedure has been updated to reflect the request of the Committee. • The Governance Committee reviewed the Procedure on January 30, 2020 and recommended it for approval by the Board with the changes noted below. 	
<p>Attachments</p> <ul style="list-style-type: none"> • Draft Pecuniary Conflict of Interest Procedure 	

Introduction

At the April 26, 2019 Governance Committee meeting the Committee requested Administration develop a procedure to be followed in the event staff or Board or Committee members experienced a conflict of interest.

At the October 18, 2019 Governance Committee meeting the Committee requested more clarity be given to the Conflict of Interest Policy – specifically regarding pecuniary interest.

At the January 30, 2020 Governance Committee meeting the following change was made to 1.3(b):

*“b) In the event that the Chief Officer encounters a Conflict of Interest they will inform the Board Chair and **remove the words “and all staff”** will recuse themselves from working on the issue. The Board Chair will assume the responsibilities **remove the words “all staff members”** of the Chief Officer for managing the issue through to completion.”*

Recommendation

That the Board approve the proposed Pecuniary Conflict of Interest Procedure.

Pecuniary Conflict of Interest Procedure

Procedure Purpose

The Pecuniary Conflict of Interest Procedure will give guidance to Board, Committee and sub-Committee Members (Members) and CMRB Administration staff (“Staff”) in the event they encounter a Pecuniary Conflict of Interest.

Scope

This procedure applies to all Members and Staff of the Calgary Metropolitan Region Board. Calgary Metropolitan Region Board Governance Policy G-03, Conflict of Interest Policy, outlines situations which constitute a Conflict of Interest. Specifically, this Procedure addresses a situation which may arise if a Board, Committee or Staff member encounter a Conflict of Interest with respect to pecuniary interests.

Procedure

1. Recusal

In the event that a Member or Staff identify a Conflict of Interest under the Pecuniary Interests section of the Conflict of Interest Policy, the individual must recuse themselves from the decision-making process relating to the topic.

1.1 Board, Committee or sub-Committee Members

In the event of a Pecuniary Conflict of Interest, Members will recuse themselves from voting on an issue and their alternate will attend any meetings where the issue is to be discussed and will vote on the matter.

1.2 Board Chair

In the event of a Pecuniary Conflict of Interest the Board Chair will refrain from discussing the issue with staff and will recuse themselves from chairing the portion of a meeting where the issue is being discussed. In this event the meeting will be chaired by the Vice Chair of the Board.

1.3 Staff Members

a) In the event that a staff member, other than the Chief Officer, encounters a Pecuniary Conflict of Interest they will inform the Chief Officer of the conflict and recuse themselves from working on the issue. The Chief Officer will assume the responsibility of the staff member for managing the issue through to completion.

b) In the event that the Chief Officer encounters a Pecuniary Conflict of Interest they will inform the Board Chair and will recuse themselves from working on the issue. The Board Chair will assume the responsibilities of the Chief Officer for managing the issue through to completion.

Agenda Item	9
Submitted to	Board
Purpose	For Decision
Subject	Regional Employment Analysis
Meeting Date	February 21, 2020
<i>Motion that the Board approve the Regional Employment Analysis report</i>	
<p>Summary</p> <ul style="list-style-type: none"> • The purpose of the Regional Employment Analysis is to develop employment projections, build an understanding of regional employment, and provide some discussion around what defines regional employment areas. • Regional employment projections were approved by the Board at the November 2019 meeting and are being used as an input to the HDR Calthorpe scenario planning process. • The Regional Employment Analysis report was presented at the January 2020 Joint Committee meeting. Concerns were raised by Wheatland County and the City of Calgary around the breakdown of jobs by municipality shown in the report. • CMRB Administration met with representatives of Applications Management, the City of Calgary, and Wheatland County to discuss the allocation of jobs by municipality. Applications Management has amended the report to reflect the discussion. • The Regional Employment Analysis report was recommended to the Board for approval at the February 2020 Joint Committee meeting. 	
Attachment: Draft Regional Employment Analysis - Applications Management Consulting	

1. Background

The Regional Employment Analysis report was presented at the January 2020 Joint Committee meeting. Concerns were raised by Wheatland County and the City of Calgary around the breakdown of jobs by municipality shown in the report. CMRB Administration met with representatives of Applications Management, the City of Calgary, and Wheatland County to discuss a path forward to document finalization. Applications Management amended the report in consideration of the feedback provided during the meeting.

Agenda Item 9

The amended report was presented to the February 2020 Joint Committee meeting. The report was recommended to the Board for approval.

2. Study Outcomes

The purpose of the Regional Employment Analysis is to develop employment projections, build an understanding of regional employment, and provide some discussion around what defines regional employment areas. The results of this analysis will form a background technical report for consideration in the development of the scenarios to be created by HDR Calthorpe as part of their planning process.

The regional employment projections are long-term estimates developed using the Rennie population forecasts as a base. The Rennie population forecasts were approved by the Board in 2018. This methodology is consistent with the expectations of HDR Calthorpe who agree that the employment projections must be consistent with the Rennie population forecasts.

The main outcomes of the study include:

- A “status quo” (business as usual) regional employment forecast
- Characteristics for identifying regionally significant employment areas for the consideration of the HDR Calthorpe team (non-binding recommendations).

As part of the analysis, Applications Management completed some alternative scenario forecasts to identify ways that structural changes in employment might affect employment in the Calgary Metropolitan Region (CMR). These have been included as an appendix to the final report for information.

2.1. Status quo employment projections

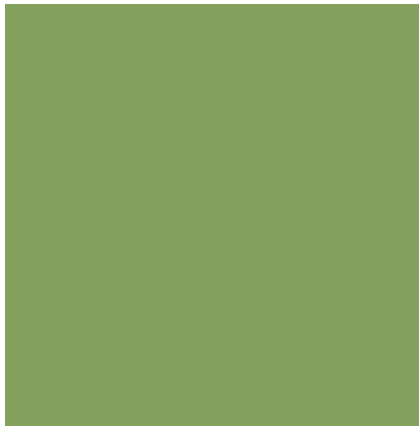
A status quo regional employment projection was approved by the Board at its November 2019 meeting. This projection has been incorporated into HDR Calthorpe’s scenario planning process. This projection was thoroughly reviewed as part of this background study and is consistent with the expectations of municipal administrations.

2.2. Defining Regionally Significant Employment

The report provides a list of characteristics to inform the identification of regionally significant employment areas. Mapping the location of regionally significant employment areas has been removed from the scope of this project. The outcomes of the report will not be binding to the work of HDR Calthorpe but will be available to them for their information.

3. Recommendation

That the Board for approve the Regional Employment Analysis report.



**Final
DRAFT**



**Calgary Metropolitan
Region Board**

**Regional
Employment Forecasts**



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Final Report

January 30, 2020

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Introduction

The Calgary Metropolitan Region Board (CMRB) was officially established in January 2018 when the Calgary Metropolitan Region Board Regulation (“CMRB Regulation”, Alberta Regulation 190/2017) came into effect, creating the first provincially-mandated growth management board for the Calgary region. The CMRB has been mandated to prepare a regional Growth Plan and Servicing Plan that will guide the future growth of the region.

PURPOSE OF THE ANALYSIS

The purpose of this study is to evaluate the potential for non-residential growth within the Calgary region. This involves the projection of the employment growth in the region by major industry group over a long range timeframe, from 2018 to 2054. Additionally it involves consideration of the types of economic activity and employment growth that may be considered ‘regional’ in nature, as compared to activity that is considered to be local or sub-regional in nature. This distinction is important as the development of a regional plan should incorporate measures to ensure that the economic development potential of the region is not constrained by either planning or servicing impediments.

Further to this analysis a more in depth geographic analysis should be undertaken during the development of the Growth Plan to gain an understanding of the regionally significant employment areas within the region including where they are located, opportunities for growth, barriers to development, and approaches to planning these areas.

STUDY AREA

The CMRB consists of representatives from 10 municipalities mandated to develop a long term plan for managed, sustainable growth in the Calgary Metropolitan Region.

- ▶ 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
- ▶ Wheatland County (portion included in the CMRB)

ANALYSIS COMPONENTS

The consulting team participated in substantial engagement with member municipalities through several meetings with the CMRB’s Land Use Committee and Technical Advisory Group. In addition, discussions were held with representatives of member municipalities planning and economic development staff to develop a comprehensive list of economic opportunities that should be considered in the analysis.

BACKGROUND ON REGIONAL ECONOMY

The Calgary region economy has experienced significant economic expansion over the past decade, at times leading the nation in growth. This growth has been driven in large part by the energy sector. The swings in energy prices have also resulted in downturns in the regional economy. While other sectors in the economy have also grown, the predominance of the energy sector has been both the strength and achilles heel of regional economy.

Calgary is second to Toronto as the host of the most head offices in Canada. Many of these head offices are in the energy sector. However Calgary has been successful in attracting head offices in the financial, construction, transportation and engineering sectors. The most recent downturn has had a significant affect on the demand for office space in the downtown area. This decline in demand for office space combined with a significant increase in supply has resulted in high vacancy rates. These peaked around 25% are and now beginning to moderate.

Strides have been made in diversifying the regional economy. For example, over the past 30 years, the finance, insurance and real estate and transportation and warehousing sectors have doubled their share of total activity in the regional economy. Manufacturing, construction and professional scientific and technical services sectors have also experienced significant growth in their share of activity in the regional economy.

EMPLOYMENT FORECASTS

The employment forecasts presented in this report have been developed to support the regional Growth Plan and Servicing Plan that will guide the future growth of the region. These forecasts provide guidance on the long term trends of growth for the Calgary Region. In a metropolitan geography such as the Calgary Region, long term projections of growth can help to gain an understanding of opportunities for growth, barriers to development, and approaches to planning areas within the Region.

This analysis presents employment forecasts from 2018 to 2054. In the development of the forecasts, 2018 base year employment was estimated, as there is no public source for 2018 employment for the Calgary Metropolitan Region. The CMRB approved population projections¹ for the Calgary Metropolitan Region were used to develop an estimate of the 2018 employment. This estimate uses the labour force participation rates and unemployment rate as published for 2018². Employment estimates were calculated annually, by applying labour force participation rates and unemployment rates - consistent with the rates used in the baseyear, to the annual population by age projections. This approach to estimating employment ensures internal consistency between the population and employment projections that are being used to inform the Growth Plan. In addition, CMRB provided employment data from the City of Calgary's Regional Transportation Model. This data included employment by aggregate 2 digit NAICS³ by transportation zone for the entire Calgary Metropolitan Region. This dataset, along with the 2018 employment estimate derived from the population projections was used to develop the 2018 employment by industry group and municipality. During the

¹ Population Projections. Produced for the Calgary Metropolitan Region Board & Its Member Municipalities. December 2018, Rennie Intelligence.

² Statistics Canada Labour Force Characteristics by census metropolitan area.

³ The aggregate 2 digit NAICS data was converted to 2 Digit NAICS for the purposes of this analysis to be able to make detailed industry growth assumptions.

process, the consulting team reviewed the 2018 employment data and made some revisions⁴ to the data based on feedback provided by members of the Technical Advisory Group (Spring 2018).

It is intended that the employment forecasts prepared for this analysis are used to inform the regional planning process. It is not intended that this data will be used to determine specific utility or transportation servicing requirements.

⁴ It is noted that the base year employment figures estimated for the purposes of this report vary from other estimates for employment for the City of Calgary and the Calgary Region. For example, using Statistics Canada Place of Work the City of Calgary would yield an employment estimate which is below that which is used for the purposes of this report. This difference while acknowledged is reflective of the variance in the estimated employment by location depending on the source of the information used.

Current Employment

Employment for 2018 has been estimated for the region using data from various sources⁵. This includes the CMRB approved population projections and the City of Calgary's Regional Transportation analysis that was originally prepared in 2009 and updated in 2015.

EMPLOYMENT BY INDUSTRY

Total employment in 2018 is estimated to total over 840,000 jobs. This employment has been broken down by industry in the table below. The North American Industrial Classification System (NAICS) has been used to describe the industry sectors. The two digit NAICS industry sector descriptions are provided in Appendix D.

The largest industry sector is Professional, scientific and technical services, with approximately 100,000 jobs representing almost 12% of total employment. Retail trade is the second largest industry group at 92,000 jobs (10.9% of the total), followed by Construction with approximately 83,000 jobs representing 9.8% of the total.

Calgary Metropolitan Region Employment by Industry (2018)⁶

NAICS Code	Industry	Employment	% of Emp
11	Agriculture, forestry, fishing and hunting	2,398	0.3%
21	Mining and oil and gas extraction	50,506	6.0%
22	Utilities	10,772	1.3%
23	Construction	82,833	9.8%
31-33	Manufacturing	46,436	5.5%
41	Wholesale trade	19,723	2.3%
44-45	Retail trade	92,020	10.9%
48-49	Transportation and warehousing	67,000	7.9%
51	Information and cultural industries	16,770	2.0%
52	Finance and insurance	30,917	3.7%
53	Real estate and rental and leasing	12,966	1.5%
54	Professional, scientific and technical services	99,569	11.8%
55	Management of companies and enterprises	2,729	0.3%
56	Administrative and support, waste management and remediation services	36,872	4.4%

⁵ See Appendix C for more information on the data sources used to inform the 2018 employment estimate.

⁶ 2 digit NAICS - see Appendix C for a description of each industry category.

NAICS Code	Industry	Employment	% of Emp
61	Educational services	48,655	5.8%
62	Health care and social assistance	77,198	9.2%
71	Arts, entertainment and recreation	20,995	2.5%
72	Accommodation and food services	53,963	6.4%
81	Other services (except public administration)	47,377	5.6%
91	Public administration	23,395	2.8%
Total		843,094	100%

EMPLOYMENT BY MUNICIPALITY

The majority of employment in the Region is located in the City of Calgary. Rocky View County has the second largest employment total. It has been estimated that each of the other municipalities have less than 2% of the regions employment.

Calgary Metropolitan Region Employment by Municipality (2018)

Municipality	Employment	% of Employment
Airdrie	15,360	1.8%
Calgary	755,146	89.6%
Chestermere	2,759	0.3%
Cochrane	8,146	1.0%
High River	9,492	1.1%
Foothills County	13,963	1.7%
Okotoks	9,164	1.1%
Rocky View County	20,574	2.4%
Strathmore	6,898	0.8%
Wheatland County*	1,594	0.2%
Total	843,096	100%

* Portion of Wheatland County included in the CMRB

Status Quo Scenario

For the purposes of this analysis a Status Quo scenario has been developed. The following section outlines the Status Quo scenario.⁷

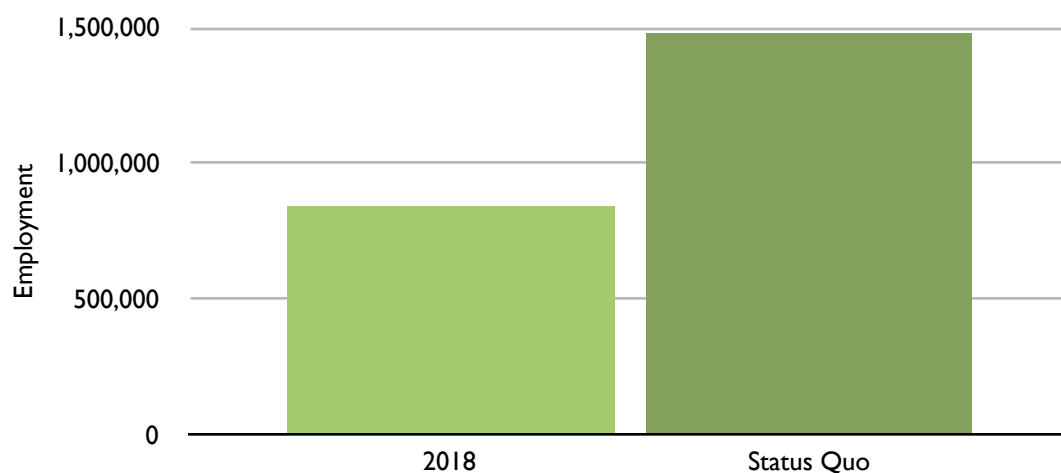
STATUS QUO

Employment growth in the Status Quo scenario was aligned to CMRB population forecasts⁸ prepared by Rennie Intelligence.

The Status Quo scenario analysis results are summarized as follows:

- ▶ **Population:** Total population increases from 1,589,218 in 2018 to 2,647,657 by 2054, an increase of 1,058,438 representing a 1.4% average annual growth rate.
- ▶ **Employment:** Total employment is projected to increase from 843,094 to 1,485,069 across the same period, an increase of 641,974 representing an average annual growth rate of 1.6%.
- ▶ **Labour Force:** The labour force increases consistently through the forecast period at an average annual rate of 1.5%.
- ▶ **Participation Rate:** The aggregate participation rate dips slightly from its 2018 rate of 70.4% to 66.4% by 2036, followed by a gradual increase to 69.6% by 2054.
- ▶ **Unemployment Rate:** The unemployment rate is projected to decline gradually from its 2018 rate of 7.9%, but remains above the 7.0% level through 2036. The unemployment rate is expected to settle at around 5.5% nearing the end of the forecast period.

Employment for 2018 and Status Quo Scenario

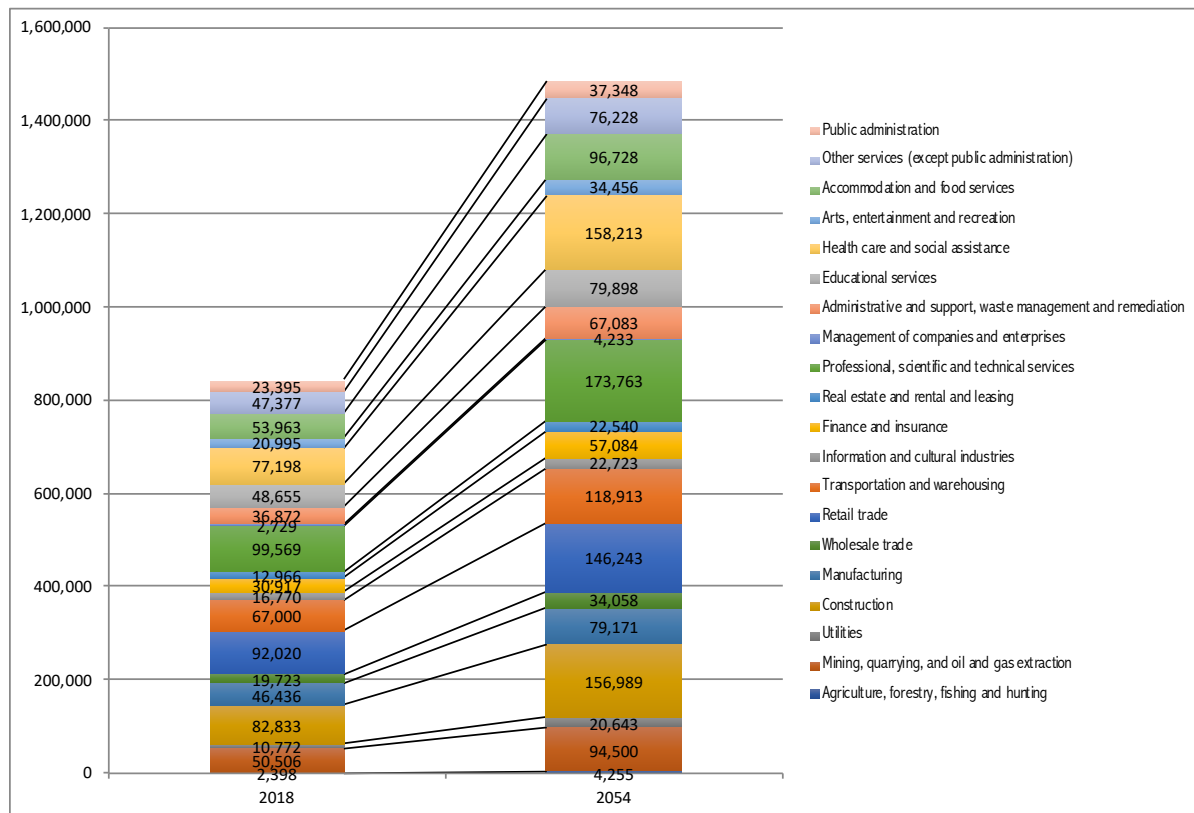


Between 2018 and 2054 there is job growth of 641,974. Relative to 2018, the industries with the largest job growth include: Healthcare and Social Assistance, Professional, scientific and technical services, Construction, Retail trade, and Transportation and warehousing. These industries comprise approximately 50% (+300,000 jobs) of total job growth over this period.

⁷The Status Quo scenario employment projections were approved by the Board at the November Board meeting.

⁸The age-specific population forecast target for 2054 was interpolated using the 2051 and 2056 data provided by Rennie Intelligence.

Employment by Industry - 2018 and Status Quo Scenario



Additional Scenario Discussion

As part of this process, the consulting team had further discussion with the Technical Advisory Group on different assumptions regarding six growth parameters and the respective employment impacts attributable to these parameters.⁹ The variation in these assumptions was explored to understand how employment will evolve based on structural changes to the economy. The details regarding these additional scenarios are presented in Appendix A.

These additional scenarios are not intended to be used as official regional projections. They are collectively intended to be used as a high-level reference tool that reflects the future directions of change envisioned for the region, recognizing that over a long term projection horizon there is uncertainty.

⁹ Growth parameters are defined as the fundamental components of the economy that can be used to define what direction economic growth can be expected to occur. These are described in detail in Appendix A.

Regionally Significant Employment Areas

Defining employment areas that have regional significance is important to ensure that sufficient lands are available for development, in the right locations, to maximize the potential for future economic and employment growth in the region. The definition of what comprises a 'regionally significant employment area' is subjective. As a result, an attempt has been made to attach some rigour to the process of defining "Regionally Significant Employment Areas". This has taken the form of some characteristics that may be considered in defining what areas rise to be of regional significance.

WHY ARE SOME EMPLOYMENT AREAS REGIONALLY SIGNIFICANT?

Some employment in every community and neighbourhood is tied to a specific location because it primarily services the community or neighbourhood around it. This would include a neighbourhood mall with a convenience store, gas station, health clinic and other retail and non-commercial services. This type of employment would not likely be considered 'regionally significant' because of its ties to the local community or neighbourhood. Contrast this with the Calgary International Airport, which provides a range of transportation and non-transportation services to the City of Calgary, residents and businesses in the Calgary metropolitan region and beyond. Employment of this type would clearly be 'regionally significant' as it services a broad range of users within the region and beyond the region. The purpose of identifying characteristics is to help define where an employment area transitions from primarily serving a local geographic base, to one that provides a regional function.

Further, it is noted that a 'regionally significant employment area' does not need to only accommodate development that is truly regional in nature, but would likely be predominately of this character. Similarly, it is possible that an area is not considered to have regional significance, but to have some development that provides goods or services beyond, or well beyond, what would be considered local within which it is located.

CHARACTERISTICS FOR DETERMINING REGIONALLY SIGNIFICANT EMPLOYMENT AREAS

It is recognized that determining 'regional significance' is not a precise science, but rather one that involves judgement. The following characteristics have been identified as a tool to assist in arriving at a consensus as to the factors important in determining 'regional significance' in the Calgary Metropolitan Region.

- ▶ Areas with approved land use plans.
- ▶ Areas with a critical mass of existing development. This could consider total employment, number of businesses or other metrics that help define critical mass.
- ▶ Areas with existing servicing and infrastructure 'in-place'.
- ▶ Connections to the regional, national and international transportation network including for both access to markets and supply of inputs to production:¹⁰
 - ▶ Rail

¹⁰ Consideration of the services and level of services for each transportation mode could be considered. For example, airport infrastructure with schedule air services could be considered more important than those without scheduled air service. Similarly, road infrastructure may consider the the level of service (i.e. highway, major arterials arterials, etc.).

- ▶ Road
- ▶ Air
- ▶ Connections to the regional transportation network to provide efficient access to required labour:
 - ▶ Road network
 - ▶ Transit
 - ▶ LRT / higher order transit
- ▶ Strategic considerations that areas may have potential for expanding in size and scale to provide regional benefit.

Appendix A: Scenario Development and Additional Scenario Results

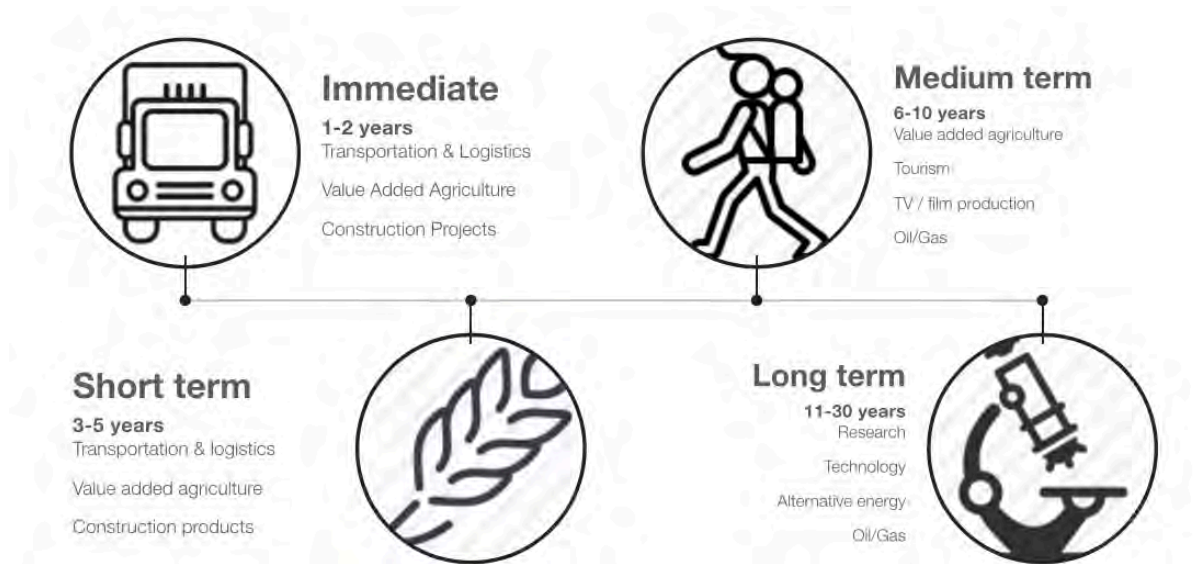
In developing the projections of future growth, the consulting team conducted a workshop with the Technical Advisory Group. Subsequent to this, discussions were held with representatives of each CMRB member municipality to discuss which industries were expected to hold the greatest potential for the municipality and for the region. This information was combined with published economic development initiatives and strategies as available for the member municipalities. The result was the definition of key industries that can be expected to drive growth in the future.

DRIVER INDUSTRIES


Based on research and input from the member municipalities, a road map of future growth by industry was prepared. This included consideration of not only which industries can be expected to lead growth – ‘driver industries’ – but also the general timeframe over which these industries might be expected to grow most significantly.

The specific driver industries identified and expected timeframe for growth are detailed below.




Driver Industries






IMMEDIATE TERM (1-2 YEARS)

<p>Transportation & logistics specialized cargo and logistic facilities</p>	 <p>Transportation</p>
<p>Value added agriculture: specialized food and beverage manufacturing.</p>	 <p>Value Added Agriculture</p>
<p>Non-residential construction: projects currently under construction is estimated at \$12.9 Billion.</p>	 <p>Construction Projects</p>




SHORT TERM (3-5 YEARS)

<p>Transportation and logistics: Large scale warehousing and storage facilities Transportation (air, rail, truck)</p>	 <p>Transportation</p>
<p>Value added agriculture: speciality food manufacturing, seed cleaning, cannabis production</p>	 <p>Value Added Agriculture</p>
<p>Manufacturing: growth in residential construction, building products/specialized home products, Industrial machinery/specialized machine shops, reinforced plastics.</p>	 <p>Manufacturing</p>

MEDIUM TERM (6-10 YEARS)

<p>Value added agriculture: plant proteins, micro-breweries/wineries</p>	 <p>Value Added Agriculture</p>
<p>Tourism: food accommodation sector; outdoor adventures, equestrian.</p>	 <p>Tourism</p>
<p>TV/Film Production: growth in residential construction, building products/specialized home products, Industrial machinery/specialized machine shops, reinforced plastics.</p>	 <p>T V / Film Production</p>

LONG TERM (11-20 YEARS)

<p>Research: pharmaceuticals, bio-technology, environmental sciences, growth food</p>	
<p>Technology: oil/gas/geomatics, software, big data, architecture, agriculture technology</p>	
<p>Alternative Energy: solar farms, natural gas, bio-solids</p>	

BASELINE GROWTH & STRUCTURAL CHANGE

The employment forecast includes two components: a Baseline projection that assumes there are no changes in economic 'structural' components of the regional economy. This Baseline employment forecast estimates total employment to increase to 1,341,460 for 2054. The Status Quo employment scenario includes a Baseline employment component, as well as a 'structural' employment component that results from assumptions regarding the degree to which each of six dimensions of the regional economy can change in the forecast. These 'structural' components of the forecast include the following dimensions: Economic Diversity; Technological Change; Trade Liberalization; Environmental Stewardship; Social Development; and Development Density. Each of these parameters are discussed below.

COMPONENTS OF STRUCTURAL CHANGE

Six key parameters of growth have been defined for the purpose of scenario development. These growth parameters have been used in the development of the employment scenario for this analysis. These growth parameters reflect consideration of the evolution of the Calgary regional economy over the long term forecast period

Structural Growth Parameters



It is recognized that each of these dimensions of structural growth often do not act independently. Rather they are related and to develop consistent projections of future economic and employment

growth, these interactions need to be defined. Below each of the components of structure growth are defined and how they are related is presented below.

ECONOMIC DIVERSITY

Diversification of the economy is a key initiative for the region and provincially. This refers to the variety of business and employment activities in the economy being spread across more industries as opposed to be concentrated in a few industries. In the context of the Calgary region, this refers to more of future economic growth being in non-energy related sectors than has historically been the case.

In measuring progress in diversifying the economy, the range for this parameter is defined as follows:

- ▶ **High:** The energy sector grows but at a lower rate than other selected driver industries.
- ▶ **Low:** The energy sector continues to dominate the regional economy.

Economic diversity is deemed to be strongly related to advancement of technological change, environmental stewardship and development density. The relationship of each structural parameter to economic diversity is provided below.



TECHNOLOGICAL CHANGE

Technological change is inevitable in today's economy and can affect each sector of the economy, albeit differentially. The effects of technological change depends on both the rate of technological change as it happens in the global economy and how quickly it is adopted within the local regional economy.

The range for this parameter is defined as follows:

- ▶ **High:** The rate of technological advancement and adoption of this technology is fast. As an example, autonomous vehicles and AI are developed and adopted quickly.
- ▶ **Low:** The rate of technological advancement is slow and costly to implement.

Technological change is deemed to be strongly related to economic diversity, trade liberalization, environmental stewardship and development density. The relationship of each structural parameter to technological change is provided below.



TRADE LIBERALIZATION

There are numerous international and inter-provincial barriers to trade that inhibit the movement of goods and services to and from Alberta and the Calgary region. The broad trend over past decades has been to reduce barriers to trade. Recently however, protectionist policies have been implemented, most notably by the United States.

The range for this parameter is defined as follows:

- ▶ **High:** Inter-provincial and international trade barriers are lowered through international trade agreements and inter-provincially through harmonization of specific industry requirements that removes or reduces the advantage of local suppliers.
- ▶ **Low:** Barriers to trade may be raised, including the implementation of tariffs or other policies that disadvantage non-local suppliers.

Trade liberalization is deemed to be strongly related to economic diversity, technological change, environmental stewardship and development density. The relationship of each structural parameter to technological change is provided below.



Trade Liberalization

Trade Liberalization	Economic Diversity	Technological Change	Environmental Stewardship	Social Progress	Development Density
Relationship What is the relationship between Trade Liberalization and the other Growth Parameters. + Positive ≈ Neutral - Negative	≈ Neutral Trade liberalization will likely affect some businesses positively (with export potential) and some negatively (where they compete with imports).	+ Positive Trade liberalization will increase the advancement and adoption of technological change.	++ Positive Trade agreements often include environmental measures and standards forcing the adoption of higher environmental standards.	≈ Neutral Trade liberalization is relatively independent of Social Progress for Canada. This may not be the case of some of Canada's trading partners.	+ Positive Businesses that rely on trade (imports/exports) will likely prefer to locate near major transportation hubs, encouraging density (where possible) in these locations.
Dependency	Mixed dependency: Industry specific	Minor dependency: Moves in same direction	Average dependency: Moves in same direction	Not dependent: Moves independently	Minor dependency: Moves in same direction

ENVIRONMENTAL STEWARDSHIP

Environmental stewardship is manifest in policies and practices that protect environmental assets. This has possible implications for many sectors of the economy, from energy production to consumer products.

The range for this parameter is defined as follows:

- ▶ **High:** Significant progress in advancing recycling, reducing air and water emissions and slowing/reversing climate change.
- ▶ **Low:** Slow progress in advancing recycling, reducing air and water emissions and slowing climate change.

Environmental stewardship is deemed to be strongly related to economic diversity, technological change, trade liberalization and development density. The relationship of each structural parameter to technological change is provided below.



Environmental Stewardship

Environmental Stewardship	Economic Diversity	Technological Change	Trade Liberalization	Social Progress	Development Density
Relationship What is the relationship between Environmental Stewardship and the other Growth Parameters. + Positive ≈ Neutral - Negative	+ Positive An emphasis on Environmental Stewardship will encourage economic diversification by creating demand for new and emerging businesses.	+ Positive Environmental challenges will advance the adoption of technological change as businesses will evolve using new practices and processes.	++ Positive Trade agreements often include environmental measures and standards forcing the adoption of higher environmental standards.	≈ Neutral Environmental Stewardship is relatively independent of Social Progress.	+ Positive Intensification of development will help reduce the demand for land resources.
Dependency	Minor dependency: Moves in same direction	Minor dependency: Industry specific	Average dependency: Moves in same direction	Not dependent: Moves independently	Minor dependency: Moves in same direction

SOCIAL DEVELOPMENT

Social development is defined as progress toward improving the well-being of citizens. This includes improving levels of education, health and well-being, and reducing poverty and income inequality. A healthy and educated population have lower social costs associated with health care, criminal justice and social services. Lower poverty and income balance tends to grow the local economy by creating more purchasing power in the hands of more people.

The range for this parameter is defined as follows:

- ▶ **High:** Major advances in reducing poverty and income disparity. Increases in general levels of education and well-being.
- ▶ **Low:** Little or no progress in reducing poverty and moderating income inequality. Similarly, no advancement in general levels of education and citizen well-being.

Social development is largely independent of the other structural change components. It is expected however, that increased density of development would help to promote social development by creating opportunities for living and working in the same community.



Social Progress

Social Progress	Economic Diversity	Technological Change	Trade Liberalization	Environmental Stewardship	Development Density
Relationship What is the relationship between Social Progress and the other Growth Parameters. + Positive = Neutral - Negative	≈ Neutral Social progress is largely independent of economic diversity.	≈ Neutral Social progress is largely independent of technological change.	≈ Neutral Trade liberalization is relatively independent of Social Progress for Canada.	≈ Neutral Environmental Stewardship is relatively independent of Social Progress.	+ Positive Productivity-enhancing technology could result in better use of land resources for industries. Produce the same (or greater) amount using less space.
Dependency	Not dependent: Moves independently	Not dependent: Moves independently	Not dependent: Moves independently	Not dependent: Moves independently	Minor dependency: Moves in same direction

DEVELOPMENT DENSITY

Development density isn't as much an economic parameter, but rather a planning/development dimension that can affect the nature and magnitude of growth. For the purposes of this analysis, development density has been defined as putting more development in less space. This has implications for municipal servicing, community development and business efficiency. As well, reducing the footprint of development creates opportunities for alternate land uses and can reduce environmental impacts associated with development.

The range for this parameter is defined as follows:

- ▶ **High:** Higher density employment based activities are increased and intensified for businesses that have an opportunity to do so. It is noted not all business activities are able to operate effectively and efficiently in less space.
- ▶ **Low:** A continuation of historical development patterns where compact development is not typically considered.

Development density is seen to have a positive relationship with each of the other structural components.



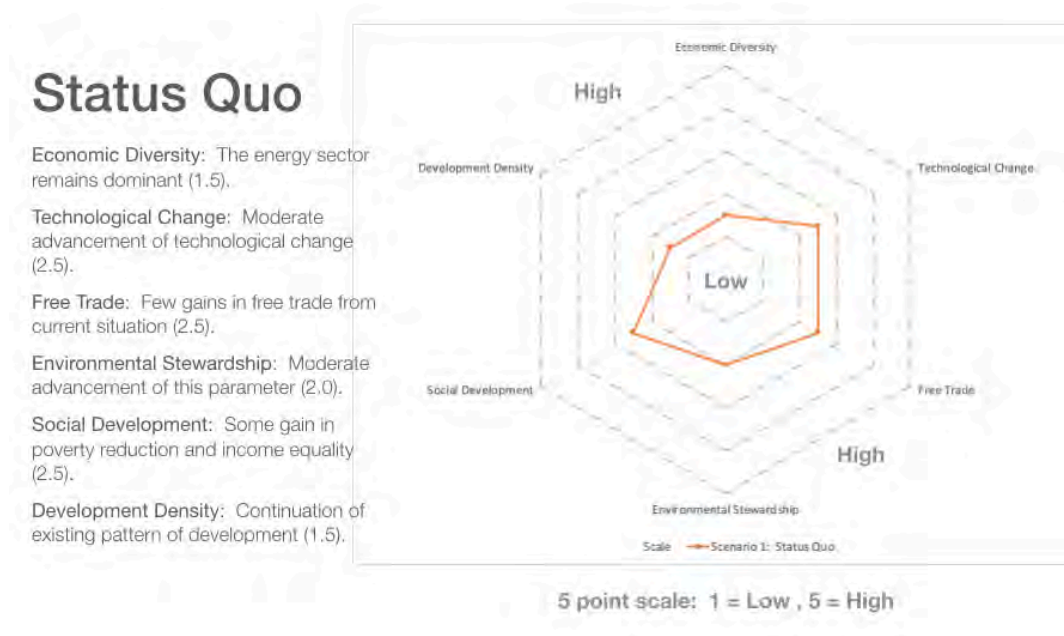
Development Density

Development Density	Economic Diversity	Technological Change	Trade Liberalization	Environmental Stewardship	Social Progress
<p>Relationship</p> <p>What is the relationship between Development Density and the other Growth Parameters.</p> <p>+ Positive = Neutral - Negative</p>	<p>++ Positive</p> <p>Newly emerging enterprises will likely benefit from the connectivities of increased densities and proximity to other businesses, services and workforce.</p>	<p>+ Positive</p> <p>Increased density of development will enhance the adoption of technological advancements that take advantage of smaller business footprints.</p>	<p>+ Positive</p> <p>Businesses that rely on trade (imports/exports) will likely prefer to locate near major transportation hubs, encouraging density (where possible) in these locations.</p>	<p>++ Positive</p> <p>Technological change is relatively independent of Social Progress.</p>	<p>+ Positive</p> <p>Productivity-enhancing technology could result in better use of land resources for industries. Produce the same (or greater) amount using less space.</p>
<p>Dependency</p>	<p>Average dependency: Moves in same direction</p>	<p>Minor dependency: Moves in same direction</p>	<p>Minor dependency: Moves in same direction</p>	<p>Average dependency: Moves in same direction</p>	<p>Minor dependency: Moves in same direction</p>

STATUS QUO SCENARIO

The Status Quo scenario incorporates some structural change, but this has been assumed to be minimal. The specific assumptions regarding structural change are summarized below.

Status Quo - Structural Change



Over the forecast period to 2054, structural change is projected to add an additional 144,000 jobs to the regional economy – 10.7% over and above the Baseline projection.¹¹ The resulting total employment for this scenario is 1.485 million jobs.

Status Quo Employment Scenario - Forecast Results for 2054

SCENARIO	BASELINE 2054	BASELINE + STRUCTURAL CHANGE 2054	STRUCTURAL CHANGE IN EMPLOYMENT	% CHANGE RELATIVE TO BASELINE
Status Quo	1,341,460	1,485,069	143,609	10.7%

In the Status Quo scenario employment in the Calgary region grows from 843,094 in 2018 to 1,485,069 by 2054, an average annual increase of 1.6% over the 35 year forecast period.

As part of this process, there was additional discussion on the variation of the six key parameters which were used for developing the Status Quo Scenario. Variation of the parameters reflect consideration of the evolution of the regional economy over the long term forecast period. The additional scenarios that were discussed include:

¹¹ The Baseline forecast is projected to increase employment in the region from 846,000 to 1.341 million between 2018 and 2054. This represents a total increase of 59% over the forecast period.

- ▶ **Economic Diversification Scenario:** This scenario focuses on maximizing the potential for diversification opportunities in the regional economy.
- ▶ **Technological Change Scenario:** This scenario focuses on maximizing the advancement of technological change and its adoption in the regional economy.
- ▶ **Development Density Scenario:** This scenario focuses on maximizing the potential for intensifying development in the regional economy.

The following section provides details regarding each of these additional scenarios. It is important to note that these scenarios are intended for discussion purposes only.

ECONOMIC DIVERSIFICATION SCENARIO

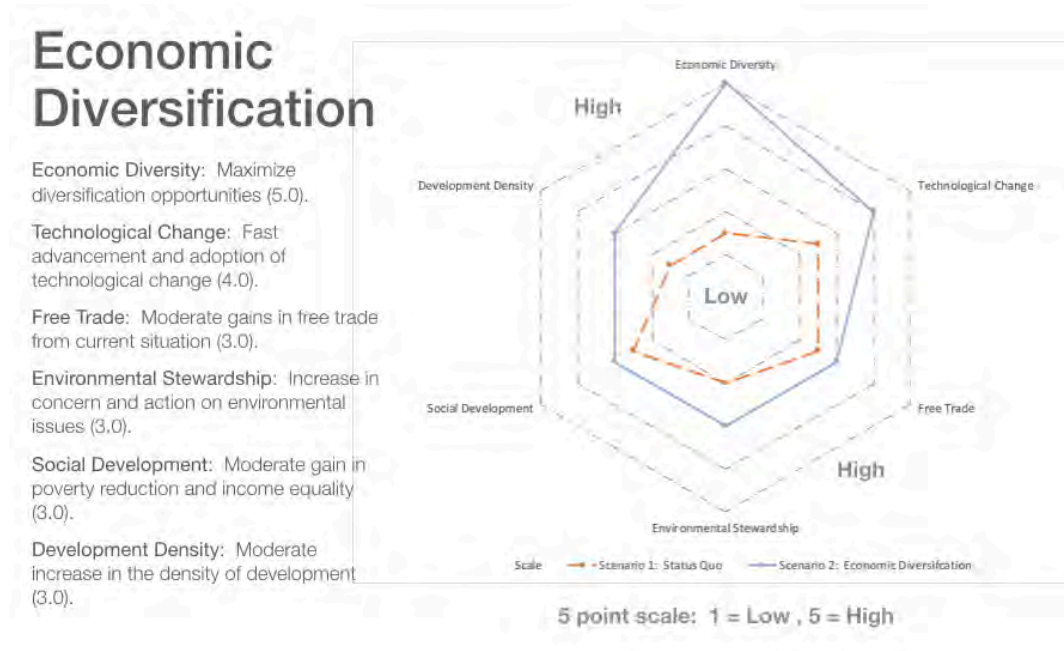
Population growth in the Economic Diversification scenario was projected using fertility, mortality and migration profiles identical to those outlined in the preceding Status Quo scenario section of this report.

The Economic Diversification scenario analysis results are summarized as follows:

- ▶ **Population:** Total population increases from 1,589,218 in 2018 to 2,854,016 by 2054, an increase of 1,264,016 representing a 1.6% average annual growth rate.
- ▶ **Employment:** Total employment is projected to increase from 843,094 to 1,602,069 across the same period, an increase of 758,975 representing an average annual growth rate of 1.8%.
- ▶ **Labour Force:** The labour force increases consistently through the forecast period at an average annual rate of 1.7%.
- ▶ **Participation Rate:** The aggregate participation rate dips slightly from its 2018 rate of 70.4% to 66.8% by 2036, followed by a gradual increase to 69.6% by 2054.
- ▶ **Unemployment Rate:** The unemployment rate is projected to decline relatively quickly from its 2018 rate of 7.9% to an average of about 6.0% by the 2026 to 2041 period, followed by further decline to 5.5% by the end of the forecast period.

The Economic Diversification scenario incorporates significant structural change. The specific assumptions regarding structural change are summarized below.

Economic Diversification - Structural Change



Over the forecast period to 2054, structural change is projected to add an additional 260,000 jobs to the regional economy – 19.4% over and above the Baseline projection.¹² The resulting total employment for this scenario is 1.6 million jobs.

Economic Diversification Employment Scenario - Forecast Results for 2054

SCENARIO	BASELINE 2054	BASELINE + STRUCTURAL CHANGE 2054	STRUCTURAL CHANGE IN EMPLOYMENT	% CHANGE RELATIVE TO BASELINE
Status Quo	1,341,460	1,485,069	143,609	10.7%
Economic Diversification	1,341,460	1,602,069	260,609	19.4%

TECHNOLOGICAL CHANGE SCENARIO

Population growth in the Technological Change scenario was projected using fertility, mortality and migration profiles identical to those outlined in the preceding Status Quo scenario section of this report.

The Technological Change scenario analysis results are summarized as follows:

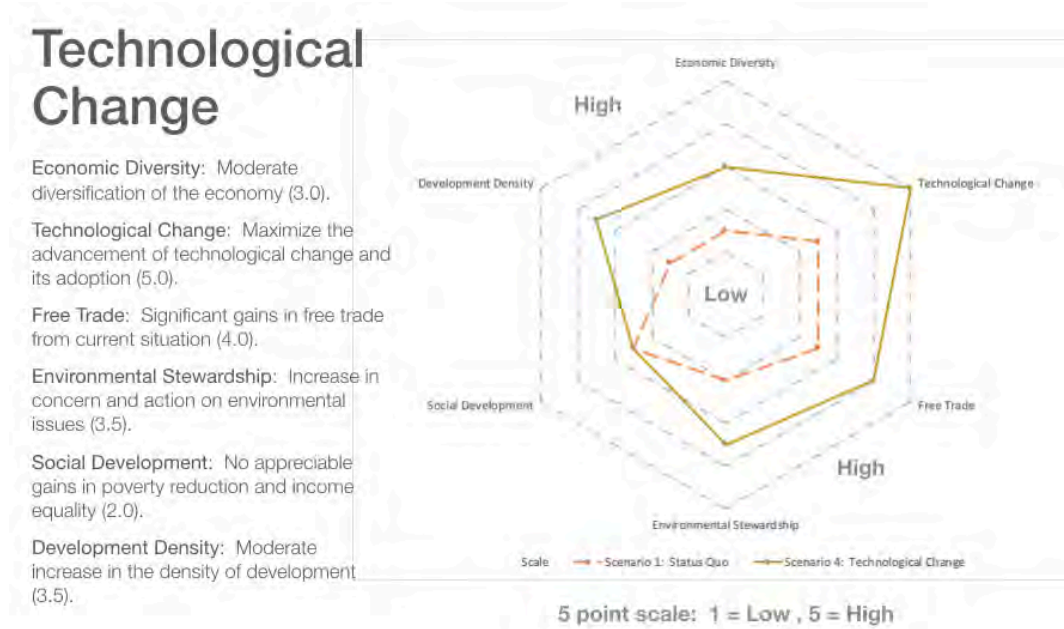
- **Population:** Total population increases from 1,589,218 in 2018 to 2,840,880 by 2054, an increase of 1,251,662 representing a 1.6% average annual growth rate.
- **Employment:** Total employment is projected to increase from 843,094 to 1,594,900 across the same period, an increase of 751,806 representing an average annual growth rate of 1.8%.

¹²The Baseline forecast is projected to increase employment in the region from 846,000 to 1.341 million between 2018 and 2054. This represents a total increase of 59% over the forecast period.

- ▶ **Labour Force:** The labour force increases consistently through the forecast period at an average annual rate of 1.7%.
- ▶ **Participation Rate:** The aggregate participation rate dips slightly from its 2018 rate of 70.4% to 66.8% by 2036, followed by a gradual increase to 69.6% by 2054.
- ▶ **Unemployment Rate:** The unemployment rate is projected to decline relatively quickly from its 2018 rate of 7.9% to an average of about 6.0% by the 2026 to 2041 period, followed by further decline to 5.5% by the end of the forecast period.

The Technological Change scenario incorporates significant structural change. The specific assumptions regarding structural change are summarized below.

Technological Change - Structural Change



Over the forecast period to 2054, structural change is projected to add an additional 253,000 jobs to the regional economy – 18.9% over and above the Baseline projection.¹³ The resulting total employment for this scenario is 1.6 million jobs.

Technological Change Scenario - Employment Forecast Results for 2054

SCENARIO	BASELINE 2054	BASELINE + STRUCTURAL CHANGE 2054	STRUCTURAL CHANGE IN EMPLOYMENT	% CHANGE RELATIVE TO BASELINE
Status Quo	1,341,460	1,485,069	143,609	10.7%
Technological Change	1,341,460	1,594,900	253,440	18.9%

¹³The Baseline forecast is projected to increase employment in the region from 846,000 to 1.341 million between 2018 and 2054. This represents a total increase of 59% over the forecast period.

DEVELOPMENT DENSITY SCENARIO

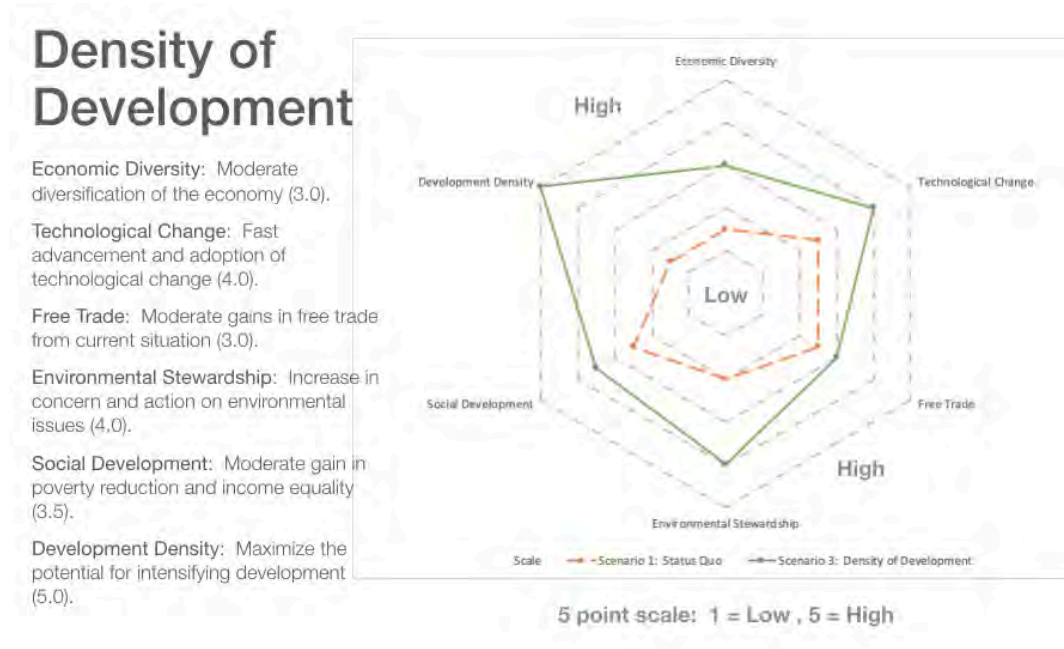
Population growth in the Development Density scenario was projected using fertility, mortality and migration profiles identical to those outlined in the preceding Status Quo scenario section of this report.

The Development Density scenario analysis results are summarized as follows:

- ▶ **Population:** Total population increases from 1,589,218 in 2018 to 2,821,975 by 2054, an increase of 1,232,756 representing a 1.6% average annual growth rate.
- ▶ **Employment:** Total employment is projected to increase from 843,094 to 1,584,410 across the same period, an increase of 741,316 representing an average annual growth rate of 1.8%.
- ▶ **Labour Force:** The labour force increases consistently through the forecast period at an average annual rate of 1.7%.
- ▶ **Participation Rate:** The aggregate participation rate dips slightly from its 2018 rate of 70.4% to 66.8% by 2036, followed by a gradual increase to 69.6% by 2054.
- ▶ **Unemployment Rate:** The unemployment rate is projected to decline relatively quickly from its 2018 rate of 7.9% to an average of about 6.0% by the 2026 to 2041 period, followed by further decline to 5.5% by the end of the forecast period.

The Development Density scenario incorporates significant structural change. The specific assumptions regarding structural change are summarized below.

Development Density - Structural Change



Over the forecast period to 2054, structural change is projected to add an additional 243,000 jobs to the regional economy – 18.1% over and above the Baseline projection.¹⁴ The resulting total employment for this scenario is 1.58 million jobs.

¹⁴The Baseline forecast is projected to increase employment in the region from 846,000 to 1.341 million between 2018 and 2054. This represents a total increase of 59% over the forecast period.

Development Density Employment Scenario - Forecast Results for 2054

SCENARIO	BASELINE 2054	BASELINE + STRUCTURAL CHANGE 2054	STRUCTURAL CHANGE IN EMPLOYMENT	% CHANGE RELATIVE TO BASELINE
Status Quo	1,341,460	1,485,069	143,609	10.7%
Density of Development	1,341,460	1,584,410	242,950	18.1%

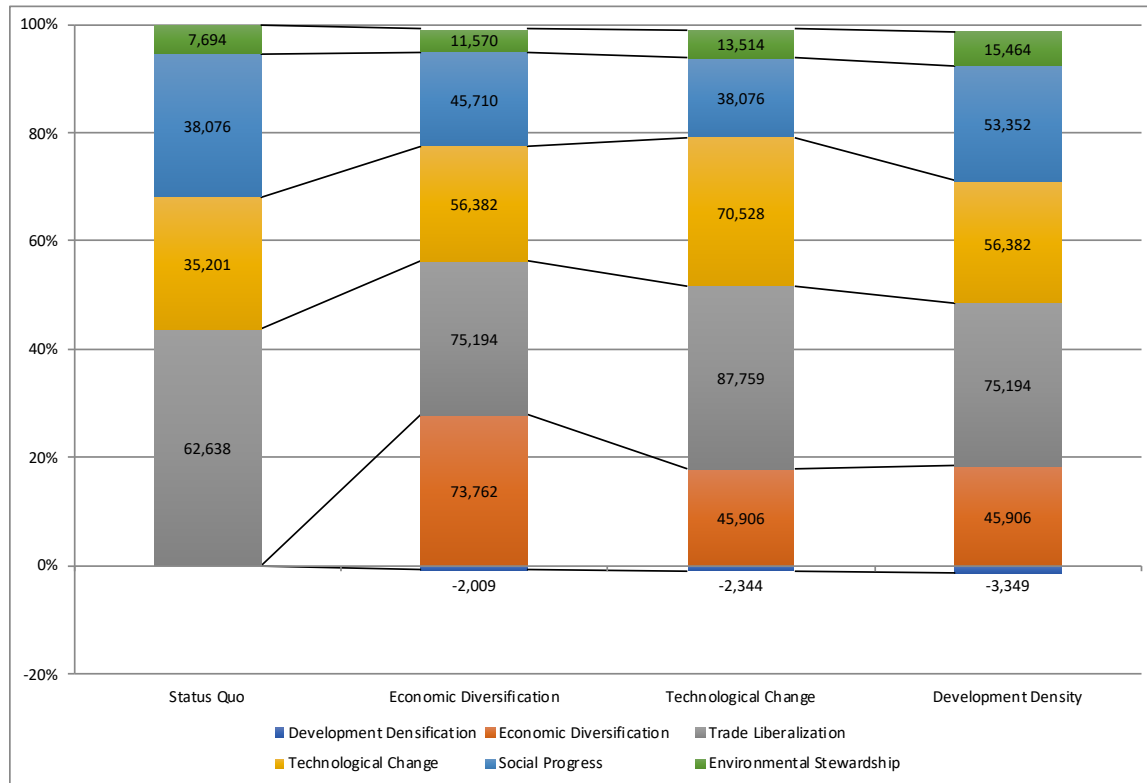
ASSOCIATED WITH STRUCTURAL CHANGE

This section describes the structural parameters that contribute to employment growth through the forecast period (relative to the Baseline scenario).

- ▶ **Status Quo:** Of the 143,609 additional jobs attributable to structural change in the Status Quo scenario, a majority are related to the liberalization of trade conditions (62,638). Significant job growth is also driven by improvements in social development (38,076) and technological change (35,201). Environmental stewardship efforts also contribute a meaningful amount of jobs (7,694) through 2054.
- ▶ **Economic Diversification:** Of the 260,609 additional jobs attributable to structural change in the Economic Diversification scenario, a majority again are related to the liberalization of trade conditions (75,194), though economic diversification efforts contribute nearly as many new positions (73,762). Significant job growth is also driven by improvements in technological change (56,382) and social progress (45,710). Environmental stewardship efforts also contribute a meaningful amount of jobs (11,570) through 2054. Development densification improvements have a net impact of subtracting a relatively small number of jobs (-2,009) through the forecast period.
- ▶ **Technological Change:** Of the 253,440 additional jobs attributable to structural change in the Technological Change scenario, a majority again are related to the liberalization of trade conditions (87,759), though adoption of new technology contributes nearly as many new positions (70,528). Significant job growth is also driven by economic diversification (45,906) and social progress (38,076). Environmental stewardship efforts also contribute a meaningful amount of jobs (13,514) through 2054. Development densification improvements have a net impact of subtracting a relatively small number of jobs (-2,344) through the forecast period.
- ▶ **Development Density:** Of the 242,950 additional jobs attributable to structural change in the Development Density scenario, a majority again are related to the liberalization of trade conditions (75,194). Significant job growth is also driven by the adoption of new technology (56,382), social progress (53,352), and efforts to improve economic diversification (45,906). Environmental stewardship efforts also contribute a meaningful amount of jobs (15,464) through 2054. Development densification improvements have a net impact of subtracting a relatively small number of jobs (-3,349) through the forecast period.

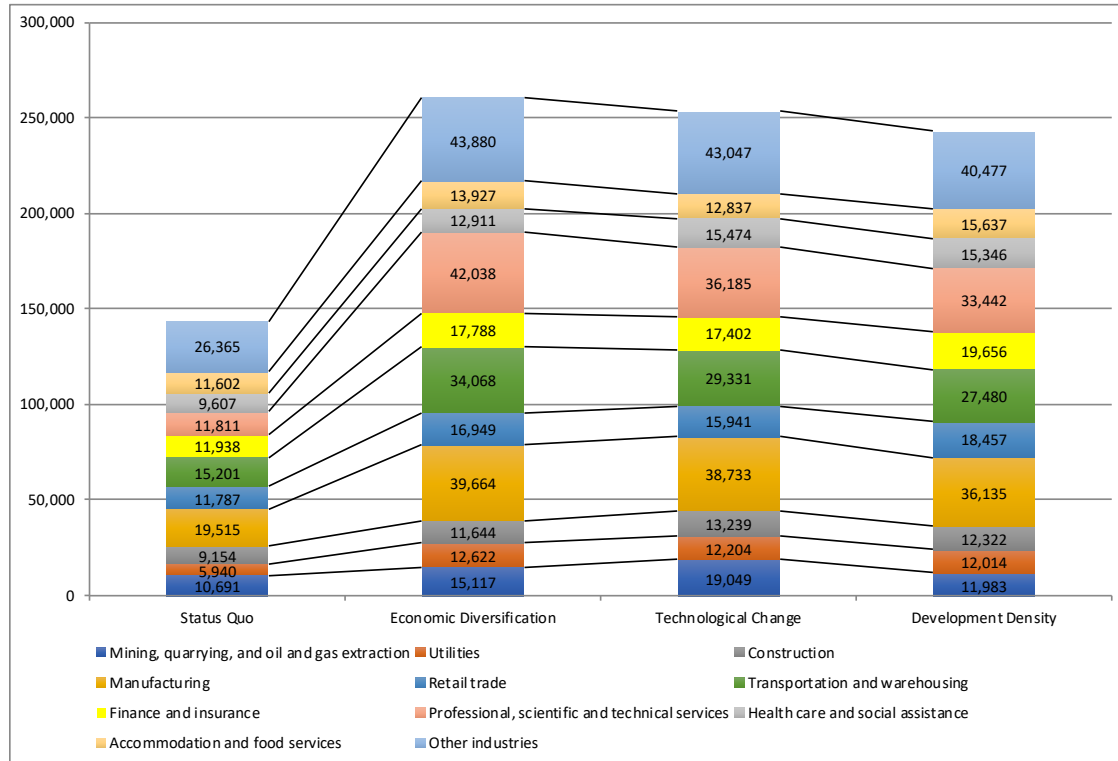
The chart below displays the structural component impacts on employment growth in each scenario, by type, through the forecast period relative to the Baseline.

Structural Parameter Impacts on Scenario-Specific Employment Growth (2054)



Differences in assumptions regarding the magnitude of structural component change across scenarios also results in different rates of job growth across industries. The chart on the following page disaggregates parameter-specific employment impacts in each scenario, according to industry group.

Scenario-Specific Structural Employment Growth (2054)



Appendix B: Employment Scenarios by 2 Digit NAICS

Status Quo Scenario - Employment by 2 Digit NAICS

2 DIGIT NAICS INDUSTRY	2018 EMPLOYMENT	2054 EMPLOYMENT	CHANGE IN EMPLOYMENT	AVERAGE ANNUAL % CHANGE
11 Agriculture, forestry, fishing and hunting	2,398	4,255	1,857	1.1%
21 Mining and oil and gas extraction	50,506	94,500	43,994	1.7%
22 Utilities	10,772	20,643	9,871	1.8%
23 Construction	82,833	156,989	74,156	1.8%
31-33 Manufacturing	46,436	79,171	32,735	1.5%
41 Wholesale trade	19,723	34,058	14,335	1.5%
44-45 Retail trade	92,020	146,243	54,223	1.3%
48-49 Transportation and warehousing	67,000	118,913	51,913	1.6%
51 Information and cultural industries	16,770	22,723	5,953	0.8%
52 Finance and insurance	30,917	57,084	26,167	1.7%
53 Real estate and rental and leasing	12,966	22,540	9,574	1.5%
54 Professional, scientific and technical services	99,569	173,763	74,194	1.6%
55 Management of companies and enterprises	2,729	4,233	1,504	1.2%
56 Administrative and support, waste management and remediation services	36,872	67,083	30,211	1.7%
61 Educational services	48,655	79,898	31,243	1.4%
62 Health care and social assistance	77,198	158,213	81,015	2.0%
71 Arts, entertainment and recreation	20,995	34,456	13,461	1.4%
72 Accommodation and food services	53,963	96,728	42,765	1.6%
81 Other services (except public administration)	47,377	76,228	28,851	1.3%
91 Public administration	23,395	37,348	13,953	1.3%
Total Employment	843,094	1,485,069	641,975	1.6%

*Highlighted shading represents the NAICS industries with average annual growth rates above the aggregate employment growth rate.

Economic Diversification Scenario - Employment by 2 Digit NAICS

2 DIGIT NAICS INDUSTRY	2018 EMPLOYMENT	2054 EMPLOYMENT	CHANGE IN EMPLOYMENT	AVERAGE ANNUAL % CHANGE
11 Agriculture, forestry, fishing and hunting	2,398	4,341	1,943	1.1%
21 Mining and oil and gas extraction	50,506	98,926	48,420	1.9%
22 Utilities	10,772	27,326	16,554	2.6%
23 Construction	82,833	159,479	76,646	1.8%
31-33 Manufacturing	46,436	99,320	52,884	2.1%
41 Wholesale trade	19,723	38,833	19,110	1.9%
44-45 Retail trade	92,020	151,405	59,385	1.4%
48-49 Transportation and warehousing	67,000	137,780	70,780	2.0%
51 Information and cultural industries	16,770	29,712	12,942	1.6%
52 Finance and insurance	30,917	62,934	32,017	2.0%
53 Real estate and rental and leasing	12,966	22,691	9,725	1.6%
54 Professional, scientific and technical services	99,569	203,990	104,421	2.0%
55 Management of companies and enterprises	2,729	4,338	1,609	1.3%
56 Administrative and support, waste management and remediation services	36,872	69,949	33,077	1.8%
61 Educational services	48,655	81,308	32,653	1.4%
62 Health care and social assistance	77,198	161,517	84,319	2.1%
71 Arts, entertainment and recreation	20,995	35,231	14,236	1.4%
72 Accommodation and food services	53,963	99,054	45,091	1.7%
81 Other services (except public administration)	47,377	77,232	29,855	1.4%
91 Public administration	23,395	36,703	13,308	1.2%
Total Employment	843,094	1,602,069	758,975	1.8%

*Highlighted shading represents the NAICS industries with average annual growth rates above the aggregate employment growth rate.

Technological Change Scenario - Employment by 2 Digit NAICS

2 DIGIT NAICS INDUSTRY	2018 EMPLOYMENT	2054 EMPLOYMENT	CHANGE IN EMPLOYMENT	AVERAGE ANNUAL % CHANGE
11 Agriculture, forestry, fishing and hunting	2,398	4,424	2,026	1.2%
21 Mining and oil and gas extraction	50,506	102,858	52,352	2.0%
22 Utilities	10,772	26,907	16,135	2.6%
23 Construction	82,833	161,074	78,241	1.9%
31-33 Manufacturing	46,436	98,389	51,953	2.1%
41 Wholesale trade	19,723	37,708	17,985	1.8%
44-45 Retail trade	92,020	150,397	58,377	1.4%
48-49 Transportation and warehousing	67,000	133,043	66,043	1.9%
51 Information and cultural industries	16,770	27,779	11,009	1.4%
52 Finance and insurance	30,917	62,548	31,631	2.0%
53 Real estate and rental and leasing	12,966	22,777	9,811	1.6%
54 Professional, scientific and technical services	99,569	198,136	98,567	1.9%
55 Management of companies and enterprises	2,729	4,419	1,690	1.3%
56 Administrative and support, waste management and remediation services	36,872	70,306	33,434	1.8%
61 Educational services	48,655	82,004	33,349	1.5%
62 Health care and social assistance	77,198	164,080	86,882	2.1%
71 Arts, entertainment and recreation	20,995	35,054	14,059	1.4%
72 Accommodation and food services	53,963	97,963	44,000	1.7%
81 Other services (except public administration)	47,377	78,504	31,127	1.4%
91 Public administration	23,395	36,531	13,136	1.2%
Total Employment	843,094	1,594,900	751,806	1.8%

*Highlighted shading represents the NAICS industries with average annual growth rates above the aggregate employment growth rate.

Density of Development Scenario - Employment by 2 Digit NAICS

2 DIGIT NAICS INDUSTRY	2018 EMPLOYMENT	2054 EMPLOYMENT	CHANGE IN EMPLOYMENT	AVERAGE ANNUAL % CHANGE
11 Agriculture, forestry, fishing and hunting	2,398	4,343	1,945	1.1%
21 Mining and oil and gas extraction	50,506	95,792	45,286	1.8%
22 Utilities	10,772	26,717	15,945	2.5%
23 Construction	82,833	160,157	77,324	1.8%
31-33 Manufacturing	46,436	95,791	49,355	2.0%
41 Wholesale trade	19,723	37,035	17,312	1.8%
44-45 Retail trade	92,020	152,913	60,893	1.4%
48-49 Transportation and warehousing	67,000	131,192	64,192	1.9%
51 Information and cultural industries	16,770	27,318	10,548	1.4%
52 Finance and insurance	30,917	64,802	33,885	2.1%
53 Real estate and rental and leasing	12,966	22,724	9,758	1.6%
54 Professional, scientific and technical services	99,569	195,393	95,824	1.9%
55 Management of companies and enterprises	2,729	4,338	1,609	1.3%
56 Administrative and support, waste management and remediation services	36,872	69,454	32,582	1.8%
61 Educational services	48,655	81,524	32,869	1.4%
62 Health care and social assistance	77,198	163,953	86,755	2.1%
71 Arts, entertainment and recreation	20,995	35,766	14,771	1.5%
72 Accommodation and food services	53,963	100,764	46,801	1.7%
81 Other services (except public administration)	47,377	78,148	30,771	1.4%
91 Public administration	23,395	36,285	12,890	1.2%
Total Employment	843,094	1,584,410	741,316	1.8%

*Highlighted shading represents the NAICS industries with average annual growth rates above the aggregate employment growth rate.

Appendix C: 2018 Employment Estimate

In the development of the forecasts, 2018 base year employment was estimated, as there is no public source for 2018 employment for the Calgary Metropolitan Region. The CMRB approved population projections¹⁵ for the Calgary Metropolitan Region were used to develop an estimate of the 2018 employment. Employment estimates were calculated annually, by applying labour force participation rates and unemployment rates to the annual population by age projections. The age-specific population forecast target for 2054 (forecast end year) was interpolated using the 2051 and 2056 data provided by Rennie Intelligence.

This approach to estimating employment helps to align the population and employment projections that are being used to inform the Growth Plan. In addition, CMRB provided employment data from the City of Calgary's Regional Transportation Model. This data included employment by aggregate 2 digit NAICS¹⁶ by transportation zone for the entire Calgary Metropolitan Region. This dataset, along with the 2018 employment estimate derived from the population projections was used to develop the 2018 employment for the Region. During the process, the consulting team reviewed the 2018 employment data and made some revisions to the data based on feedback provided by members of the Technical Advisory Group.

In addition, other data sources were reviewed in the development of the 2018 employment estimate. These data sources include:

- ▶ Rennie Population Projections (CMRB);
- ▶ Federal and Municipal Census data;
- ▶ Alberta Regional Dashboard;
- ▶ Conference Board of Canada;
- ▶ Statistics Canada CANSIM Database (Labour Force Survey)

As the CMR is a unique geography, publicly available data sources do not exactly align with this geography. For each of the data sources reviewed, the geographies were unique, and as part of our analysis adjustments were necessary in order to compare estimates.

¹⁵ Population Projections. Produced for the Calgary Metropolitan Region Board & Its Member Municipalities. December 2018, Rennie Intelligence.

¹⁶ The aggregate 2 digit NAICS data was converted to 2 Digit NAICS for the purposes of this analysis to be able to make detailed industry growth assumptions.

Appendix D: NAICS Industry Definition

Please refer to NAICS Industry Classification Table (below) for the industry names corresponding to the industry codes presented in the tables in this report.

NAICS Industry Classification¹⁷

2-DIGIT NAICS CODE	INDUSTRY NAME
11	Agriculture, Forestry, Fishing and Hunting
21	Mining and Oil and Gas Extraction
22	Utilities
23	Construction
31-33	Manufacturing
41	Wholesale Trade
44-45	Retail Trade
48-49	Transportation and Warehousing
51	Information and Cultural Industries
52	Finance and Insurance
53	Real Estate and Rental and Leasing
54	Professional, Scientific and Technical Services
55	Management of Companies and Enterprises
56	Administrative and Support, Waste Management and Remediation Services
61	Educational Services
62	Health Care and Social Assistance
71	Arts, Entertainment and Recreation
72	Accommodation and Food Services
81	Other Services (except Public Administration)
91	Public Administration

The following section describes the methodology for describing the employment activities captured or excluded from the 2-digit North American Industry Classification System (NAICS) industry categories.

11 Agriculture, forestry, fishing and hunting

This sector comprises establishments primarily engaged in growing crops, raising animals, harvesting timber, harvesting fish and other animals from their natural habitats and providing related support activities. The establishments that are primarily engaged in agricultural research or that supply veterinary services are not included in this sector.

¹⁷ Description of 2-digit NAICS from [Industry Canada](#)

21 Mining and oil and gas extraction

This sector comprises establishments primarily engaged in extracting naturally occurring minerals. These can be solids, such as coal and ores; liquids, such as crude petroleum; and gases, such as natural gas. It also includes establishments engaged in exploration, support activities for mineral, oil and gas extraction as well as those operating on a contract or fee basis.

22 Utilities

This sector comprises establishments primarily engaged in operating electric, gas and water utilities. These establishments generate, transmit, control and distribute electric power; distribute natural gas; treat and distribute water; operate sewer systems and sewage treatment facilities; and provide related services, generally through a permanent infrastructure of lines, pipes and treatment and processing facilities.

23 Construction

This sector comprises establishments primarily engaged in constructing, repairing and renovating buildings and engineering works, and in subdividing and developing land. These establishments may operate on their own account or under contract to other establishments or property owners. These establishments may be involved from the project start till its completion or be involved in joint ventures. Activities include: construction of buildings; land subdivision and land development; engineering construction; construction management; site preparation work; building interior finishing work; building equipment installation, other specialty contractors. Establishments that are excluded from this category are those which are primarily engaged in manufacturing and installing building equipment, such as power boilers; manufacturing pre-fabricated buildings (31-33, Manufacturing); operating highways, streets and bridges (48-49, Transportation and Warehousing); projects management services, when it is a primary activity (54133, Engineering Services); maintenance of rights of way for power, communication and pipe lines; and cleaning building exteriors after construction (56, Administrative and Support, Waste Management and Remediation Services).

31-33 Manufacturing

This sector comprises establishments primarily engaged in the physical or chemical transformation of materials or substances into new products. These products may be finished, in the sense that they are ready to be used or consumed, or semi-finished, in the sense of becoming a raw material for an establishment to use in further manufacturing. Related activities, such as the assembly of the component parts of manufactured goods; the blending of materials; and the finishing of manufactured products by dyeing, heat-treating, plating and similar operations are also treated as manufacturing activities.

Certain activities involving the transformation of goods are classified in other sectors. Some examples are post-harvest activities of agricultural establishments, such as crop drying; logging; the beneficiating of mineral ores; the production of structures by construction establishments; and various activities conducted by retailers, such as meat cutting and the assembly of products such as bicycles and computers.

41 Wholesale trade

This sector comprises establishments primarily engaged in wholesaling merchandise and providing related logistics, marketing and support services. The wholesaling process is generally an intermediate step in the distribution of merchandise; many wholesalers are therefore organized to sell merchandise in large quantities to retailers, and business and institutional clients. However, some wholesalers, in particular those that supply non-consumer capital goods, sell merchandise in single units to final users.

This sector recognizes two main types of wholesalers, that is, wholesale merchants and wholesale agents and brokers.

Wholesale merchants buy and sell merchandise on their own account, that is, they take title to the goods they sell. They generally operate from warehouse or office locations and they may ship from their own inventory or arrange for the shipment of goods directly from the supplier to the client. Dealers of machinery and equipment, such as dealers of farm machinery and heavy-duty trucks, also fall within this category.

Wholesale Agents and Brokers

Wholesale agents and brokers buy and sell merchandise owned by others on a fee or commission basis. They do not take title to the goods they buy or sell, and they generally operate at or from an office location.

44-45 Retail trade

The retail trade sector comprises establishments primarily engaged in retailing merchandise, generally without transformation, and rendering services incidental to the sale of merchandise.

The retailing process is the final step in the distribution of merchandise; retailers are therefore organized to sell merchandise in small quantities to the general public. This sector comprises two main types of retailers, that is, store and non-store retailers.

Store retailers operate fixed point-of-sale locations, located and designed to attract a high volume of walk-in customers. In general, retail stores have extensive displays of merchandise and use mass-media advertising to attract customers. They typically sell merchandise to the general public for personal or household consumption, but some also serve business and institutional clients. Catalogue sales showrooms, gasoline service stations, and mobile home dealers are treated as store retailers.

Non-store retailers, like store retailers, are organized to serve the general public, but their retailing methods differ. The establishments of this sub-sector reach customers and market merchandise with methods such as the broadcasting of infomercials, the broadcasting and publishing of direct-response advertising, the publishing of traditional and electronic catalogues, door-to-door solicitation, in-home demonstration, temporary displaying of merchandise (stalls) and distribution by vending machines. The non-store retailers sub-sector also includes establishments engaged in the home delivery of products. This includes home heating oil dealers and newspaper delivery companies.

48-49 Transportation and warehousing

This sector comprises establishments primarily engaged in transporting passengers and goods, warehousing and storing goods, and providing services to these establishments. The modes of transportation are road (trucking, transit and ground passenger), rail, water, air and pipeline. National post office and courier establishments, which also transport goods, are included in this sector. Many of the establishments in this sector are structured as networks, with activities, workers, and physical facilities distributed over an extensive geographic area.

The establishments excluded from this category are those which are primarily engaged in the renting and leasing of transportation equipment without operator (532, Rental and Leasing Services).

51 Information and cultural industries

This sector comprises establishments primarily engaged in producing and distributing (except by wholesale and retail methods) information and cultural products. Establishments providing the means to transmit or

distribute these products or providing access to equipment and expertise for processing data are also included.

The unique characteristics of information and cultural products, and of the processes involved in their production and distribution, distinguish this sector from the goods-producing and services-producing sectors.

Most of these products are protected from unlawful reproduction by copyright laws. Only those possessing the rights to these works are authorized to reproduce, alter, improve and distribute them. Acquiring and using these rights often involves significant costs.

The main components of this sector are the publishing industries (except exclusively on Internet), including software publishing, the motion picture and sound recording industries, the broadcasting industries (except exclusively on Internet), the telecommunications and related services industries (i.e., telephony, including VoIP; cable and satellite television distribution services; Internet access; telecommunications reselling services), data processing industries, and the other information services industries, including Internet publishing and broadcasting and web search portals.

52 Finance and insurance

This sector comprises establishments primarily engaged in financial transactions or in facilitating financial transactions. Included are: Establishments that are primarily engaged in financial intermediation. Establishments that are primarily engaged in the pooling of risk by underwriting annuities and insurance. Establishments that are primarily engaged in providing specialized services that facilitate or support financial intermediation, insurance and employee benefit programs. In addition, establishments charged with monetary control - the monetary authorities - are included in this sector.

53 Real estate and rental and leasing

This sector comprises establishments primarily engaged in renting, leasing or otherwise allowing the use of tangible or intangible assets. Establishments primarily engaged in managing real estate for others; selling, renting and/or buying of real estate for others; and appraising real estate, are also included.

54 Professional, scientific and technical services

This sector comprises establishments primarily engaged in activities in which human capital is the major input. These establishments make available the knowledge and skills of their employees, often on an assignment basis. The individual industries of this sector are defined on the basis of the particular expertise and training of the service provider.

The main components of this sector are legal services industries, accounting and related services industries, architectural, engineering and related services industries, surveying and mapping services industries, design services industries, management, scientific and technical consulting services industries, scientific research and development services industries, and advertising services industries.

Much of the expertise requires a university or college education, though not in every case.

Establishments that have been excluded are those primarily engaged in providing instruction and training in a wide variety of subjects and those primarily engaged in providing health care by diagnosis and treatment are not included in this sector.

55 Management of companies and enterprises

This sector comprises establishments primarily engaged in managing companies and enterprises and/or holding the securities or financial assets of companies and enterprises, for the purpose of owning a controlling interest in them and/or influencing their management decisions. They may undertake the function of management, or they may entrust the function of financial management to portfolio managers.

56 Administrative and support, waste management and remediation services

This sector comprises two different types of establishments: those primarily engaged in activities that support the day-to-day operations of other organizations; and those primarily engaged in waste management activities.

The first type of establishment is engaged in activities such as administration, hiring and placing personnel, preparing documents, taking orders from clients, collecting payments for claims, arranging travel, providing security and surveillance, cleaning buildings, and packaging and labelling products. These activities are often undertaken, in-house, by establishments found in many sectors of the economy. The establishments classified to this sector specialize in one or more of these activities and can therefore provide services to clients in a variety of industries and, in some cases, to households.

Waste management establishments are engaged in the collection, treatment and disposal of waste material, the operation of material recovery facilities, the remediation of polluted sites and the cleaning of septic tanks.

61 Educational services

This sector comprises establishments primarily engaged in providing instruction and training in a wide variety of subjects. This instruction and training is provided by specialized establishments, such as schools, colleges, universities and training centres. These establishments may be privately owned and operated, either for profit or not, or they may be publicly owned and operated. They may also offer food and accommodation services to their students.

62 Health care and social assistance

This sector comprises establishments primarily engaged in providing health care by diagnosis and treatment, providing residential care for medical and social reasons, and providing social assistance, such as counselling, welfare, child protection, community housing and food services, vocational rehabilitation and child care, to those requiring such assistance.

71 Arts, entertainment and recreation

This sector comprises establishments primarily engaged in operating facilities or providing services to meet the cultural, entertainment and recreational interests of their patrons. These establishments produce, promote or participate in live performances, events or exhibits intended for public viewing; provide the artistic, creative and technical skills necessary for the production of artistic products and live performances; preserve and exhibit objects and sites of historical, cultural or educational interest; and operate facilities or provide services that enable patrons to participate in sports or recreational activities or pursue amusement, hobbies and leisure-time interests.

Establishments that are excluded for the reason that they fall into other related NAICS categories are follows. Establishments primarily engaged in transportation providing sightseeing and pleasure cruises (48-49, Transportation and Warehousing),

motion picture theatres, libraries and archives, and publishers of newspapers, magazines, books, periodicals and computer software (51, Information and Cultural Industries), establishments that provide both accommodation and recreational facilities, such as hunting and fishing camps, resorts and casino hotels (721, Accommodation Services), restaurants and night clubs that provide live entertainment in addition to the sale of food and beverages (722, Food Services and Drinking Places).

72 Accommodation and food services

This sector comprises establishments primarily engaged in providing short-term lodging and complementary services to travellers, vacationers and others, in facilities such as hotels, motor hotels, resorts, motels, casino hotels, bed and breakfast accommodation, housekeeping cottages and cabins, recreational vehicle parks and campgrounds, hunting and fishing camps, and various types of recreational and adventure camps. This sector also comprises establishments primarily engaged in preparing meals, snacks and beverages, to customer order, for immediate consumption on and off the premises.

81 Other services (except public administration)

This sector comprises establishments, not classified to any other sector, primarily engaged in repairing, or performing general or routine maintenance, on motor vehicles, machinery, equipment and other products to ensure that they work efficiently; providing personal care services, funeral services, laundry services and other services to individuals, such as pet care services and photo finishing services; organizing and promoting religious activities; supporting various causes through grant-making, advocating (promoting) various social and political causes, and promoting and defending the interests of their members. Private households are also included.

91 Public administration

This sector comprises establishments primarily engaged in activities of a governmental nature, that is, the enactment and judicial interpretation of laws and their pursuant regulations, and the administration of programs based on them. Legislative activities, taxation, national defence, public order and safety, immigration services, foreign affairs and international assistance, and the administration of government programs are activities that are purely governmental in nature.

Ownership is not a criterion for classification. Government owned establishments engaged in activities that are not governmental in nature are classified to the same industry as privately owned establishments engaged in similar activities.

Government establishments may engage in a combination of governmental and non-governmental activities. When separate records are not available to separate the activities that are not governmental in nature from those that are, the establishment is classified to this sector.

Agenda Item	10
Submitted to	Board
Purpose	For Approval
Subject	Recreation Framework
Meeting Date	February 21, 2020
<i>Motion that the Board approve the 'Options for Enhancing Regional Recreation' report</i>	
<p>Summary</p> <ul style="list-style-type: none"> On June 7, 2018, the ISC discussed regional recreation and how CMRB can support intermunicipal recreation collaboration among members through the development of a guide. Recreation Servicing TAG later recommended that the guide be renamed a framework. On April 11, 2019, ISC directed administration to proceed with developing a non-binding framework for regional collaboration on recreation and a definition for regional recreation. The City of Calgary and Rocky View County are working on a parallel recreation study in the northwestern area of the Region. The City of Calgary and Rocky View County identified that a portion of the scope of their study was in line with the scope approved by ISC and would benefit from input from all CMRB member municipality administrations. Consequently, RC Strategies + PERC, the successful consultant for the Calgary- Rocky View study, provided consulting services to complete the report attached here. All municipalities in the Region contributed. A survey regarding collaboration on recreation in CMR was developed by the consultant, circulated to Recreation Servicing TAG and the responses informed a workshop held in Cochrane on June 7, 2019. The summary report from the June 7, 2019 workshop was circulated, revised and comments were discussed at two subsequent meetings of Recreation Servicing TAG with the consultant in Strathmore and Rocky View County on October 29, 2019 and December 17, 2019, respectively. Recreation Servicing TAG recommend this report for approval as a non-binding framework for future collaboration in the CMRB. Approval of this document does not suggest agreement to act upon the options. Recreation Servicing TAG recommended ISC endorse the Definition, Vision and Principles as a first step in collaborating on regional recreation (A Common 	

Foundation, Page 17). ISC endorsed the Definition, Vision and Principles on February 6, 2020.

- The report was recommended to the Board for approval by the Joint ISC/LUC meeting on February 6, 2020.

Attachment

1. *Options for Enhancing Regional Recreation, RC Strategies + PERC*

1. Background

Following the release of the first draft of the report in September 2019, it was identified that developing a cost sharing model, benefitting areas and scoring matrices, even if non-binding, was too far too fast. Consequently, the focus of the report shifted to defining regional recreation, establishing a vision, and principles for collaboration and options for how regional recreation may proceed in the future, while documenting practices in other jurisdictions. The initial ideas on cost sharing, benefitting areas and matrices are kept in the appendices as they serve as a potential resource for future consideration.

This report, to the extent agreed to by the municipalities, echoes and builds on the document entitled *A Framework for Recreation in Canada – 2015 – Pathways to Wellbeing*¹, which the province of Alberta is a signatory to.

The report is specifically written to underscore the **non-binding** direction from ISC, have a planning focus, and document when two or more municipalities in the Region wish to explore collaboration, this may provide a framework for that to happen. The key underlying assumption is that the two (or more) municipalities are willing parties to collaboration.

The definition, vision and principles were tested between two CMRB member municipalities with previously existing formalized collaboration on regional recreation through commercial agreements. These two Recreation Servicing TAG members indicated that the definition, vision and principles developed through this process also generally apply to their current ongoing agreement.

2. Next Steps

Recreation Servicing TAG see benefit in continuing to meet and advance the concepts of establishing 'A Common Understanding' (page 22). Should additional work be required, it would not likely be complete within the timeline of the Growth and Servicing Plans.

¹ Canadian Parks and Recreation Association/Interprovincial Sport and Recreation Council (February 2015). *A Framework for Recreation in Canada - 2015 - Pathways to Wellbeing*. Ottawa: Canadian Recreation and Parks Association. 40 pages. www.lin.ca

Calgary Metropolitan Regional Board
Recreation Servicing Technical Advisory Group

Options for Enhancing Regional Recreation

Final Draft
January, 2020



Ball Diamond, Okotoks



Vivo Centre, Calgary



Outdoor Field, Airdrie



Outdoor Rink, Chestermere
CMRB Board Agenda Package February 21, 2020



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Introduction and Methodology

Public recreation services provide social good in a community and the broader region in which it is situated. Public recreation not only leads to residents and visitors being more physically active and healthy; it also brings people together and positively contributes to desired outcomes in other public service areas such as education, justice and health. When people participate in recreation, they are more likely to contribute positively to their communities and less likely to participate in anti-social behaviours.

Based on the various benefits that come from it, publicly supported recreation is a service in the Province of Alberta and throughout Canada.

Municipalities throughout the Calgary Metropolitan Region Board (CMRB) all invest in recreation opportunities and do so in a variety of different ways. Recent initiatives, exploring the efficiencies and benefits that could be achieved through municipalities working together in the region have provoked discussions

around the potential for a more collaborative approach to delivering publicly supported recreation opportunities for residents and visitors. At the forefront of these discussions is the need to define regional recreation; provide guidance on how regional municipalities could work together through common goals and shared principles, developing tools to determine what should be considered “regional” in nature and what is best handled in a “local” or independent fashion, and to provide some level detail around how a more structured regional approach

Regional recreation planning involves the cooperation of communities within a given boundary in the delivery of services, whether they are facility or recreational program related services. This cooperation is considered by some to be essential to maintaining existing assets or developing new initiatives. The current situation is characterized by aging facilities, limited financial resources and an increasing demand for services. In the current study area (CMRB) the need for regional planning is a result of a changes to the Municipal Government Act requiring municipalities to discuss the potential for regional collaboration in certain service areas: recreation being one.

could look should member municipalities choose to do so. With this in mind, the CMRB Recreation Servicing Technical Advisory Group (Recreation TAG), comprised of representatives from all 10 member municipalities, embarked on a journey to attempt to define regional recreation. This work has occurred over the past year and culminated in a survey and a series of subsequent workshops facilitated in the summer and fall of 2019, and is summarized in this report.

It is important to note that defining regional recreation is inherently difficult because although it is a key element of successful population growth, it is also context-specific

as to what kinds of recreation services could or should be provided (hockey, softball, lawn bowling, walking trails, etc), to what level these recreation services should be provided, and to what degree is the member municipality able to fund recreation services in consideration of its many priorities. Due to contextual and subjective

nature of recreation servicing, there is no one standard that can be identified as a minimum or acceptable standard that each municipality must provide; however, that does not remove the advantages of working together on projects and/or initiatives that are regional in scale.

The following document is meant to provide a collective perspective and opinion as to what could be considered regional as it relates to publicly supported recreation infrastructure and opportunities, as well as a non-binding path forward for member municipalities as to how to

work together more cohesively and collaboratively so that greater benefits can be realized from publicly supported recreation. The definitions and path outlined herein are a recommendation of the Recreation TAG to political leadership at the CMRB table. It is not meant to circumvent or overrule political will; rather they are meant to provide a reference point, developed by local experts, for political decisions to be made and for administrative action going forward.

Working together throughout the region will likely be based on relationships and will be characterized by trust, accountability, and effort. Relationships take time to develop and strengthen and what is contained in this report is meant to be a foundation for regional relationships to be built upon, not necessarily a depiction of the ideal state.



Arena, Strathmore

The Report Process

The following graphic outlines the process used to develop this summary report. This process was initiated in response to direction from the Intermunicipal Servicing Committee of the CMRB to define regional recreation. This report provides a definition of regional recreation and a framework for next steps.



Other Research

In order to further inform a discussion around regional recreation, other research was conducted to understand the regional recreation market context and identify what is happening elsewhere in the province and beyond related to regional recreation collaboration.

Other forms of research conducted included: Review of trends and leading practices research across Canada and internationally. Government reports and academic papers were gathered and analyzed to provide support for findings in this report. In addition, examples of collaboration from other parts of the Province were gathered, although there is no current example that matches the size and uniqueness of the CMRB.



Shane Homes YMCA at Rocky Ridge, Calgary

The Survey and Workshops

A pre-workshop survey was conducted with the Recreation Servicing TAG representing all ten (10) municipalities in the CMRB. The purpose of the survey was to understand how regional partners are currently operating and how they understand, value, and perceive regional recreation. The survey results were used as a basis for the initial workshop and drove the creation of questions and discussions conducted in person. Results from the pre-workshop survey are also used throughout this report.

The first regional workshop was held on June 7th, 2019 at the Cochrane Ranchehouse. The main purpose of the workshop was to bring all Recreation TAG partners together to discuss what regional recreation is, what it means to each partner, how regional recreation or cross boundary partnerships are currently functioning (or not), and to develop an approach to defining regional recreation within the context of the CMRB. The workshop provided an opportunity to understand current barriers, successes and processes in the region. It also helped define recreation service levels and work towards a plan in which all CMRB partners are serving community members in the best possible manner; avoiding competition or duplication where at all possible.

Within the first workshop, a presentation was given by the consulting team, discussions were facilitated, and dotmocracies were conducted based on pre-workshop survey results and input gathered. Dotmocracy is a simple method for group prioritization or decision-making, it is a method to use in processes where prioritization or decision-making is the aim. The method supports a group to quickly see which options are most popular or relevant. The results of this method are discussed in the report. Ultimately, the survey and in person workshop have informed the findings and recommendations of this report so that the CMRB may develop a common definition/understanding of regional recreation, vision for the future, and a methodology for developing regional recreation facilities, events, and programs.

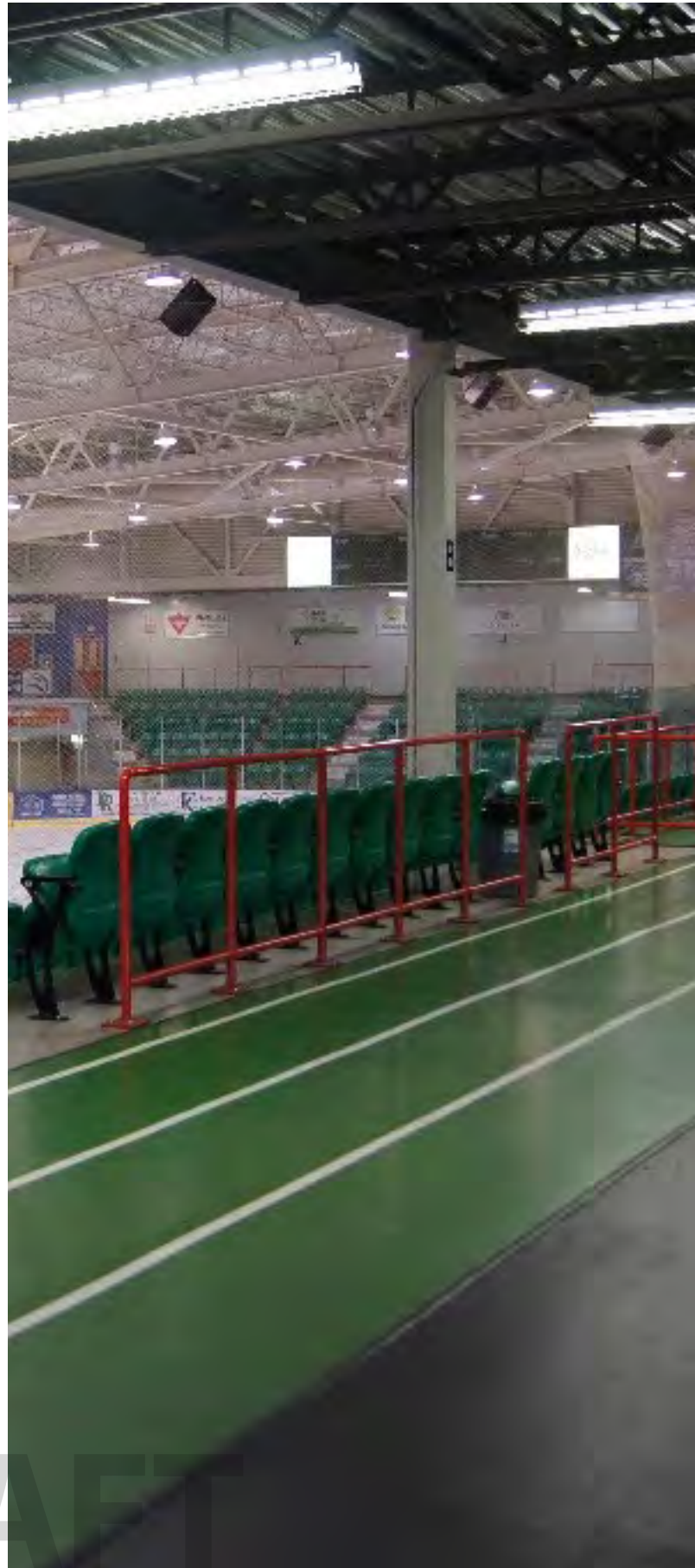
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During the second workshop, held on October 28, 2019 at the Civic Centre in Strathmore, the group shared their reactions to a draft recommendation for how to proceed with a more regional approach to recreation. The information presented to the group included a definition of regional recreation, principles for moving forward, detailed descriptions as to how to define regional recreation facilities, and programs. The report provided some early options for sharing in the responsibility and cost of regional services and facilities. The merits of a regional recreation committee or formalized group were also discussed. It was determined after the second workshop that regional events and programs could not be fully contemplated in the timing of the current mandate of creating a growth and servicing plan for the CMR. Consequently, regional events and programs are not part of the recommendations of this report. The report focuses on greenfield development and planning tools for intermunicipal collaboration going forward.

Although the information presented at the second workshop was based upon the input and insight of the Recreation TAG group, there was agreement around the table that the initial recommended course of action did not reflect what the group thought was best at that stage in time. Although there was agreement on some aspects of the initial recommendation (definition of regional recreation, principles, etc.) and also a sentiment that some of the more detailed approach to defining regional assets and cost sharing approaches may be useful at a later date.

Taking a step back, without losing the insight and input gathered, and setting the stage for a relationship to be built was seen as more important than providing a perfect model for regional collaboration to occur. Based on the feedback of the Recreation TAG group, refinements were made and a more complete, but less prescriptive path forward was developed. It was clear to Recreation TAG members that more time would be required to understand the current state of recreation in the region and build enhanced regional relationships.

The third and final workshop was held on December 17th at the Rocky View County administrative office. The path forward was presented. It included much of what is found in this document and considered all of the insight and input gathered throughout the entire process. The Recreation TAG was comfortable with the information provided and that it might provide value to future regional conversations about recreation, either in whole or in part. From the process, the Recreation TAG felt that this path could lead to enhanced coordination, satisfaction with and intermunicipal collaboration on recreation in the Calgary Metropolitan Region.



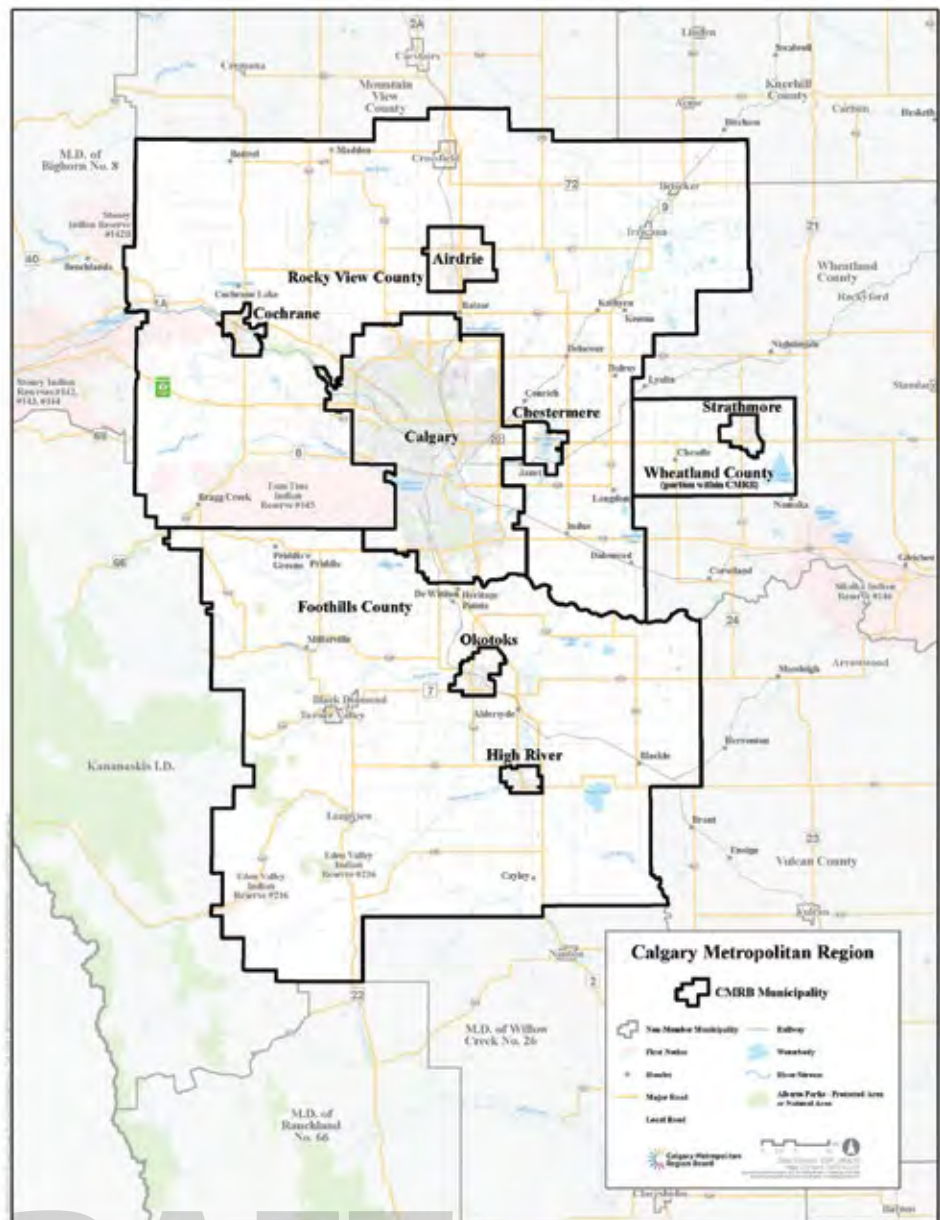
Indoor Walking Track, Okotoks

The Regional Planning Context

The Calgary Metropolitan Region Board (CMRB) has a mandate to complete a Growth Plan and Servicing Plan for the Calgary Metropolitan Region (CMR) by December 2020. The CMRB Regulation AR190/2017 sets out the objectives for the CMRB Servicing Plan, which includes facilitating the orderly, economical and environmentally responsible growth in the region. Once approved, the long-term Growth and Servicing Plans will guide regional land-use decision-making in the CMR. The objectives of the Servicing Plan include optimization of shared services to enhance use of ratepayer dollars in the CMR. As part of the Servicing Plan development, the CMRB has identified recreation as a key area for collaboration on service provision.

The CMRB Regional Evaluation Framework is the tool by which statutory plans and stat plan amendments are measured against the policies outlined in the Growth and Servicing Plan agreed to by the 10 member municipalities.

Historically, tension exists in some areas of the CMR with respect to new greenfield developments (Area Structure Plans) within a potential recreation service benefitting area, without consideration related to compensation for recreation services delivered by an adjacent or nearby municipality. Due to the high capital costs of recreation facilities, increasing operation and maintenance costs and the public's increasing demand for servicing, municipalities are finding it increasingly difficult to meet their budgets. Provincial and federal funding trends suggest a



decrease in capital and operations funding of recreation in the future. For these reasons, paired with a sincere interest for municipalities to provide residents a high quality of life, a more collaborative approach is being explored to ease aforementioned tensions. There are some areas of the CMR where collaboration is thriving currently, but areas where improvements can be made. The CMRB gave clear direction that the framework provided herein is entirely non-binding and may be used to facilitate collaboration, where warranted.

The Interim Growth Plan (IGP) was approved by the Minister of Municipal Affairs in December 2018. The IGP identifies 'processes' and 'instruments' (tools) in the development of ASP, MDP and IDPs and other stat plans to demonstrate collaboration on recreation services. Of note is that the IGP does not make 'consensus' the goal outcome of collaboration. As we have seen, consensus can be elusive. Region-wide Policy 3.2.2 states that:

Municipalities should collaborate to coordinate planning for land-use, infrastructure, and service provision with other member municipalities, where appropriate. As a minimum requirement, new Area Structure Plans (ASPs) or amendments to existing ASPs, within 1.6 km of a neighbouring municipal boundary or an agreed upon notification area between the member municipalities, shall demonstrate collaboration to coordinate through:

- a. processes that may include;
 - a structured engagement process,
 - circulation and review of technical studies,
 - joint planning,
 - participation in mediation or other dispute resolution protocols, and/or
- b. instruments that may include;
 - a joint Area Structure Plan,
 - a memorandum of understanding,
 - a statement of non-concern,
 - applicable statutory plan policies,
 - statutory plan amendments, or
 - applicable intermunicipal agreement(s).

Region-wide Policy 3.2.3 states that:

All statutory plans shall:

- d. provide mitigation measures and policies to address identified adverse impacts on existing or planned community services and facilities (which includes recreation facilities)

The 10 member municipalities include:

- 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
- Wheatland County (portion as described in the regulation)

In order to support the CMRB, a Recreation TAG was formed. The Recreation TAG consists of administration from each of the 10 member municipalities. It operates under a terms of reference (under separate cover) and meets periodically to discuss matters related to recreation and the CMRB.

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Other Regional Collaboration

In order to inform the discussion around possibilities for regional collaboration related to recreation, a review was conducted of what happens elsewhere in the Province of Alberta, in two other provinces that have entrenched regional governance and service delivery, and in other

international markets. It is important to note that these other practices are not identified as “leading” or “best”. The term “other” has been chosen as they are just that; there is no confirmed perfect approach to regional collaboration related to recreation.



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Alberta: ICF, Regional Plans, specialized municipalities

The province of Alberta introduced new legislation in 2016 to the Modernized Municipal Government Act which included Inter-municipal Collaboration Frameworks (ICF). These frameworks are legislatively required to be in place for all municipalities that share a common boundary by March 31, 2020. The ICF's must focus on the following public services: transportation, water and wastewater, solid waste, emergency services, recreation, and any other services that benefit residents in more than one of the municipalities that are parties to the framework. Frameworks are intended to provide for integrated and strategic planning, delivery and funding of intermunicipal services, allocate scarce resources efficiently in the providing local services, and ensure municipalities contribute funding to services that benefit their residents. Although the CMRB including recreation in its purview means that ICF's do not have to be completed for member municipalities, the general premise of the ICF for recreation holds true for the work of the CMRB and the Recreation Servicing TAG.

Although many municipalities are currently undertaking ICF related discussions, there are no definitive examples of completed ICF arrangements that would bear any light on the CMRB situation.

Further to the ICF process, a number of regions within the province have conducted, or are currently conducting regional recreation master plans. Currently, these processes are underway in the Grande Prairie, St. Paul-Elk Point, Vegreville-Mundare-Minburn, and Camrose regions. Although funding contributions are part of the scope of these regional plans, funding is less of a focus compared to ICF discussions and negotiations. Regional recreation enables partners to define future infrastructure and service planning together with a collective goal of getting more benefit from current and future investment in recreation.

Of note is that the Edmonton Metropolitan Region Board, whose regulation mirrors that of CMRB, has not focused on recreation in their scope. Instead, those member municipalities are dealing bilaterally on recreation under ICFs.

In addition to the regional plans in Alberta there are unique examples of regional collaborations and governance structures, in that they combine both urban and rural dynamics, such as Strathcona County and the Regional Municipality of Wood Buffalo. In these examples regional recreation is a direct result of regional governance and built into the services of these specialized municipalities.

Some of the key takeaways from other practices in Alberta include:

- The creation of regional recreation advisory boards,
- The hiring of regional staff to coordinate regional recreation,
- Defining a benefitting market area for recreation services,
- Attributing cost and responsibility based on both population served and ability to pay, and
- Developing regional policies such as use allocations, fees etc. that are consistent across the region.

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BC and Ontario: Regional governments

Within the Province of British Columbia 27 regional districts exist. They arose out of a need for greater regional cooperation and equitable cost-sharing between municipal areas and rural areas. Regional Districts are modeled as a federation composed of municipalities, electoral areas, and in some cases, Treaty First Nations, each of which have representation on the regional district board. The boundaries of the regional districts span nearly the entire geographic area of the province. Each regional district is divided into smaller areas called electoral areas (mostly rural). Typically, recreation is managed by a sub-regional board or commission that is comprised of elected officials from each electoral area and municipality in a given region. The tax base of the entire regional district contributes to a recreation service within their given geographic boundary and therefore some regional districts have more than one recreation department and area. In this example both rural and urban elected officials have influence over recreation services and make decisions on both operating and capital costs.

Ontario operates regional governments as a two-tier system. In a two-tier system of municipal government, there are lower-tier municipalities (local) and an upper-tier municipality (a county or region). In this type of system, some services are delivered by the upper-tier municipality. Upper-tier municipalities often coordinate service delivery between municipalities in their area or provide area-wide services. The rationale for a consolidated government is that a more unified administration will relieve financial pressure, allow for improved service delivery and offer more effective and efficient government through streamlined decision-making and clearer accountability. An example of how this structure works is as follows:



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Outdoor Courts, Airdrie

The County of Lambton is a municipal corporation known as an “upper tier” municipality. “Lower tier” municipalities, also known as “local” municipalities within the County include:

- The Municipality of Brooke-Alvinston
- The Township of Dawn-Euphemia
- The Township of Enniskillen
- The Municipality of Lambton Shores
- The Village of Oil Springs
- The Town of Petrolia
- The Town of Plympton-Wyoming
- The Village of Point Edward
- The City of Sarnia
- The Township of St. Clair
- The Township of Warwick

The County is governed by County Council, which is made up of 17 representatives from the 11 local municipalities. The local municipalities’ Mayors, along with additional Councillor Appointees when more than one County Council seat exists, come together to represent the entire County. County Council elects a Warden and Deputy Warden from amongst the Councillors every two years in December. The Warden chairs County Council meetings and represents the County at a wide range of functions and activities. Each County Councillor sits on one of two standing committees that meet monthly, this could include recreation, cultural, social services etc. However, each municipality is responsible for delivering recreation services in their own communities and therefore also incurs the costs (but collects and keeps a portion of property taxes to do so). This is unlike the regional district government in British Columbia – who do in fact deliver some recreation services to the region.

Some of the key takeaways from other practices in B.C and Ontario include:

- **Even in a formal regional governance structure, there is no formal definitions of what is regional and what isn’t; most jurisdictions approach regional recreation differently, and**
- **There is a need for flexibility in formal regional governance structures.**

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Current State Assessment

The following current state assessment is based primarily on the input received from the ten Recreation TAG representatives. Although some other research was conducted it is important to note that the following is not meant to define the current state of recreation facilities, spaces, programs and preferences throughout the region; it is meant to provide the current state of the recreation delivery model and agreed to planning already in place as it relates to regional collaboration.

Recreation planning, partnerships, and management across the CMRB, functions slightly differently and are unique in each community. Currently, within the 10 municipalities in the CMRB, 6 municipalities have recreation master plans / strategies (City of Calgary, Town of Cochrane, City of Chestermere, Town of High River, Town of Okotoks, and Foothills County). However, two are identified as outdated and no longer reflective of the current market context. The other four partners have documents such as needs assessments and are either currently working on a master plan / strategy or would like to work on one in the future. There are no regional recreation plans within the CMRB, however, there are partnerships and collaborations such as Town of Cochrane and Rocky View County (joint facility ownership), Wheatland County and Town of Strathmore (cost sharing), and the Town of Okotoks with Foothills County (shared services and joint facility ownership).

Typically, these existing collaborations or partnerships incorporate cost sharing and depend largely on percentage of population use and/or data gathered through attendance and registration. More than 50% of CMRB Recreation TAG members felt that it would be worthwhile to collaborate on strategic planning, greenfield development, and the setting of user fees. This further highlights the need and interest in regional recreation planning.

Within the CMRB, recreation facilities are managed by either the municipality, a partnership, or third party and ownership of facilities varies. The complexity and diversity of recreation in the CMRB highlights the need for effective needs assessment, long term planning, collaboration, and teamwork. It is also clear that operational partnerships already exist in many places in the Region and therefore provide a solid foundation for development of a framework for regional recreation.

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A Framework for Recreation in Canada: Pathways to Wellbeing (2015)

A Framework for Recreation in Canada is a guiding document for publicly supported recreation providers in Canada. The Framework was developed by the Canadian Parks and Recreation Association and the Interprovincial Sport and Recreation Council with input from various stakeholders across Canada.

In 2015, it was endorsed by Federal and Provincial/Territorial Ministers. The Framework provides a philosophical foundation for the recreation sector and confirms recreation as an essential public service.

The Framework provides a vision and five goals for the delivery of recreation in Canada. While it is understood that recreation is a broad term and that local interests, priorities, and needs differ in each community, **the Framework is a great starting point for regional recreation planning as it is a common reference for all partners, regardless of the extent to which local planning is in place.** In addition, aligning the recreation sector across the country can help build a stronger case for investment from the provincial and federal levels. Furthermore the Framework outlines a renewed definition of recreation and also outlines a collective vision and has both a principle of operation (partnerships and collaboration) and a priority action item that pertain directly to regional partnerships and collaboration.

A Renewed Definition of Recreation

Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative, and spiritual pursuits that enhance individual and community wellbeing.

Vision

We envision a Canada in which everyone is engaged in meaningful, accessible recreation experiences that foster individual wellbeing, community wellbeing, and the wellbeing of our natural and built environments.

5.1 Increase collaborative efforts among provincial/territorial governments, local governments, voluntary organizations, Aboriginal communities, the private sector and recreation associations to support and nurture a vibrant recreation system that serves as the primary means for achieving the vision and goals in this Framework.

Key takeaways from the current state:

- Each municipality is unique as it relates to the complement of recreation assets and the approach to service delivery,
- Some examples of collaboration exist in the region related to recreation but none involving more than two municipalities,
- There is an administrative appetite for enhanced regional collaboration as it relates to recreation, and
- The level to which strategic planning for recreation exists in each partner municipality varies; the Framework for Recreation in Canada could act as a common reference point to begin collaborative strategic thinking.

A Foundation for Regional Recreation

Defining Regional Recreation

In order to determine relevance and responsibility of recreation assets between municipalities, it is important to first start with determine what elevates some aspects of recreation to be regional (or sub-regional). It is assumed that the definition of recreation from the Framework for Recreation in Canada 2015 holds true for the purposes of this exercise as the Province of Alberta was a signatory to the Framework for Recreation in Canada. Furthering this broader definition of recreation to relate to regional or sub regional relationships, the following definition of regional recreation is proposed based on research and input received. It is important to note that this definition is meant to act as a starting point for further deliberation and discussion amongst one or more regional municipalities. Final agreement of an existing or future recreation asset being regional will be subject to negotiation and approvals between two or more regional municipalities.

A regional recreation facility, space, program or service has a realistic potential of use by, and broader benefits to, residents from outside the municipal boundaries in which it is provided.

Once a facility, program or service is defined as regional, *areas for collaboration and coordination may include planning capital investment, operations, and maintenance or facility planning.* This general definition of regional recreation is important to contextualize more specific or detailed review of facilities and services however it is not meant to be all inclusive. Recreation assets that fall under this broader definition might warrant regional collaboration or responsibility sharing but final decision making will be based on more refined criteria as well as political and administrative will throughout the region.

A Renewed Definition of Recreation

“Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing.”

– A Framework for Recreation in Canada
2015: Pathways to Wellbeing

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A Rationale and Foundation for Regional Recreation

Regional recreation requires teamwork, communication, and collaboration. Ultimately, all parties have needs that must be met and regional collaboration provides an opportunity for all, or some CMRB municipalities, to do so in a more efficient and/or effective manner. Residents and visitors don't see municipal boundaries when it comes to accessing publicly supported recreation opportunities; they see leisure pools and ice arenas; or, good fries or bad fries. They will also access facilities on a complementary, as-needed basis, going to leisure pools with waterslides when they want that experience and going somewhere else to lap swim if the user experience is more appropriate. Regional collaboration can provide greater ability to provide market driven, relevant, complementary and coordinated recreation opportunities and services as opposed to independent provision by member municipalities.

In general, based on the input of the Recreation TAG group and other insights gathered from research, some aspects of publicly funded recreation can and should be delivered regionally. As a group it was discussed that recreation is in fact a service that aims to provide benefits to communities that are both direct (to those who participate in recreation) and indirect (to the wider community at large, regardless of their participation in recreation). When asked what elements of recreation could or should be considered regional the majority of Recreation TAG members felt that some recreation facilities and spaces, both indoor and outdoor, currently provided in their municipalities could be considered regional (depending on definitions and scale developed for categorizing). With this in mind, the Recreation TAG concluded that there is, and could be, value in working together regionally to provide recreation for the following reasons.

- It would provide the ability to **leverage more support and resources from each other and other sources** and therefore better meet the needs of residents and community members. More recreation opportunities contribute to happier, healthier societies.

- It would enable the **sharing of costs, risks, and also rewards**. Having impactful community spaces and/or world class recreation facilities can be better achieved by working together but infrastructure and development can be expensive and risky. By working in collaboration with regional partners, member municipalities can achieve greater success with lower risk to each independent partner.
- It would lead to **less duplication, competition and heightened coordination** of recreation service.
- It would provide a **forum for regional recreation planning that will allow all municipalities to work towards a shared vision** that would be defined collectively.

These reasons provide a strong basis for the following vision and shared principles for regional recreation.

Recommended Vision

The following vision is recommended to guide regional recreation efforts in all ten municipalities in the CMRB.

Regional recreation assets and services enhance coordination, optimize public investment, and leverage resources from within and outside the region; these regional assets and services generate benefits across municipal borders and provide enhanced opportunities for residents and visitors to be healthier and more connected to the communities and region in which they live.

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In order to achieve the highest levels of success possible, regional partners must make decisions and act in a way that benefits both local municipalities and the broader region. Regional partnerships and collaborations require a set of shared values and principles through which relationships can develop. When it comes to regional recreation planning, common principles from other jurisdictions include having a common understanding of what recreation is and the benefits that come from it, trust, respect of individuality and autonomy of municipalities within the region, and benefit to all municipalities and communities involved. Based on the results of the Recreation Servicing TAG survey and the workshop, along with our other research, the following principles are recommended to help guide regional recreation efforts (presented in order of importance):

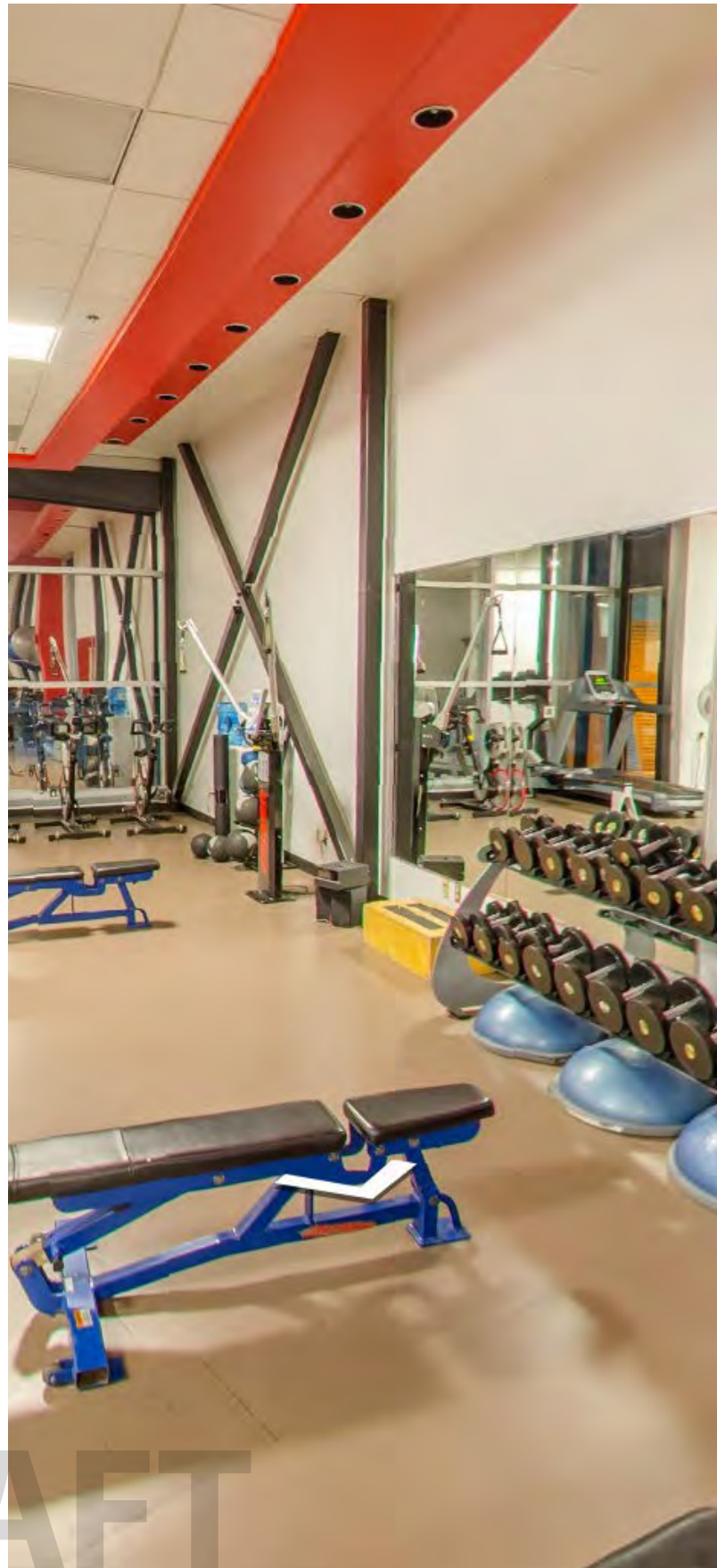
Principles for Regional Recreation

- **Trust between partners is built by acting with integrity and honesty**
- **Respect for the individuality and autonomy of partners**
- **Evidence based decision making**
- **Common understanding of recreation and the benefits that come from it**
- **Grounded in collective, equitable regional interests**

These shared principles will serve as a reference and guide for future decision making and action as it relates to regional recreation in the CMR.

“In order for us to get the most out of a regional recreation relationship, there can be no “score keeping”.

– Recreation Servicing TAG member



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Building Upon a Common Understanding: The Evolution of Regional Collaboration on Recreation in the Calgary Metropolitan Region

Integration:
Consolidating regional recreation

Collective Action:
Creating a more formal regional presence and sharing responsibility for regional recreation together

Collaborating and Coordinating:
Tackling common areas of interest together

A Common Understanding:
Assessing and monitoring the current state of recreation in the region and planning together to address it

A Common Foundation:
Endorsement of the definition, vision and principles for regional recreation and creating a forum for regional discussion

A common definition of, and vision for, regional recreation along with a set of principles for how to realize the vision sets a strong foundation for regional relationships and collaboration to occur. Based on the feedback from Recreation TAG members, there are a number of enhancements that regional collaboration can lead to in the CMR, some of which require stronger and more formal ties between municipalities (all 10 or subsets thereof) as well as some that can be realized through enhanced communication between parties and common approaches to common aspects of planning for recreation services.

The following section outlines a potential range of options for a regional discussion to evolve and flourish. It is presented as a series of options that the region could use as a guideline for regional relationships between all ten CMR member municipalities or sub-regional relationships between 2 or more. Each option is meant to be scalable, in that the conclusion of each option can be either an arrival at a desired state of regional collaboration or the logical point at which the next step can be taken. The graphic to the left outlines the steps; explanation of each step follows. It is understood that throughout the CMR there are various examples of sub-

regional collaboration related to recreation. The intent of the following is to strengthen existing relationships and provide a starting point for areas where no relationship currently exists.

The following options are meant to help guide regional recreation actions of all 10 member municipalities, either all together or as sub-regional arrangements involving 2 or more. There is no recommended option for the region; this is meant to be a regional playbook that all municipalities can refer to when dealing with their neighbors and others. Having a consistent vision, principles and approach will prove valuable and ensure that, although not all relationships are not expected to be the same throughout the CMR, a standardized approach to partnership will create stronger regional cohesion.

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A Common Foundation: Endorsement of the definition, vision and principles and creating a forum for regional discussion

In order for a regional recreation discussion to continue, each potential partner in the region should agree to (in principle or accept as information) the definition, vision, and principles outlined in this document.

Definition

A regional recreation facility, space, program or service has a realistic potential of use by, and broader benefits to, residents from outside the municipal boundaries in which it is provided.

Vision

Municipalities enhance coordination, optimize public investment, and leverage resources from within and outside the region to support regional recreation facilities, programs and services. These regional recreation assets and services enhance coordination, optimize public investment, and leverage resources from within and outside the region; these regional assets and services generate benefits across municipal borders and provide enhanced opportunities for residents and visitors to be healthier and more connected to the communities and region in which they live.

Principles

- Trust between partners
- Respect for the individuality and autonomy of partners
- Evidence based decision making
- Common understanding of recreation and the benefits that come from it
- Grounded in collective, equitable regional interests

Acceptance of these elements of the regional discussion will provide the platform for collaboration to occur in whatever way is desired by regional partners.

How can we build a common foundation?

CMRB Intermunicipal Servicing Committee endorsement of a regional definition, vision and principles from each municipality.

Formation of an administrative and elected official level regional body, defined through a terms of reference and meeting on a regular, scheduled basis.

Integration:

Consolidating regional recreation

Collective Action:

Creating a more formal regional presence and sharing responsibility for regional recreation together

Collaborating and Coordinating:

Tackling common areas of interest together

A Common Understanding:

Assessing and monitoring the current state of recreation in the region and planning together to address it

A Common Foundation:

Endorsement of the definition, vision and principles for regional recreation and creating a forum for regional discussion

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Furthermore, In order to begin to realize the benefits of a more regional approach to public recreation a forum for regional discussion needs to be developed. The CMRB (at the political level) and Recreation TAG (at the administrative level) is an example of a forum for regional discussion to occur and was developed as part of the CMRB mandate. Should the CMRB mandate change, so too could this Recreation TAG. **It is important to create a forum for regional discussion that is based on the merits of collaboration and not tied to broader prevailing policies or legislation.**

It is also important to note that the Recreation TAG is comprised of administrative recreation experts from each of 10 municipalities. These members have the expertise and knowledge necessary for regional discussion to occur but they lack the decision making authority that may be required in order to achieve certain levels of collaboration. For this reason, **both an administrative and elected official forum for regional recreation discussion to occur should be considered.**

Based on the current mandate and organization of the CMRB, the CMRB and associated Committees may be an appropriate forum for elected officials to discuss, contemplate and endorse CMR. Should the mandate of the CMRB change, an alternative forum may be identified. A common foundation involves simple information sharing, where regional partners can talk about common issues, discuss projects on the horizon and share information and best practices. This will help reduce duplication of services and facilities and provide value to partners without commitment of funding or other resources to more involved regional collaboration.



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A Common Understanding: Assessing and monitoring the current state of recreation in the region

Building upon a common foundation, the next evolution of a regional relationship is to come to a common understanding of the current state of recreation in the region and ensure that how we all react to the current state independently, through prudent planning, is coordinated and informed by a regional perspective. This could entail common approaches for all partners in assessing utilization and life cycle of facilities and spaces, gathering input and insight from the general public and interest groups, and determining needs, wants and gaps in services and infrastructure an addressing challenges to recreation from a regional and independent perspective. Creating a common understanding would require region-wide data gathering, assessment, study and summary. This has been identified as an important gap by the Recreation TAG.

A common understanding lays the foundation for regional collaboration to occur and any benefits that can be realized. It can also start to help define agreed to service levels and associated catchment areas.

Creating a common, shared process and protocol for regional needs assessment and monitoring will require resources, for some municipalities this may have already been accounted for and for others it would require a commitment to understanding their own recreation market.

Once a current state of regional recreation is defined, and monitored on a regular basis, areas of mutual interest between partners may emerge. These could take the form of new or existing recreation facilities, programs and services, capacity building ventures, or related areas of policy. The regional conversation could evolve to this point and provide information for regional partnership to occur or simply to improve the coordination and effectiveness of individual municipality efforts.

How can we create a common understanding?

Formal, robust planning process undertaken by all 10 municipalities simultaneously (or periodically on an ad hoc basis) including thorough regional research, engagement and analysis and under the guidance of the regional forum (A Common Foundation).

Integration:

Consolidating regional recreation

Collective Action:

Creating a more formal regional presence and sharing responsibility for regional recreation together

Collaborating and Coordinating:

Tackling common areas of interest together

A Common Understanding:

Assessing and monitoring the current state of recreation in the region and planning together to address it

A Common Foundation:

Endorsement of the definition, vision and principles for regional recreation and creating a forum for regional discussion

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Collaborating and Coordinating: Tackling common areas of interest together

Defining the current state of recreation in the region will likely render areas of focus such as sustaining existing service levels, enhancing levels in areas where warranted and introducing new facilities, services, and capacity building or policy initiatives. As areas of focus are identified, they may be more relevant to certain partners, due to characteristics such as size, geographic location, method of service delivery or others. Partners will start to look around the table to define common interests and strike relationships to tackle them, where proximity allows.

This type of interaction does not need to materialize as formal, legal agreements that the entire region or parts of it (sub-region) needs to agree to, nor do they need to even occur under a “regional banner”. They may simply be regional or sub-regional relationships that occur to address common areas of interest and, at a broad level, work to achieve the vision and principles agreed to by the CMRB. Some examples of collaborating and coordinating that currently occur in the CMR or beyond include:

- Consistent policy development related to user fees for, and allocations of, recreation facilities and spaces
- Coordinated promotions and marketing related to all regional recreation assets available to residents (not just those within municipal borders)
- Coordination of information sharing and offering capacity building supports to all recreation stakeholder groups (not just those within municipal borders)

How can collaborating and coordinating occur?

Formation of bi-lateral or multi-lateral agreements or collaborations related to a common issues or initiatives. This could include joint grant funding applications, common promotions and marketing efforts or could simply influence the planning of independent municipalities.

Integration:

Consolidating regional recreation

Collective Action:

Creating a more formal regional presence and sharing responsibility for regional recreation together

Collaborating and Coordinating:

Tackling common areas of interest together

A Common Understanding:

Assessing and monitoring the current state of recreation in the region and planning together to address it

A Common Foundation:

Endorsement of the definition, vision and principles for regional recreation and creating a forum for regional discussion

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Collective Action: Creating a more formal regional presence and sharing responsibility for recreation together

Collective action entails a more formal arrangement between two or more municipalities that could include having staff and other supports dedicated to regional matters (either within each partner municipality or through jointly funded shared staff) and/or jointly funding recreation facilities, spaces and services. Staff and resource allocation sharing may take the regional discussion from a “corner of the desk initiative” to something more formal. Aside from the resources put into supporting a regional “office” this would not require further cost or responsibility sharing for existing or new facilities and spaces. This type of relationship between two or more regional municipalities could include public-facing “branding” of regional collaboration (i.e. this facility brought to your by the regional recreation body) to demonstrate to the public how the municipalities are working together to deliver services and would also require dedicated and ongoing funding related to recreation services delivered beyond municipal boundaries.

An example of collective action would be cost sharing agreements for facilities and services; this already occurs between some CMR member municipalities although the mechanics and structures through which cost sharing occurs throughout the region are not consistent.

How can we engage with each other in a more fulsome way?

Jointly funding staff or regional initiatives, branding them as such, and using joint resources to achieve regional priorities (as defined in A Common Understanding).

Creation of formal responsibility sharing agreements between all regional municipalities in a standardized and logical fashion (possibly related to the logic presented herein or other).

Coordinated and collaborative planning for regional, sub-regional and potentially even local recreation.

Integration:

Consolidating regional recreation

Collective Action:

Creating a more formal regional presence and sharing responsibility for regional recreation together

Collaborating and Coordinating:

Tackling common areas of interest together

A Common Understanding:

Assessing and monitoring the current state of recreation in the region and planning together to address it

A Common Foundation:

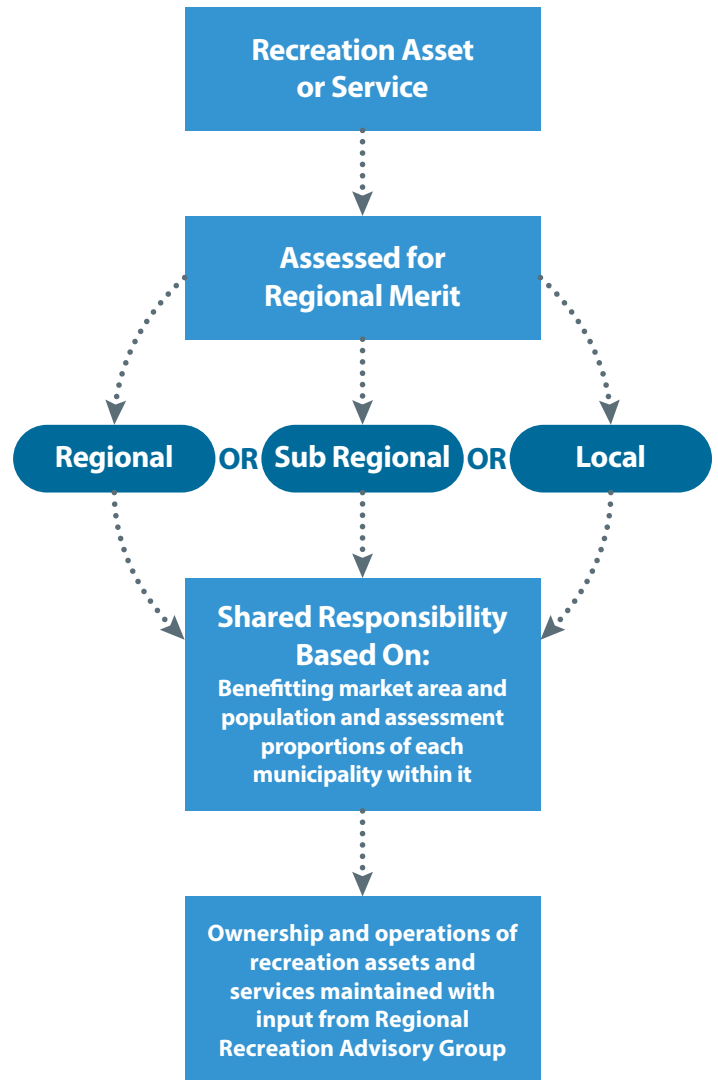
Endorsement of the definition, vision and principles for regional recreation and creating a forum for regional discussion

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Collective action entails the creation of mechanisms for partners to agree on common definitions of regional facilities / spaces and programs / services / events and then share the responsibility and costs of regional assets in an equitable and region-wide and/or sub-regional fashion. It is important to note that this will require further analysis and negotiation.

During this process, the Recreation TAG group organized some preliminary ideas about regional asset definition and cost sharing which are included in the appendix of this study. A number of things would need to occur prior to these ideas (or variants of) coming to fruition. There are also a number of other stakeholders that would need to be consulted. Recreation TAG members value data-driven sharing agreements, and sufficient data to support asset definition and cost sharing models currently represents a gap in the current state.

Collective action would entail a regional recreation system that is defined by all partners but still owned, operated and managed independently. Although ownership and operations remains with the independent municipality, those partners who are contributing funding should also be offered a chance to influence service provision (proportionate to the amount of support they provide).



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Integration: Consolidating regional recreation

Integration is the most intense form of regional collaboration that could occur for recreation in the CMRB. It would entail some or all regional facilities / spaces and programs / services / events being owned, operated and managed by a new regional or sub-regional partnership entity. Although there are some examples of jointly owned and operated facilities in the region (Okotoks, Cochrane) this could implicate all partners from the entire region through an agreed-to model. This could also lead to individual municipalities surrendering ownership and operations of regional assets to a regional body (such as a commission or municipal corporation similar to what occurs under the regional district model in British Columbia). Deciding to take this step would necessitate significant change to the status quo and would require intense analysis prior to final decision making.

How can integration happen?

Formation of a new entity, comprised of representation from each of the regional municipalities, that owns and operates all agreed to regional facilities, spaces, programs, services, and / or events.

Integration: Consolidating regional recreation

Collective Action:
Creating a more formal regional presence and sharing responsibility for regional recreation together

Collaborating and Coordinating:
Tackling common areas of interest together

A Common Understanding:
Assessing and monitoring the current state of recreation in the region and planning together to address it

A Common Foundation:
Endorsement of the definition, vision and principles for regional recreation and creating a forum for regional discussion

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Summary and Next Steps

Recreation is an important public service in the Calgary Metropolitan Region Board (CMRB) area. The benefits of recreation are varied and significant; recreation assets and services provide direct benefit to some (users) and indirect benefit to all (the general public including users and non-users). CMRB members realize these benefits and all invest in publicly supported recreation assets and services in different yet crucial ways.

The potential to work together more collaboratively throughout the CMRB region as it relates to publicly supported recreation assets and services is apparent. Existing investment in recreation by regional partners could be leveraged and its reach extended. Opportunities for residents and visitors would be enhanced through increased coordination and the region could gain interest and investment from outside of its borders.

The Recreation Servicing TAG have demonstrated a willingness to collaborate further at this early stage and this document is meant to provide a stepping stone to be able to do so.

The document outlines a definition of and a vision and shared principles for regional recreation. It outlines a logical and to enhancing regional collaboration , developed by recreation experts from the region, with choices as to the level of integration ultimately achieved. As the discussion about regional recreation evolves, it is also expected that these experts, through the Recreation Servicing TAG, will also look to create useful tools, such as but not limited to, a Statutory Plan Toolkit or a Leading Practice Catalogue, which will formalize some of the ideas introduced in this document.

The CMRB and the Recreation Servicing Technical Advisory Group now have a potential path forward, complete with options for how much to collaborate, to react to and act upon. It is now up to the political and administrative will within the region to decide how and if to move forward together.



Outdoor Court, Chestermere

Appendices

It is important to note that the information contained in the following appendix is meant to provide some options as to how regional assets could be defined as well as how responsibility and cost could be shared. This information is meant to be a reference for when, or if, more focused regional recreation conversations occur.

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Optional / Potential Approach to Defining Regional Recreation Assets / Infrastructure

What defines recreation infrastructure? Is it the tax base that supports it or the people who use it, is it both? What about tourists, elite athletes, specialized populations, and other user types? Who benefits from recreation - everyone! Recreation infrastructure does much more than offer the immediate and local community a place to recreate, but rather offers a place for people to gather, enjoy, use, and improve quality of life. Recreation is truly a public good and its' benefits are seen much wider than those who might play pickleball in a school gym or skate on a local ice surface. Support for certain assets (facilities and spaces) being regional was felt by 80% of the CMRB/TAG group in the survey and during the workshop was supported by 100% of the partners represented.

The first step in defining regional recreation assets / infrastructure is the recognition that "one size does not fit all". Therefore, multiple categories are required to classify the regional merit of different types of facilities and spaces. That said, the following categories are proposed.

Regional

Regional assets are recreation facilities and or spaces that draw people from and provide benefit to residents throughout the designated region.

Sub Regional

Sub Regional assets are recreation facilities and or spaces that draw people from and provide benefit to residents beyond the neighborhood and/or municipal boundaries in which they are located but not throughout the designated region.

Local

Local assets are recreation facilities and or spaces that draw people from and provide benefit to residents within the neighborhood and/or municipal boundaries in which they are located only.

Further to understanding that one size does not fit all and the agreement that there are varying degrees to which recreation assets / infrastructure have regional merit

The specific attributes that help to define whether or not an asset is regional or not and if so, to what degree, are presented as follows. These attributes and the associated weighting were identified and agreed to by survey respondents and workshop attendees. It is important to note that although there are only ten municipalities (n=10 member municipalities) that were represented at the workshop and through the survey, the compilation of both the pre-survey results (n=9 surveys completed) and input received at the workshop (n=9 members municipalities attended workshop #1) have been compiled and accounted for (n=up to 13).

- Very important
 - » Market willingness to travel and usage patterns (4 votes pre-survey + 9 votes workshop = 13)
 - » Capital costs of the asset (5 votes pre-survey + 8 votes workshop = 13)
- Somewhat important
 - » Demonstrated regional need or identified regional priority (12 votes workshop)
 - » Benefit provided to users (8 votes pre-survey + 2 votes workshop = 10)
 - » Uniqueness of the space (9 votes pre-survey + 1 vote workshop = 10)
- Least important
 - » Context and location factors (9 votes workshop)
 - » Recreation versus elite sport usage (4 votes pre-survey + 5 votes workshop = 9)

It is also important to note that whether an asset is multi-use or not, its ability to host large scale events and the uniqueness of the asset within the region were also seen as important consideration in determining whether an asset is regional or not. It is also important to note that these attributes are meant to determine whether or not an asset is regional; they are not meant to determine whether the asset is a viable, sustainable, justified, or warranted use of public recreation resources.

Optional / Potential Regional Recreation Asset / Infrastructure Screening Tool

Step 1: Apply criteria and score to the recreation asset.

Criteria	3 points	2 points	1 point	0 points	Weight
Regional Need / Priority	Asset is an agreed to, top 10 regional priority as defined through joint planning exercises	Asset is an agreed to regional priority (not top 10) as defined through joint planning exercises	Asset is a priority in more than 1 regional municipality	Asset is not identified as a priority in more than one regional municipality	5
Capital Cost	Asset has capital costs of over \$50M	Asset has capital costs between \$25M to \$50M	Asset has capital costs between \$1M to \$25M	Asset has capital costs below \$1M	4
Regional Benefit	Asset has a significant impact on regional quality of life and competitiveness	Asset has a moderate impact on regional quality of life and competitiveness	Asset has a low impact on regional quality of life and competitiveness	Asset has no impact on regional quality of life and competitiveness	4
Uniqueness	Asset is unique to the region	There are less than 3 of assets in the region	The asset is not offered in every municipality in the region	The asset is abundant in the region	4
Location	Asset is central to the region and accessible by a number of residents	Asset may not be central to the region but is accessible to some regional residents and is an integral part of the local community and region	Asset is not central to the region and is not accessible to regional residents but is an integral part of the local community and region	Asset is not central to the region and is not accessible to regional residents and is not an integral part of the local community and region	3
Level of Specialization	Asset meets the requirements of a specific interest or skill level where critical market mass of the entire region is key to viability	Asset meets the requirements of a specific interest or skill level where critical market mass of more than two regional municipalities is key to viability	Asset meets the requirements of a specific interest or skill level where critical market mass of two regional municipalities is key to viability	Asset meets the requirements of a specific interest or skill level where critical market mass of only the host municipality is key to viability	3

If the recreation asset scores over 28, then move to Step 2 and apply Market Draw Filter

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Optional / Potential Regional Recreation Asset / Infrastructure Screening Tool

Step 2: Apply market draw filter

To be determined through known user market travel patterns (demonstrated through user point of origin statistics) and observed travel time thresholds (defined through market indications of when travel time becomes a barrier).

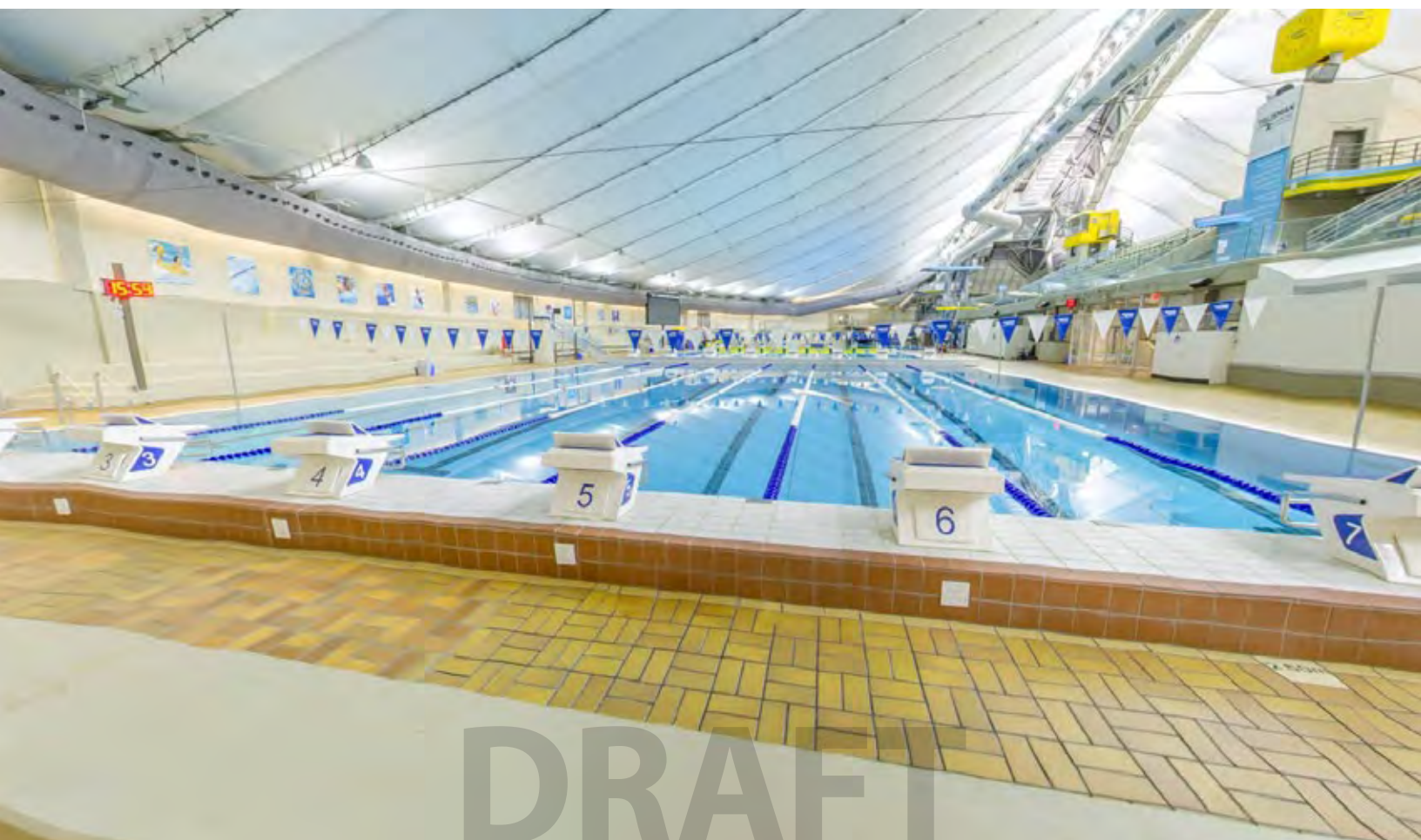
If use and benefit observed in more than 2 regional municipalities: Consider as Regional

If use and benefit confined to 2 regional municipalities: Consider as Sub Regional

If use and benefit is confined to 1 regional municipality: Consider as Local

Step 3: Recommended category

Recreation asset is **assigned category xx** to be debated and/or confirmed by regional decision makers.



Optional / Potential Approach to Sharing Responsibility for Regional Recreation

Once regional recreation assets and services have been agreed to by partners within the CMRB (all or sub regional groups), it is necessary to determine an agreed upon a way to share responsibility (financial and other) for their provision. Based on the results of the survey and workshop, **the most appropriate way to do so may be based on population served and ability to pay within a geographic benefitting market area.**

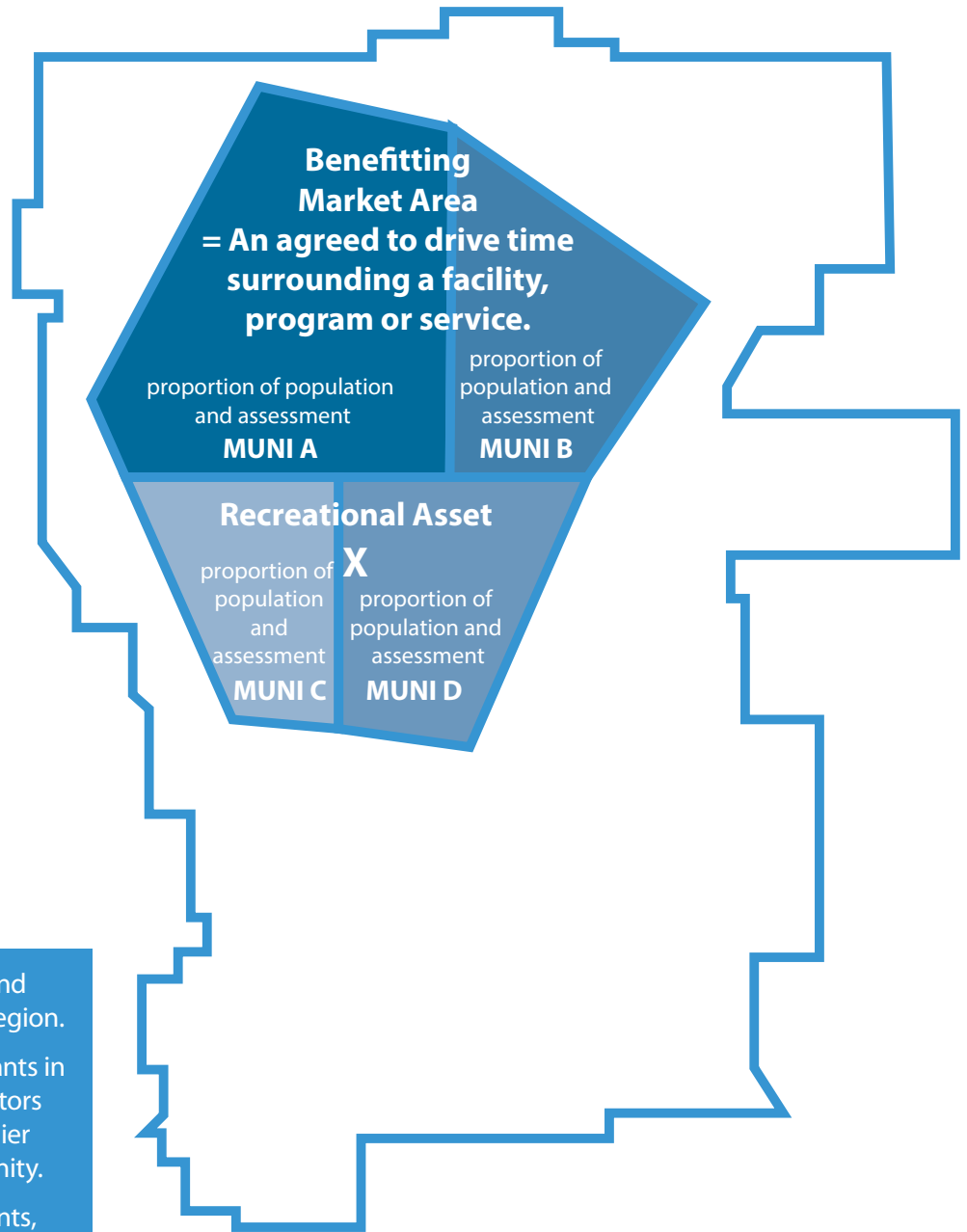
In order to determine geographic benefitting market areas for regional recreation assets and services, the Recreation Servicing TAG group and other practices suggest that **known user market travel patterns (demonstrated through user point of origin statistics) and/or observed travel time threshold (defined through market indications of when travel time becomes a barrier) may be considered.** Within a benefitting area, it is also recognized that the host community for a recreation asset or service derives more intense benefit than others with a benefitting catchment. For this reason, **a local premium may be applied for host municipalities when it comes to the sharing of responsibility and cost from a regional perspective.** For example, if recreation amenity x costs \$100,000 per year to operate, the first 50% (the local premium) should be covered by the local municipality and the remaining 50% should be shared based on an agreed to model.



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Indoor Walking Track, Strathmore

From other practices reviewed and input from the Recreation TAG group, **the best way in which ability to pay may be measured within a geographic area is based on tax assessment (including linear).** Furthermore **the most appropriate way to represent population may be based on overall population within a benefiting area** as opposed to observed user statistics. This is because recreation provides indirect benefit to all (overall population including users and non-users) and direct benefit to some (users). If responsibility was based on users, it is based on smaller subset of the benefiting population; as well, users already pay for the direct benefit they receive through user fees. It is important to note that user statistics, future growth, and available levies and partnerships with developers were also seen as important alternative ways to share responsibility for regional assets and services.



Public recreation leads to both direct and indirect benefits in a community and region. Direct benefits are realized by participants in recreation activities. Residents and visitors that participate in recreation are healthier and able to connect with their community. Beyond the direct benefits to participants, there are also indirect benefits that are realized by all residents and visitors, even if they do not directly participate. These indirect benefits “cannot be escaped” and, although harder to measure, are important to consider when contemplating investment and effort related to public recreation. Indirect benefits include, but are not limited to, enhanced reduced health care and justice costs, enhanced economic activity, increases in adjacent property values and improved regional attractiveness for both residents and businesses.

DRAFT



Shane Homes YMCA at Rocky Ridge, Calgary



Pool, Strathmore



Skating Rink, Okotoks



Vivo Centre, Calgary
CMRB Board Agenda Package February 21, 2020

Agenda Item	11
Submitted to	Board
Purpose	For Decision
Subject	Public Engagement Plan
Meeting Date	February 21, 2020
<i>Motion that the Board approve the HDR Calthorpe Public Engagement Plan</i>	
<p>Summary</p> <ul style="list-style-type: none"> • The Public Engagement Plan was presented to the Land Use and Intermunicipal Servicing Committees at the December 2019 meeting to gather input from Committee members. • At the direction of the LUC/ISC, the Plan was updated to: <ul style="list-style-type: none"> ○ Include an introductory sentence that notes that the Plan is a living document which will evolve as the planning process progresses and further inputs are received, ○ Employ a consistent use of the term “engagement” rather than “outreach”, and ○ Reflect the desire of the Committees for multiple forms of in-person engagement. • The updated plan was presented to the LUC/ISC at the January 2020 meeting and recommended to the Board for approval. 	
<p>Attachments</p> <ol style="list-style-type: none"> 1. Public Engagement Plan, HDR Calthorpe 	

Growth and Servicing Plan

Calgary Metropolitan Region Board

Date: Tuesday, January 07, 2020

Subject: UPDATED Preliminary Public Engagement Plan

The following outlines the public engagement associated with the CMRB Growth and Servicing Plan (G&SP). It is a living document and will evolve along with the G&SP development, and with input from the CMRB and member municipalities.

Approach

Using the IAP2 spectrum (Figure 1), the public will be engaged at the “Consult” level. Regional engagement requires a wide geographic and demographic reach that is viewed as being equitable among all communities within the region. Opportunities will be provided for both face to face and digital participation.

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives and/or solutions.	To obtain public feedback on analysis, alternatives and/or decision.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

Figure 1: IAP2 Levels of Engagement

As a starting point, it will be important to share the story of the Growth and Servicing Plan and why it matters to those who live and work in the Calgary Metropolitan Region (CMR). The public online engagement launch will occur in *Phase 2: Regional Scenarios* phase of the Growth and Servicing Plan. The public will be invited to provide input on the Growth and Servicing Plan

through and online engagement tool and an open house series. An engagement report summarizing what was heard will be prepared.

As the Growth and Servicing Plan is further refined, it will be shared with the public including how internal and public feedback was used in the process. The public will be asked to share their feedback on overall direction for regional growth to help refine the Plan. An engagement report summarizing what was heard will be prepared. The outcomes of the final plan will be shared broadly.

The tasks are further described in the *Engagement Process and Techniques* section below.

Objectives

The objectives for the public engagement plan are:

- to inform the public about the project, including the impacts and the outcomes, using plain language;
- to encourage the public to share their feedback on potential and preferred scenarios;
- to reach a broad and diverse representation of the public from across the region; and
- to report back on what was heard during engagement events and the next steps.

Public Participants

Public participants are people who live and/or work in the member municipalities:

- 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
- Wheatland County (portion as described in the *Calgary Metropolitan Region Board Regulation*)

In all requests for feedback, we will request which municipality respondents live and/or work in, so that we can identify differences in feedback from different areas in the CMR.

Engagement Process and Techniques

This section outlines how we will undertake the public engagement. It is organized around public engagement activities that will take place through Phases 2 and 3 of the Growth and Servicing Plan. A “What We Heard” summary will be generated following each of the engagement events or activities. The project team has recommended creation of a

Communications and Engagement Technical Advisory Group (CE TAG), comprised of communication and engagement representatives from each of the member municipalities. We will work with the CE TAG to help promote the online and in-person engagement activities.

Public Engagement Program Phase 1

The first phase of the public engagement program will introduce the public to the overall Growth and Servicing Plan, and specifically to the regional scenario development process. It will allow for feedback on the Plan process and on the initial scenarios as developed by the project team with input by the Land Use and Intermunicipal Servicing Committees (LUC and ISC).

The communications and engagement team will work closely with the rest of the project team to develop the narrative and visual materials that will be programmed into an online platform. This will be the first time many members of the public will engage with the CMRB regarding the Growth and Servicing Plan. The online engagement narrative will tell the full story and bring the public up to speed before diving into the scenarios and gather feedback. Our team will develop plug-and-play key messaging and marketing materials that can be easily shared by respective stakeholder communications to share on their existing communications channels.

An online platform will allow for easy use on a variety of devices from computers to smartphones, and will be designed to be accessible with all types of online connectivity, including cell service. The online site will be launched and announced via the CMRB website and through the various member municipality communications vehicles with the assistance of the CE TAG members.

Through the online site, community members will have a number of ways to share their input, from quick polls and surveys to more qualitative discussion forums on topics of their interest.

The effort will include:

- story creation;
- program, test, announce, and launch the online engagement platform;
- develop key messages, soundbites and regional scenarios newsletter;
- launch and monitor online platform;
- collect, review and summarize public feedback including a public-facing “What We Heard” report; and
- help refine preferred scenario direction based on public feedback.

A series of in-person engagement activities will be conducted around the region to engage the public in the process, inform them about the scenarios, and lead them to participate through the web site. Through “pop-up” engagement activities that “meet people where they are at” in high traffic locations, as well as heavily promoted open houses in larger urban centres, the public will be able to learn more about the Growth and Servicing Plan and provide meaningful input to help shape the preferred growth scenario. Up to ten “pop-up events” and three open houses are planned for the first phase of the public engagement program.

Public Engagement Program Phase 2

The second phase of engagement will focus on refinement of a preferred growth scenario and input to supporting policy, and will occur in the later stages of *Phase 3: Preferred Scenario and Adoption* of the Growth and Servicing Plan. This engagement will seek input to support refinement of the preferred scenario.

It will continue to tell the Growth and Servicing Plan story using the online platform developed for the first phase of public engagement. The narrative will explain how the preferred scenario was identified, including how previous internal and public feedback was used in the process. The public will be asked to comment on the preferred scenario. Feedback gathered will be used to assist in the further refinement of the preferred scenario prior to the final review of the preferred scenario by the LUC and ISC.

The public engagement program will involve the following tasks:

- develop, program and test online engagement tools;
- develop key messages, soundbites and preferred scenario newsletter;
- launch online platform;
- summarize public feedback, including a What We Heard Report.

Building Awareness

The CE TAG will be important in assisting in identifying advertising and promotional opportunities to build awareness about the project and the opportunities to provide feedback, given their knowledge of the most effective tools in their own community.

Timelines

Early March – meet with the communication and engagement TAG for identification of advertising and promotional opportunities in each municipality

- Public Engagement Program Phase 1:
 - March to early April 2020 – creation of materials for both the online and face to face engagement and promotion
 - Mid to late April 2020 – online and face to face engagement
 - Late April to early May 2020 – report on what was heard in all engagement activities
- Public Engagement Program Phase 2:
 - June 2020 – creation of materials for online engagement and promotion
 - June to early August 2020 – online engagement
 - Mid-August 2020 – report on what was heard through online engagement

Reporting and Evaluation

Reports will be completed at the end of each of the two phases of public engagement. They will speak to who participated, what feedback they provided and how it was incorporated into the project.

Evaluation will be collected at the end of each face to face activity and will be solicited on the online engagement platform. It will be used to identify any gaps in messaging and improvements for future processes.

Agenda Item	12
Submitted to	Board
Purpose	For Decision
Subject	CMRB Messaging Platform
Meeting Date	February 21, 2020

That the Board approve the use of the CMRB Messaging Platform in the development of CMRB communications materials

Summary

- The purpose of the Messaging Platform is to enable the development of communications materials for the CMRB. It is intended to capture the core values of the CMRB and be available for use by consultants, CMRB Administration, and others to inform the development of presentations, graphics, website updates, key messages about the CMRB mandate, and other materials to be created on behalf of the Board.
- At the December 2019 Board meeting, the Board directed the Land Use and Servicing Committee members to review the Messaging Platform. The Platform was presented to the Committees at the January 2020 Joint Committee meeting. The Platform was updated in consideration of member feedback and was brought back to the February 2020 meeting.
- In February 2020 the Committees recommended the Platform to the Board for its approval with two minor wording changes.
- The Messaging Platform is built on the mandate and objectives of the Growth and Servicing Plan as provided in the *Calgary Metropolitan Region Board Regulation*. It does not include the vision and goals of the CMRB Board. The vision and goals of the Board will be included in the Messaging Platform once they have been approved by the Board following the forthcoming visioning workshops.
- The main target audiences for the communications materials include the general public and internal stakeholders who want to learn more about the CMRB. CMRB communications materials will be an important part of introducing the CMRB and its mandate to the public in general.
- The Messaging Platform is intended to be a living document that is updated as required.

Attachments

- Draft CMRB Messaging Platform, Strut Creative

1. Background

At the January 2020 Joint Committee meeting, CMRB Administration was directed to work with Strut Creative to:

- Prepare the CMRB's corporate messaging platform as a stand-alone communications package, developed from existing materials, and return it to the next meeting, and
- Develop a work plan to fully prepare a corporate vision statement and goals to guide the ongoing work of the CMRB, in consideration of the Growth Planning process, and return it to the next meeting.

At the direction of the Committees, Strut Creative simplified the Messaging Platform to more directly reflect the *Calgary Metropolitan Region Board Regulation*, including the Board's mandate and objectives related to the Growth and Servicing Plan. The updated Messaging Platform was recommended to the Board by the Joint Committee at the February 2020 meeting.

At the February 2020 Joint Committee meeting, the Committees recommended the Messaging Platform to the Board for approval with two minor changes. The first change was to remove the word "because" at the start of last paragraph of the One Minute Message and to say "among" member municipalities rather than "between" member municipalities.

Engaging a communications firm to prepare communications materials on behalf of the CMRB is in alignment with the Communications and Engagement Framework, which was approved by the Board at the March 2019 meeting. As outlined in page 3 of the approved Framework, the Board is currently focused in Phase 1 - Region Building.

Strut Creative was retained to complete Phase 1 activities. The outcomes being proposed as part of completing Phase 1 of the Framework, including the Messaging Platform and communications materials, do not impede the work being completed as part of Phase 2 of the Framework which are within the HDR Calthorpe scope of work.

Table 1: Communication and Engagement Phases (from the Communications and Engagement Framework)

Phase	Description	Key Question	Purpose
Phase 1	Region Building	Who are we?	Explaining the Regional Story
Phase 2	Plan Building	How can the Growth Plan and Servicing Plan support the growth of a sustainable Calgary region?	Incorporating public and stakeholders in the Growth Plan and Servicing Plan development process
Phase 3	Implementation and Monitoring	Do our policies achieve our goals and how can we improve?	Educating the public about the Growth Plan and Servicing Plan; working with public and key stakeholders to evaluate plan effectiveness; other implementation and monitoring activities as defined through the planning process

As noted in the approved Framework, Phase 1 - Region Building includes the following activities:

- Build the policies, procedures, and processes of the CMRB, its committees, and its administration.
- Establish the vision, values, and priorities of the CMRB to guide the work to be completed by the CMRB and its consultants.

Page 3 of the Framework notes that “it is recommended that a communications expert should be engaged to inform stakeholders and the public about the CMRB and its mandate. As part of this scope of work, the consultant should:

- Identify tactics and approaches to educate stakeholders and public about the CMRB.
- Develop education materials and website content about the CMRB, the IGP, and IREF.
- Confirm the regional vision and values with stakeholders and the public.”

CMRB Messaging Platform

[DRAFT V9.0]

PREPARED FOR CALGARY METROPOLITAN REGION BOARD

February 6, 2020

Strut Creative Inc. 101, 255 - 17 Avenue SW Calgary, Alberta T2S 2T8

Contact: Michelle Caplan 1-403-228-9200 ext. 113 michelle.caplan@strutcreative.com

OVERVIEW

The messaging platform that follows was designed for Calgary Metropolitan Region Board (CMRB) to provide a solid foundation for all communications, including but not limited to marketing materials, public-facing documents, speeches and presentations. Its goal? Building brand awareness and helping key audiences understand the important role the CMRB plays in the growth of the Calgary Metropolitan Region.

The messaging platform was developed with CMRB's organizational goals and target audiences in mind and includes purposeful mission and value statements to complement CMRB's mandate. It outlines who CMRB is, what you do, and your areas of focus. Most critically, it provides you with an elevator pitch and supporting messages that will help facilitate consistent communication by board members and administration across all channels.

A NOTE ABOUT ACRONYMS

Whenever possible, it is recommended that CMRB use its full name in public-facing documents and marketing materials. This will help improve recognition of the organization and ensure individuals, businesses, industry and government become more familiar with both the Board and the Calgary Metropolitan Region.

WHO WE ARE

The Calgary Metropolitan Region Board is a government corporation made up of elected officials from each of the Region's 10 member municipalities.

Calgary Metropolitan Region Municipalities

- Airdrie
- Calgary
- Chestermere
- Cochrane
- Foothills County
- High River
- Okotoks
- Rocky View County
- Strathmore
- Wheatland County (portion)

MANDATE

A mandate is comprised of the activities for which you are legally obligated to carry out. The CMRB's mandate is defined in the Municipal Government Act (Alberta Regulation 190/2017).

The Calgary Metropolitan Region Board supports the long term sustainability of the Calgary Metropolitan Region by:

- Ensuring environmentally responsible land-use planning, growth management and efficient use of land
- Developing policies regarding the coordination of regional infrastructure investment and service delivery
- Promoting the economic wellbeing and competitiveness of the Calgary Metropolitan Region
- Developing policies outlining how the Board shall engage the public in consultation

MISSION

A mission is a high-level description of the tangible, real-world operational efforts your organization will undertake to achieve its goals. The CMRB's mission also provides a clear and concise way of communicating the organization's mandate, tailored specifically for public consumption.

The CMRB supports the long-term economic, environmental and social wellbeing of the Calgary Metropolitan Region by facilitating collaborative regional planning practices, optimizing shared services and land use, and fostering sustainable growth.

VALUES

Organizational values help shape and guide how you work, act and operate. They serve as a barometer for decision making and form the basis of who CMRB is and what it stands for as an organization.

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.

AREAS OF FOCUS

The Calgary Metropolitan Region Board has identified the following areas for which it will provide vision and direction.

- Economic wellbeing
- Growth management and the efficient use of land
- Environmentally responsible land use
- Shared services optimization
- Celebrating rural/urban differences
- Water stewardship

KEY MESSAGES

The following messages can be used individually or in combination and are designed to be updated and added to as the CMRB completes new studies and plans for the region.

We are working together to create a region that is a growing destination to live, work and play.

Thriving communities require more than homes for people to live in. They require viable employment opportunities, a sustainable economy, accessible transportation routes and transit options, and a healthy environment with healthy natural systems. The CMRB addresses these social, environmental and economic needs through the development of collaborative regional planning practices and the evaluation of statutory plans through a regional lens.

Our municipalities are all connected.

The benefits and challenges of growth extend beyond municipal boundaries. When one municipality makes large-scale changes to infrastructure or land-use, neighbouring municipalities are impacted—either directly or indirectly. The CMRB's role is to ensure planning for regionally-significant growth is coordinated between municipalities.

Together, we can do more.

CMRB members work collaboratively to address the needs of the region as a whole while identifying opportunities and efficiencies to reduce the costs of growth and realize sustained prosperity. Because together, we can achieve more—financially, environmentally and socially.

The Interim Growth Plan was designed to help reduce uncertainty while the Growth Plan is developed.

The Interim Growth Plan serves as a tool to help municipalities and other stakeholders:

- Determine which plans are regionally significant
- Learn more about the values of the Board
- Understand the process of working together at a regional level

The Interim Growth Plan will be replaced by the Growth Plan upon its completion and approval by the Board.

The Interim Regional Evaluation Framework is a tool to objectively evaluate and approve statutory plans with regional significance.

The Interim Regional Evaluation Framework provides member municipalities with the criteria to determine when a statutory plan must be submitted to the CMRB for approval. It also provides objective evaluation criteria and procedures for the Board to follow in the review and approval of statutory plans, ensuring plans are consistent with the long-term regional interests identified in the Interim Growth Plan. The CMRB does not evaluate or critique plans on their technical merits.

The Growth Plan for the Calgary Metropolitan Region is in development and will come into effect in 2021.

The CMRB has engaged internationally-recognized regional planning firm HDR Calthorpe to develop the Growth Plan in consultation with member municipalities under the leadership of the Board.

The Growth Plan will provide a framework for sustainable growth of the Calgary Metropolitan Region.

The Growth Plan is being developed to complement existing municipal planning processes. The plan will lay out a framework for sustainable growth in the Calgary Metropolitan Region, providing policies and high-level guidance on regionally significant topics including:

- Residential, commercial and industrial land use
- Corridors for transportation, recreation, energy transmission, utilities and transit
- Infrastructure planning and development
- Water quality, conservation and management (including flood mitigation)
- Environmental sustainability and the conservation of agricultural lands

The Growth Plan will provide greater certainty to municipalities, investors and citizens in the Calgary Metropolitan Region.

The Growth Plan will serve as a best-practice guide for achieving long-term prosperity in the Calgary Metropolitan Region. It will provide guidance and structure to municipalities, the development industry and other regional stakeholders on how to plan and develop for sustainable growth. As a living document, the plan will be evaluated and updated to ensure its content is reflective of the changing needs of the people, businesses and ecosystems that contribute to our region's success.

ONE-MINUTE MESSAGE

Also known as an elevator pitch, your one-minute message is what you'd tell someone about CMRB if you had only one-minute of their time. Great one-minute messages concisely communicate what your organization does, its core values and key differentiators. The best one-minute messages are memorable because they are authentic to the organization's staff and membership.

We believe the long-term success of the Calgary Metropolitan Region requires collaboration and coordination among municipalities. That's why our 10 member municipalities are working together to build a roadmap for sustainable growth and prosperity.

Since 2018, the Calgary Metropolitan Region Board has been working to identify key social, environmental and economic needs of the region and develop collaborative regional planning practices. We've overseen the development and implementation of the region's Interim Growth Plan and Evaluation Framework, and are currently in the process of developing the region's first formal Growth Plan which will be completed by 2021.

While each of our cities, counties and towns has many unique assets, it is only together that we will succeed in continuing to grow our region as a world-class destination to live, work and play.

STONE AND VOICE

The CMRB should follow the Government of Alberta's guidelines for tone and voice.

The government of Alberta's voice is:

- Friendly and approachable
- Clear
- Direct
- Genuine

The tone of communications should reflect the type of message being conveyed. For more serious topics, the government recommends a direct, no-nonsense tone.

For communications such as informational materials, event invitations and news releases, a lighter, conversational tone should be used.

For more information and examples, refer to the [Government of Alberta's Voice, Tone and Style Guide](#).

Agenda Item	13
Submitted to	Board
Purpose	For Information
Subject	Special Study Areas
Meeting Date	February 21, 2020

That the Board receive for information an overview of the use of special study areas in statutory plans in the CMR

Summary

- At the November 2019 Board meeting, the Board discussed the use of special study areas in Area Structure Plans and other statutory planning documents.
- The Board directed CMRB Administration to compile background information about the use of special study areas in the CMR, and to bring the information back to the Board.
- CMRB Administration circulated a questionnaire about the use of special study areas in the CMR to the Land Use TAG. Six municipalities responded to the survey.
- The compiled survey responses were reviewed at the January 2020 meeting of the Land Use TAG.
- CMRB Administration has provided an overview of the Land Use TAG discussion and conclusions as part of this agenda item.

1. Overview

At the November 2019 Board meeting, the Town of High River raised a question about the use of special study areas in statutory plans. The Board made a motion directing CMRB Administration to work with the Land Use TAG to learn more about the use of special study areas in the CMR.

A survey was circulated to Land Use TAG members and the responses were discussed at the January 2020 Land Use TAG meeting. Responses were received from six member municipalities.

1.1. Summary of Survey Results

CMRB Administration compiled survey responses sent in by member municipalities and distributed the responses to the Land Use TAG for review. The following provides an overview of the use of the special study areas in the CMR:

1. Special study areas are an important planning tool. Most member municipalities use special study areas in their statutory planning documents.
2. Special study areas are a policy tool used when there is a need for more technical work or design work to be done at a later stage of planning. This later stage of planning is often a non-statutory planning stage because the details of a development are being determined.
3. Examples of when a special study area might be used in the CMR were submitted, including: when future provincial road alignments are unknown, when future flood hazard areas are unknown but are being identified through study, when the full development potential of an area is unknown due to limitations stemming from the previous use of the land, when the full development potential of an area is unknown due to slopes and slopes stability, when detailed environmental inventories would affect planning policies and the taking of Environmental Reserve, and others.
4. The use of a special study areas is not typically regionally significant as they allow for further planning around local or site-specific considerations.
5. There is some concern that special study areas could be used to defer details or information around regionally significant issues to a non-statutory stage of planning where there will be no regional review.

1.2. Conclusions

The Land Use TAG discussed special study areas at its January 2020 meeting in Cochrane. The following provides an overview of the discussion and conclusions:

1. It should remain at the discretion of the municipality as to when the use of special study areas is appropriate.
2. The concern raised by High River is specifically related to flood prone areas. High River administration has identified a lack of regional policy tools to ensure planning in flood prone areas considers the future safety of residents and protects against future costs related to flood recovery which would affect all rate payers throughout the region.
3. The Land Use TAG discussed the lack of direction in the Interim Growth Plan for flood prone areas (policy vacuum). Rather than creating controls on the use of special study areas, planning for flood prone areas should be considered through policies for flood prone areas within the Growth Plan.
4. The Land Use TAG also discussed some options for ensuring special study areas aren't used to defer planning for regionally significant matters to non-statutory planning process where the Board will not have an opportunity for review:
 - a. If a member municipality believes a special study area is being used to defer a regionally significant issue to a future non-statutory planning

stage, the member municipality can submit a challenge to the IREF or REF application. This would allow the Board to discuss the matter fully. It was noted that issuing a challenge to an IREF or REF application does not mean a municipality must vote against it.

- b. If a member municipality wishes to move a statutory plan forward to approval, a special study area could be used to plan for a matter of regional significance; however, the member municipality should commit to amending the statutory plan to remove the special study area from the statutory plan once more planning has been done or more information is available. This would allow for regionally significant matters to be brought back to the Board once further details are known.
5. The Land Use TAG would like to further consider special study areas as part of an IREF review workshop, tentatively scheduled for the February 2020 Land Use TAG meeting. How 'regional significance' is defined will be a key element of the Growth Plan, and the Land Use TAG will be exploring this further.

2. Recommendation

That the Board receive for information an overview of the use of special study areas in statutory plans in the CMR

Agenda Item	14
Submitted to	Board
Purpose	For Information
Subject	Impact of the Growth Plan on MDP
Meeting Date	February 21, 2020
<i>MOTION that the Board receive for information the report and legal advice regarding the need for Municipal Development Plans to conform with the Growth Plan.</i>	
<p>Summary</p> <ul style="list-style-type: none"> • The updated Municipal Government Act (the Act) allowed for the creation of the Calgary Metropolitan Region Board. The <i>Calgary Metropolitan Region Board Regulation</i> (the Regulation) created the organization on January 1, 2018. • Section 708.14(1) of the MGA provides that a participating municipality must amend every statutory plan and bylaw to conform with a growth plan no later than the date specified by the growth management board. • In order to ensure that development in the region was not disrupted, Section 17 of the Regulation provides an exception to the above requirement for statutory plans adopted, bylaws made, resolutions passed or municipal agreements entered into by a participating municipality before the coming into force of the Regulation. • This exemption creates a grey area with respect to Municipal Development Plans (MDPs). MDPs which were passed before January 1, 2018 are exempted from the need to conform with the Growth Plan, however, in the hierarchy of plans, any Area Structure Plan (ASP) or Area Redevelopment Plan (ARP) must conform with both the Growth Plan and the MDP. This creates the possibility that an ASP or ARP could be inconsistent with the MDP, while being consistent with the Growth Plan. • CMRB Administration raised this requirement in its Recommendation of Approval of IREF 2019-03. • Given the importance of this issue, CMRB Administration reached out to Brownlee LLP to provide a legal opinion on the issue. Brownlee LLP felt they had a conflict and recommended Janice Agrios of Kennedy Agrios LLP to provide an opinion on the matter. • Janice Agrios provided the following opinion: <i>As new ASPs are adopted or as new subdivisions are approved, participating municipalities may be required to</i> 	

amend existing MDPs to the degree that they are inconsistent with the Growth Plan.

Attachments

- Legal opinion on the need for MDPs to conform to the Growth Plan

1. Background

Section 708.13 of the MGA notes that “Despite any other enactment, but subject to section 708.14(5), a growth plan prevails in the event of a conflict or inconsistency between the growth plan and a statutory plan, bylaw, resolution or municipal agreement of a participating municipality”.

Section 708.14(1) notes that “The council of a participating municipality must amend every statutory plan and bylaw as necessary to conform with a growth plan no later than the date specified by the growth management board.”

708.14(2) notes that “if the council of a participating municipality fails to amend a statutory plan or bylaw in accordance with subsection (1) , the statutory plan or bylaw is deemed to be invalid to the extent that it conflicts or is inconsistent with a growth plan.”

So although all statutory plans remain in full force and effect with the establishment of the growth management board, they must also align with the Growth Plan, once approved, within the timeframe specified by the Board.

MDPs are an essential means of implementing the Growth Plan. As the MDP is the guiding framework for lower tiered statutory plans (ASPs and ARPs), if the MDP does not align the Growth Plan the hierarchy of plans is not in place and the policies of the Growth Plan will not be implemented.

The hierarchy of plans is described under Section 638(1) and 683.1 of the MGA (“Plans Consistent”) and further described in Section 708.13 as noted above. Given the broad scope of the Growth Plan defined in the Calgary Metropolitan Region Board Regulation, it is difficult to imagine a circumstance where an MDP will fully comply with the Growth Plan without being amended to some degree.

Grandfathered ASPs and ARPs, as well as ASPs and ARPs approved under the IGP, will remain in full force and effect and will not be subject to the REF process and will not be seen by the Board unless they are substantially amended. If an ASP or ARP is substantially amended, it will need to be reviewed by the Board either in whole or in part depending on the requirements of the REF. Under the IREF, we are currently only reviewing the portions of the plan that are being amended.

2. Advisement contained in CMRB's Administration Recommendation for IREF 2019-03

On July 22, 2019, CMRB Administration released its recommendation on IREF 2019-03. Contained within that recommendation was the following advisement highlighting the need for MDPs to conform with the Growth Plan in a time set out by the Board.

1. MDPs must align with the Growth Plan as per Section 708.14(1) of the Municipal Government Act which states: *"The Council of a participating municipality must amend every statutory plan and bylaw as necessary to conform with a growth plan no later than the date specified by the growth management board."* This IREF approval recommendation does not remove or supersede the requirement for the Rocky View County MDP to align with the Growth Plan within the time set out by the Board.

3. Current Situation

There are member municipalities who are in the process of updating their MDPs. It is important for all member municipalities to be aware of the obligations imposed by the MGA and Regulation to ensure they can make informed decisions regarding when they choose to finalize any update of an MDP.

4. Administration Recommendation

At present, CMRB Administration does not have a recommendation for the Board. Administration is raising this issue to ensure all member municipalities are aware of the obligations imposed by the MGA and the Regulation.

MEMORANDUM

To: Jordon Copping
Chief Officer
Calgary Metropolitan Region Board
("CMRB")

From: Janice A. Agrios, QC
Kennedy Agrios LLP
780.969.6911

Date: January 15, 2020

Subject: Growth Plan

File: 76186-1

A. ISSUE

As Chief Officer of the CMRB, you have asked me to advise as to:

1. the obligation of a participating municipality to amend every statutory plan to conform with the growth plan pursuant to Section 708.14 of the *Municipal Government Act*, RSA 2000, c. M-26 ("MGA") in relation to existing statutory plans, and in particular, how these provisions impact an existing municipal development plan ("MDP");
2. the obligation of a participating municipality to amend an MDP which has been passed pursuant the Interim Growth Plan, dated October 4, 2018 ("IGP") once the growth plan has been approved by the Minister.

B. SUMMARY OF CONCLUSIONS

1. Section 17 of the Calgary Metropolitan Region Board Regulation, Alberta Regulation 190/2017 (the "Regulation") provides that Section 708.14 of the MGA does not apply to statutory plans adopted, bylaws made, resolutions passed or municipal agreements entered into by a participating municipality before the coming into force of the Regulation. Therefore, an existing MDP that pre-dates the Regulation does not have to be amended. Having said that, failure to amend an existing MDP that does not conform with the growth plan could result in other conflicts.
2. Any statutory plans or amendments to existing statutory plans passed after January 1, 2018 must conform with the IGP until such time as the growth plan is approved. An MDP passed pursuant to the IGP eventually may need to be amended to conform with the growth plan once approved due to other conflicts that may arise.

C. RELEVANT LEGISLATION

1. MGA

Actions must conform with growth plan

708.12(1) Despite any other enactment, no participating municipality shall take any of the following actions that conflict or are inconsistent with a growth plan: ...

- (b) adopt a statutory plan;
- (c) make a bylaw or pass a resolution;
- (d) enter into a municipal agreement.

Plan prevails

708.13 Despite any other enactment, but subject to section 708.14(5), a growth plan prevails in the event of a conflict or inconsistency between the growth plan and a statutory plan, bylaw, resolution or municipal agreement of a participating municipality.

Conformity with growth plan

708.14(1) The council of a participating municipality must amend every statutory plan and bylaw as necessary to conform with a growth plan no later than the date specified by the growth management board.

(2) If the council of a participating municipality fails to amend a statutory plan or bylaw in accordance with subsection (1), the statutory plan or bylaw is deemed to be invalid to the extent that it conflicts or is inconsistent with a growth plan.

(3) The Minister may, in respect of a municipal agreement entered into by a participating municipality that conflicts or is inconsistent with a growth plan, require the council of the participating municipality, to the extent possible under the terms of the municipal agreement,

- (a) to amend the municipal agreement so that it conforms to the growth plan, or
- (b) to terminate the municipal agreement.

(4) If the council of a participating municipality fails to amend or terminate a municipal agreement when required to do so by the Minister under subsection (3), the municipal agreement is deemed to be invalid to the extent that it conflicts or is inconsistent with the growth plan.

(5) Except as otherwise provided in the regulation establishing the growth management board of which the participating municipality is a member, section 708.13 and this section apply to statutory plans adopted, bylaws made, resolutions passed and

municipal agreements entered into before or after the coming into force of that regulation.

Effect of regulation on existing statutory plans

708.16 For greater certainty, except as provided in this Part and Part 17, all statutory plans of a participating municipality that are in effect on the coming into force of the regulation establishing the growth management board of which the participating municipality is a member remain in full force and effect.

Area structure plan

633(3) An area structure plan must be consistent with ...

- (b) any municipal development plan.

Plans consistent

638(2) In the event of a conflict or inconsistency between

- (a) a municipal development plan, and
- (b) an area structure plan or an area redevelopment plan,

the municipal development plan prevails to the extent of the conflict or inconsistency.

Approval of application

654(1) A subdivision authority must not approve an application for subdivision approval unless ...

- (b) the proposed subdivision conforms to the provisions of any growth plan under Part 17.1, any statutory plan and, subject to subsection (2), any land use bylaw that affects the land proposed to be subdivided ...

2. Regulation

Regional Evaluation Framework

12(1) The Board shall prepare and submit to the Minister a Regional Evaluation Framework containing

- (a) criteria to be used to determine whether a statutory plan must be submitted for approval under section 13(1),
- (b) procedures for submitting statutory plans for approval under section 13(1), and
- (c) the criteria and procedures to be followed by the Board for the objective evaluation and approval of statutory plans in relation to the Growth Plan and the Servicing Plan.

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).

Transitional

17 Sections 708.13 and 708.14 of the Act do not apply to statutory plans adopted, bylaws made, resolutions passed or municipal agreements entered into by a participating municipality before the coming into force of this Regulation.

D. DISCUSSION

1. Existing Plans

Section 708.14(1) of the MGA provides that a participating municipality must amend every statutory plan and bylaw to conform with a growth plan no later than the date specified by the growth management board. Sections 708.14(2) of the MGA provides that that if the council of a participating municipality fails to amend a statutory plan or bylaw to conform with a growth plan, then the statutory plan or bylaw is deemed to be invalid to the extent that it conflicts or is inconsistent with the growth plan. Section 708.14(5) of the MGA provides that **except as otherwise provided in the regulation establishing the growth management board**, Section 708.14 of the MGA applies to statutory plans adopted, bylaws made, resolutions passed and municipal agreements entered into before or after the coming into force of the regulation establishing the growth management board [emphasis added]. Section 708.16 of the MGA provides that all existing statutory plans remain in full force and effect.

Section 17 of the Regulation provides for the exception contemplated in Section 708.14(5) of the MGA. It states that Sections 708.13 and 708.14 of the MGA do not apply to statutory plans adopted, bylaws made, resolutions passed or municipal agreements entered into by a participating municipality before the coming into force of the Regulation. Therefore, existing statutory plans remain in full force and effect and are exempt from the requirement in Section 708.14(1) of the MGA that they must be amended to conform with the growth plan.

This exemption has the potential to create some conflicts that may not be possible to resolve without amending an existing MDP to conform with the growth plan. Section 708.12 of the MGA provides that a participating municipality cannot adopt a statutory plan, make a bylaw, pass a resolution or enter into a municipal agreement that conflicts or is inconsistent with a growth plan. Sections 633(3)(b) and 638(2) of the MGA require an area structure plan (“ASP”) to be consistent with an MDP. If an MDP that does not conform to the growth plan is in place, then it may not be possible to adopt an ASP that

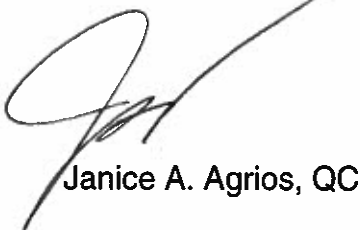
meets the requirements of Section 708.12 of the MGA and Sections 633(3)(b) and 638(2) of the MGA. A similar problem arises on subdivision. Section 654(1)(b) of the MGA provides that a subdivision authority must not approve an application for subdivision unless the proposed subdivision conforms to the provisions of the growth plan and any statutory plans. If the MDP does not conform to the growth plan, then the subdivision authority could be faced with a conflict between the growth plan and the MDP and not be able to approve subdivision. In summary, the scheme of the MGA contemplates that all statutory plans will be in conformity with the growth plan. As such, it may be that as new ASPs are adopted or as new subdivisions are approved, participating municipalities may be required to amend existing MDPs in any event.

2. IGP

The Regulation came into effect in January 2018. The CMRB is not required to complete the growth plan until December 2020. This timing creates a gap in that statutory plans adopted after the Regulation are required to comply with the growth plan but the growth plan does not yet exist. In order to address this gap, the participating municipalities prepared the IGP to guide planning on an interim basis. According to the IGP, any statutory plans or amendments to existing statutory plans passed after January 1, 2018 are required to conform with the IGP until such time as the growth plan is approved. If there is a conflict or an inconsistency between the IGP and a new statutory plan or an amendment to an existing statutory plan approved after January 1, 2018, the IGP prevails. Statutory plans and amendments to existing statutory plans approved under the IGP will remain in full force and effect once the growth plan is approved. The Interim Regional Evaluation Framework, dated October 4, 2018 ("IREF") provides the CMRB with the authority to evaluate and approve new statutory plans and amendments to existing statutory plans to ensure that they conform with the IGP.

It should be noted that if an MDP or amendments to an existing MDP are passed pursuant to the IREF/IGP process, such an MDP eventually may need to be amended to conform with the growth plan, once approved. Although an MDP passed pursuant to the IREF/IGP process will remain in full force and effect once the growth plan is approved, the same conflicts in relation to new ASPs and new subdivisions as set out above may arise.

I hope that the foregoing is of assistance. If you have questions or require clarification, please let me know.



Janice A. Agrios, QC

Agenda Item	16
Submitted to	Board
Purpose	For Information
Subject	LUC and ISC
Meeting Date	February 21, 2020
<i>Motion that the Board receive for information an update on the work of the LUC and ISC</i>	
<p>Summary: The Land Use TAG and Servicing TAGs are currently focusing on the following areas:</p> <ul style="list-style-type: none"> • HDR Calthorpe Planning Process • Agriculture Subcommittee • Transit Subcommittee • Transportation Study • CMRB Water Table • Policing Subcommittee <p>Updates on the Regional Employment Analysis and Recreation Servicing TAG are available in other agenda items in this package.</p>	

1. HDR Calthorpe Planning Process

- HDR Calthorpe held workshop #2 on January 31, 2020.
- The first meeting of the Communications & Engagement TAG has been scheduled for February 28, 2020. The C&E TAG will discuss local engagement opportunities and the timing and locations for pop-up engagements.
- Invitations have been sent to potential External TAG members. All invitees are interested in participating in the TAG and are confirming their capacity to send a representative.

2. Agriculture Subcommittee

- A draft report has been completed and will be presented to the LUC at the March meeting.

3. Transit Subcommittee

- Interim findings as approved by the ISC are being used to support the HDR Calthorpe planning process, including the need to focus on key themes of "integration," "connection" and "efficiency" in transit.
- Municipal transit specialists are being incorporated into the HDR Calthorpe planning process as approved by ISC.

- Reporting of the Subcommittee findings are ongoing.

4. South and East Calgary Regional Transportation Study (S&ECRTS)

- The S&ECRTS was initiated by the CMRB in October 2018. The successful consultant, ISL Engineering and Land Services, began in their work in January 2019.
- The S&ECRTS will build upon the study process, analyses, evaluation and results of the NCRTS. The expected outcome is a scenario for the 2028 (10 year) and 2039 (20 year) planning horizons that can be used in the future.
- The next phase of work is project evaluation and prioritization in February 2020.

5. CMRB Water Table

- The Water Roadmap continues to be revised to include an approach to integrated policy direction on development in flood-prone areas. A workshop to kick off the work on flood-prone areas occurred on October 10, 2019 in High River. Summary report preparation is ongoing.
- CMRB administration continue to participate at meetings of AEP projects including Bow River Phosphorus Management Plan Implementation Committee and the Bow Basin Water Management Options Conceptual Assessment.

6. Policing Subcommittee

- Following up on the meeting of the Delivery of Policing Services Subcommittee, Councillor Ritesh Narayan, in his role as Lecturer in the Department of Economics, Justice and Policy Studies at Mount Royal University, has received approval from the Canadian Association of Criminology and Legal Studies, in partnership with Mount Royal University to conduct the background study. Conducting a background study was approved at the meeting on October 8, 2019 and will look at the current state of policing in each participating municipality and will include:
 - Staffing
 - Include detachment strength as well as approved officers for each detachment
 - Include support staff
 - Include peace officers
 - Service Areas
 - Ownership of policing facilities/ capital
 - Gap analysis of policing in each municipality
 - Areas of focus for policing in each municipality
- This background study will provide a baseline of the current state of the delivery of policing in the participating municipalities.

7. Recommendation

That the Board receive for information an update on the work of the LUC and ISC.

Agenda Item	17
Submitted to	Board
Purpose	For Information
Subject	CMRB Visioning Work Plan
Meeting Date	February 21, 2020
<i>The Board receive for information an update on the CMRB visioning work plan</i>	
<p>Summary</p> <ul style="list-style-type: none"> • At the February 2020 meeting, the Joint Committee recommended a work plan to develop a vision for the Board to the Board for approval. • Following from the February meeting, CMRB Administration interviewed potential facilitators and has engaged Mr. Mauro Meneghetti from Action Leaders to complete the visioning work plan. • The first visioning workshop will occur following the March 20, 2020 Board meeting. Interviews with Board and Committee members, and other key stakeholders as identified by the facilitator, will occur prior to the first workshop session. 	
<p>Attachments</p> <ul style="list-style-type: none"> • Resume, Mauro Meneghetti, Action Leaders 	

1. Overview of the Visioning Work Plan

The Joint Committee approved a visioning work plan at February 2020 meeting. The work plan was developed by Strut Creative at the request of the Committees in January 2020.

CMRB Administration interviewed facilitators and selected Mr. Mauro Meneghetti from Action Leaders to complete the remainder of the Board visioning process. The objectives of the work plan are to:

- Develop a corporate vision statement for the CMRB
- Develop refined goal statements for each of CMRB's key focus areas
- Gain Approval of vision and goal statements by the Board
- Work with Strut Creative to incorporate the vision and goal statements into Messaging Platform once approved by the Board

2. Pework prior to March 20, 2020 Session

Preparation and pre-work are central features of the upcoming visioning process. Select key stakeholders will participate in a guided interview with Mr. Meneghetti. Questions will be provided to participants in advance of the meeting. The interviews are planned to occur between February 24 and March 11. The results of the interviews will be used to determine the most appropriate form of facilitation for the March 20 visioning session. CMRB Administration will circulate an agenda prior to the meeting.



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Mauro Meneghetti is a proven leader and trusted advisor with over 30 years of experience.

He most recently served as Chief Operating Officer and Brand Builder for Thermal Systems, a leading building-envelope sub-contractor.

A former Director of Western Management Consultants (WMC), he began his consulting career in 1983 with Accenture (then Andersen Consulting), joining WMC in 1991 where he served as Managing Director for Calgary and then as National Managing Director. On his departure he founded Action Leaders, a small independent consulting firm focused on helping businesses get better results faster.

Mauro obtained his B. Commerce (Honours) from the University of Calgary in 1983, where he was awarded the ASM gold medal for academic achievement. In 1998 he earned his Certified Management Consultant (CMC) designation, ranking in the top 10% in Canada. He is also certified in PROSCI and ODR Change Management methodologies.

Mauro has a strong track record of helping executives and directors set vision and direction for their organizations and build cohesive teams. He brings deep multi-disciplinary skills in the public and private sector. His areas of focus include, Strategic Planning, Executive Coaching and Development, Organizational Transformation, Change Management and Information Technology.

His accomplishments and experience span many industries including economic development, not-for profit, transportation, logistics, financial services, energy, power, professional services, engineering, construction, manufacturing, oilfield construction, utilities, sports, education, technology, real estate, and telecommunications.

Mauro chairs private sector advisory boards and has previously served on several public boards including Canadian Association of Management Consultants, Calgary Economic Development, Westside Regional Recreation Centre, CIPS and Mount Royal University.