

**Calgary Metropolitan Region Board**  
 March 20, 2020 Board Meeting Agenda  
**9:30 AM Virtual Meeting-Details to be Confirmed**

- |  |         |
|--|---------|
| 1. Call to Order and Opening Remarks   | Sheard  |
| 2. Adoption of Agenda<br><i>To adopt and/or revise agenda</i>  | All     |
| 3. Adoption of Minutes of Last Meeting (Attachment)<br><i>For Decision: Motion that the Board approve the Minutes of the February 21, 2020 meeting</i> | All     |
| 4. Annual Report (Attachment)<br><i>For Information: Motion that the Board review the first draft of the Annual Report</i>                             | Copping |
| 5. Public Engagement Policy (Attachment)<br><i>For Decision: Motion that the Board approve the Public Engagement Policy</i>                            | Copping |
| 6. Consolidation of Committees (Attachment)<br><i>For Decision: Motion that the Board approve the consolidation of LUC and ISC</i>                     | Copping |
| 7. Next Meeting: Friday April 24, 2020 @ MRU   |         |
| 8. Adjournment   |         |

Upcoming Meetings:

Joint LUC ISC	April 2 @ 9:30 AM	MRU Room EC2010
Board Meeting	April 24 @ 9:30 AM	MRU Room EC2010
Governance Committee	April Date TBD	
Advocacy Committee	TBD	

**Delegates in Attendance:**

Mayor Peter Brown – City of Airdrie  
Mayor Naheed Nenshi – City of Calgary  
Mayor Marshall Chalmers – City of Chestermere  
Mayor Jeff Genung – Town of Cochrane  
Reeve Suzanne Oel – Foothills County  
Mayor Craig Snodgrass – Town of High River  
Mayor Bill Robertson – Town of Okotoks  
Reeve Greg Boehlke – Rocky View County  
Mayor Pat Fule – 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 9:37 AM.

**2. Approval of Agenda**

M 2020-01

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

Motion: That the Board approve the agenda of February 21, 2020.

Motion carried unanimously.

**3. Approval of Minutes**

M 2020-02

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

Motion: That the Board approve the Minutes of December 13, 2019.

Motion carried unanimously.

**4. Municipal Context Report**

Mayor Nenshi provided a presentation on The City of Calgary's Municipal Context Report.

## 5. Governance Committee Minutes

M 2020-03

Moved by Mayor Robertson, Seconded by Reeve Oel, accepted by Chair.

Motion: That the Board receive for information the draft Governance Committee Minutes from January 30, 2020.

Motion carried unanimously.

## 6. Q4 Actuals

M 2020-04

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

Motion: That the Board receive for information the 2019 Q4 Actuals and Year End.

Motion carried unanimously.

## 7. Audited Financial Statements

Calvin Scott of AVAIL LLP joined the meeting by conference call and reviewed the 2019 Audited Financial Statements. Jordon Copping noted that a request has been made to Canada Revenue Agency to reconsider CMRB's assessment as a Public Services Body that receives a 50% GST rebate, and be declared a self-government body to receive 100% rebate.

M 2020-05

Moved by Reeve Link, Seconded by Mayor Robertson, accepted by Chair.

Motion: That the Board approve the Audited Financial Statements for 2019.

Motion carried unanimously.

## 8. Conflict of Interest Policy

### Motion A:

M 2020-06

Moved by Mayor Robertson, Seconded by Mayor Genung accepted by Chair.  
Motion: That the Board approve the Conflict of Interest Policy.

### Amending Motion B:

M 2020-07

Moved by Reeve Boehlke, Seconded by Reeve Link accepted by Chair.  
Motion: That the Board remove Outside Activities from the Conflict of Interest Policy.

M 2020-08

Amending Motion C:

Moved by Mayor Nenshi, No Secunder, accepted by Chair.

Motion: That the Board move the discussion about the relationship between CMRB and GOA to a closed session.

Recorded Vote Requested.

IN FAVOUR: Calgary, Cochrane, Okotoks. OPPOSED: Airdrie, Chestermere, High River, Foothills, Rocky View, Strathmore, Wheatland.

Amending Motion C Fails.

Amending Motion B WITHDRAWN by Reeve Boehlke.

Return to Motion A:

M 2020-09

Amendment to Motion A:

Moved by Reeve Boehlke, Seconded by Mayor Snodgrass, accepted by Chair.

Motion: That the Board approve the Conflict of Interest Policy, AND that the Board send the Outside Activities paragraph of the Conflict of Interest Policy to the Governance Committee for review and come back to the Board with recommendations.

Motion carries, 1 opposed: Airdrie. Recorded vote requested.

The chair clarified that the Conflict of Interest Policy is approved and in effect as presented with the exception of the Outside Activities paragraph which will go back to the Governance Committee for further consideration and recommendations back to the Board.

Motion Arising:

M 2020-10

Moved by Mayor Nenshi, Seconded by Mayor Brown, accepted by Chair.

Motion: That the Board direct CMRB administration to:

- a) Make any housekeeping changes to this policy as needed for clarity; and
- b) To copy the sanctions language from the Code of Conduct into this policy, returning an amended copy to the Governance Committee as soon as possible.

Motion carried unanimously.

## 8.b Conflict of Interest Procedure

Motion:

M 2020-11

Moved by Mayor Brown, Seconded by Reeve Oel, accepted by Chair.  
Motion: That the Board approve the Conflict of Interest Procedure.  
Motion carried unanimously.

## 9. Regional Employment Analysis

Reeve Link asked that it be noted Wheatland County's employment numbers for 2018 were not amended in the report and believe they are too high.

Motion:

M 2020-12

Moved by Mayor Robertson, Seconded by Mayor Fule, accepted by Chair.

Motion: That the Board approve the Regional Employment Analysis Report.

Motion carried.

M 2020-13

Motion Arising:

Moved by Mayor Nenshi, Seconded by Mayor Genung, accepted by Chair.

Motion: That, similar to the Board approval of Population Projections, the Employment Projections be updated by CMRB at least once every five years.

Motion carried.

## 10. Recreation TAG

The Board requested a full edit of the Report for minor clerical changes.

M 2020-14

Motion:

Moved by Reeve Oel, Seconded by Mayor Fule, accepted by Chair.

Motion: That the Board approve the Options for Enhancing Regional Recreation Report.

Motion carried unanimously.

## 11. Public Engagement Plan Update

M 2020-15

Motion:

Moved by Reeve Link, Seconded by Mayor Genung, accepted by Chair.

Motion: That the Board approve the HDR Calthorpe Public Engagement Plan.  
Motion carried unanimously.

## 12. CMRB Messaging Platform

M 2020-16

Motion:

Moved by Reeve Oel, Seconded by Mayor Robertson, accepted by Chair.

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

Motion carried unanimously.

## 13. Special Study Area

Motion:

M 2020-17

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

Motion: That the Board receive for information an overview of the use of Special Study Areas in statutory plans in the CMR.

Motion carried unanimously.

## 14. Applicability of Growth Plan

Motion:

M 2020-18

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

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.

Motion carried unanimously.

## 15. Growth & Servicing plan Update

Steve Power from HDR Calthorpe updated the Board:

- Workshop #2: Preliminary scenarios were introduced and are currently being worked on. Will be discussing with analytics group the calibration of business as usual to meet with the Calgary context. This is being working through rapidly, will take approximately 6-7 weeks to get meaningful results.
- Inaugural Communications & Engagement TAG meeting will be February 28, will be working on details of open houses and content.
- External TAG group has been formed and the first conference call to discuss details is February 27, then formal meeting later in March.

- Workshop #3 will be held in early April, date to be confirmed, where modelling on scenarios and a focus on evaluation of scenarios will be discussed.
- Policies: Point of clarification with regards to policies - presentation at last workshop is how HDR Calthorpe is addressing policy. All of the work in background reports have some policy guidance in them and is being used and will be adapted to the preferred scenario. All policy identified at that workshop and contained in the Regulation will be addressed within the growth and servicing plan.

Reeve Oel left the meeting at 12:00 PM.

## 16. LUC & ISC Update

Motion:

M 2020-19

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

Motion: That the Board receive for information an update on the LUC and ISC.

Motion carried unanimously.

## 17. CMRB Visioning Work Plan

Motion:

M 2020-20

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

Motion: That the Board receive for information an update on the Visioning Work Plan.

Motion carried unanimously.

## 18. Closed Session

The Board moved into a closed session at 12:07 PM. The Board returned to public session at 12:54

## 19. Next Meeting: Friday March 20, 2020 @ MRU, 9:30 AM

## 20. Adjournment

The Chair declared the meeting adjourned at 12:55 PM.

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**CMRB Chair, Christopher Sheard**

<b>Agenda Item</b>	<b>4</b>
<b>Submitted to</b>	<b>Board</b>
<b>Purpose</b>	<b>For Review</b>
<b>Subject</b>	<b>2019 Annual Report</b>
<b>Meeting Date</b>	<b>March 20, 2020</b>
<b>That the Board review the first draft of the 2019 Annual Report.</b>	
<p>Background</p> <ul style="list-style-type: none"> <li>• CMRB Annual report is legislatively required to be submitted to the Minister no later than 120 days after year end, which is April 30, 2020.</li> <li>• The Annual Report will be required to be recommended by the Governance Committee and approved by the Board.</li> <li>• Due to the cancellation of the March 20 Governance Committee meeting, CMRB Administration is asking the Board to review the first draft of the Annual Report.</li> </ul>	
Attachments: First Draft of 2019 Annual Report	

## 1. Introduction

Below is the approved timeline for the 2019 Annual Report to be reviewed by the Board.

- Reviewed by Board for comment on March 20, 2020
- Reviewed and approved at April 24, 2020 Board Meeting

## 2. Recommendation

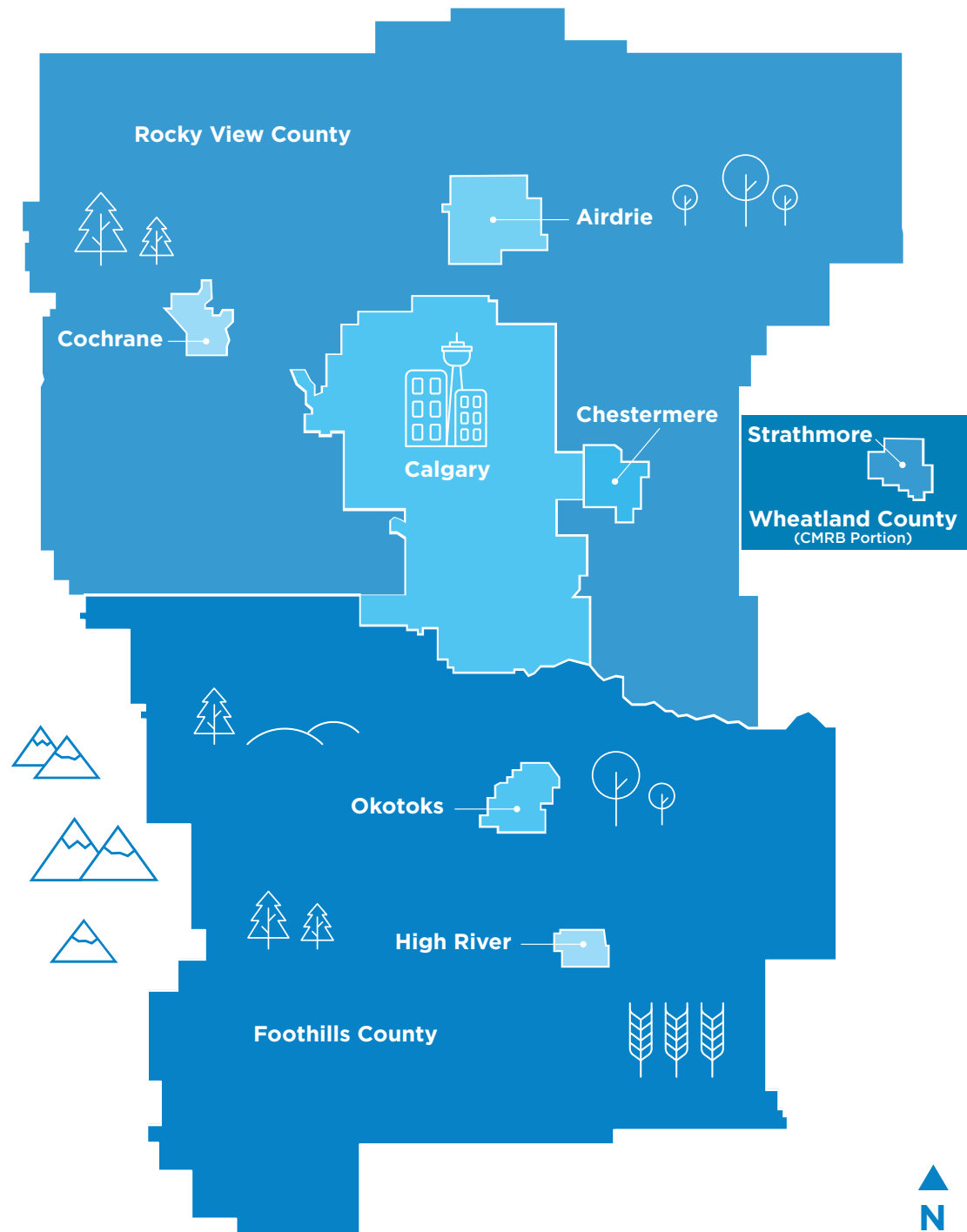
That the Board review the first draft of the 2019 Annual Report.





# 2019 Annual Report





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# A Message from the Board Chair and Chief Officer

The past year has been one of strengthened relationships in the region, intensive collection of regional data and focussed effort toward completion of the growth and servicing plan for the region. As only the second year of the CMRB's existence, and the first full year of operations, it was a year of learning, testing and refining of policies and practices that will serve the CMRB for years to come.

We wish to acknowledge the expert work of CMRB administration, who have charted a course for the work of the Board in a field where little precedent exists to guide them. Further, we wish to acknowledge the dedicated elected officials from our 10 member municipalities who have spent countless hours constructively collaborating about the future of this region. They deserve recognition and thanks, as do their municipal staff whose support has been constant. We'd also like to thank the Government of Alberta, particularly the Minister and staff at Municipal Affairs, whose support has been invaluable.

Together, we are working to provide greater certainty to municipalities, investors and citizens in the Calgary Metropolitan Region, laying the groundwork for sustainable prosperity.



Jordon Copping  
**Chief Officer**



Chris Sheard  
**Board Chair**

“ Together, we are working to provide greater certainty to municipalities, investors and citizens in the Calgary Metropolitan Region, laying the groundwork for sustainable prosperity. ”





# About the Calgary Metropolitan Region Board

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



## Board Structure and Governance

The Board is comprised of an elected official representing each of the Region's 10 member municipalities.

### CALGARY METROPOLITAN REGION BOARD



**City of Airdrie**  
Peter Brown  
Mayor



**City of Calgary**  
Nanheed Nenshi  
Mayor



**City of Chestermere**  
Marshall Chalmers  
Mayor



**Town of Cochrane**  
Jeff Genung  
Mayor



**Foothills County**  
Suzanne Oel  
Reeve



**Town of High River**  
Craig Snodgrass  
Mayor



**Town of Okotoks**  
Bill Robertson  
Mayor



**Rocky View County**  
Greg Boehlke  
Reeve



**Town of Strathmore**  
Pat Fule  
Mayor



**Wheatland County**  
Amber Link  
Reeve

### NON-VOTING MEMBERS



Chris Sheard  
**Board Chair**

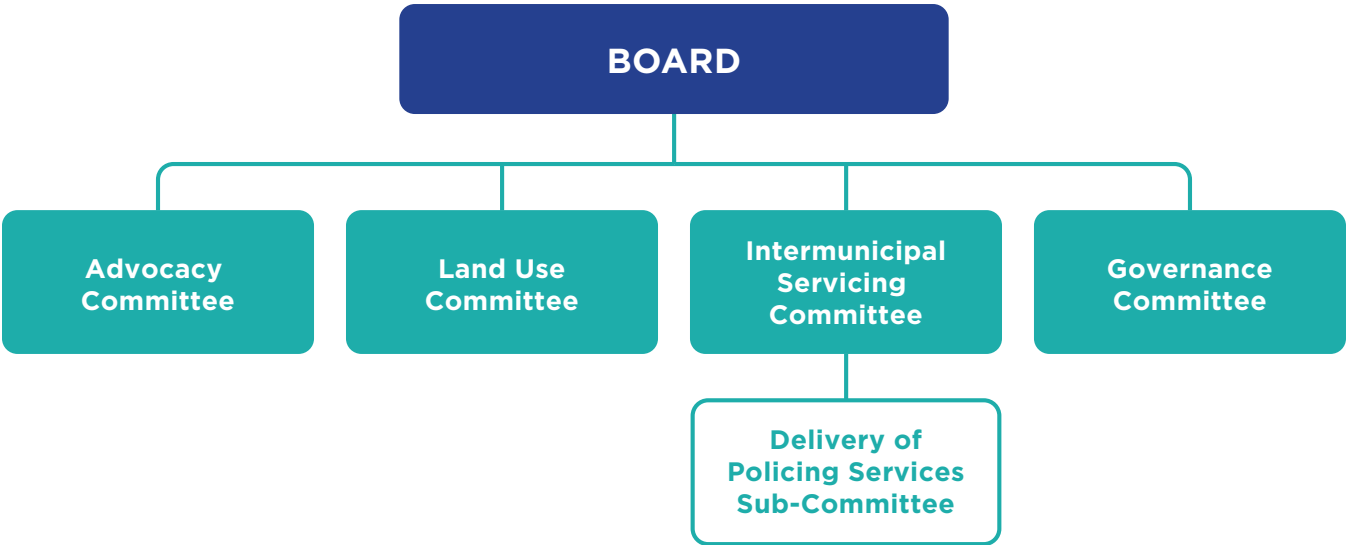


Dale Beesley  
**Government of Alberta**



# Board Committees

Board Committees help the CMRB more effectively advance the interests of the Region. Each Committee has a specific mandate to support the operations and goals of the CMRB and is charged with making recommendations to be brought before the Board.



## Land Use Committee

The Land Use Committee guides the preparation of a Growth Plan for the Calgary Metropolitan Region for review and approval by the CMRB. The Growth Plan must contain a comprehensive, integrated regional land-use plan for the Calgary Metropolitan Region and must be submitted to the Minister of Municipal Affairs no later than December 31, 2020.

## Intermunicipal Servicing Committee

The Intermunicipal Servicing Committee guides the preparation of a Servicing Plan for review and approval by the CMRB. The Servicing Plan is required to support the development outlined in the Growth Plan and must be submitted to the Minister of Municipal Affairs no later than December 31, 2020.

### DELIVERY OF POLICING SERVICES SUB-COMMITTEE

The Delivery of Policing Services Sub-Committee is established under the Intermunicipal Servicing Committee and is focussed on examining how policing is delivered in the Calgary Metropolitan Region to ensure that the policing needs of citizens in the Region are being met in the most efficient and cost-effective manner possible.

## Governance Committee

The Governance Committee is established by the Board and reports to the Board through the Committee Chair. The Committee Chair provides leadership to Committee members in fulfilling the mandate in areas of Board governance and operations, finance, and human resources.

## Advocacy Committee

The Advocacy Committee guides the development of educational and outreach strategies to advance the goals of the Region, particularly as these strategies pertain to intergovernmental relations with the Governments of Alberta and Canada.





# Mandate of the Board

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

*The CMRB's mandate is defined and can be viewed in its entirety in the Calgary Metropolitan Region Board Regulation (Alberta Regulation 190/2017).*





# Our Values



## 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.





# Accomplishments

The CMRB recognizes that 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. Our role is to ensure planning for regionally-significant growth is coordinated between municipalities. To do this, we provide policies and guidance at a regional level, undertaking studies and engaging with experts to help build a region that is a growing destination to live, work and play.

*The following is a summary of the work accomplished by the CMRB during its second year of operation in 2019.*

## Interim Regional Evaluation Framework (IREF) Applications

The Interim Regional Evaluation Framework is a tool to objectively evaluate and approve statutory plans with regional significance, ensuring plans are consistent with the long-term regional interests identified in the Interim Growth and Servicing Plan.

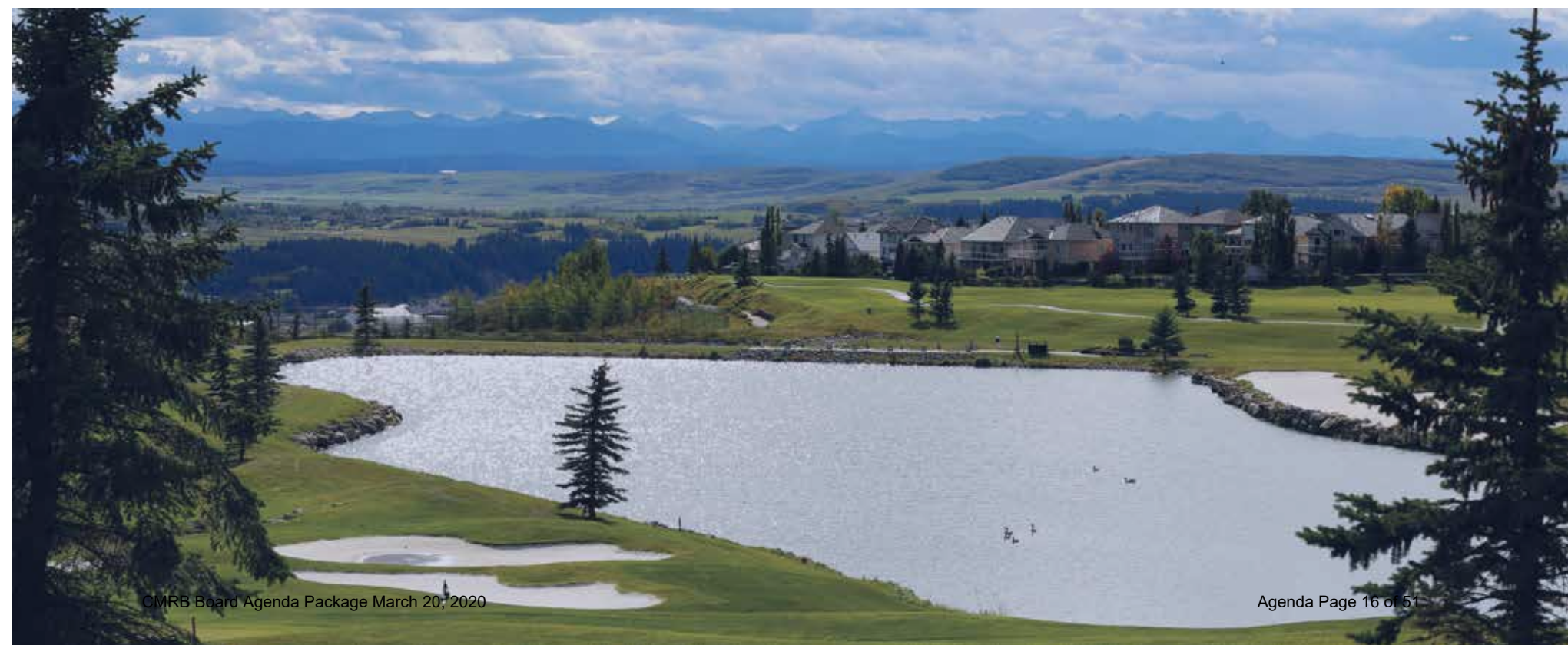
In 2019, a total of eight statutory plans from member municipalities were received. IREF recommendations were submitted to the Board in 10 to 25 working days after a complete IREF application was received, with an average time of 21 working days.

## Technical Background Reports and Studies

In late 2018 and early 2019, CMRB committees directed administration to complete technical background reports and studies to inform the development of the Growth and Servicing Plan. Background reports and studies describe the current state of the CMR, educate the Board about best practices, define what regional means, and provide the CMRB with the opportunity to discuss preferred planning approaches compatible with Board values. They also provide the CMRB, including its committees, technical advisory groups, municipal and subject matter experts with the opportunity to establish a common perspective on complex issues and influence the technical foundations of the Plan.

## REPORTS AND STUDIES COMPLETED IN 2019

- **Water Use and Conservation in the CMR:**  
This study examines municipal water use in the Region on a per capita basis by municipality. It summarizes the conservation measures member municipalities have implemented for water efficiency and conservation over past 10 years and offers opportunities for continued improvement through regional efforts.
- **Natural and Managed Capacity of Regional Water Supply in the CMR:**  
This report summarizes studies completed throughout the Region by various technical groups and includes considerations such as climate variability. The report also provides a summary of previously identified opportunities for regional collaboration among municipalities and other water users.
- **CMR Existing Water and Wastewater Servicing and Regional Potential:**  
This study provides a baseline fact set of the current infrastructure capacities relative to current and projected demands (expressed in population equivalents) provided by member municipalities regarding water supply, wastewater collection, and treatment infrastructure.





- **Regional Employment Projections - Status Quo Scenario:**

Using the Board-approved population forecasts as a base, this analysis provides an understanding of regional employment, establishes employment projections and provides discussion around what defines regional employment areas. The results of the analysis form a background technical report for consideration in the development of regional growth scenarios.

- **Environmentally Sensitive Areas (ESAs) Background Study:**

This study provides guidance towards the development of a cooperative regional framework to support municipalities in planning for ESAs, particularly those that span jurisdictional boundaries. The study also provides guidance for the development of CMRB's Growth and Servicing Plan to help ensure wise stewardship of the region's irreplaceable environmental features.

- **CMR Stormwater Background Report:**

This report helps establish definitions that differentiate between municipal and regional significance in regards to stormwater management. The report summarizes how stormwater servicing is regulated and administered within in each municipality in the CMR and identifies best practices within the region, Canada and the world. The report also summarizes key themes and opportunities for regional collaboration for consideration of the Growth Plan consultant.

#### ONGOING STUDIES

- Sub-Regional Transportation Study
- Regional Recreation
- Regional Employment Analysis
- Agriculture in the Calgary Metropolitan Region
- Transit in the Calgary Metropolitan Region

These studies were developed with significant support from representatives of municipal administrations. We wish to acknowledge and express our gratitude for their contributions to these studies and those currently ongoing.







## THE GROWTH AND SERVICING PLAN

The Growth and Servicing Plan will serve as a best-practice guide for achieving long-term prosperity 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, water use and management (including flood mitigation)
- Environmental sustainability and the conservation of agricultural lands

## Selection of and Engagement with Growth Plan Consultant

In 2019, a request for proposal was put out to select a Growth Plan consultant whose scope of work includes development of the Growth and Servicing Plan deliverables and associated public engagement. The request for proposal process was undertaken collaboratively with municipal administrations and the CMRB and resulted in five proponent responses.

The outcome of the extensive proposal evaluation process resulted in the Board's selection of HDR | Calthorpe as the successful proponent. HDR | Calthorpe is a pioneer in the development and implementation of regional plans that support diverse, walkable, vibrant, environmentally responsible, mixed-use communities across the world.

The firm's long history of high-quality urban design and regional planning give their designers, planners and engineers the skills and vision to work on a project of the stature and complexity of the Growth and Servicing Plan for the Calgary Metropolitan Region.

### SUMMARY OF THE GROWTH AND SERVICING PLAN WORK COMPLETED

- Communications and Engagement Framework, approved by the Board in June 2019
- Communications and Engagement Plans for internal and external stakeholders and the public, developed by HDR | Calthorpe and approved by the Land Use and Servicing Committees in December 2019
- Development tour of the Calgary Metropolitan Region with HDR | Calthorpe, completed in October 2019
- Workshop with municipal staff and elected officials from CMR, conducted by HDR | Calthorpe in October 2019 to introduce the firm's scenario development process and typical regional planning metrics for scenario evaluations



## Board Governance

In 2019, the Board Governance Committee undertook the following work for approval by the Board:

- Procedural Policy on Motions
- Code of Conduct Policy
- Conflict of Interest Policy (in progress)
- Appeal Dispute Mechanism (in progress)
- Cost Sharing Model (in progress)
- 2019 Financial Statements
- 2020 Budget

## Workshops

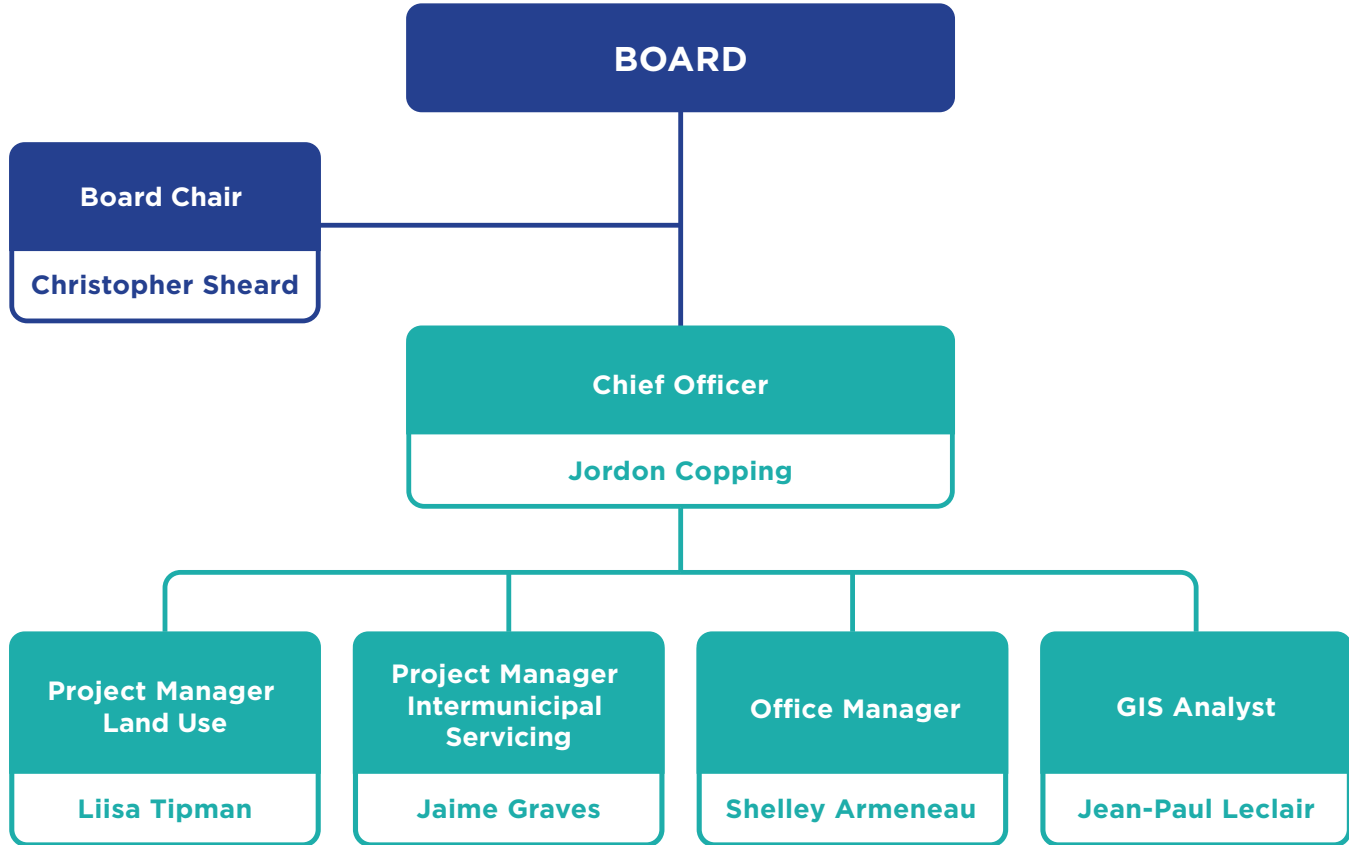
Two workshops were held with municipal administrations and elected officials on the topics of water regulation, policy and approvals (June 2019); and flood policy (October 2019).





# Organizational Structure

The CMRB is a not-for-profit corporation comprised of five staff and an external Board Chair, reporting to the Board in the below structure.







# CMRB Audited Financial Statements

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



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.

[original signed]

\_\_\_\_\_  
Chief Officer

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

	2019	2018
<b>Financial assets</b>		
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
	<u>3,065,150</u>	<u>3,235,087</u>
<b>Liabilities</b>		
Accounts payable and accrued liabilities	130,926	91,149
Deferred revenue (note 4)	992,061	1,250,921
	<u>1,122,987</u>	<u>1,342,070</u>
<b>Net financial assets</b>	<u>1,942,163</u>	<u>1,893,017</u>
<b>Non-financial assets</b>		
Prepaid expenses (and deposits)	6,109	12,043
Tangible capital assets (schedule 1)	10,689	16,661
	<u>16,798</u>	<u>28,704</u>
<b>Accumulated surplus (note 5, schedule 2)</b>	<u>\$ 1,958,961</u>	<u>\$ 1,921,721</u>

*Commitments* (note 10)

Approved on behalf of the board:

Member \_\_\_\_\_ [original signed]

Member \_\_\_\_\_ [original signed]

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

	Budget (unaudited)	2019	2018
<b>Revenue</b>			
Alberta Municipal Affairs	\$ 2,000,000	\$ 2,258,861	\$ 819,079
Calgary Regional Partnership	-	-	1,873,286
Interest	-	60,555	19,731
	<u>2,000,000</u>	<u>2,319,416</u>	<u>2,712,096</u>
<b>Expenses</b>			
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
	<u>2,805,392</u>	<u>2,282,176</u>	<u>790,375</u>
<b>(Deficiency) excess of revenue over expenses</b>	(805,392)	37,240	1,921,721
<b>Accumulated deficit surplus, beginning of year</b>	1,921,721	1,921,721	-
<b>Accumulated deficit surplus, end of year</b>	\$ 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
<b>(Deficiency) excess of revenue over expenses</b>	\$ (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
	<u>20,972</u>	<u>5,972</u>	<u>(16,661)</u>
Net change in inventory for consumption	-	5,934	(12,043)
<b>Change in net financial assets</b>	(784,420)	49,146	1,893,017
<b>Net financial assets, beginning of year</b>	1,893,017	1,893,017	-
<b>Net financial assets, end of year</b>	\$ 1,108,597	\$ 1,942,163	\$ 1,893,017



**CALGARY METROPOLITAN REGION BOARD**  
**STATEMENT OF CASH FLOWS**  
For the year ended December 31, 2019

	2019	2018
<b>Operating transactions</b>		
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
	(185,852)	3,227,911
<b>Capital transactions</b>		
Acquisition of tangible capital assets	-	(22,633)
<b>Investing transactions</b>		
Change in short-term investments	199,875	(2,825,000)
<b>Increase in cash and cash equivalents</b>	14,023	380,278
<b>Cash and cash equivalents, beginning of year</b>	380,278	-
<b>Cash and cash equivalents, end of year</b>	\$ 394,301	\$ 380,278

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

**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, Municipal District of Foothills, and Wheatland County.

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

**2. Significant accounting policies**

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

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

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

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

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

**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	10,689	16,661
	\$ 1,958,961	\$ 1,921,721

**6. Equity in tangible capital assets**

	2019	2018
Tangible capital assets (schedule 1)	\$ 22,633	\$ 22,633
Accumulated amortization (schedule 1)	(11,944)	(5,972)
	\$ 10,689	\$ 16,661

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

**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
		\$ 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)

**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
<b>Cost:</b>					
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
<b>Accumulated amortization:</b>					
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
<b>Net book value</b>	<b>\$ 3,171</b>	<b>\$ 2,975</b>	<b>\$ 4,543</b>	<b>\$ 10,689</b>	<b>\$ 16,661</b>
<b>2018 net book value</b>	<b>\$ 4,228</b>	<b>\$ 3,347</b>	<b>\$ 9,086</b>	<b>\$ 16,661</b>	

**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
<b>Balance, end of year</b>	<b>\$ 1,948,272</b>	<b>\$ 10,689</b>	<b>\$ 1,958,961</b>	<b>\$ 1,921,721</b>



The image is a vertical split. The left side is a faded, light-colored aerial photograph of a city and its surrounding landscape, including a river and a golf course. The right side is a clear, vibrant aerial photograph of the same area, showing a river winding through a lush green landscape with a golf course in the foreground and a residential area in the background. The sky is clear and blue.

**Calgary Metropolitan Region Board**

Suite 305, 602 - 11th Avenue S.W.

Calgary, AB T2R 1J8

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<b>Agenda Item</b>	<b>5</b>
<b>Submitted to</b>	<b>Board</b>
<b>Purpose</b>	<b>For Decision</b>
<b>Subject</b>	<b>Public Engagement Policy</b>
<b>Meeting Date</b>	<b>March 20, 2020</b>
<b>That the Board approve the Public Engagement Policy</b>	
<p><b>Summary</b></p> <ul style="list-style-type: none"> <li>• Section 3(1)(f) of the Calgary Metropolitan Region Board Regulation requires the Board, as part of its mandate, to “develop policies outlining how the Board shall engage the public on the Growth Plan and the Servicing Plan.”</li> <li>• The Board approved the CMRB Communications and Engagement Framework in March 2019.</li> <li>• A joint meeting of the Land Use and Servicing Committees approved the Public Engagement Plan in January 2020.</li> <li>• At the February 21, 2020 Governance Committee meeting the Public Engagement Policy was recommended for approval by the Board.</li> </ul>	
<p><b>Attachments</b></p> <ul style="list-style-type: none"> <li>• CMRB Communications and Engagement Framework</li> <li>• HDR Calthorpe Public Engagement Plan</li> </ul>	

## 1. Introduction

Section 3(1)(f) of the Calgary Metropolitan Region Board Regulation requires the Board, as part of its mandate, to “develop policies outlining how the Board shall engage the public on the Growth Plan and the Servicing Plan.”

The Board has identified an important role for external stakeholders, experts, and the public in fulfilling the mandate of the CMRB. The purpose of the following policy is to direct a public stakeholder engagement for the Growth and Servicing Plan that is consistent with the goals of the Calgary Metropolitan Region Board.

Agenda Item 5

This policy formalizes the language and intent of the CMRB Communications and Engagement Framework, which was approved by the Board in March 2019. As noted in the Framework, the Board sees an important role for external stakeholders, experts, and the public in fulfilling the mandate of the CMRB.

Meaningful communications and engagement activities are planned throughout the process of developing the Growth and Servicing Plan into the implementation of the Plans.

## **2. Recommendation**

Motion that the Board approve the Public Engagement Policy.

### **Draft Public Engagement Policy**

#### **Policy Brief and Purpose**

To direct a public stakeholder engagement process for the Growth and Servicing Plan that is consistent with the goals of the Calgary Metropolitan Region Board. The purpose of public participation in the development of the Growth and Servicing Plan is to facilitate the inclusion of external knowledge, values, and ideas into the planning process to make the work of the Region more meaningful, relevant, and thoughtful.

All public communications and engagement activities undertaken for the Growth Plan and Servicing Plan shall incorporate the following principles:

- a. It will be meaningful.
- b. It will be transparent.
- c. It will be inclusive.
- d. It will be responsive.

#### **Scope**

This policy extends to all public engagement activities which support the development of the Growth and Servicing Plan being developed by the Calgary Metropolitan Region Board.

#### **Policy**

1. MEANINGFUL ENGAGEMENT

1.1 The public engagement plan will be informed by the work of the International Association for Public Participation (IAP2), applying best practices for public involvement in decision-making processes.

1.2 Engagement activities will build a greater understanding of the different views in the region through the sharing of multiple perspectives.

## 2. TRANSPARENT ENGAGEMENT

2.1 Plain language will be used in all communications materials.

2.2 Information will be made readily available in a format that suits the intended audience.

2.3 It will be clear how public input was used as part of decision-making processes.

## 3. INCLUSIVE ENGAGEMENT

3.1 Members of the public from across the region will be invited to participate in the engagement process.

3.2 Multiple options for engagement, including in person and online options, will be available and accessible for participants.

## 4. RESPONSIVE ENGAGEMENT

4.1 Input will be gathered and shared back along with the next steps in the project and engagement process.

4.2 Participants and external stakeholders will be told how input was used in the development of the Growth and Servicing Plan.



## **Communications and Engagement Framework**

### **1. Purpose of the Framework**

The purpose of this Communications and Engagement Framework is to outline how external stakeholder and public input can be integrated into CMRB activities. The Framework is intended to identify the need for consultant support and to identify the general direction of communications and engagement activities. It is not intended to be a detailed scope of work for communications and engagement activities. Detailed scope of work and the timing of communications and engagement activities will be determined by expert consultants working in collaboration with the CMRB.

### **2. Background**

Through discussion at the Land Use Committee (“LUC”) and the Board, CMRB Administration understands that the Board and LUC see an important role for external stakeholders, experts, and the public in fulfilling the mandate of the CMRB.

In addition to discussion at LUC, CMRB Administration met with the Land Use Technical Advisory Group (“Land Use TAG”) to gather input about the nature, scope, and timelines of any potential communication and engagement processes used to support the work of the CMRB. CMRB Administration held a workshop with the Land Use TAG at the November 16, 2018 meeting. The compiled results of that meeting, and subsequent feedback from the TAG group, are reflected in this document.

As part of developing this Framework additional research was conducted into other planning case studies to determine where and when different types of communications and engagement activities were completed in other regions and how successful they were.

### **3. Definitions**

This Framework is informed by the International Association of Public Participation (IAP2) public participation spectrum. The IAP2 spectrum is a tool to discuss how different external stakeholders should be included in the work of the CMRB based on how much their input will influence outcomes. External stakeholders are those who are outside of the CMRB organization and its member municipalities, including the public and other interested parties.

For the purposes of this Framework, “Communications” refers to the aspects of public participation where the public is informed about the CMRB and its processes. “Engagement” refers to all other aspects of public participation where the public can expect their input to inform and influence the decision-making process.

Agenda Item 5 Attachment

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March 22, 2019

## **4. Regional Focus**

With more than 9,000 square kilometers of area and more than 1.5 million residents living in the Calgary Metropolitan Region, it is important to ensure that engagement initiatives have a clear purpose, define their target audience, identify the appropriate level of participation, and define if and how the engagement outputs will influence the project outcomes. The purpose of reaching out is not to satisfy everyone who may be affected by the Growth Plan and Servicing Plan, but to provide opportunities for those who should influence the Plans to have an opportunity to do so. Not every project executed or decision made by the CMRB will have opportunities, or the need, for large- scale engagement.

The Growth Plan has authority over the statutory plans of member municipalities (Municipal Development Plans, Intermunicipal Development Plans, Area Structure Plans, and Area Redevelopment Plans) and will therefore influence the way that member municipalities plan communities; however, municipalities will continue to be the authority responsible for planning at the municipal, community, and site levels. Regional planning is more conceptual in nature as it does not focus on specific parcels of land. Communications and engagement approaches will need to be mindful of the distinction between planning at the regional scale and planning at the municipal scale.

Any plan for regional communications and engagement activities should:

- consider the relationship between regional and municipal engagement activities to create synergies and prevent duplication of effort,
- be respectful of the capacity of municipal staff as municipal resources to support regional engagement are scarce,
- be careful to avoid public and stakeholder engagement fatigue,
- provide different strategies in different areas of the region (sub-regional),
- providing meaningful opportunities for input across the Region,
- use leading-edge engagement tools and platforms to maximize the effectiveness of the outreach whenever possible given the large scale of the region and its population, and
- Identify the desired outcome(s) of engagement activities so participants understand how their input will be used and how it will influence the planning process, linking it to the IAP2 public participation spectrum.

## **5. Communication and Engagement Phases**

The purpose of public participation is to facilitate the inclusion of external knowledge, values, and ideas into the planning process to make the work of the Region more meaningful, relevant, and thoughtful.

In consultation with members of the Land Use TAG, CMRB Administration is recommending that communications and engagement activities be divided into three (3) phases that align with core CMRB activities. These are identified in the table below.

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**Table 1: Communication and Engagement Phases**

<b>Phase</b>	<b>Description</b>	<b>Key Question</b>	<b>Purpose</b>
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

### **5.1. Phase 1 - Region Building**

Region Building consists of 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.

Region Building activities have been focused on internal stakeholders to establish the organization of the Calgary Metropolitan Region Board and build its core principles and objectives. To extend this knowledge to the public and key stakeholders, 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.

## 5.2. Phase 2 - Plan Building

Plan-Building consists of the following activities:

- Develop a Growth Plan and Servicing Plan that shapes a scenario for sustainable regional growth in the Calgary Metropolitan Region in accordance with the *Calgary Metropolitan Region Board Regulation* and the vision and values of the Board.

### 5.2.1. Current Activities

The CMRB is undertaking certain technical background reports and studies to inform the development of the Growth Plan and Servicing Plan. These activities are related to Region Building activities in that they provide internal stakeholders, including committees, technical advisory groups, municipal experts and subject matter experts, the opportunity to establish a common perspective on complex issues and influence the technical foundations of the Plans.

To date, technical background studies completed or underway include: Municipal Context Reports, Regional Employment Analysis, Population Projections, South and East Calgary Regional Transportation Study, and Environmentally Sensitive Areas Study. The outputs of these activities will be woven into the Growth Plan as appropriate.

### 5.2.2. Growth Plan and Servicing Plan Activities

A Growth Plan consultant will be engaged to complete the Growth Plan and Servicing Plan on behalf of the CMRB. As part of this Framework, it is recommended that the Growth Plan consultant be tasked with providing a communications and engagement plan for external stakeholders and the public that supports the proposed planning process.

As part of this scope of work, the consultant should:

- Outline clear goals for communication and engagement activities and how these activities support the success of the CMRB and its land use planning process.
- Identify a range of communications and engagement activities necessary to support the development of the Growth Plan and Servicing Plan.
- Illustrate how the scope of the engagement plan balances the timeline for completion of the Plan (December 31, 2020) and the resources available to the CMRB (both from a budget and municipal staff time perspective) with the benefit derived from the engagement activities.
- Outline the role of regional and municipal administrative staff in the engagement activities.
- Be mindful of the differences around the region and plan accordingly. Individual municipalities should have input on what tools achieve the best outcomes in their communities.
- Identify the types of tools it will use for each audience (online, focus group, in-person, etc.). The scope should include consideration for leading-edge engagement platforms.

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- Report back to participants in the engagement process on the ways the CMRB has used their feedback as part of the planning process, such as a “What We Heard Report.”

Elected official and municipal staff play a strong role in bringing the core values of their municipal stakeholders into the work of the CMRB. In addition to regional efforts, municipalities may choose to conduct their own communication and engagement activities related to the Growth Plan to better understand their constituents’ values.

These activities would be outside the scope of the communications and engagement activities related to Growth Plan.

### **5.3. Phase 3 - Implementation and Monitoring**

Implementation and Monitoring consists of the following activities:

- Support the implementation and monitoring activities identified in the Growth Plan and Servicing Plan.
- Identify the need for any additional engagements necessary to make regional policies more effective, as part of future studies or as part of reviewing existing policies.
- Identify any ongoing communications and engagement activities the CMRB might wish to undertake.

Given the December 31, 2020 timeframe for completing the Growth Plan and Servicing Plan, the implementation, monitoring, and revision of the Plans over time will be an important part of planning process.

- A review of international best practices shows that keeping stakeholders and public members involved in the implementation of regional plans is a key part of keeping the work of the region meaningful.
- Undertaking ongoing engagement activities will help to ensure regional bodies be aware of changes in regional context, such as the changes in the economy or in growth rates, and helps them adapt to those changes in a timely way.
- The implementation of the Growth Plan through the IDPs, MDPs, ASPs and ARPs of member municipalities is when the “rubber hits the road” and the effects of regional policies become measurable. Feedback from stakeholders and the public is an important part of ensuring the validity and effectiveness of regional policies as they are interpreted at the municipal and local scale.

## **6. Action Plan and Timelines**

There are three (3) communications and engagement phases proposed under this Framework as noted in Section 5 of this document. The role of the consultant and the timing of each phase are identified in the table below.

**Table 2: Role of Consultant and Timing of Phases**

<b>Phase</b>	<b>Purpose</b>	<b>Role of Consultant</b>	<b>Timing of Phases</b>
Phase 1	Region Building	Providing a plan and resources to inform the public and stakeholders of the CMRB’s mandate and confirming the vision and values of the Board	Immediate – consultant selected as soon as possible
Phase 2	Plan Building	Providing a plan and resources for including public and stakeholder input into the Growth Plan and Servicing Plan	Included as part of the Growth Plan and Servicing Plan Work Plan to be provided by Growth Plan consultant
Phase 3	Implementation and Monitoring	Providing a plan and resources for supporting the ongoing implementation and updating of the Growth Plan and Servicing Plan	Following from Approval of Growth Plan and Servicing Plan

**6.1. Engaging a Consultant for Phase 1**

With the initial visioning sessions of the Board complete, the process of selecting a consultant to support the region building process should begin as soon as possible. As noted in Section 5 of this Framework, Phase 1 activities have a strong communications and education focus to inform stakeholders about the CMRB. A process and timeline for engaging a consultant are included below.

**Table 3: Phase 1 Consultant Selection Timeline**

<b>Step</b>	<b>Description</b>	<b>Timing</b>
1	Develop scope of work	March
2	Select Consultant	March
3	Consultant to develop detailed communication and engagement plan with support from CMRB Administration and TAG	March

**6.2. Engaging a Consultant for Phase 2**

As noted in Section 5 of this Framework, it is recommended that the Growth Plan consultant should provide communications and engagement expertise as part of their proposal to complete the Growth Plan. This ensures communications and engagement activities dovetail appropriately with planning-related activities. This requirement will be

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incorporated into the scope of the Request for Proposals for the Growth Plan. As noted in Section 5, these activities will have an engagement focus and be used to influence the outcomes of the Growth Plan.

### **6.3. Engaging a Consultant for Phase 3**

It is recommended that a consultant should be engaged to support the implementation and monitoring process once the Growth Plan is complete. The consultant would advise the CMRB on ways to use communications and engagement to support the effective implementation and monitoring of the Growth Plan and to further integrate the perspectives of the public and key stakeholders into the core principles and objectives of the CMRB.

# 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.

<b>Agenda Item</b>	<b>6</b>
<b>Submitted to</b>	<b>Board</b>
<b>Purpose</b>	<b>For Decision</b>
<b>Subject</b>	<b>Land Use and Intermunicipal Servicing Committee Consolidation</b>
<b>Meeting Date</b>	<b>March 20, 2020</b>
<b>That the Board approve the consolidation of the Land Use Committee and the Intermunicipal Servicing Committee.</b>	
<p><b>Summary</b></p> <ul style="list-style-type: none"> <li>• The <i>Calgary Metropolitan Region Board Regulation</i> mandates the completion of a Growth Plan and Servicing Plan by December 31, 2020.</li> <li>• The current committee structure includes a Land Use Committee and an Intermunicipal Servicing Committee to oversee the development of the two plans.</li> <li>• The Board, Committees, and Technical Advisory Groups have indicated a preference to fully integrate the Growth Plan and Servicing Plan.</li> <li>• In March 2019 the Board discussed the proposed committee consolidation and referred it to the Governance Committee for its review.</li> <li>• As part of its discussions, the Board requested that the Governance Committee consider how to best include representation from elected officials if the Committees were to be consolidated.</li> <li>• The Governance Committee met on April 26, 2019 and brought forward a recommendation to maintain the two committees and have joint meetings where the agenda dictates a combined meeting would be appropriate.</li> <li>• The Board directed the Governance Committee to review the Terms of Reference for all committees at the December 13, 2019 meeting.</li> <li>• The Governance Committee recommended consolidating the LUC and ISC at the February 21, 2020 meeting.</li> </ul> <p>Attachments: Proposed Terms of Reference – Regional Planning Committee</p>	

### **1. Current Committee Structure**

The committees of the Calgary Metropolitan Region Board play an important role in the work of the CMRB. The committees provide elected officials with an opportunity to participate, evaluate, and guide the activities of the CMRB outside of the formal

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decision-making processes of the Board. They provide administrative staff, consultants, and others with an opportunity to receive direction and feedback from elected officials. The function the committees serve is essential to the success of the CMRB.

At the inception of the CMRB, three (3) committees of the Board were created: Land Use, Intermunicipal Servicing, and Governance. The three-committee structure reflected the need to garner direction from elected officials on the development of the Growth Plan, the Servicing Plan, and the administrative aspects of the Board. A fourth committee, Advocacy, was established by the Board in June 2018 to address how the Board could work together on issues regulated by the Province of Alberta. Each of the committees has its own membership; although, there is overlap between the committees such that some members sit on multiple committees. Each committee meets regularly to discuss the subject matter within its purview, apart from the Advocacy Committee which meets on an as-needed basis. Proposed

## **2. Recommendation**

It is recommended that the two committees would be amalgamated into a single committee in April 2020. The proposed name for the consolidated committee is the Regional Planning Committee.

Municipalities would be able to have up to (2) two elected officials sit as members on the Regional Planning Committee, ensuring diversity of views and more broad participation from Council members.

This recommendation was discussed at the February 2020 Governance Committee meeting and recommended to the Board for approval.

## **3. Rationale for Committee Amalgamation**

There are many benefits to combining the Land Use and Servicing Committees:

- There would be better integration of the planning and servicing aspects of key topics.
- It promotes more effective decision-making as topics would be presented to the committee in a more comprehensive manner when topics have land use and servicing components.
- There is more efficient use of time for elected officials, municipal staff, and key stakeholders including the public. Land use and any applicable servicing aspects would be discussed at the same time in one meeting rather than at two different times.
- The costs associated with committee meetings would be reduced, including reduced overall travel time, disbursements, and other related expenses.
- It ensures full agendas for meetings. Not all aspects of the land use planning process have underlying servicing considerations and building enough content for an independent servicing committee can be challenging.

- There would be more efficient use of CMRB Administration resources by reducing the number of committee meetings for which Administration must plan and prepare.

A drawback to combining the Land Use and Intermunicipal Servicing Committees is that one meeting may go longer than the current three (3) hour meeting, although the meeting would not be double in length as there is no need to repeat introductory materials and not all aspects of the planning process have servicing considerations that are being investigated.

#### **4. Recommendation**

That the Board approve consolidation of the Land Use Committee and the Intermunicipal Servicing Committee.

## Proposed Terms of Reference – Regional Planning Committee

### **Authority**

The Regional Planning Committee is established by the Board and reports to the Board through the Committee Chair. The Committee Chair shall provide leadership to the Committee members in fulfilling the mandate set out in these Terms of Reference.

### **Purpose**

To guide the preparation of a Growth and Servicing Plan for review and approval by the Calgary Metropolitan Region Board. The Growth and Servicing Plan must contain a comprehensive, integrated regional land-use plan for the Calgary Metropolitan Region and any servicing required to support the Growth Plan. While the Regulation separates these two plans, they are integrated and are being developed in concert. The Growth and Servicing Plan must be submitted to the Minister of Municipal Affairs no later than December 31, 2020.

### **1. Objectives of the Growth Plan**

The objectives of the Growth Plan, as stated in Section 8 of the Calgary Region Board Regulation (AR 190/2017), are:

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



## **1.1 Contents of the Growth Plan**

As defined in Section 9 of the Calgary Metropolitan Region Regulation (AR 190/2017), a Growth Plan must include the following:

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

## **2. Objectives of the Servicing Plan**

The objectives of the Servicing Plan as outlined in Section 15 of the Calgary Metropolitan Region Board Regulation (AR 190/17) are as follows:

- (a) to identify the services required to support the goals of, and to implement, the Growth Plan;
- (b) to support the optimization of shared services to enhance use of ratepayer dollars;

(c) to facilitate orderly, economical and environmentally responsible growth in the Calgary Metropolitan Region.

## **2.1 Contents of the Servicing Plan**

As defined in Section 16 of the Calgary Metropolitan Region Board Regulation (AR 190/2017), the Servicing Plan may include the following:

- (a) list the servicing required to support the development outlined in the Growth Plan, which may include
  - (i) transportation, including regional transit,
  - (ii) water, waste water and storm water,
  - (iii) solid waste,
  - (iv) emergency services, and
  - (v) any other services, identified by the board which benefit residents in more than one of the municipalities that are parties to the Servicing Plan,
- (b) for services to be provided on an intermunicipal basis, outline how each service will be
  - (i) intermunicipally delivered, including which municipality will lead delivery of the service, and
  - (ii) intermunicipally funded,
- (c) set the timeframe for implementing services to be provided on an intermunicipal basis,
- (d) contain any other matters necessary to support the growth plan, and
- (e) contain any other matter the Minister considers appropriate.

### **Additional Items**

The following item will be added to the Servicing Plan Terms of Reference voluntarily due to the overlap of the Intermunicipal Collaboration Framework as required in the Municipal Government Act (s.708) with the CMRB regulation requirements of the Servicing Plan

- (a) Servicing required to support Intermunicipal Collaboration Framework, which must include:
  - i. Recreation

### **3. Resources and Budget**

The Committee will be supported by the Chief Officer and required support staff of the CMRB. Additional resources required to conduct studies, create service inventories, etc. will be made available to the committee.

### **4. Membership**

Each municipality may have up to two (2) members of the Committee.

### **5. Governance**

Voting Structure: Decisions of the Committee will be determined by a simple majority with each municipality holding a single vote.

Decisions: Decisions of the Committee will form the basis for recommendations to the Board, which will make the final decision on all matters related to the Servicing Plan.