

UPDATED

Calgary Metropolitan Region Board
Joint Land Use & Servicing Committee Meeting
Agenda – April 2, 2020, 9:30 AM
Go-To Meeting/Call-In

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

- | | | |
|--|----------------------------------|-----------|
| 1. Call to Order & Opening Remarks | Sheard | |
| 2. Adoption of Agenda
<i>For Decision: Motion to adopt and/or revise the agenda</i> | All | |
| 3. Review and Approve Minutes (Attachment)
<i>For Decision: Motion that the Committee review and approve the Minutes of the February 6, 2020 joint meeting</i> | All | 3 |
| 4. Intermunicipal Service Delivery Models (Attachment)
<i>For Information: Motion that the Committee receive for information and discussion a presentation regarding intermunicipal service delivery models in Alberta</i> | RMRF LLP | 7 |
| 5. Agriculture Background Report (Attachment)
<i>For Decision: Motion that Committee recommend the Agriculture Background Report to the Board for approval</i> | Tipman/
Hemingway/
Zaluski | 32 |
| 6. Phase 1 Report (Attachment-link provided in email)
<i>For Information: Motion that the Committee receive for information the HDR Calthorpe Phase 1 Report</i> | HDRC | 86 |
| 7. Growth & Servicing Plan Project (Attachment by separate email)
Schedules and Policies
<i>For Information: Motion that the Committee receive for information an update on the development of Growth & Servicing Plan Policies</i> | HDRC | 87 |
| 8. Next Meeting: Thursday May 7, 2020 | | |
| 9. Adjournment | Sheard | |

Committee Members:

Mayor Peter Brown (Airdrie)
 Councillor Gian-Carlo Carra (Calgary)
 Mayor Marshall Chalmers (Chestermere)
 Mayor Jeff Genung (Cochrane)
 Reeve Suzanne Oel (Foothills) *Vice Chair*
 Councillor Don Moore (High River)
 Councillor Tara McFadden (Cochrane)
 Mayor Pat Fule (Strathmore)
 Deputy Reeve Scott Klassen (Wheatland)

Mayor Craig Snodgrass (High River)
 Mayor Bill Robertson (Okotoks) *Vice Chair*
 Reeve Greg Boehlke (Rocky View)
 Councillor Tom Ikert (Wheatland)
 Councillor Bob Sobol (Strathmore)

Christopher Sheard, Committee Chair
 Dale Beesley, GOA Representative

Upcoming Meetings:

Land Use & Servicing Plan Committee	Thursday May 7 - 9:30 AM	TBD
Board Meetings	Friday April 24 – 9:30 AM	TBD
Governance Committee	TBD	
Advocacy Committee	TBD	

Minutes of the meeting of the
Joint Land Use & Intermunicipal Servicing Committees
of the Calgary Metropolitan Region Board held at
Mount Royal University on Thursday February 6, 2020

Delegates in Attendance for Land Use Committee:

Mayor Peter Brown – City of Airdrie
Mayor Jeff Genung – Town of Cochrane
Reeve Suzanne Oel – Foothills County
Mayor Bill Robertson – Town of Okotoks (Vice Chair)
Councillor Gerry Gautreau – Rocky View County
Councillor Bob Sobol – Strathmore
Councillor Tom Ikert – Wheatland County

Delegates in Attendance for Intermunicipal Servicing Committee:

Mayor Peter Brown – City of Airdrie
Reeve Suzanne Oel – Foothills County (Vice Chair)
Councillor Tara McFadden – Town of Cochrane
Mayor Bill Robertson – Town of Okotoks
Councillor Jerry Gautreau – Rocky View County
Councillor Jason Montgomery - Strathmore
Deputy Reeve Scott Klassen – Wheatland County

CMRB Administration:

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

1. Call to Order

Called to order at 9:30 AM.

2. Approval of Agenda

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

Motion: That the Committees approve the agenda.

Motion carried unanimously.

3. Review and Approve Joint LUC ISC Minutes

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

Motion: That the Committees approve the Joint Minutes of the January 16, 2019 meeting.

Motion carried unanimously.

4. BILD Calgary Region

Brian Hahn and Kimber Higa from BILD Calgary Region provided a presentation on development investment in the CMR, along with Brookfield Residential.

5. Calgary Real Estate Board

Lisa Litz from CREB presented to the Committees on the housing market in the CMR.

6. Recreation TAG

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

Motion: That the Committees recommend to the Board for approval the recommended 'Options for Enhancing Regional Recreation' report.

Motion carried unanimously.

Moved by Reeve Oel, **Seconded by** Councillor Gautreau, accepted by Chair

Motion: That the Committees endorse the definition, vision and principles in the report as 'A Common Foundation'.

Motion carried unanimously.

7. Regional Employment Analysis

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

Motion: That the Committees recommend to the Board for approval the Regional Employment Analysis Report.

Motion carried.

8. Growth & Servicing Plan Update

Steve Power of HDR Calthorpe updated the members on the growth and servicing plan progress:

- Workshop held Jan 31 – well attended and good conversations around the tables. Positive direction on policy to support the growth ideas.
- Next steps are to refine the ideas and move to analytical tools which will form a basis for comparison and look at specific metrics on how alternate scenarios might apply. This will help to determine theme of next workshop.
- Inaugural External TAG group meeting set for February 28.

- Ongoing discussions with First Nations to establish how they want to be involved in the process.

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

Motion: That the Committees accept for information the update by HDR Calthorpe.

Motion carried unanimously.

9. Composting Update

Moved by Mayor Brown, **Seconded by** Deputy Reeve Klassen, accepted by Chair.

Motion: That the Committees:

- i. Direct Administration to proceed with the recommendations set out in the report as follows:
 - a. Administration recommends that the regulatory complications experienced by Wheatland County be referred to the Advocacy Committee for consideration in supporting modifications to the Government of Alberta regulation in line with those identified by Wheatland County's white paper entitled *Alberta Composting Framework*, attached; and
 - b. Administration recommends that municipalities in the CMR prepare for a request by Foothills County staff in 2020 for projected compost volumes for a siting and design study for a potential future composting facility in the CMR.
- ii. Receive for information two white papers on composting in the CMR.

Motion carried unanimously.

10. TAG Update

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

Motion: That the Committees receive for information an update on the work of the CMRB TAG groups.

Motion carried unanimously.

11. Closed Session (Pursuant to Section 21 of FOIP)

The Committees moved into a closed session at 11:47 AM

The Committees returned to public session at 11:57 AM

Motion Arising:

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

Motion: That the Committees recommend for approval to the Board the use of the CMRB Messaging Platform with two (2) grammatical changes noted to inform the development of communications materials for the CMRB.

Motion carried unanimously.

12. Next Meeting: Thursday March 5, 2020 @ MRU

13. Adjournment

Meeting adjourned at 11:58 AM.

CMRB Chair, Christopher Sheard

Agenda Item	4
Submitted to	Joint Land Use and Servicing Committee
Purpose	For Information
Subject	Intermunicipal Service Delivery Models
Meeting Date	April 2, 2020
That the Committee receive for information and discussion a presentation regarding intermunicipal service delivery models in Alberta	
<p>Summary</p> <ul style="list-style-type: none"> • The Calgary Metropolitan Board Regulation requires the Servicing Plan to list the servicing required to support the development outlined in the Growth Plan. For services to be provided on an intermunicipal basis, the Servicing Plan must also outline how each service will be intermunicipally delivered and funded (see Section 16 of the Regulation). The objectives of the Servicing Plan, identified in Section 15 of the Calgary Metropolitan Region Board Regulation are to “support the optimization of shared services to enhance the use of rate payer dollars” and “to facilitate orderly, economical and environmentally responsible growth in the Calgary Metropolitan Region”. • As identified in the April 11, 2019 ISC meeting, the shared water governance component of the Roadmap will be led by CMRB Administration with support from others. The conversation during April 2019 ISC meeting led the committee to direct CMRB Administration to continue to work on the governance strategy. The governance of water servicing was identified as a significant matter. • The Board recently approved the ‘Options for Enhancing Regional Recreation’ report. This report serves as a framework for how voluntary intermunicipal collaboration on recreation may move forward. The topic of intermunicipal corporate governance in Alberta may also have considerations to recreation. • This speaker series is considered a next step of informing the committee of options to help in the decision making on which services (if any) will be delivered intermunicipally. Given the schedule point in the GSP process, and given the overall scenario-based approach that our Growth and Servicing Plan Consultant is taking, we are in a holding pattern regarding the preferred scenario. However, in the meantime, and in consideration of other elements of the Servicing Plan (i.e water, 	

recreation, transportation, transit), this item is brought forward to begin a conversation on intermunicipal service delivery models.

- CMRB Administration retained Reynolds Mirth Richards & Farmer (RMRF) LLP to outline options available to municipalities in Alberta regarding intermunicipal service delivery models.
- This information and discussion is a starting point to help answer questions such as:
 - What tools are available?
 - Which tool is best under which circumstances?
 - What factors influence decisions regarding a governance model?
 - What (if any) considerations are specific to water servicing?

Attachments

- Summary of Intermunicipal Service Delivery Models, RMRF LLP
- Slide Deck: Intermunicipal Service Delivery Models, RMRF LLP

1. Recommendation

That the Committee receive for information and discussion a presentation regarding intermunicipal service delivery models in Alberta.

SUMMARY OF INTERMUNICIPAL SERVICE DELIVERY MODELS

	Municipally Controlled Corporation	Regional Services Commission	Part 9 Company	Society
Enabling Legislation	<i>Municipal Government Act and Business Corporations Act.</i>	<i>Municipal Government Act.</i>	<i>Companies Act.</i>	<i>Societies Act.</i>
Establishment	Council resolution following public hearing and consideration of business plan; filing of Articles of Incorporation and other documents with Registrar.	Regulation made by the Lieutenant Governor in Council on the recommendation of the Minister.	Filing of Memorandum, Articles of Association and proposed name with the Registrar.	Filing of Application for Incorporation, proposed Bylaws and proposed name with the Registrar.
Objects or Services Provided	Must carry on business solely for a municipal purpose and provide a service or benefit to residents of the municipalities.	As authorized in the Regulation creating the Commission.	Incorporated under the <i>Societies Act</i> “for any benevolent, philanthropic, charitable, provident, scientific, artistic, literary, social, educational, agricultural, sporting or other useful purpose, but not for the purpose of carrying on a trade or business” (s. 3(1)).	Established under Part 9 of the <i>Companies Act</i> “for the purpose of promoting art, science, religion, charity or any other useful object” with the intention “to apply the profits, if any, or any other income of the association in promoting its objects” (s. 200(1)).
Appointment of Directors	As provided in the corporation’s constating documents; shareholders generally “vote their shares” subject to Unanimous Shareholders Agreement.	Initial Board of Directors and Chair appointed by the Minister; subsequent appointments according to Bylaw approved by the Minister.	Directors appointed in accordance with the Articles of Association; usually appointed by members of the Company.	As provided for in the Society’s Bylaw; usually elected by the members of the Society.

	Municipally Controlled Corporation	Regional Services Commission	Part 9 Company	Society
Powers	A separate legal entity with the powers contained in the <i>Business Corporations Act</i> including “natural person” power. Subject to restrictions in the <i>Municipal Government Act</i> , <i>Business Corporations Act</i> and Unanimous Shareholders Agreement.	A separate legal entity with natural person and expropriation powers, subject to restrictions in Part 15.1 of <i>Municipal Government Act</i> and the Regulation creating the Commission.	A separate legal entity, has the powers set out in the <i>Companies Act</i> and can hold land. Not designed to make profit.	A separate legal entity, has the powers set out in the <i>Societies Act</i> and can hold land. Not designed to make profit.
Borrowing	Full borrowing powers unless restricted by constating documents or “liquidity and solvency” test in <i>Business Corporations Act</i> .	Can borrow if authorized by Board of Directors, subject to restrictions in the <i>Municipal Government Act</i> and Debt Limit Regulation.	Can borrow for the purpose of carrying out its objects.	Can borrow for the purpose of carrying out its objects, subject to the requirements set out in the Society’s Bylaws.

The logo consists of the letters R, M, R, and F in a bold, white, sans-serif font, each letter separated by a thin vertical white line. The letters are set against a solid blue rectangular background.

R | M | R | F

BARRISTERS SOLICITORS

Reynolds
Mirth
Richards
& Farmer LLP

Intermunicipal Service Delivery

Daina Young, Partner

Agenda Item 4ii Attachment

Mandate of the CMRB

- Section 3(2) of the Regulation directs the Board to
 - ...
 - (b) prepare a Servicing Plan,
 - (c) advise and make recommendations to the Minister regarding the implementation of the Growth Plan and the Servicing Plan,
 - (d) facilitate the resolution of issues arising from the preparation and implementation of the Growth Plan and the Servicing Plan...

CMRB Servicing Plan

- The Servicing Plan must:
 - (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

(Regulation, s. 16)

Models for Intermunicipal Service Delivery

- Controlled Corporation
- Regional Services Commission
- Society
- Part 9 Company
- Intermunicipal Agreements

Controlled Corporations

- Part 3, Division 9 of MGA and Municipally Controlled Corporation Regulation
- In order for a municipality or municipalities to control a for profit corporation, council must:
 - Consider a business plan
 - Hold a public hearing, and
 - Pass a resolution authorizing the municipality/municipalities to control the corporation

Controlled Corporations

- In order for a municipality or municipalities to control a for profit corporation, council must be satisfied that the corporation will
 - (i) carry on business solely for a municipal purpose
 - (ii) provide a service or benefit to residents of the municipality/municipalities, and
 - (iii) the profits and dividends of the controlled corporation will directly benefit the residents of the municipality/municipalities

Controlled Corporations

The purposes of a municipality are

- (a) to provide good government
- (a.1) to foster the well-being of the environment
- (b) to provide services, facilities or other things that, in the opinion of council, are necessary or desirable for all or a part of the municipality
- (c) to develop and maintain safe and viable communities, and
- (d) to work collaboratively with neighbouring municipalities to plan, deliver and fund intermunicipal services.

(MGA s. 3)

Controlled Corporations

- Council of a municipality that establishes or obtains a controlled corporation must:
 - By resolution adopt a unanimous shareholders agreement addressing prescribed matters (Regulation, s. 5)
 - Ensure the corporation submits annual financial statements to Council in the prescribed form (MGA s. 74.2 and 279)
 - Notify residents of the municipality of material changes to the corporation's business operations, and provide an opportunity for residents to make representations to council (MGA s. 75.3 and Regulation s. 7)

Controlled Corporations

- Incorporated under the *Business Corporations Act* by filing Articles of Incorporation and other documents with Registrar
- A controlled corporation has the capacity, rights powers and privileges of a natural person (*Business Corporations Act*, s. 16(1))
- Governed by a Board of Directors, appointed by the shareholders of the corporation (*Business Corporations Act*, s. 106)

Controlled Corporations

- A controlled corporation has general borrowing powers, subject to the corporation's articles, bylaws and any unanimous shareholders agreement (*Business Corporations Act*, s. 103)
- Corporations are liquidated and dissolved in accordance with Part 17 of the *Business Corporations Act*

Regional Services Commission

- Corporation established by regulation under Part 15.1 of the MGA specifying:
 - Commission's name
 - Municipal authorities that are members of the Commission, and
 - The services that the Commission is authorized to provide

(MGA ss. 602.02)
- Changes to the membership of a Commission require an amendment to the regulation

Regional Services Commission

- Governed by a Board of Directors (MGA ss. 602.04)
- A Commission must, subject to Ministerial approval, pass bylaws
 - Respecting the appointment of its directors and the designation of its chair, and
 - Governing the fees to be charged by the commission for services provided to its customers or any class or its customers

(MGA ss. 602.07(1) and (2))

Regional Services Commission

- A Commission may pass bylaws respecting the provision of its services and the administration of the Commission (s. 602.07(3))
- Board and committee meetings must be conducted in public, subject to exceptions in the *Freedom of Information and Protection of Privacy Act* (MGA s. 602.08)

Regional Services Commission

- A Commission:
 - Has natural person powers, except to the extent limited by statute (MGA s. 602.01)
 - May provide its services within the boundaries of its members and outside the boundaries of its members with the requisite approvals (MGA ss. 602.11)
 - May acquire land in an adjoining province or territory with the consent of the local government with jurisdiction (MGA s. 602.125)
 - May acquire an interest or estate in land under the *Expropriation Act* for the purpose of providing a public utility or a transportation service (MGA ss. 602.13)

Regional Services Commission

- The LGIC may make payments to a Commission (MGA ss. 602.17) and Commissions are eligible to borrow from the ACFA
- Commissions are subject to requirements regarding the financial year, operating and capital budgets, deficiencies, the expenditure of money, investments, borrowing and use of borrowed money, loans and guarantees, and may be subject to a debt limit (Part 15.1, Division 3)
- Commissions are subject to the supervision of the Minister (Part 15.1, Division 4)

Societies

- Incorporated under the *Societies Act* “for any benevolent, philanthropic, charitable, provident, scientific, artistic, literary, social, educational, agricultural, sporting or other useful purpose, but not for the purpose of carrying on a trade or business” (s. 3(1))
- Application for Incorporation, proposed Bylaws, and proposed name filed with the Registrar
- Governed by a Board of Directors, appointed as provided for in the Society’s Bylaws

Societies

- A Society can:
 - Hold land, and
 - Borrow or raise or secure the payment of money in any matter the Society deems fit (subject to its Bylaws)
- A Society cannot declare any dividend or distribute property among its members during the existence of Society (*Societies Act*, s. 4(1))
- Dissolution is governed by the *Societies Act* (ss. 33-36.1)

Part 9 Company

- Established under Part 9 of the *Companies Act* “for the purpose of promoting art, science, religion, charity or any other useful object” with the intention “to apply the profits, if any, or any other income of the association in promoting its objects” (s. 200(1))
- Prohibition against paying dividends to members of the Society (s. 200(1))
- Memorandum and Articles of Association and proposed name filed with Registrar

Part 9 Company

- Governed by a Board of Directors appointed in accordance the company's Articles of Association and the *Companies Act*
- A Part 9 Company can:
 - Hold land, and
 - Borrow or raise or secure the payment of money for the purpose of carrying out its objects
- Dissolution is governed by Part 10 of the *Companies Act*

Intermunicipal Agreements

- Not a separate legal entity
- Agreement governs matters such as financial contributions, obligations, decision making and control, and termination mechanisms
- Generally better suited for temporary or limited undertakings

The logo consists of the letters R, M, R, and F in white, each enclosed in a vertical blue bar, all set against a larger blue rectangular background.

R | M | R | F

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Reynolds
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Richards
& Farmer LLP

Thank You For Your Attention
Questions Are Welcome

Daina Young
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Agenda Item	5
Submitted to	Joint Land Use and Servicing Committee
Purpose	For Decision
Subject	Agriculture Background Report
Meeting Date	April 2, 2020
That the Committee recommend the Agriculture Background Report to the Board for approval	
<p>Summary</p> <ul style="list-style-type: none"> • The Agriculture Subcommittee was established in March 2019 to prepare a background report on agriculture in the Calgary Metropolitan Region (“CMR”). • In June 2019, the Subcommittee presented its interim findings to the LUC. <ul style="list-style-type: none"> ○ LUC approved the use of an economic development and diversification approach to the Agriculture Background Report based on the recommendation from the Subcommittee. ○ The LUC requested that agri-tourism be included as a consideration in the background report. • The draft report was circulated to the Subcommittee and the LU TAG for review and comment. • The final draft report is being presented for recommendation to the Board for approval. 	
<p>Attachments</p> <ul style="list-style-type: none"> • Presentation, Agriculture Subcommittee Findings • Agriculture Background Report 	

1. Background

The Agriculture Subcommittee was established in March 2019. The Subcommittee was mandated to complete the following tasks:

- Identify existing studies, data, and mapping related to agriculture and agricultural land that are relevant to consider as part of the background report,
- Propose a definition of “agriculture,”
- Review best practices around planning for agriculture at the regional scale (includes urban and rural best practices),

Agenda Item 5

- Use the best practice review to discuss planning for agriculture within the Calgary Metropolitan Region in ways compatible with the values of the CMRB.

The Subcommittee includes representatives from the City of Calgary, Town of Okotoks, Town of Cochrane, Foothills County, Rocky View County, and Wheatland County.

At the June LUC meeting, the LUC approved the use of an economic development and diversification approach to the Agriculture Background Report and directed CMRB Administration to consider agri-tourism in its discussions.

2. Process

The Agriculture Subcommittee met in-person five times. The Subcommittee also had discussions a representative from the Sacramento Area Council of Governments (“SACOG”) about its Rural Urban Connection Strategy, a noted best practice in integrated rural-urban agricultural strategies, and with Calgary Economic Development’s Agri-business Economic Development Manager.

At its November 2019 meetings, the Subcommittee reviewed preliminary and draft versions of the background report. At the end of November 2019, the Subcommittee agreed that experts from Rocky View County would finalize the document in collaboration with CMRB Administration. A final draft document was circulated to members of the Agriculture Subcommittee and the Land Use TAG for comment. The document was updated in consideration of comments received.

3. Outcomes

The Agriculture Background Report provides an overview of agriculture in the CMR and includes recommendations around goals, objectives, definitions and policy opportunities. The Agriculture Background Report highlights that agriculture includes urban and rural components which work together to make a regional agricultural ecosystem. The agricultural ecosystem is best supported when all municipalities consider how to incorporate elements of agriculture and the agricultural value chain into their communities and business areas, as appropriate to the local context.

The report is available for use by HDR Calthorpe in their scenario planning process, but it is not binding to the Growth and Servicing Plan. The report does not include consideration for planning tools related to the efficient use of land such as transfer to development credits, agricultural conservation areas, or similar. These were considered to be within the scope of HDR Calthorpe’s scenario planning process as they relate to the efficient use of land.

Agriculture Background Report

JOINT LAND USE AND SERVICING COMMITTEE

April 2, 2020

Agenda Item 5i Attachment



Purpose

- Outcomes are intended to:
 - provide an overview of agriculture in the CMR,
 - review best practices, and
 - provide potential policy directions for future consideration
- Outcomes will inform the development of the Growth and Servicing Plan but are not binding to the Plan

Overview

- March 2019 LUC approved the development of an Agriculture Background Report
- June 2019 LUC approved an economic and development focus for the Report
 - *Motion: That the Calgary Metropolitan Region Land Use Committee approves the Agriculture Subcommittee using an economic development and Diversification approach to agriculture in its Background Report.*
- The LUC also directed CMRB Administration to consider agri-tourism in the report analysis

Focus on Economic Development and Diversification

- Better integrates ag into Growth and Servicing Plan
- Acknowledges the important role ag could play in the diversification of the CMR's economy in rural and urban areas
- Acknowledges ag as a complex system that includes, but is not limited to, production, processing, input and machinery suppliers, financing services, and consumption of agricultural good and services
- Supports full discussion of benefits and trade-offs when different values are layered together (e.g. ag, growth areas, ESAs)
- Aligns with Board support for economic wellness and diversification

Report Exclusions

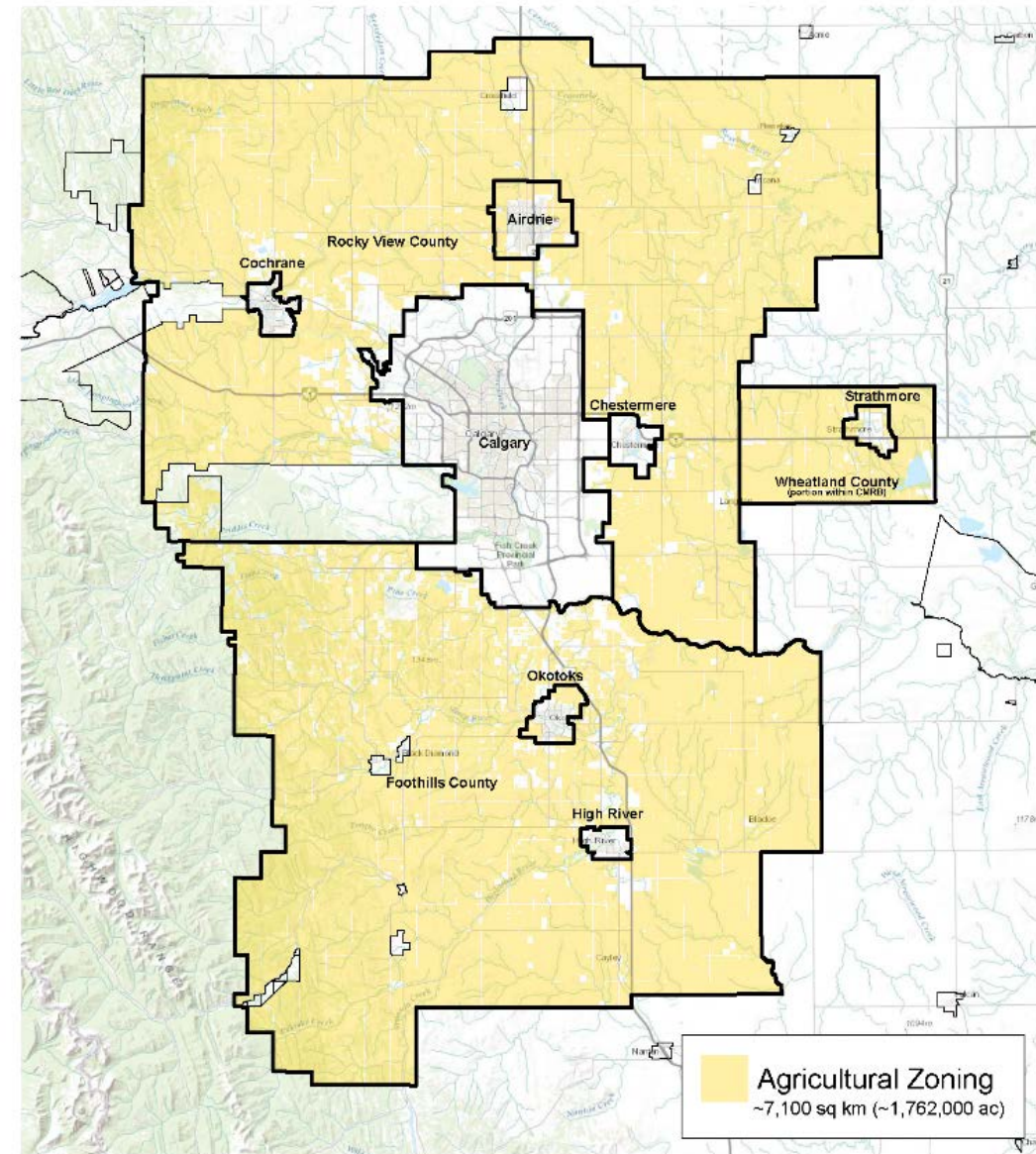
- Report does not discuss policy implementation tools related to the efficient use of land such as TDCs, ag conservation areas, growth boundaries, or similar
- The use of these tools was considered as a potential component of planning for growth areas and within the scope of HDR Calthorpe's scenario work

Overview of Agriculture in the CMR



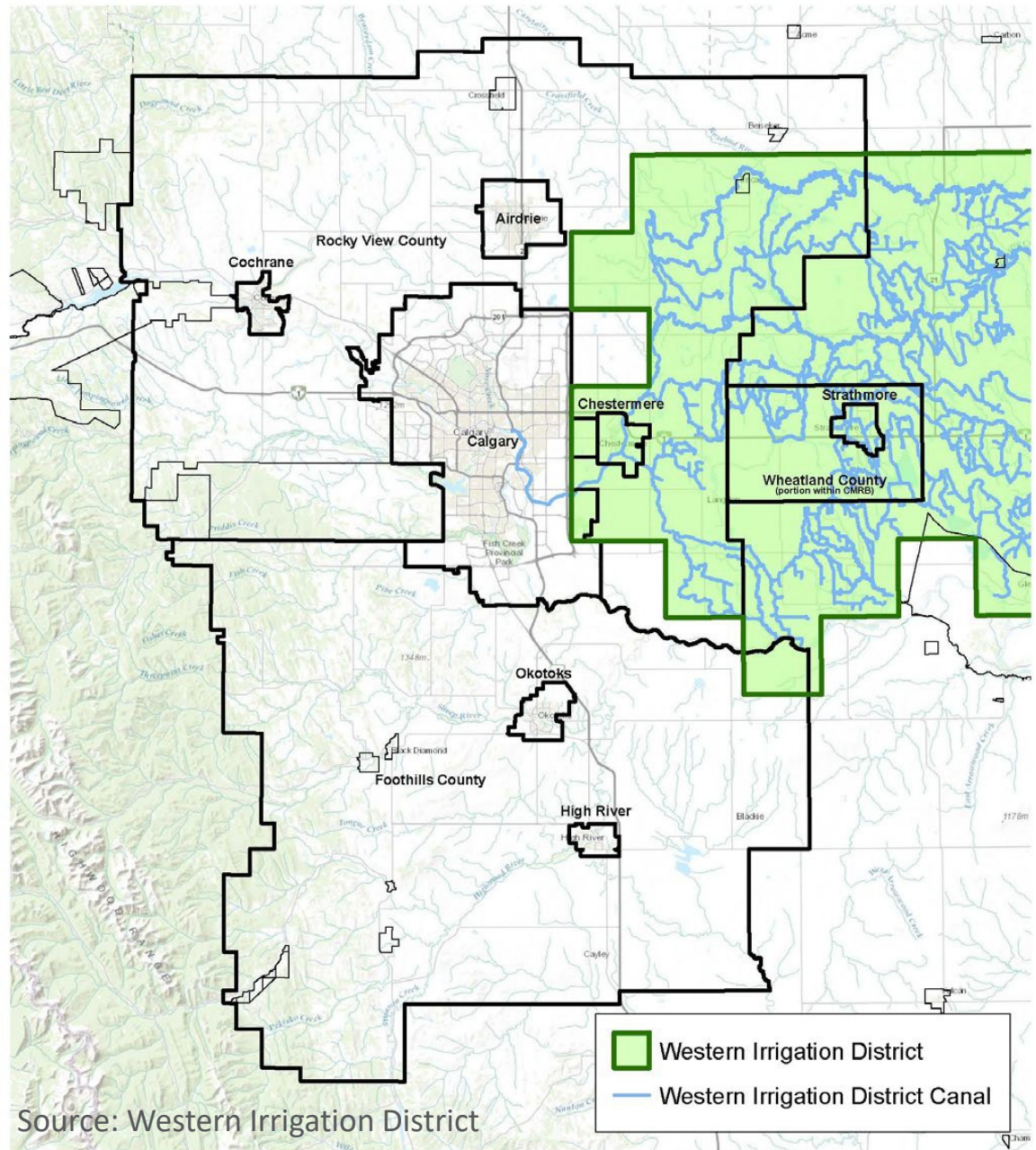
Agricultural Zoning

- The majority of land zoned for ag
 - About 7,100 square kilometres or 80% of the land area of the CMR
- Does not include:
 - lands zoned for ag processing, or
 - lands zoned for other purposes but which are currently in agricultural production



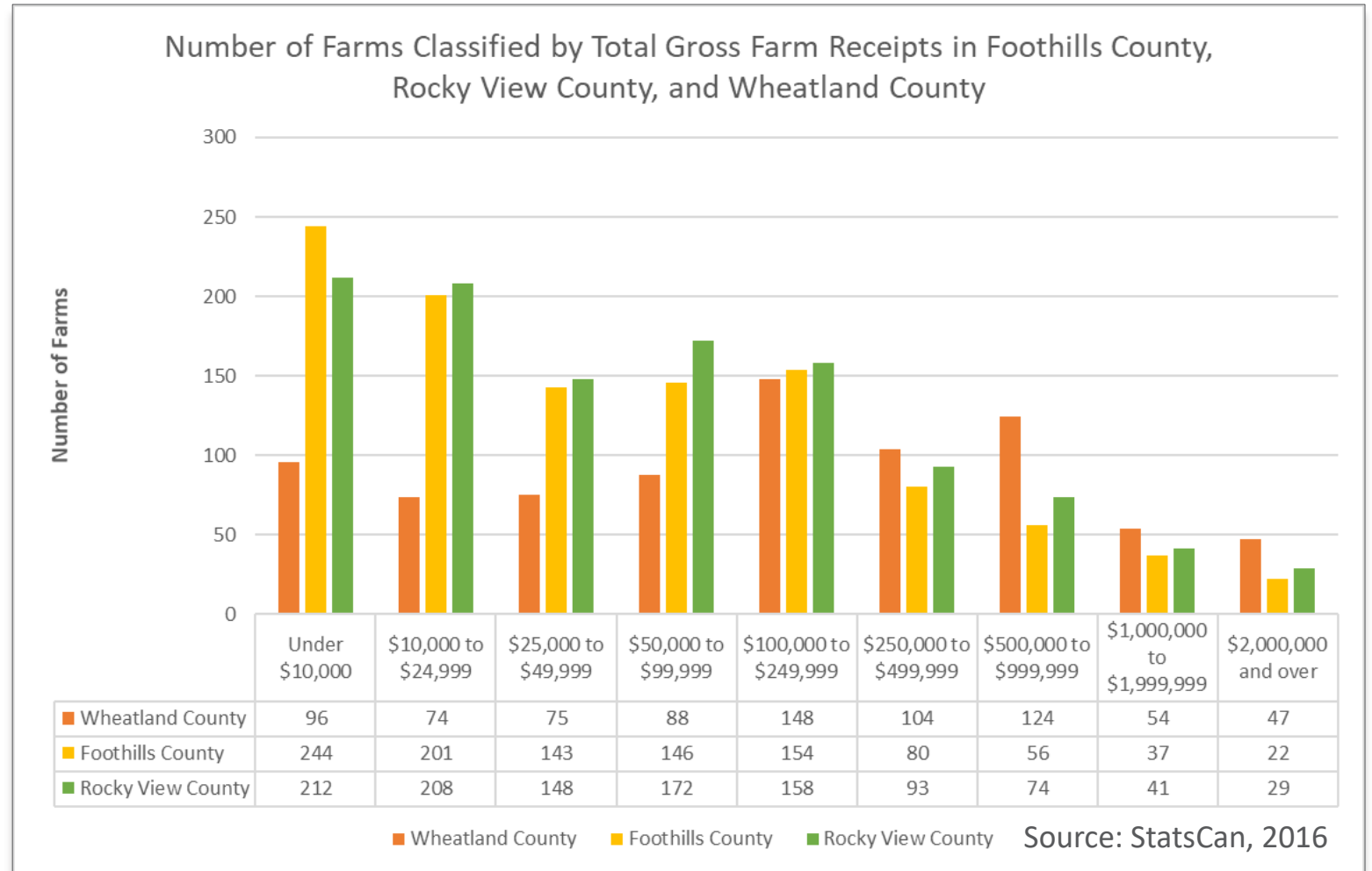
Irrigation

- Irrigation minimizes risks from drought and weather and allows for the production of specialty products
- In Southern Alberta, the Western Irrigation District:
 - Provides irrigation water to more than 400 farms and 96,000 acres of land
 - Includes 1,200 km of canals and pipelines
- About 1,600 square km of land in the CMR is also in the WID service area



Rural Municipalities

- Animal ag is more common in western areas
- Crop farming more common the east due higher quality soil and irrigation districts
- Mixed farms, feedlots, chicken barns, dairy, and other ag activities such as mushroom and smaller vegetable operations found throughout



*Information is for the entirety of Wheatland County

Urban Municipalities

- Urban municipalities in the CMR:
 - are less oriented towards large-scale agriculture but often have large agricultural producers
 - have indoor agricultural operations, community gardens, farmers markets, beekeeping operations, etc.
 - are home to other elements of the agricultural value chain, acting as processing hubs and providing business services
- In 2016 there were 145 farms in Calgary, 36 farms with gross revenues over \$100,000 (2016 ag census)

Report Outcomes



Definitions

- The Report defines the following terms:
 - Agriculture
 - Agricultural Areas
 - Agricultural Value Chain
 - Agri-tourism
 - Agri-business
 - Processor
 - Producer

Recommended Objectives

- Build awareness of the benefits, importance and diversity of the regional ag system in the CMR
- Promote a coordinated effort to grow and diversify the ag industry in the CMR through land use planning policy, strengthening connections between producers, processors and consumers
- Support the viability and diversity of the ag sector through investment in the critical infrastructure services required to support and grow the regional agricultural ecosystem
- Address ag as an important land use, viable industry and important service

Objective #1 – “Build Awareness”

Objective	Approach
Build awareness of the benefits, importance and diversity of the regional agricultural system in the CMR	<ul style="list-style-type: none">● Recognize the important role agriculture plays in an economically strong, resilient and diversified region● Educate CMRB members and the public on the importance of agriculture as a key activity in the CMR

Objective #1 – Policy Opportunities

Potential Policy Opportunities

It is recommended that:

- Growth and Servicing Plans, MDPs and ASPs to recognize the important role agriculture plays in supporting a strong, resilient and diversified regional economy
- CMRB work together with regional economic development partners, learning institutions, and other agricultural specialists to establish areas of focus where the CMRB can use its mandate to support the growth and diversification of the agriculture industry and local agricultural value chains

Objective #2 – “Strengthen Connections”

Objective	Approach
<p>Promote a coordinated effort to grow and diversify agriculture in the CMR, strengthening connections between producers, processors and consumers</p>	<ul style="list-style-type: none">● Establish more places to grow food, share food and sell food● Integrate consideration for agriculture into policy documents and planning processes in all member municipalities● Create opportunities for agricultural production, processing, agri-business, value-added agriculture, and agri-tourism throughout the CMR

Objective #2 – Policy Opportunities

Potential Policy Opportunities

- It is recommended that MDPs include policies that support a continued focus on agriculture and encourage compatible land uses in agricultural areas
- It is recommended that Growth and Servicing Plans, MDPs and ASPs:
 - Identify opportunities for growth in agri-business and value-added agriculture and related industries, especially when located in proximity to producers
 - Identify opportunities for operating food programs to provide healthy foods and promote food security
 - Identify opportunities for agri-tourism, as appropriate to the local scale and context

Objective #3 – “Coordinate with Infrastructure”

Objective	Approach
Support the viability and diversity of the agriculture sector through investment in the critical infrastructure services required to support and grow the agricultural sector	<ul style="list-style-type: none">● Establish hubs of agricultural activity by encouraging the clustering and colocation of agriculturally related activities and associated support industries● Coordinate land use and key infrastructure to develop hubs of agricultural activity

Objective #3 – Policy Opportunities

Potential Policy Opportunities

- It is recommended that the CMRB work together with regional economic development partners, learning institutions, and other agricultural specialists to identify inventories, gaps and priorities for the improvement of infrastructure assets critical to the agricultural sector, such as infrastructure related to internet, transportation, or other as identified
- It is recommended that MDPs and ASPs identify areas where agricultural production and processing are important or dominant land uses and coordinate those areas with necessary infrastructure services, especially road, rail and utility infrastructure

Objective #3 – “Value Agriculture as an Important Service”

Objective	Approach
Value agriculture as an important land use, viable industry and important service	<ul style="list-style-type: none">● Plan for urban growth in a manner that considers the impacts of growth on agricultural areas● Ensure that growth is managed to be compatible with agricultural areas

Objective #3 – Policy Opportunities

Potential Policy Opportunities

- It is recommended that the Growth Plan plan for urban growth in a manner that considers the impacts of growth on existing agricultural producers through the more efficient use of land
- It is recommended that MDPs and ASPs:
 - Encourage thoughtful interfaces between land used for ag production and urban areas
 - Encourage coordination with adjacent municipalities to mitigate negative impacts to agriculturally-related activities, where applicable
 - Promote compatible land uses in agricultural areas



Thank you

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AGRICULTURE BACKGROUND REPORT

April 2, 2020

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1. PURPOSE OF THE BACKGROUND REPORT

The purpose of this background report is to provide information about agriculture in the Calgary Metropolitan Region (“CMR”). It will also provide general direction on land planning approaches that are compatible with Board direction and that speak to the requirements of the Calgary Metropolitan Region Board Regulation. The outcomes of the report will inform the development of the Growth and Servicing Plan, but the recommendations of the background report are not binding on either plan.

This report does not discuss policy implementation tools related to the efficient use of land such as transfer of development credit programs, agricultural conservation areas, growth boundaries, or similar. The use of these tools is a potential aspect of planning for growth areas and within the scope of HDR Calthorpe’s scenario work

The agricultural background report was drafted by municipal experts with backgrounds in both agriculture and land use planning who participated in the CMRB’s Agriculture Subcommittee.

Established March 7, 2019, the Subcommittee is mandated to complete the following tasks:

- Identify existing studies, data, and mapping related to agriculture and agricultural land that are relevant to consider as part of the background report,
- Review best practices in planning for agriculture at the regional scale (includes urban and rural best practices),
- Use the best practice review to discuss planning for agriculture within the Calgary Metropolitan Region,
- Define “agriculture” at the regional scale, and
- Provide suggested policy opportunities that are compatible with the values of the CMRB.

The Subcommittee includes representatives from the City of Calgary, Town of Okotoks, Town of Cochrane, Foothills County, Rocky View County, and Wheatland County.

In addition to this expertise, a broad range of research sources were consulted, and a few informal discussions were conducted with economic development organizations and experts. *Appendix A: Policy Framework* provides an overview of the guiding policy documents considered in the development of this report. Public engagement activities were deferred to the Growth and Servicing Plan engagement process as the content of the background report includes recommendations only and is not binding to the outcomes of the Growth and Servicing Plan.

1.1. RECOMMENDED DEFINITIONS OF AGRICULTURE

The Subcommittee reviewed a wide range of definitions focusing on components of a regional agricultural system and recommends the use of the following definition in the Growth and Servicing Plan:

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

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

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

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

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

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

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

1.2. REPORT CONTEXT

Agriculture is a foundational industry in Alberta and an important part of Alberta's heritage. Alberta has one of the world's most productive agricultural economies. According to StatsCan, Alberta had 40,638 farms in 2016 and has Canada's largest cattle industry, as well as numerous other types of livestock operations (See: *Table 32-10-0440-01, Total number of farms and farm operators*). The diversity of landscapes allows Alberta to produce a wide variety of crops such as grain, oilseed, pulses and specialty crops such as sugar beets and potatoes. While Alberta's economy has transitioned to a focus on energy and other high-value products, agriculture continues to contribute to the economy and remains deeply rooted in Albertan culture.

As discussed within the Agriculture Subcommittee, key considerations around agriculture in the CMR include:

- Much of the regional farm economy is oriented towards large-scale exports,
- The average age of Alberta farmers has been increasing,
- Automation and technology are changing farming practices,
- Capital requirements can be a financial barrier to entry for new farmers, and
- Consumers in the region may not be aware of foods grown in the region or where to purchase local food.

Agriculture is not only a use of the land. It is also a system of producers, processors, input and machinery suppliers, agri-businesses, agri-tourism and consumers, including both rural and urban components. As noted in the Rocky View County *Agriculture Master Plan*, "a regional perspective can,

over the long term, service a healthy, regional, local food system” (page 114). Producers and processors face many challenges including weather events, climate change, changing public attitudes towards some agricultural products, trade disputes, rising input and operating costs, price uncertainty and a lack of key infrastructure such as high-speed internet or reliable rail access. Supporting agriculture through regional planning will not remove these challenges, but it may establish a better integration of the various components of producing and processing food to create a more resilient agricultural system.

Demand for locally produced food continues to grow in Alberta as more consumers are interested in knowing where their food comes from and how it's produced. Increased interest in locally produced food is an opportunity for Alberta producers and processors. Growing the local food industry will help create jobs, complement Alberta's agricultural export opportunities, and further diversify the provincial economy.

This report focuses on the regional system of agriculture and the ways that individual municipalities can contribute to the strength of the regional agricultural value chain. The goal of a regional approach to agriculture in the CMR is to support the economic growth and diversification of the agriculture system. This emphasis was approved by the CMRB's Land Use Committee on June 6, 2019.

2. THE ECONOMIC IMPACT OF AGRICULTURE

The agricultural value chain is an integral feature of the economies of Canada, Alberta, the CMR, and individual municipalities within the CMR. According to the Canadian Agri-food Policy Institute's 2019 *Clean Growth in Agriculture report*, primary agriculture represents about 2% of Canadian GDP (page 7). However, the Agriculture and Agri-Food System is a significant contributor to Canadian GDP, with a stable share of just under 7% of GDP over the past decade (if we account for farm input suppliers, primary agriculture, food and beverage processing, food wholesale and retailing and food service, see CAPI report, page 7). Canada is one of the top net exporters of food products in the world. The Calgary Economic Development *Agribusiness Value Chain* (Deloitte 2017) notes that “Canada is a net exporter of agricultural commodities. 58% of the industry's value is through exports. Canada was the world's 5th largest exporter of agriculture and agri-food products after the European Union, the United States, Brazil and China in 2014” (page 9).

Alberta plays an important role in Canada's success in agriculture. ATB Financial released a 2019 analysis on Alberta's agriculture and agri-food sector. The facts and information presented below are derived from two ATB Economics reports, *Alberta's Agriculture and Agri-food Section, Part 1 and Alberta's Agriculture and Agri-food Section, Part 2*.

- Alberta is home to the third largest agriculture and agri-food sector in the country. Alberta accounted for about 12.6% of Canada's total output in 2018, behind only Ontario (32.4% and Quebec (21.8%).
- Agriculture and agri-food generated 2.5% of Alberta's real GDP in 2018. This puts agriculture ninth on the list in terms of the sector's relative importance to the Provincial economy.

3. AGRICULTURE IN THE CMR

In the CMR, Agriculture and the agricultural value chain are thriving across the region in a diversity of ways from producing to processing to cultural and agri-tourism events and markets. *Appendix B: Agriculture in the CMRB at a Glance* provides a brief overview of agriculture and aspects of the agricultural value chain found within the CMR's member municipalities.

3.1. AGRICULTURAL VALUE CHAIN

According to the Calgary Economic Development *Agribusiness Value Chain* report (Deloitte 2017, page 11), the CMR has several strengths as an agricultural ecosystem, including:

- Proximity to high-value farmland which is suitable for ranching in the foothills and western regions while the eastern regions have high-quality soil and irrigated land, making these areas suitable for oilseeds, grains and speciality crops such as pulses.
- Presence of anchor firms such as Dow AgroSciences, Bayer Crop Science, Agrium, Old Dutch and Cargill. These firms are just some examples of premiere employers which provide high value jobs in the sector.
- Transportation networks including intermodal rail terminals, excellent road networks and Calgary International Airport are just some examples of the excellent transportation network which allows distributors access to a market of 4 million consumers within a typical one-day round trip. The Calgary Region hosts Canada's largest inland port.
- Human capital including post-secondary institutions and specialised research centres have produced highly skilled workers with expertise in horticulture, food safety, livestock genetics, crop science and veterinary sciences which agricultural employers can draw upon.
- Strong research capacity provided through strong education system and some of the most advanced agricultural programs in the world.
- Existing food processing clusters in the Calgary region are home to several food and beverage processing and manufacturing companies including large scale meat processors such as Harmony Beef, Cargill and a large range of small and medium enterprises dedicated to agri-processing and food manufacturing.
- The Calgary region provides a high quality of life combined with low cost of living which can attract talent and expertise from around the world.

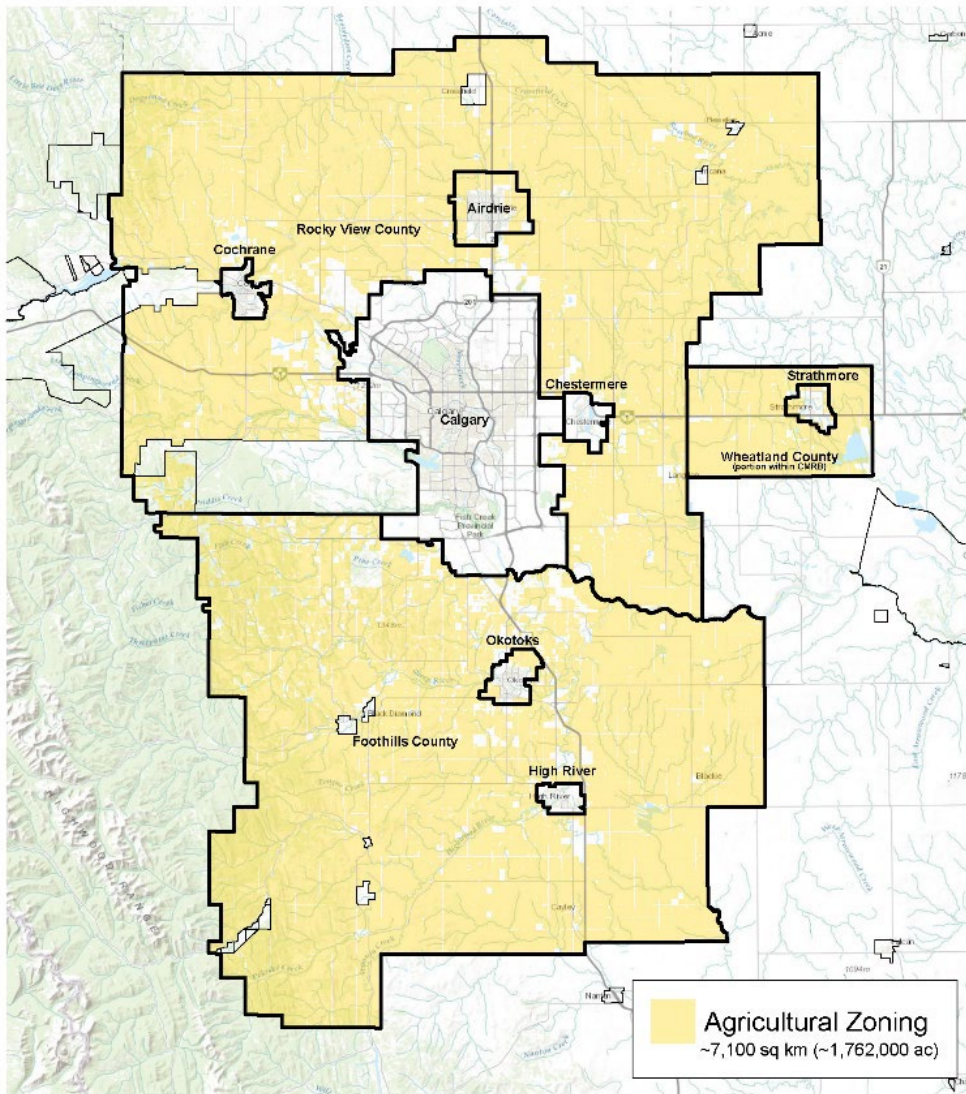
Growth in agriculture is important to the regional economy. *Appendix D: Agribusiness Output, GDP* provides agribusiness-specific outputs from the CMRB's *Regional Employment Analysis*, approved in February 2020. The analysis offers the following conclusions about agribusiness economic activity in the CMR (page 2):

- Agribusiness has been identified as one of a few key sectors that hold potential to lead in the diversification of the Alberta economy,
- In the growth scenarios developed for the CMRB in the *Regional Employment Analysis*, the growth of secondary processing of food products and related activities have been expected to grow at rates above the average for the Calgary Region economy.

- Agribusiness builds on an existing base of activity, resources and experience. The Calgary region and Alberta have a natural advantage in agribusiness pursuits and can compete both nationally and internationally in this area.

3.2. AGRICULTURAL LAND USE

Figure 1: Land Zoned for Agriculture in the CMR



Source: 2018 Municipal Land Use Data Provided by Member Municipalities

Agriculture is the single largest land use in the CMR. Most of the land, about 7,100 square kilometres or about 80% of the land area of the CMR, is zoned for agricultural production. This does not include lands zoned for agricultural processing or lands that are zoned for other purposes but are currently in agricultural production. Animal agriculture is predominant in the western areas, while crop farming is

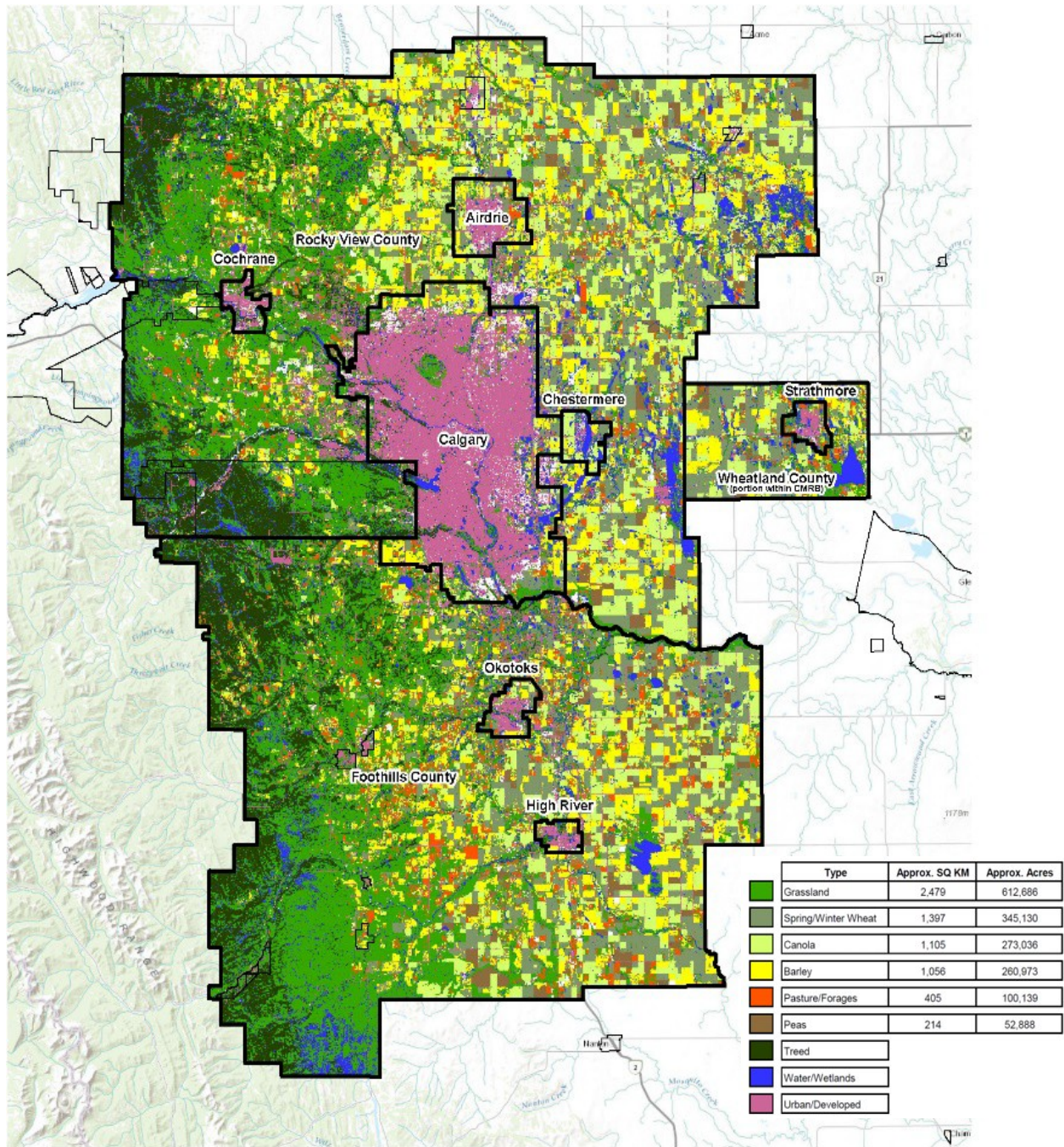
more common in the east where high quality soil and irrigation districts lend themselves to grain and oilseeds. Mixed farms, grains, feedlots, chicken barns, dairy, and other agricultural activities such as mushroom farms and smaller vegetable operations can be found throughout all the rural municipalities. In Alberta, farmland assessments are regulated by the Municipal Government Act based on agricultural use value, and the tax rates for farmland are set by the Government of Alberta.

Other aspects of the agricultural value chain, including processors, machinery and equipment stores, agri-business and financial services, distribution centres, and agri-tourism services can be found in clusters throughout the rural and urban municipalities. Agriculture in the rural municipalities is primarily oriented towards high-value export markets and serves as a way of life as well as an economic driver for the region.

This report presents data from the Government of Canada's Annual Crop Inventory (2018 data) to provide an overview of the agricultural production in the CMR. Many regions use soil capability to indicate the quality of agricultural land; however, due to the diversity of agricultural pursuits within the CMR and a desire to value all aspects of the agricultural system, this background report does not define productive farm land by a soil rating systems such as the Canada Lands Inventory (CLI) soil capability system or the Province of Alberta's Land Suitability Rating System (LSRS).

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Figure 2: Crop Inventory in the CMR



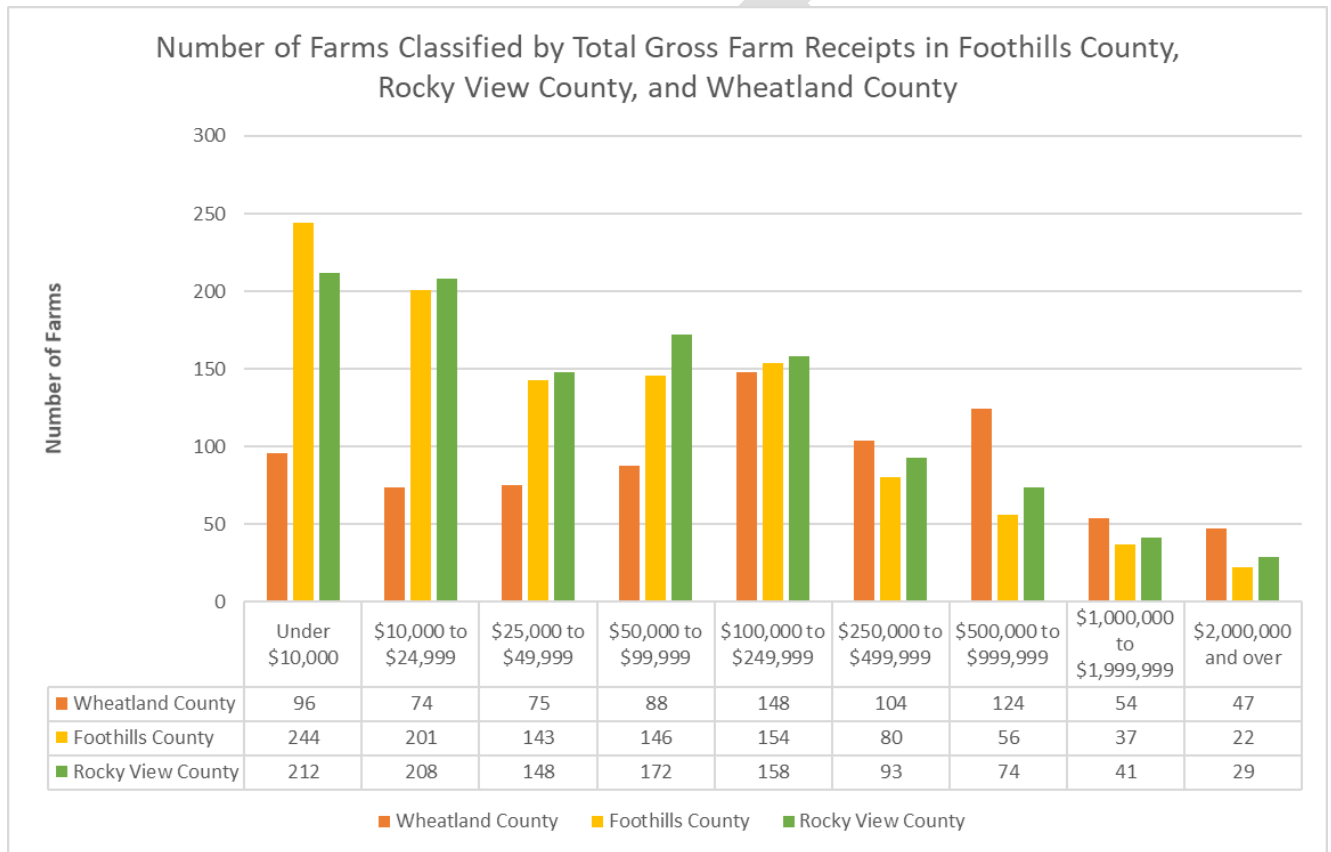
Source: 2018 Crop Inventory, Government of Canada

Urban municipalities such as Airdrie, Calgary, Chestermere, Cochrane, High River, Okotoks and Strathmore are less oriented towards large-scale agriculture but often have large agricultural producers within their boundaries. Urban municipalities often have indoor agricultural operations, community

gardens, farmers markets, beekeeping operations and other urban agricultural activities. Other elements of the agricultural value chain are evident in urban areas as they often act as processing hubs and provide a range of business services.

In the CMR, all member municipalities have a strong appreciation for the agricultural heritage of Southern Alberta, many hosting cultural events rooted in agricultural traditions such as the Calgary Stampede. Although Calgary is often thought of as a purely urban centre, significant agricultural activity occurs within its borders. For example, in the 2016 Ag Census, there were 145 farms in Calgary, 36 of those with gross revenues over \$100,000.

Figure 3: Number of Farms in Rural CMR Municipalities, by Total Gross Farm Receipts



Source: StatsCan, 2016

Note: Represents the entirety Wheatland County. Information for the portion of Wheatland County in the CMR is not available.

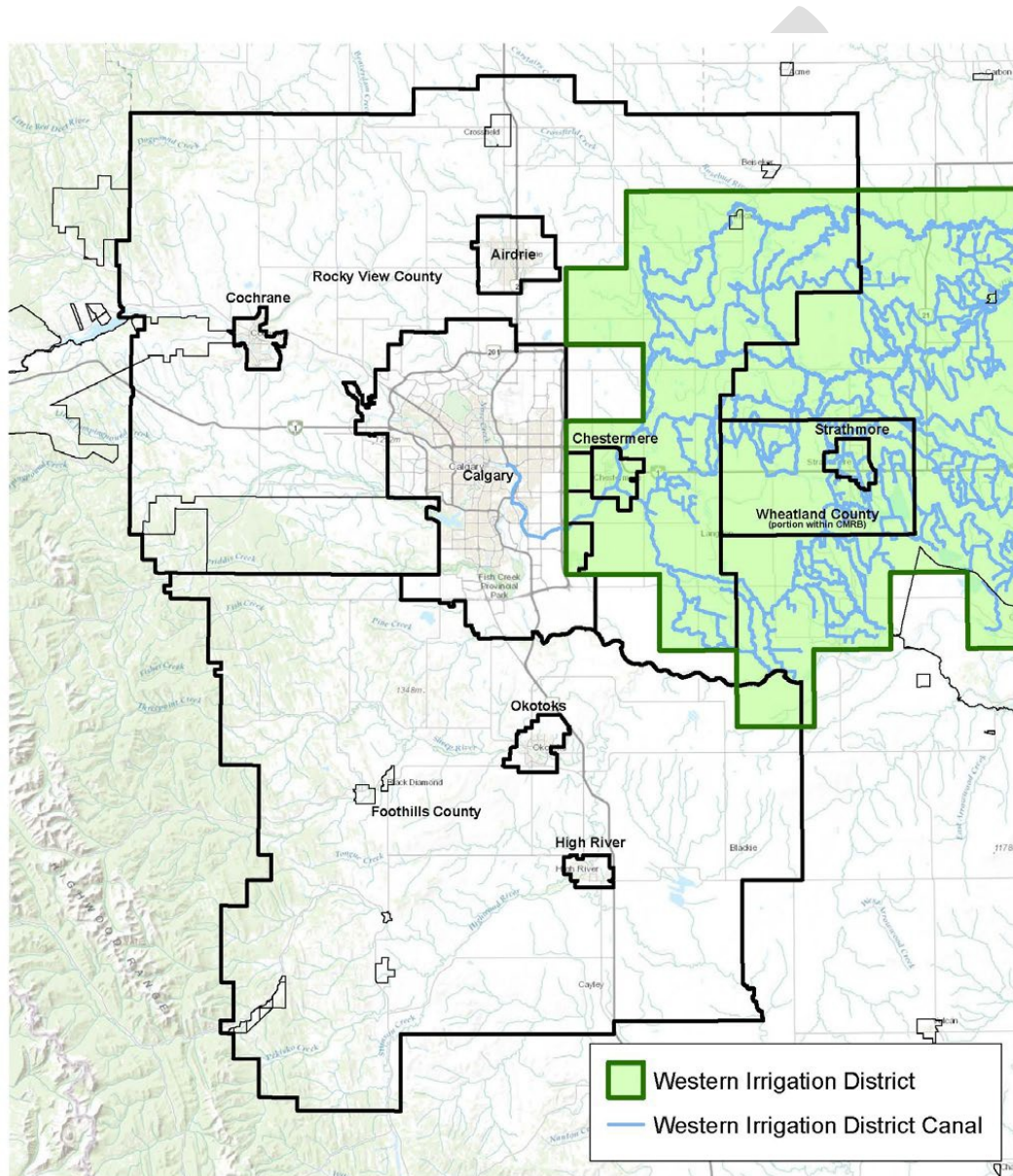
3.3. IRRIGATION

The South Saskatchewan Regional Plan, the guiding policy plan for the Growth and Servicing Plan, emphasizes the importance of a diverse and innovative irrigated agriculture and agri-food sector (Strategy 1.2, page 44). Irrigation minimizes the risks from drought and weather and allows for the production of a range of specialty products. In southern Alberta, the Western Irrigation District:

- Provides irrigation water to more than 400 farms and 96,000 acres of land,
- Includes 1,200 km of canals and pipelines,
- Is Headquartered in Strathmore (Source: 2018 Western Irrigation District Website)

Water for irrigation is available in the northeast and eastern portion of the CMR within the service area of the Western Irrigation District as shown on *Figure 4: Irrigated Land in the CMR*. About 1,600 square km of land within the CMR is also within the WID service area.

Figure 4: Irrigated Land in the CMR



Source: Western Irrigation District, 2018

4. PROJECT OUTCOMES

Agriculture is a complex system, including both rural and urban components, which operate at local, regional, provincial, national and international scales. Agriculture plays an important cultural and economic role in large and small communities across the CMR. This report provides policy recommendations that address these aspects of the agricultural system. These recommendations are not binding to the Growth and Servicing Plan process but are intended to inform the development of the Growth and Servicing Plan.

Many Canadians possess an idealized, traditional vision of agriculture when, in fact, the sector is dynamic, high-tech and incredibly sophisticated (for more discussion on this, see the Royal Bank of Canada's report, *Farmer 4.0, How the Coming Skills Revolution Can Transform Agriculture*). Advances in technology such as remote sensing, automation, nanotechnology, improved fertilizers and pesticides, precision agriculture, genomics and precision breeding, microbiology, data tools, AI, and improved systems models are resulting in a systemic transformation and digital revolution in the agricultural sector. Many of these technologies were invented outside of the agricultural sector and are now being adopted within the sector.

With respect to agriculture, the challenge for all levels of government, businesses and primary producers will be to position Canadian agriculture such that the sector will remain competitive. Ultimately, farming is a business, and producers will make decisions that allow them to compete in a globalized marketplace. It is important to achieve a balance between conserving agricultural land and promoting other forms of economic development in a manner that promotes new land uses which are compatible with existing ones. Supporting value-added agriculture and related industries in proximity to producers is important for supporting the agricultural industry.

There is evidence that more can be done to elevate our role in providing agricultural and food products to the world. The 2017 *Report of the Advisory Council on Economic Growth* set ambitious targets for Canadian agriculture. The federal government aims to achieve \$85 billion in exports and \$140 billion in domestic sales for the agri-food sector by 2025. This would represent a 32% increase from \$64.6 billion in exports in 2017 and a 27% increase from \$110 billion in domestic sales in 2017. These growth targets, if realized, would position Canada as a global leader in high-value markets.

The member municipalities of the CMRB can support progress towards these targets by providing education to the general public, supporting growth in agricultural value chain supportive land use policies, and reducing land use conflicts. Agriculture is an important opportunity for economic diversification for the CMR. Supporting the success of agriculture in all its forms will ultimately require consideration for the provision of internet to underserved areas, investing in transportation infrastructure to remove bottlenecks, providing supportive land use policies, and encouraging cross-sectoral networks in order to leverage new technologies and other strategies.

4.1. ECONOMIC DEVELOPMENT AND DIVERSIFICATION FOCUS

On June 6, 2019, the Land Use Committee approved a Subcommittee recommendation to focus the background report on economic development and diversification. This approach is consistent with South Saskatchewan Region Plan's policy focus on maintaining and diversifying the agricultural industry within

the South Saskatchewan Region (South Saskatchewan Regional Plan, pages 44-46). For the member municipalities in the CMR, focusing on economic development and diversification:

- Allows agriculture to become a key consideration in the Growth and Servicing Plan, integrated throughout both documents,
- Acknowledges the important role agriculture could play in the diversification of the CMR's economy in rural and urban areas,
- Acknowledges agriculture as a complex system that includes, but is not limited to, production, processing, input and machinery suppliers, financing services, and consumption of agricultural good and services,
- Supports full discussion of benefits and trade-offs of different land use patterns when many complementary and competing values are layered together (e.g. agricultural areas, growth areas, environmentally sensitive areas), and
- Aligns with Board support for economic wellness and diversification.

4.2. RECOMMENDED GOAL

The Subcommittee recommends the use of the following goal to guide a regional approach to agriculture in the Growth and Servicing Plan:

To foster an innovative, diverse and resilient agriculture sector that contributes to the economic growth of the Region.

4.3. RECOMMENDED OBJECTIVES

The Subcommittee recommends the use of the following objectives to guide a regional approach to agriculture in the Growth and Servicing Plan:

1. Build awareness of the benefits, importance and diversity of the regional agricultural ecosystem in the CMR.
2. Promote a coordinated effort to grow and diversify the agricultural industry in the CMR through land use planning policy, strengthening connections between producers, processors and consumers.
3. Support the viability and diversity of the agriculture sector through investment in the critical infrastructure services required to support and grow the regional agricultural ecosystem.
4. Address agriculture as an important land use, viable industry and important service.

4.4. RECOMMENDED POLICY OPPORTUNITIES

The following table identifies linkages between the recommended objectives and a strategic approach to enhancing the regional agricultural systems. The table also provides potential policy opportunities and further studies that would support the implementations of the recommended objectives and enable these strategic values to cascade down into on-the-ground development outcomes.

Objective	Approach	Potential Policy Opportunities
<p>Build awareness of the benefits, importance and diversity of the regional agricultural system in the CMR</p>	<ul style="list-style-type: none"> • Recognize the important role agriculture plays in an economically strong, resilient and diversified region • Educate CMRB members and the public on the importance of agriculture as a key activity in the CMR 	<p>It is recommended that Growth and Servicing Plan, MDPs and ASPs:</p> <ul style="list-style-type: none"> • Recognize the important role agriculture plays in supporting a strong, resilient and diversified regional economy <p>It is recommended that the CMRB work together with regional economic development partners, learning institutions, and other agricultural specialists to:</p> <ul style="list-style-type: none"> • Establish areas of focus where the CMRB can use its mandate to support the growth and diversification of the agriculture industry and local agricultural value chains
<p>Promote a coordinated effort to grow and diversify agriculture in the CMR, strengthening connections between producers, processors and consumers</p>	<ul style="list-style-type: none"> • Establish more places to grow food, share food and sell food • Integrate consideration for agriculture into policy documents and planning processes in all member municipalities • Create opportunities for agricultural production, processing, agri-business, value-added agriculture, and agri-tourism throughout the CMR 	<p>It is recommended that MDPs:</p> <ul style="list-style-type: none"> • Include policies that support a continued focus on agriculture and encourage compatible land uses in agricultural areas <p>It is recommended that Growth and Servicing Plan, MDPs and ASPs:</p> <ul style="list-style-type: none"> • Identify opportunities for growth in agri-business and value-added agriculture and related industries, especially when located in proximity to producers, as appropriate to the local scale and context • Identify opportunities for operating food programs to provide healthy foods and promote food security. These might include promoting growth in local and regional farms, home and community gardens, farmers’ markets, community kitchens, food rescues and other collaborative initiatives, as appropriate to the local scale and context • Identify opportunities for agri-tourism, as appropriate to the local scale and context

Objective	Approach	Potential Policy Opportunities
<p>Support the viability and diversity of the agriculture sector through investment in the critical infrastructure services required to support and grow the agricultural sector</p>	<ul style="list-style-type: none"> • Establish hubs of agricultural activity by encouraging the clustering and colocation of agriculturally related activities and associated support industries • Coordinate land use and key infrastructure to develop hubs of agricultural activity 	<p>It is recommended that the CMRB work together with regional economic development partners, learning institutions, and other agricultural specialists to:</p> <ul style="list-style-type: none"> • Identify inventories, gaps and priorities for the improvement of infrastructure assets critical to the agricultural sector, such as infrastructure related to internet, transportation, or other as identified. <p>It is recommended that MDPs and ASPs:</p> <ul style="list-style-type: none"> • Identify areas where agricultural production and processing are important or dominant land uses and coordinate those areas with necessary infrastructure services, especially road, rail and utility infrastructure
<p>Address agriculture as an important land use, viable industry and important service</p>	<ul style="list-style-type: none"> • Plan for urban growth in a manner that considers the impacts of that growth on agricultural areas • Ensure growth is managed to be compatible with agricultural areas 	<p>It is recommended that the Growth and Servicing Plan:</p> <ul style="list-style-type: none"> • Plan for urban growth in a manner that considers the impacts of growth on existing agricultural producers through the more efficient use of land <p>It is recommended that MDPs and ASPs:</p> <ul style="list-style-type: none"> • Encourage thoughtful interfaces between land used for agricultural production and urban areas • Encourage coordination with adjacent municipalities to mitigate negative impacts to agriculturally related activities, where applicable • Promote land uses compatible with agriculture in agricultural areas

5. CONCLUSIONS

Agriculture is an integral part of Alberta’s economy and culture, and the CMRB can play an important role in supporting the growth of the agricultural value chain thereby promoting the viability of the industry going forward into the future. Encouraging compatible land uses, building necessary infrastructure in rural areas, and supporting further growth in urban agriculture, processing, value-

added agriculture, and agri-tourism should be key priorities for the CMRB. Educating consumers on how their food is produced and encouraging local food production are also highlighted in this report. This report recommends further study to identify specifically how to encourage further growth in the agricultural value chain and to better understand the regional agri-food ecosystem. The recommendations and information in this report will inform the development of the CMRB Growth and Servicing Plan but are not binding on the Plan.

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APPENDIX A: POLICY FRAMEWORK

5.1. PROVINCIAL LAND USE FRAMEWORK

Alberta's Land-use Framework, released in December 2008, sets out an approach to managing the province's land and natural resources to achieve Alberta's long-term economic, environmental and social goals. It consists of seven basic strategies to improve land-use decision-making in Alberta, including promoting the efficient use of land to reduce the footprint of human activities on Alberta's Landscape (LUF, page 4). The Alberta Land Stewardship Act supports the Land Use Framework and establishes the legal basis for the development of regional plans, including the South Saskatchewan Regional Plan.

5.2. SOUTH SASKATCHEWAN REGIONAL PLAN

The South Saskatchewan Regional Plan (SSRP) identifies strategic directions, objectives and implementation strategies for the area included within the South Saskatchewan River watershed. The SSRP identifies several strategies to support a growing and diversified regional economy in which agriculture is identified as a key industry.

5.3. OTHER AGRICULTURAL POLICIES

5.3.1. SUPPORTING ALBERTA'S LOCAL FOOD SECTOR ACT

The *Supporting Alberta's Local Food Sector Act* was passed on May 30, 2018 by the Provincial Government. There are several key points in this legislation which directly reflect feedback received from local food stakeholders, including:

- setting standards for local organic food
- designating a local food week
- creating a local food council

The local food council (created August 2018) provided a confidential report to the Minister of Agriculture in October 2019, with advice and recommendations on provincial policies, programs, pilot projects and initiatives that will help grow and sustain the local food sector.

5.3.2. A FOOD POLICY FOR CANADA

Launched by the Federal Government in 2018, the Food Policy for Canada focuses on supporting growth for Canadian farmers, producers and food businesses in Canada, and received over \$134M in the 2019 budget.

<https://www.canada.ca/en/campaign/food-policy/thefoodpolicy.html>

APPENDIX B: AGRICULTURE IN THE CMR AT A GLANCE

Table 1: Agriculture in the CMR at a Glance	
City of Airdrie	<ul style="list-style-type: none"> • Values agriculture as a path to a healthy and sustainable community • Was designated the 23rd Bee City in Canada (Nov 2018) • Currently completing 2 agriculturally related pilot projects over 18 months: <ul style="list-style-type: none"> ○ Urban hens (20 properties) ○ Urban beekeeping (20 res & 10 non-res properties) • Home to a community garden and 4 community orchards
City of Calgary	<ul style="list-style-type: none"> • Promotes continued ag production on lands zoned for future urban development (S-FUD) • Has a strategy to increase urban food production with the City • Has focused on emerging models of growing food in urban areas • Supports indoor vertical farms in industrial and commercial districts • Has 9 indoor vertical farms of significance • Allows for small-scale urban farms within the City’s municipal boundary • Is implementing the <i>Calgary Food Action Plan</i>
City of Chestermere	<ul style="list-style-type: none"> • Promotes continued ag production on lands zoned “Urban Transition” • Allows for intensive ag uses such as horticulture, market gardens, beekeeping within the City’s Land Use Bylaw • Is home to the Rocky View Chestermere Agricultural Society • Is host to Annual Country Fair and other events
Town of Cochrane	<ul style="list-style-type: none"> • Is known as a western heritage town • Acts as a local ag service hub to surrounding communities • Values traditional ag practices • Is home to Cochrane & District Ag Society and Cochrane Fair, located within the Town’s municipal boundary
Foothills County	<ul style="list-style-type: none"> • Includes about ~900,000 acres of lands dedicated to agriculture • Has different agricultural “regions” within its boundaries due to the size of the municipality and the varied weather and soil conditions: <ul style="list-style-type: none"> ○ Is generally home to crop farming in the east and to large grazing leases in the southwest • Also includes feedlots, bison, poultry, eggs, speciality crops and many other types of agricultural production • Contains small- and large-scale processing plants and grain handling facilities. • Recently created an Agriculture Business district to facilitate growth in value added production and support services in the County Is home to the High River Ag Society hosts which hosts many events, clinics

Town of High River	<ul style="list-style-type: none"> • Roots in farming and ranching dating back to the late 1800s • Acts as a regional service hub • Home to a range of leading equipment manufacturers, crop and livestock service providers, and full-scale food distributors •
Town of Okotoks	<ul style="list-style-type: none"> • A key strategy of Environmental Master Plan is to encourage local food production, including additional community gardens • The Town’s Land Use Bylaw allows for intensive agricultural production (i.e., greenhouses, tree farms, u-pick etc.) within the Land Use Bylaw’s “Agriculture District” • Promotes continued extensive ag activities on recently annexed lands • Urban hens are permitted in accordance with the Urban Hen Bylaw
Rocky View County	<ul style="list-style-type: none"> • Of the 947,896 acres of land within the County about 90% are zoned for agriculture • Extensive agricultural operations within the County are primarily driven by export markets • Has different agricultural “regions” within its boundaries due to the size of the municipality and the varied weather and soil conditions: <ul style="list-style-type: none"> ○ Is generally home to more grain farming in east and cattle ranching in west ○ Southeast portion of the County has irrigated lands • Includes some dairy, poultry, mushroom, insects and smaller vegetable/ microgreen operations occurring • Balzac area has ag businesses, machinery and food distribution and acts as a food processing and distribution hub
Town of Strathmore	<ul style="list-style-type: none"> • Acts as an agriculture service hub for the surrounding community with significant historical roots in agriculture • Is a key location for agricultural events and tradeshow • The Town’s Land Use Bylaw allows for marijuana production and for urban agriculture in residential and commercial areas • Is home to the Strathmore Ag Society • Has many Farm to Table initiatives (shrimp farming, vegetable farming, food production, and award-winning barley, malting and brewery) • Agricultural production and process is a key focus of the Town’s economic development strategy
Wheatland County	<ul style="list-style-type: none"> • Includes 1.1 million acres of agricultural lands. About 73,000 acres of agricultural land are within the boundaries of the CMR. • Has different agricultural “regions” within its boundaries due to the size of the municipality and the varied weather and soil conditions: <ul style="list-style-type: none"> ○ Higher class soils in west, dryer out to east ○ Includes 11,000 irrigated acres within the boundaries of the CMR • Includes mixed farm, grains, feedlots, chicken barns

APPENDIX C: BIBLIOGRAPHY

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APPENDIX D: AGRIBUSINESS OUTPUT, GDP

DRAFT

Agribusiness Output GDP

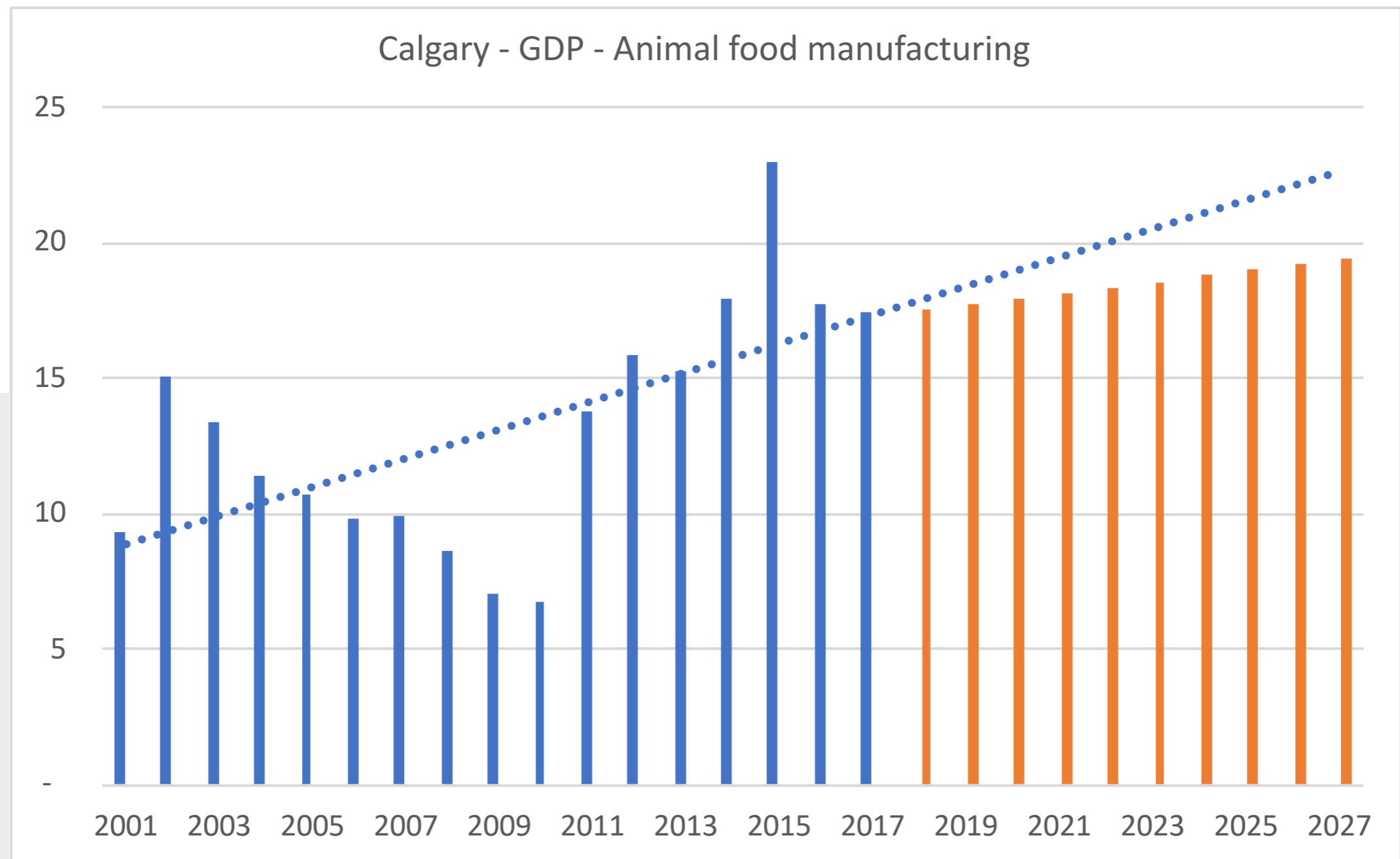
Calgary Metropolitan Region Board
Employment Growth Scenarios - Supplemental Information

June 12, 2019

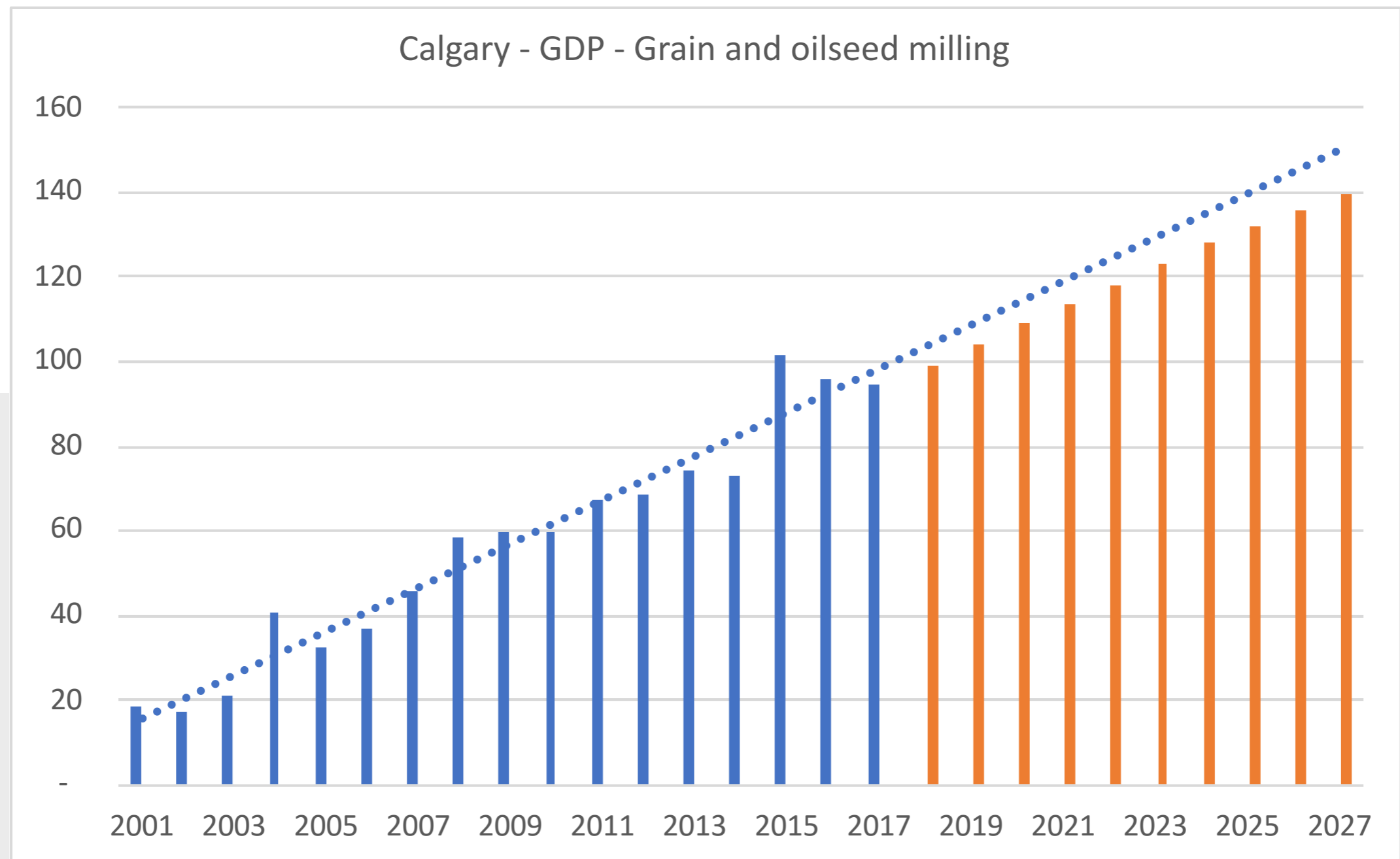
Agribusiness Economic Activity

- Agribusiness has been identified as one of a few key sectors that hold potential to lead in the diversification of the Alberta economy.
- In the Growth Scenarios developed for the CMRB as part of the Regional Employment Analysis, growth of secondary processing of food products and related activities have been expected to grow at rates above the average for the Calgary Region economy.
- Agribusiness builds on an existing base of activity, resources and experience that the Calgary Region and Alberta have a natural advantage in competing both nationally and internationally.
- The following charts show the historical and projected GDP for selected Agribusiness industry groups.

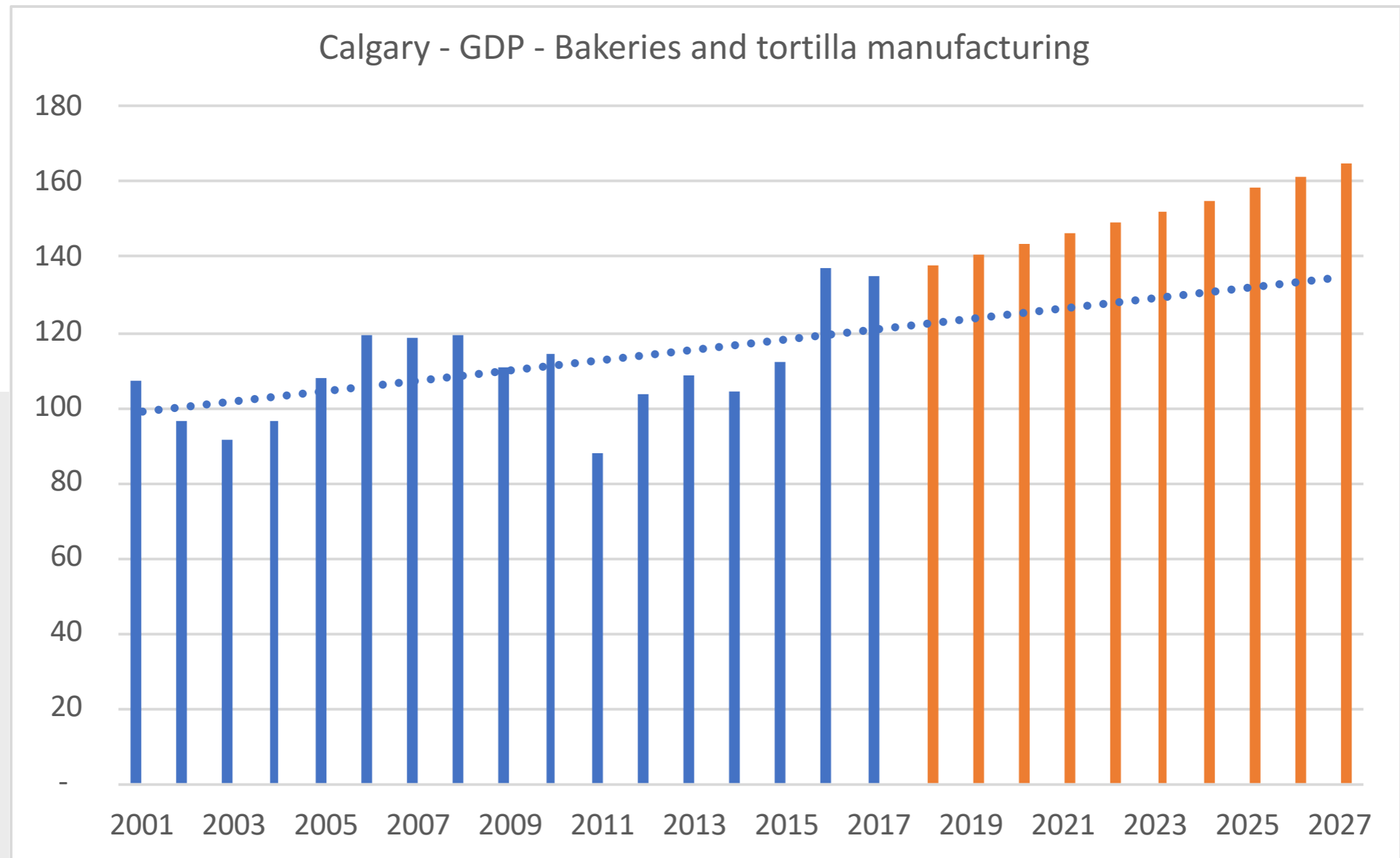
Animal food manufacturing (NAICS 3111)



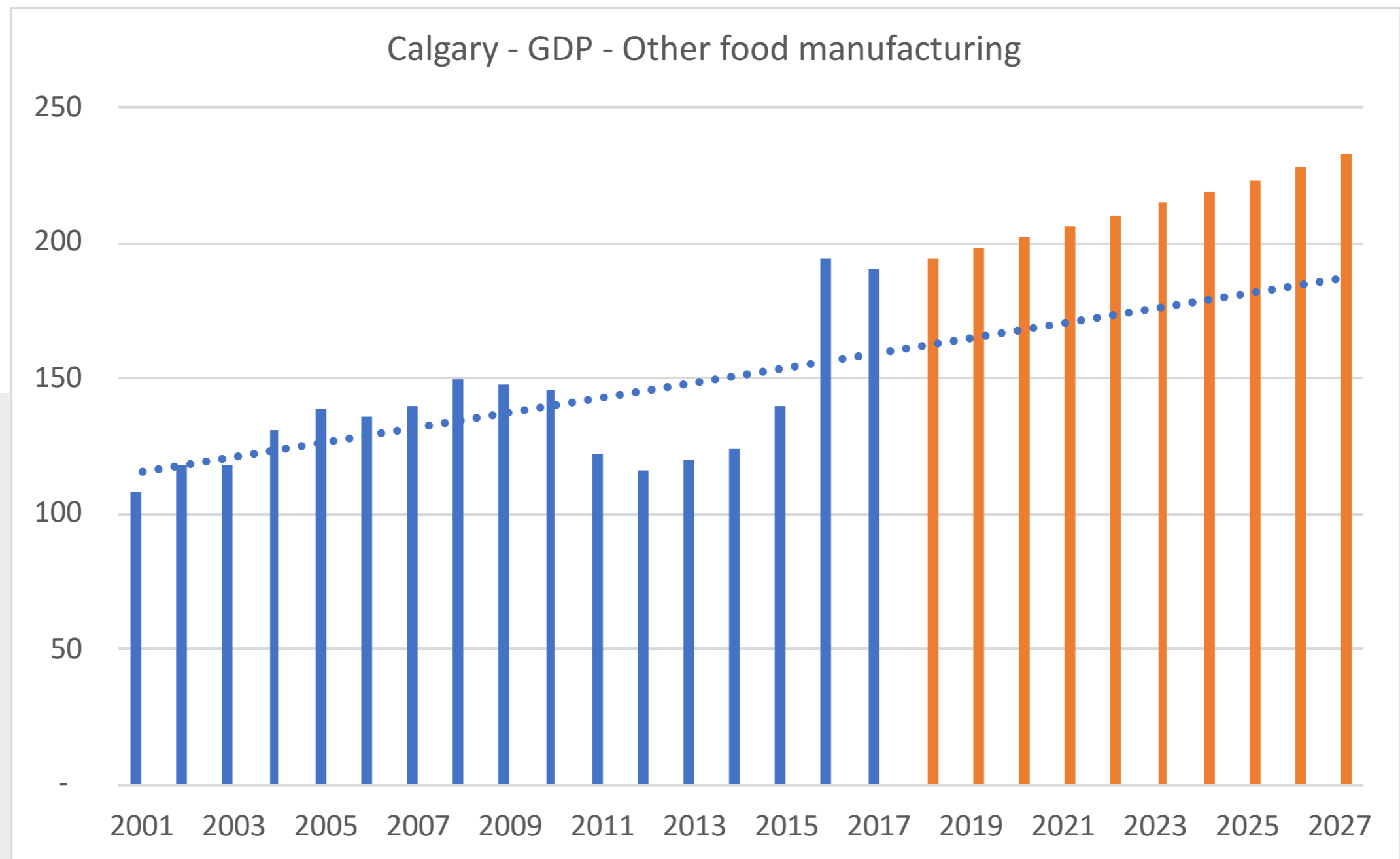
Grain and oilseed milling (NAICS 3112)



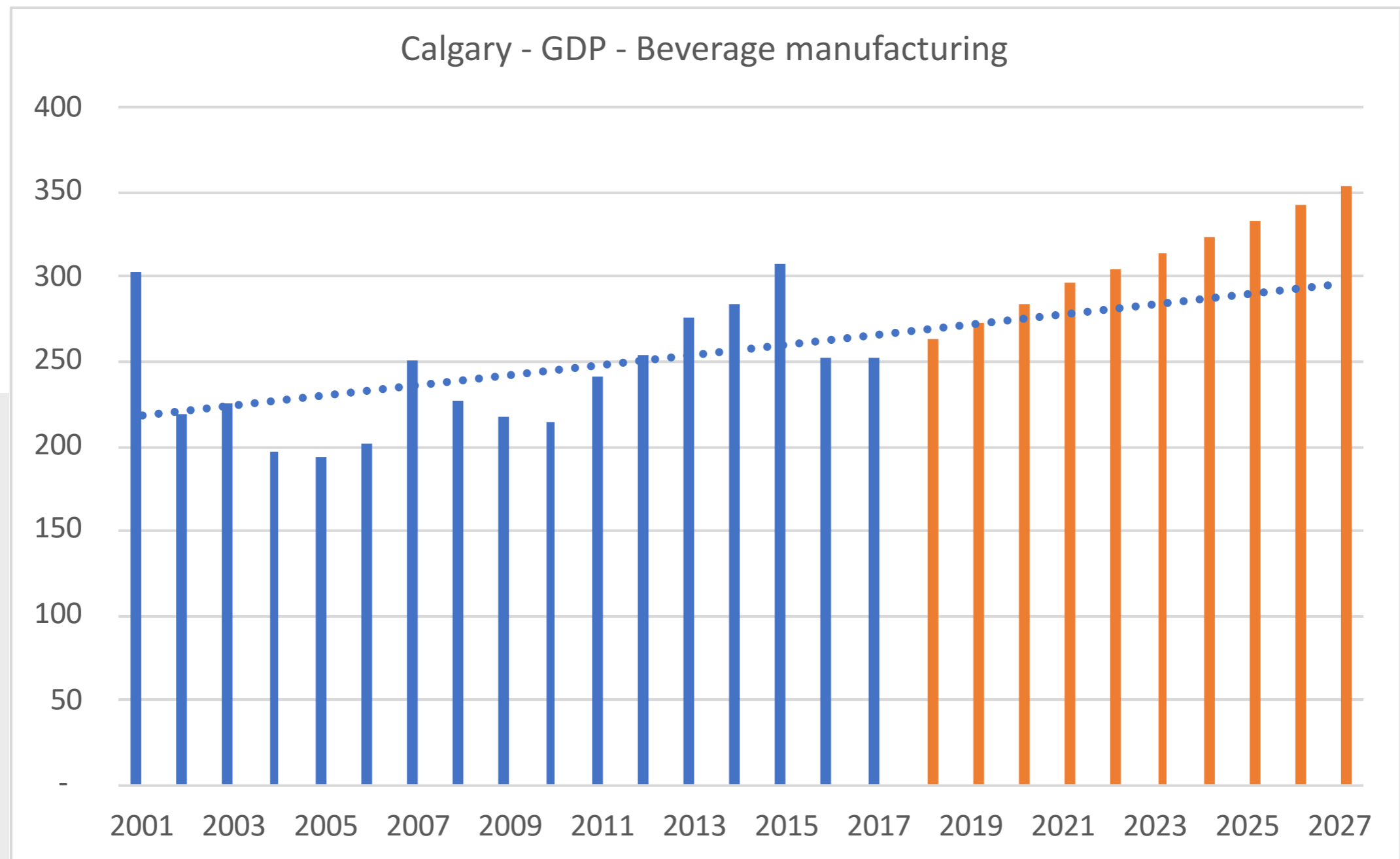
Bakeries and tortilla manufacturing (NAICS 3116)



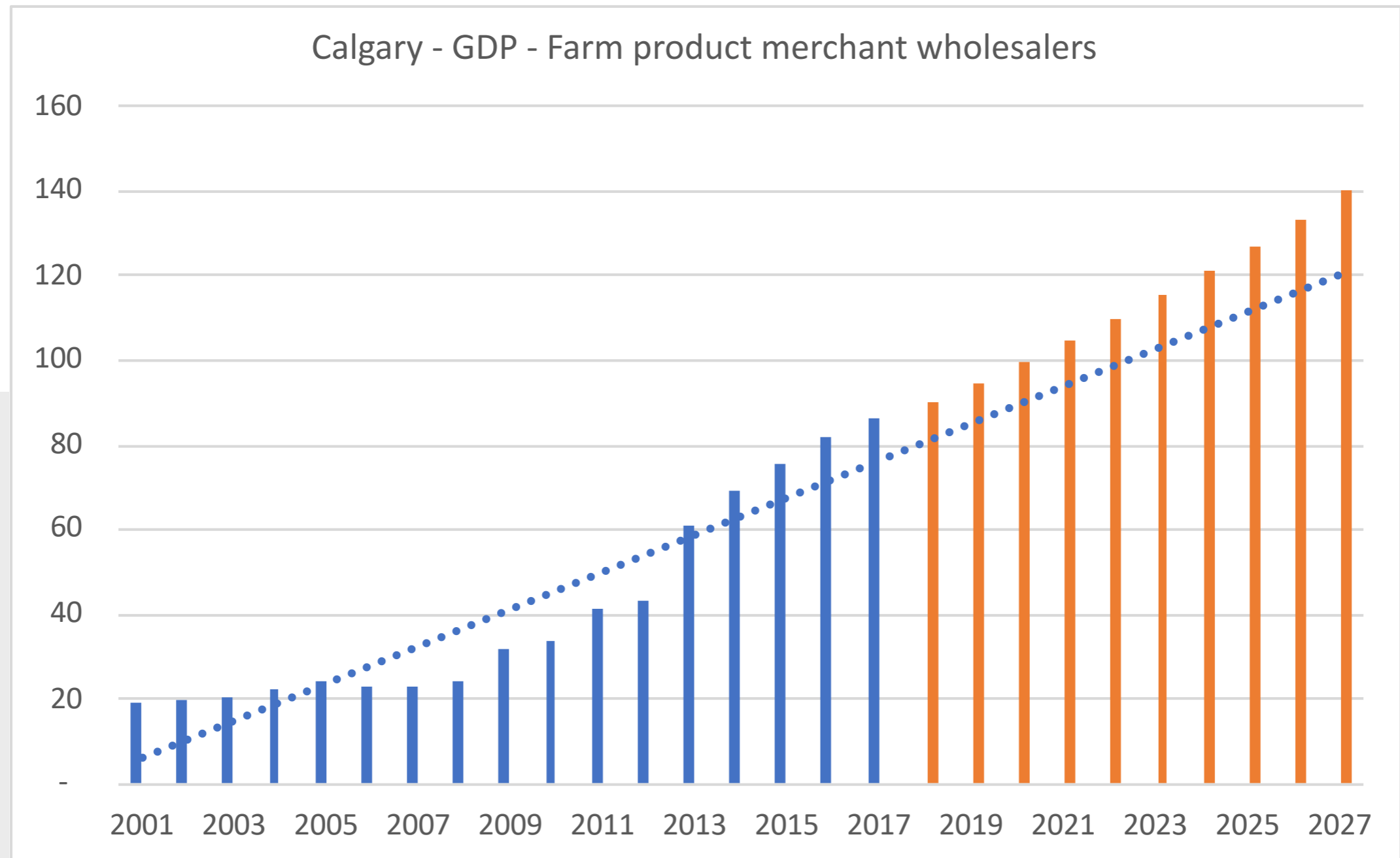
Other food manufacturing (NAICS 3119)



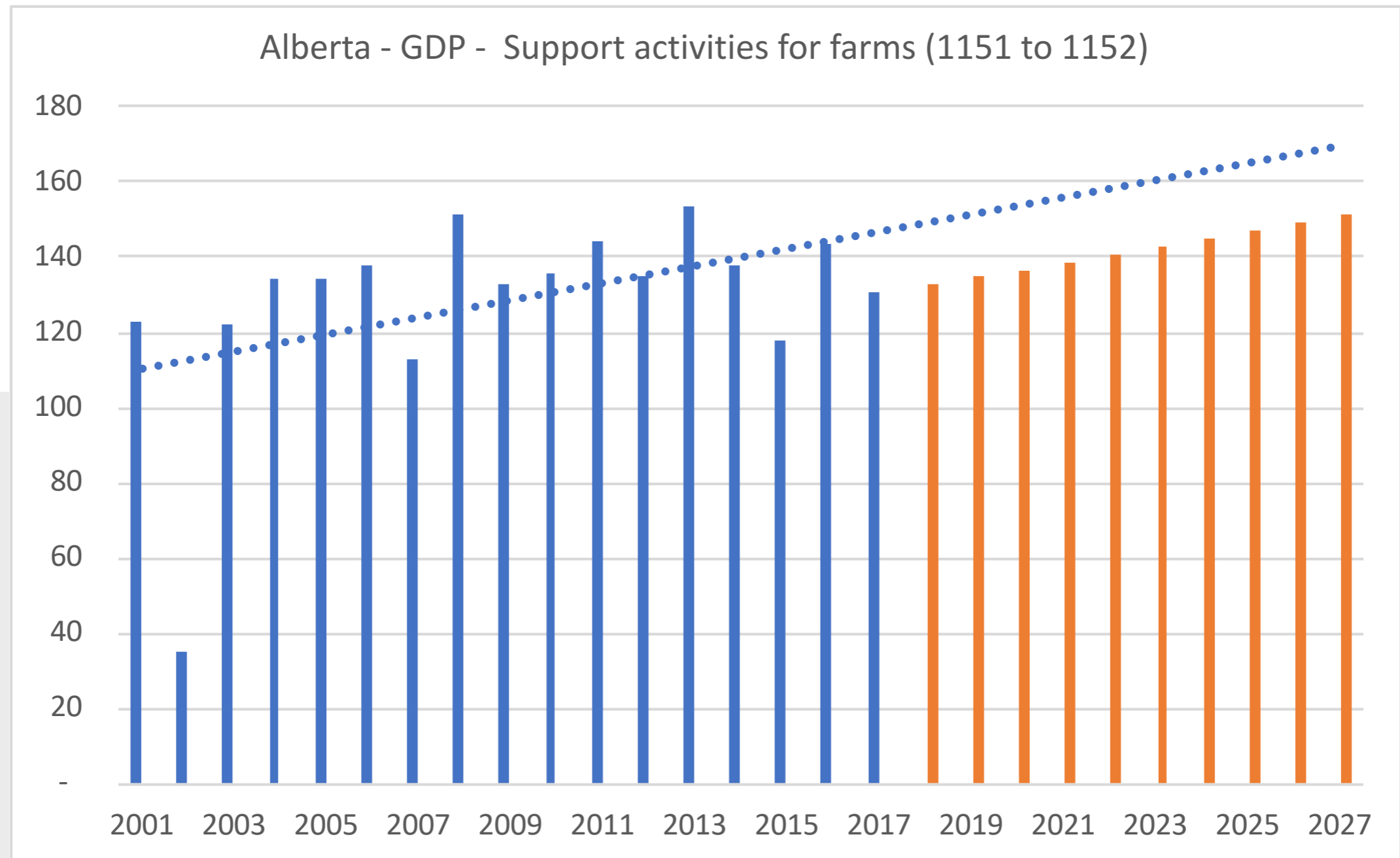
Beverage manufacturing (NAICS 3121)



Farm product merchant wholesalers (NAICS 4111)



Support activities for farms (NAICS 1151-1152)



Agenda Item	6
Submitted to	Joint Land Use and Servicing Committee
Purpose	For Information
Subject	Phase 1 Report
Meeting Date	April 2, 2020
<i>Motion that the Committee receive for information the HDR Calthorpe Phase 1 Report</i>	
<p>Summary</p> <ul style="list-style-type: none"> • Phase 1 of the HDR Calthorpe work plan is complete. • Phase 1 included information gathering, building a database and map of existing conditions, and holding Workshop #1 to discuss and define key regional issues and challenges. • The Phase 1 Report provides an overview of background studies and information gathered by the HDR Calthorpe team in support of its planning process as part of Phase 1. It also includes maps of existing conditions and the Board-approved summary of Workshop #1. • The Phase 1 Report is being presented to the Committee for information. 	
<p>Attachments</p> <ol style="list-style-type: none"> 1. Phase 1 Report, HDR Calthorpe – link provided in email. 	

Agenda Item	7
Submitted to	Joint Land Use and Servicing Committee
Purpose	For Information
Subject	Growth & Servicing Plan Project Schedule and Policies
Meeting Date	April 2, 2020
<i>Motion that the Committee receive for information an update on the development of Growth & Servicing Plan Policies</i>	
<p>Summary</p> <ul style="list-style-type: none"> • Mr. Peter Calthorpe has provided a memo outlining the effect of COVID-19 on the development of the Growth & Servicing Plan. Social distancing measures will impede the progression of the project as outlined in the memo. • HDR Calthorpe has provided an overview of the policies areas to be included in the Growth & Servicing Plan as required by the <i>Calgary Metropolitan Region Regulation</i> and the direction of the Board. • The overview identifies where HDR Calthorpe will source the supporting information to be used in the development of policies. Some policy areas will be able to move forward in advance of scenario development given project delays. • This is being presented for the information of the Committee. 	
<p>Attachments</p> <ol style="list-style-type: none"> 1. Memo re: Project Schedule and Policies, HDR Calthorpe 2. CMRB Growth and Servicing Plan – Policy, HDR Calthorpe 	

memo

To: Jordon Copping
From: Peter Calthorpe
CC: Charlie Hales, Steve Power, Scott Fregonese
Date: 3/25/2020
Re: Project Schedule and Policies

The Coronavirus Crisis is impacting all activities in significant ways. Our first concern here at HDR is the safety of our team, families and all of our client friends. This memo is intended to update the CMRB Board and staff as to the specific impact of the virus on our schedule and workflow.

We are all working from home as best we can. Productivity is down as our kind of work is typically dependent on face to face design and brainstorming. But much of our analytic work on this project can and is proceeding. We have completed Task 2.3 Workshop 2 and will continue the following tasks while we wait to see when we can schedule the next workshop to review the Scenarios and Analytics. We feel strongly that we should not try to run a workshop virtually and that we cannot proceed with public outreach tasks until we have board feedback on the scenarios. Once all of Phase 2 ‘Regional Scenarios Development’ is complete Phase 3 ‘Preferred Scenario Selection and Adoption’ can proceed in its allotted 8 month period.

2.4	Develop two additional draft alternative scenarios
2.5	Finalize the three scenarios
2.6	RapidFire Scenario Analysis

In addition to work on the scenario modeling we will proceed with three of the policy areas that we believe are independent of the outcome of the scenario process. Normally we develop the policies after all the public and board input on the scenarios, preferred scenario and regional vision is affirmed. We feel that all the policies benefit from being considered comprehensively and in the context of the vision. But given the current circumstances we believe these three policies can be expedited: Flood-prone areas; Recreation; Agriculture. Please see enclosed summary of all policy areas, required content, existing and in process background papers.

Agenda Item 7i Attachment

CMRB Growth and Servicing Plan – Policy

1. Required content in the Growth Plan

Content Item	Background	Specific Documents and Status
Population and employment projections	Base population and employment forecasts are complete (Rennie for Population and Applications Management for Employment). These will be used as “control” totals for growth scenarios.	Regional Employment Analysis (Applications Management) – Approved by Board Population Projections (Rennie) - Approved by Board
Identification of growth areas	Identified through scenarios	HDR Calthorpe
Identification of land supply for residential, commercial and industrial purposes	From scenarios and Digital Representation of Existing and Approved Land Use (DEAL)	DEAL data has been supplied and we have used it to develop base mapping – no further information is forthcoming from the CMRB.
Identification of agricultural lands	Approved Land Use (DEAL), Scenarios, Agriculture Background Report (Agriculture Background Report is currently in draft form, with policy “opportunities”)	DEAL already supplied Agriculture Background Report (CMRB Internal – Agriculture TAG) – In Board Approval Process
Identification of density of development	Scenarios and subsequent policy	HDR Calthorpe
Identification of the development and location of infrastructure	Preferred Scenario	HDR Calthorpe
Identification of corridors for recreation, transportation, utilities and intermunicipal transit	Preferred Scenario with support from specific other reports (note that the requirement is for corridors, not specific infrastructure or service). The recreation background report does not specifically address corridors, and is more useful for policy.	South and East Calgary Region Transportation Study (ISL Engineering) – draft is expected in May Transit Subcommittee Findings (CMRB Internal) – Recommendations approved by Committee, reporting in progress Recreation Background Report (RC Strategies + PERC) – Approved by Board CMR Existing Water and Wastewater Servicing and Regional Potential Report – Approved by Board CMR Storm water Background Report – Approved by Board

2. Required policy in the Growth Plan

Content Item	Background	Specific Documents and Status
CORRIDOR PROTECTION AND INFRASTRUCTURE POLICIES		
Policies regarding the planning for corridors for recreation	Scenarios, Recreation Background Report (recreation report does not specifically address recreation corridors but provides good detail on intermunicipal collaboration on recreation infrastructure and service delivery)	<i>Options for Enhancing Regional Recreation (RC Strategies + PERC)</i> – Approved by Board
Policies regarding the planning for corridors for transportation, including intermunicipal transit	Scenarios, background reports and transit subcommittee findings	<i>South and East Calgary Region Transportation Study</i> (ISL Engineering) – draft is expected in May <i>Transit Subcommittee Findings</i> (CMRB Internal) – Recommendations approved by Committee, reporting in progress.
Policies regarding the planning for corridors for energy transmission	Scenarios	<i>HDR Calthorpe</i>
Policies regarding the planning for corridors for utilities	Scenarios and background work by the Water TAG	<i>CMR Existing Water and Wastewater Servicing and Regional Potential Report</i> – Approved by Board <i>Natural and Managed Capacity of Regional Water Supply in the CMR Report</i> – Approved by Board <i>CMR Storm water Background Report</i> – Approved by Board
ENVIRONMENTAL POLICIES		
Policies regarding environmentally sensitive areas	The Environmentally Sensitive Areas Background Report will provide significant input to policy. The ESA policy will have a focus on growth areas as determined through scenario evaluation.	<i>Environmentally Sensitive Areas Background Study</i> – Approved by Board

Content Item	Background	Specific Documents and Status
Policy regarding flood-prone areas	Input from Water Table background studies, flood workshop summary report, Land Use TAG and Water Table, and HDRC will be applied to the scenario evaluation and preferred scenario to inform regional flooding policy.	HDR Calthorpe (using input from Flood Workshop) Provincial Maps and Policies
INTERMUNICIPAL COORDINATION POLICIES		
Policies regarding the coordination of infrastructure planning and development among the participating municipalities	At Workshop 1, we heard that collaboration was important to all. Approaches to collaboration will be part of the implementation strategy and will directly related to the plan to be implemented.	Water Use and Conservation in the CMR Study – Approved by Board CMR Existing Water and Wastewater Servicing and Regional Potential Report – Approved by Board Natural and Managed Capacity of Regional Water Supply in the CMR Report – Approved by Board CMR Storm water Background Report – Approved by Board South and East Calgary Region Transportation Study (updates the North Calgary Region Transportation Study as well) (ISL Engineering) – draft is expected in May
LAND USE POLICIES		
Policies that address new settlement areas	Policies for new settlement areas will be directly related to the preferred growth scenario.	Generated by HDR Calthorpe
Policies that address the intensification of existing settlement areas	Policies for new infill and intensification will be directly related to the preferred growth scenario.	Generated by HDR Calthorpe
Policies regarding conservation of agricultural lands	Not specifically addressed Agriculture Background Report. Policies for conservation of agricultural lands will be related to preferred growth scenario.	HDR Calthorpe Agriculture Background Report (CMRB Internal – Agriculture TAG) – In Board Approval Process
For recreation services to be provided on an intermunicipal basis, outline how each service will be Intermunicipal delivered,	Recreation Background Report	Options for Enhancing Regional Recreation (RC Strategies + PERC) – Approved by Board

Content Item	Background	Specific Documents and Status
including which municipality will lead delivery of the service, and Intermunicipal funded		
list servicing required to support the development outline in the Growth Plan	Various technical background reports used to support policy development	

Published Background Studies (Approved by Board):

- Population Projections
- Water Use and Conservation in the CMR Study
- Natural and Managed Capacity of Regional Water Supply in the CMR Report
- Natural and Managed Capacity of Regional Water Supply in the CMR Annotated Bibliography
- CMR Existing Water and Wastewater Servicing and Regional Potential Report
- Regional Employment Projections - Status Quo Scenario
- Environmentally Sensitive Areas Background Study
- CMR Storm water Background Report
- Regional Employment Analysis
- Options for Enhancing Regional Recreation
- Digital Representation of Existing and Approved Land Use
- Water Demand Management
- North Calgary Region Transportation Study

Other studies still in development or not yet approved:

- Agriculture Background Report
- South and East Calgary Region Transportation Study
- Transit Subcommittee Reporting (Recommendations Approved by Committee)