

**Calgary Metropolitan Region Board**  
 April 24, 2020 Board **UPDATED** Meeting Agenda  
 9:30 AM - GoTo Meeting

- |  |         |           |
|--|---------|-----------|
| 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><b>For Decision:</b> <i>Motion that the Board approve the Minutes of the March 20, 2020 meeting</i>   | All     | <b>3</b>  |
| 4. Q1 Actuals (Attachment)<br><b>For Information:</b> <i>Motion that the Board receive for information the 2020 Q1 Actuals</i>   | Copping | <b>6</b>  |
| 5. Annual Report (Attachment)<br><b>For Decision:</b> <i>Motion that the Board approve the Annual Report</i>   | Copping | <b>8</b>  |
| 6. Agriculture Background Report (Attachment)<br><b>For Decision:</b> <i>Motion that the Board approve the Agriculture Background Report</i>   | Tipman  | <b>32</b> |
| 7. Updated HDR Calthorpe Work Schedule (Attachment)<br><b>For Information:</b> <i>Motion that the Board receive for information the Updated Work Schedule</i>  | HDRC    | <b>64</b> |
| 8. Work Continuity Plan (Attachment)<br><b>For Information:</b> <i>Motion that the Board receive for information the Work Continuity Plan</i>  | Copping | <b>66</b> |
| 9. Performance Evaluation Process for Chair & CO (Attachment)<br><b>For Decision:</b> <i>Motion that the Board approve the proposed Performance Evaluation Process for the Chair &amp; Chief Officer</i>   | Copping | <b>71</b> |
| 10. CMRB Board and Committee Vice Chairs (Attachment)<br><b>For Decision:</b> <i>Motion that the Board approve the extension of the term of the Vice Chair of the Board and Vice Chairs of the Committees for a period not to exceed 1 (one) year, and that nominations for new Vice-Chairs be held once physical distancing restrictions are lifted</i> | Copping | <b>75</b> |
| 11. <b>CMRB Signing Authority Policy</b> (Attachment)<br><b>For Decision:</b> <i>Motion that the Board approve the Proposed Signing Authority Policy</i>   | Copping | <b>78</b> |

**Closed Session (Pursuant to Section 21 of FOIP)**

12. Chair & Chief Officer Goals for 2020 (Attachment) Sheard  
**(Sent by separate email)**
13. Roundtable Discussion All
14. Next Meeting: Friday May 22, 2020
15. Adjournment

Upcoming Meetings:

|                                |                  |              |
|--------------------------------|------------------|--------------|
| Land Use & Servicing Committee | May 7 @ 9:30 AM  | GoTo Meeting |
| Board Meeting                  | May 22 @ 9:30 AM | GoTo Meeting |
| Governance Committee           | May 14 @ 9:30 AM | GoTo Meeting |
| Advocacy Committee             | TBD              |              |

**Delegates in Attendance:**

Mayor Peter Brown – City of Airdrie  
Councillor Gian Carlo Carra – City of Calgary  
Mayor Marshall Chalmers – City of Chestermere  
Mayor Jeff Genung – Town of Cochrane  
Reeve Suzanne Oel – Foothills County  
Mayor Craig Snodgrass – Town of High River  
Mayor Bill Robertson – Town of Okotoks  
Reeve Greg Boehlke – Rocky View County  
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 9:38 AM. Chair noted the meeting was being held virtually and that it was live streaming on Youtube for the public. The process for voting will be by verbal roll call poll alphabetically by member municipality.

**2. Approval of Agenda**

M 2020-21

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

**Motion:** That the Board approve the agenda of the March 20, 2020 meeting with the following change:

- o Add roundtable item at the end of the Agenda on COVID-19 pandemic.

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

**Motion:** That the Board approve the agenda of the March 20, 2020, meeting with the following change

- o Add a discussion on releasing information from HDR Calthorpe Workshop #2 to the public as item 3a.

**Motions carried unanimously.**

### 3. Approval of Minutes

M 2020-22

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

**Motion:** That the Board approve the Minutes of the February 21, 2020 meeting.

**Motion carried unanimously.**

#### 3a. Discussion on Release of HDR Calthorpe Workshop #2

M2020-23

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

**Motion:** That the Board approve by email circulation the HDR Calthorpe Workshop #2 Summary Report and authorize CMRB Administration to release it to the public.

**Motion carried unanimously.**

Mayor Robertson joined the meeting at 9:55 AM.

### 4. Annual Report

M 2020-24

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

**Motion:** That the Board approve the Annual Report with a change to agenda package page 19 to read under "Board Governance – Cost Sharing Model – *(suspended)*" instead of (in progress).

#### Amending Motion:

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

M 2020-25

**Motion:** That the Board approve the Annual Report with a change to agenda package page 19 to read under "Board Governance – Cost Sharing Model – *(suspended)*" instead of (in progress), *as a first draft and be brought back to the April Board meeting for final approval.*

**Motion carried.**

CMRB Administration took direction from the Board to circulate an email to member municipalities seeking feedback on wording changes/edits to the Annual Report to be brought back to the April meeting.

## 5. Public Engagement Policy

Jordon Copping presented the Public Engagement Policy, noting that CMRB Administration is working with HDR Calthorpe in order to account for the current pandemic circumstances, understanding that the timelines will likely change. He clarified that the Policy itself does not affect the engagement framework as originally brought forward.

**Motion:**

M 2020-26

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

**Motion:** That the Board approve the Public Engagement Policy.

**Motion carried unanimously.**

## 6. Consolidation of Committees

**Motion:**

M 2020-27

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

**Motion:** That the Board approve the consolidation of the LUC and ISC.

**Motion carried unanimously.**

Chair Sheard encouraged members to submit their preference for a name of the combined committee.

## 7. Roundtable

Members held a roundtable and discussed the COVID-19 pandemic and how their municipalities were responding to the crisis.

## 8. Next Meeting: Friday April 24, 2020, 9:30 AM.

## 9. Adjournment

The Chair declared the meeting adjourned at 11:34 AM.

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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 Information</b>      |
| <b>Subject</b>   | <b>CMRB 2020 Q1 Actuals</b> |
| <b>Meeting Date</b>  | <b>April 24, 2020</b>       |
| <b>That the Board RECEIVE FOR INFORMATION the 2020 Q1 actuals</b>  |                             |
| <p>Background</p> <ul style="list-style-type: none"> <li>• The CMRB has been funded by the Government of Alberta through the Alberta Community Partnership grant program.</li> <li>• The Governance Committee reviewed the 2020 Q1 Actuals at the April 16, 2020 meeting and recommended for review by the Board.</li> </ul> |                             |
| <p>Attachments</p> <ul style="list-style-type: none"> <li>• Q1 Actuals</li> </ul>  |                             |

## 1. Introduction

CMRB Administration has compiled the Q1 Actuals for review by the Board. The Governance Committee reviewed the Q1 Actuals on April 16, 2020 for recommendation to the Board.

## 2. Recommendation

That the Board receive for information the 2020 Q1 Actuals.

|                                     | 2020 Budget           | 2020 Q1 Budget      | 2020 Q1 Actuals     | Q1 Variance         |
|-------------------------------------|-----------------------|---------------------|---------------------|---------------------|
| <b>REVENUE</b>                      |                       |                     |                     |                     |
| GoA Grant                           | \$1,750,000.00        | \$0.00              | \$0.00              | \$0.00              |
| Interest on GIC                     | \$40,000.00           | \$10,000.00         | \$10,704.35         | \$704.35            |
| Withdrawal from Reserves            | \$900,000.00          | \$700,000.00        | \$700,000.00        | \$0.00              |
| <b>TOTAL Revenue</b>                | <b>\$2,690,000.00</b> | <b>\$710,000.00</b> | <b>\$710,704.35</b> | <b>\$704.35</b>     |
| <b>EXPENDITURES</b>                 |                       |                     |                     |                     |
| <b>CAPITAL EXPENSES</b>             |                       |                     |                     |                     |
| Computers & Hardware                | \$6,000.00            | \$1,500.00          | \$0.00              | \$1,500.00          |
| Office Furniture                    | \$6,000.00            | \$1,500.00          | \$0.00              | \$1,500.00          |
| Phone/Internet Hardware             | \$3,000.00            | \$750.00            | \$0.00              | \$750.00            |
| <b>TOTAL CAPITAL EXPENSES</b>       | <b>\$15,000.00</b>    | <b>\$3,750.00</b>   | <b>\$0.00</b>       | <b>\$3,750.00</b>   |
| <b>OPERATING EXPENSES</b>           |                       |                     |                     |                     |
| <b>STAFFING COSTS</b>               |                       |                     |                     |                     |
| Salary                              | \$645,000.00          | \$168,000.00        | \$168,100.47        | -\$100.47           |
| Benefits                            | \$117,000.00          | \$29,250.00         | \$24,927.45         | \$4,322.55          |
| Board Chair                         | \$140,000.00          | \$35,000.00         | \$26,363.00         | \$8,637.00          |
| <b>TOTAL STAFFING COSTS</b>         | <b>\$902,000.00</b>   | <b>\$232,250.00</b> | <b>\$219,390.92</b> | <b>\$12,859.08</b>  |
| OFFICE LEASE                        | \$80,000.00           | \$20,000.00         | \$19,639.65         | \$360.35            |
| <b>OFFICE OPERATING COST</b>        |                       |                     |                     |                     |
| General Operating Costs             | \$36,000.00           | \$9,000.00          | \$15,398.37         | -\$6,398.37         |
| Professional Fees                   | \$30,000.00           | \$18,000.00         | \$16,041.25         | \$1,958.75          |
| <b>TOTAL OFFICE OPERATION COSTS</b> | <b>\$66,000.00</b>    | <b>\$27,000.00</b>  | <b>\$31,439.62</b>  | <b>-\$4,439.62</b>  |
| TRAVEL COSTS                        | \$45,000.00           | \$11,250.00         | \$4,009.80          | \$7,240.20          |
| <b>MEETING COSTS</b>                |                       |                     |                     |                     |
| Meeting Venue/Catering              | \$55,000.00           | \$13,750.00         | \$4,841.79          | \$8,908.21          |
| Per Diem                            | \$75,000.00           | \$18,750.00         | \$0.00              | \$18,750.00         |
| <b>TOTAL MEETING COSTS</b>          | <b>\$130,000.00</b>   | <b>\$32,500.00</b>  | <b>\$4,841.79</b>   | <b>\$27,658.21</b>  |
| <b>CONSULTANT COSTS</b>             |                       |                     |                     |                     |
| Growth/ Servicing Plan              | \$1,200,000.00        | \$300,000.00        | \$117,579.59        | \$182,420.41        |
| REF Consultants                     | \$144,000.00          | \$36,000.00         | \$12,089.64         | \$23,910.36         |
| <b>TOTAL CONSULTANT COSTS</b>       | <b>\$1,344,000.00</b> | <b>\$336,000.00</b> | <b>\$129,669.23</b> | <b>\$206,330.77</b> |
| CONTINGENCY                         | \$108,000.00          | \$27,000.00         | \$0.00              | \$27,000.00         |
| <b>TOTAL EXPENDITURE</b>            | <b>\$2,690,000.00</b> | <b>\$689,750.00</b> | <b>\$408,991.01</b> | <b>\$280,758.99</b> |

Notes

1. Interest accrual higher than budgeted for Q1. This is anticipated to decrease markedly for the rest of the year.
2. Salary budget is front-loaded for the year because of how CPP and EI is paid
3. General operating costs overbudget for Q1 due to unbudgeted training expense
4. Professional fees budget is front-loaded for the year due to audit payment

Agenda Item 4 Attachment

|  |                           |
|--|---------------------------|
| <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>2019 Annual Report</b> |
| <b>Meeting Date</b>  | <b>April 24, 2020</b>     |
| <b>That the Board APPROVE 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>• Due to the cancellation of the March 20 Governance Committee meeting, CMRB Administration asked the Board to review the first draft of the Annual Report.</li> <li>• At the March 20<sup>th</sup> meeting of the Board, members requested an opportunity to submit specific edits to the text of the Annual Report.</li> <li>• CMRB Administration has received specific wording changes from three municipalities and high-level comments from one municipality.</li> <li>• The requested wording changes are presented below for the consideration of the Board. Each of the proposed changes will be voted on individually.</li> </ul> |                           |
| Attachments: 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. Requested Text Changes

Administration received the same proposed text amendments from Foothills County, Rocky View County and Wheatland County. The three counties informed Administration that they had collaborated on the proposed amendments. The three proposed text additions are shown below in red.

### **Proposed Amendment #1** - A Message from the Chair and Chief Officer (*pg. 4 of Annual Report*)

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. **It was also a year of challenges as some members continue to struggle with the purpose of the Board, impacts to local autonomy, and lack of dispute and/or appeal mechanism as required by the regulation.**

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.

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### **Proposed Amendment #2** - Mandate of the Board (*pg. 10 of Annual Report*)

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).*

**Although all municipalities continue to work together, both urban and rural members have requested that the Minister provide clear direction regarding the future of the Board. Our membership has continued to have debate regarding the necessity of the CMRB as we have not received the necessary clarity from the Minister of Municipal Affairs.**

**Proposed Amendment #3 - Interim Regional Evaluation Framework (IREF)**  
Applications (*pg. 14 of Annual Report*)

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.

All eight applications were deemed consistent with the Interim Growth Plan by a third party consultant, and were recommended for approval by CMRB Administration. However, two applications recommended for approval were challenged by another member or members, and one was ultimately refused by the Board.

### **3. Recommendation**

That the Board APPROVE the 2019 Annual Report

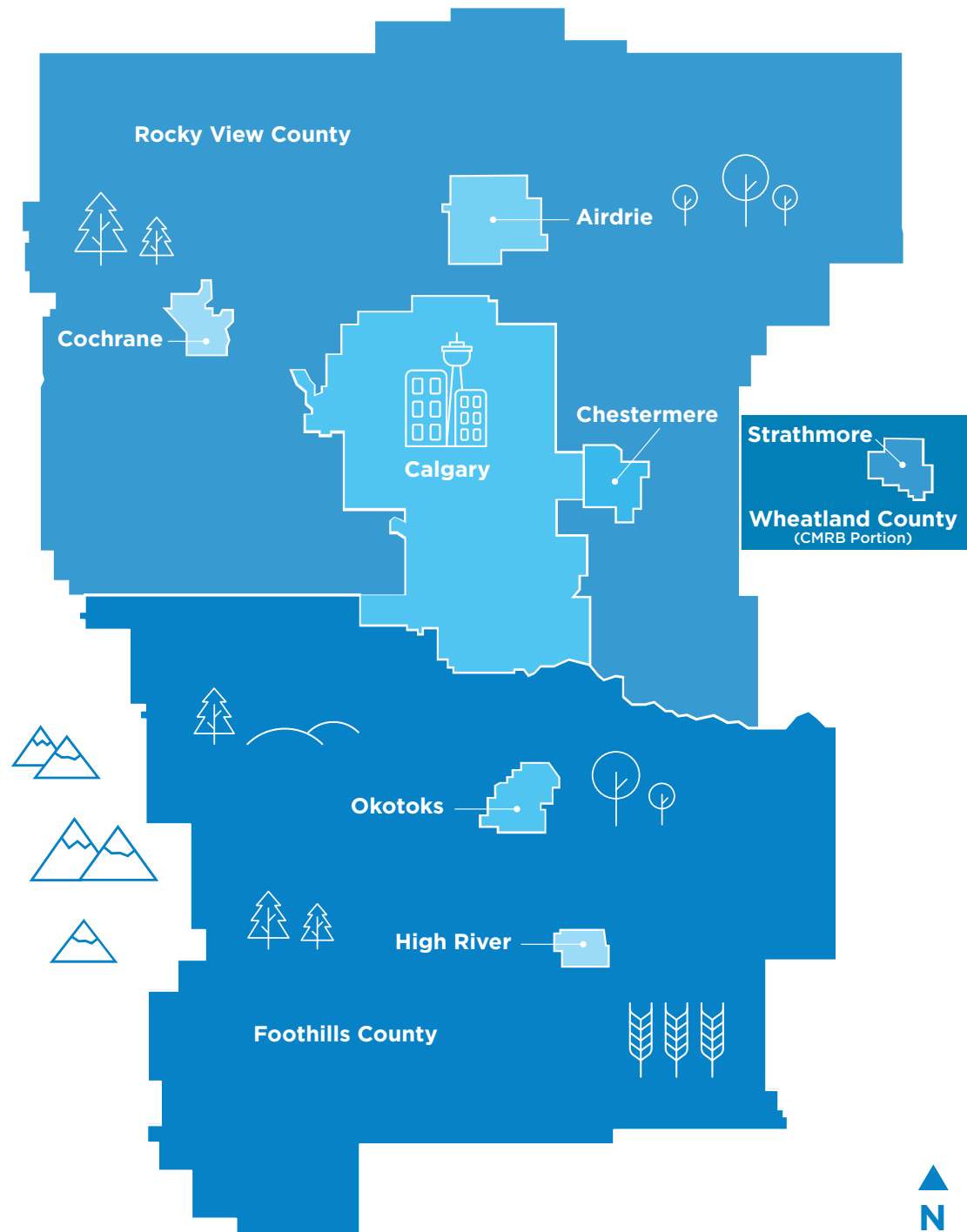


# 2019 Annual Report



Agenda Item 5 Attachment





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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



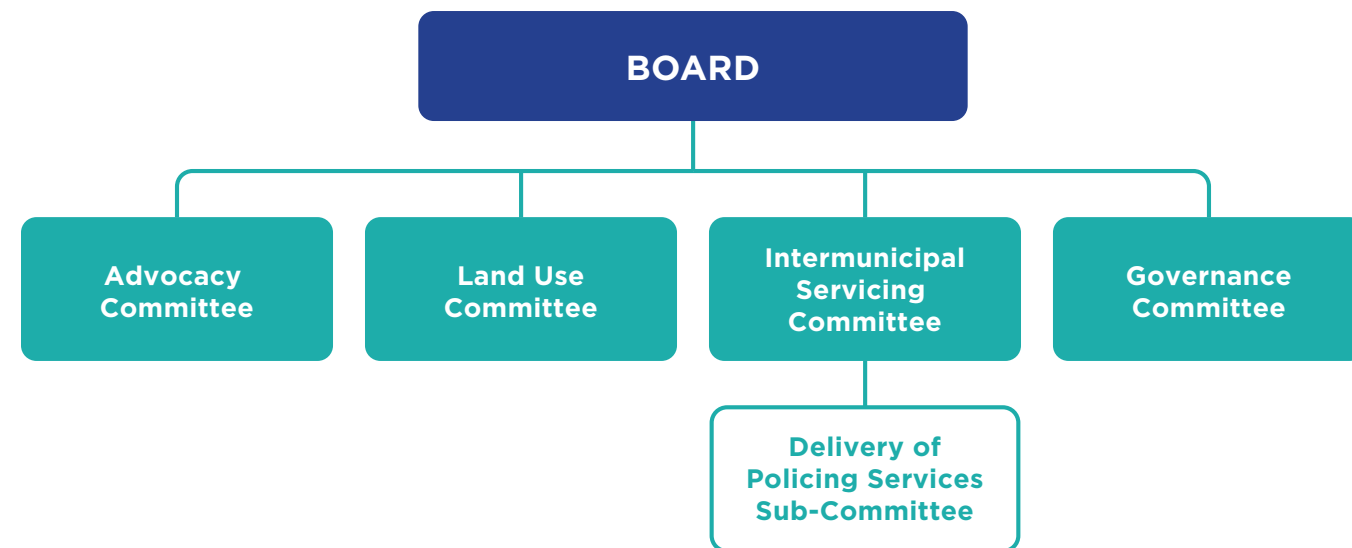
Chris Sheard  
**Board Chair**



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.

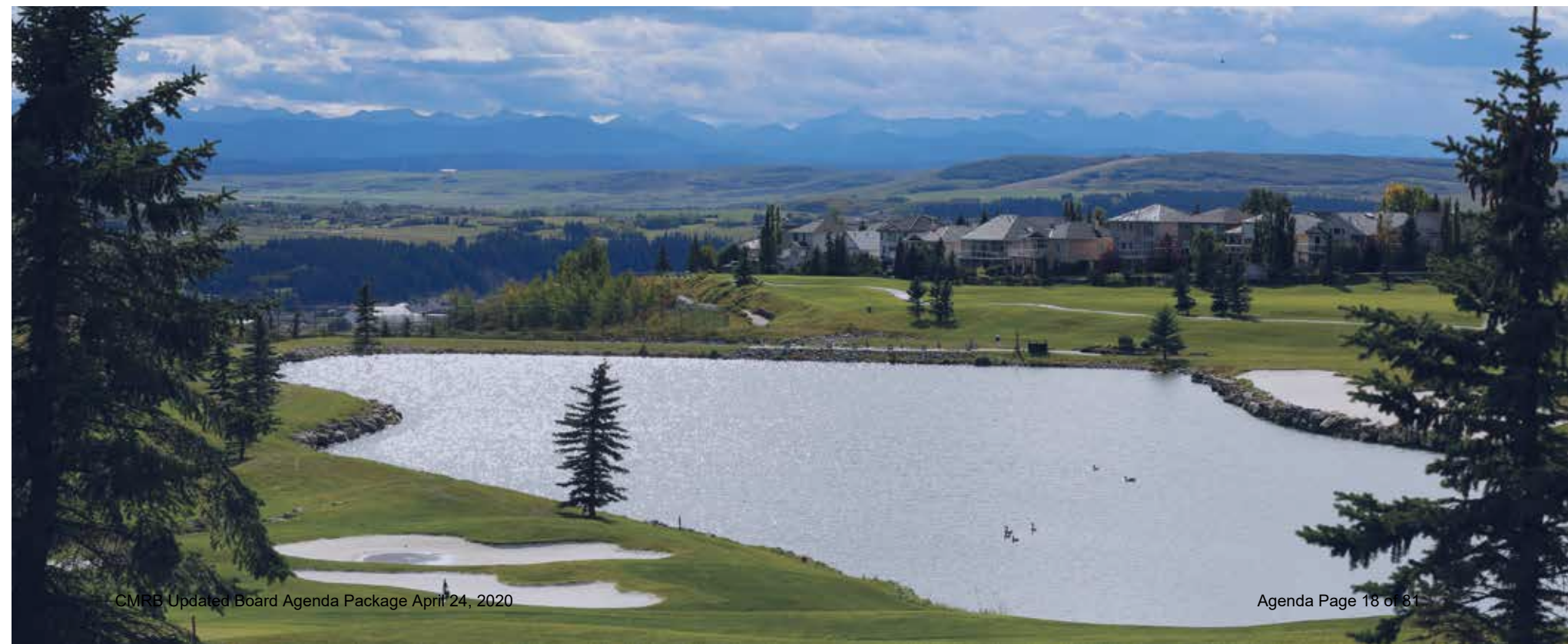
In 2019, a total of eight statutory plans from member municipalities were received. IREF recommendations were submitted to the Board in 10 to 25 working days after a complete IREF application was received, with an average time of 21 working days.

## 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

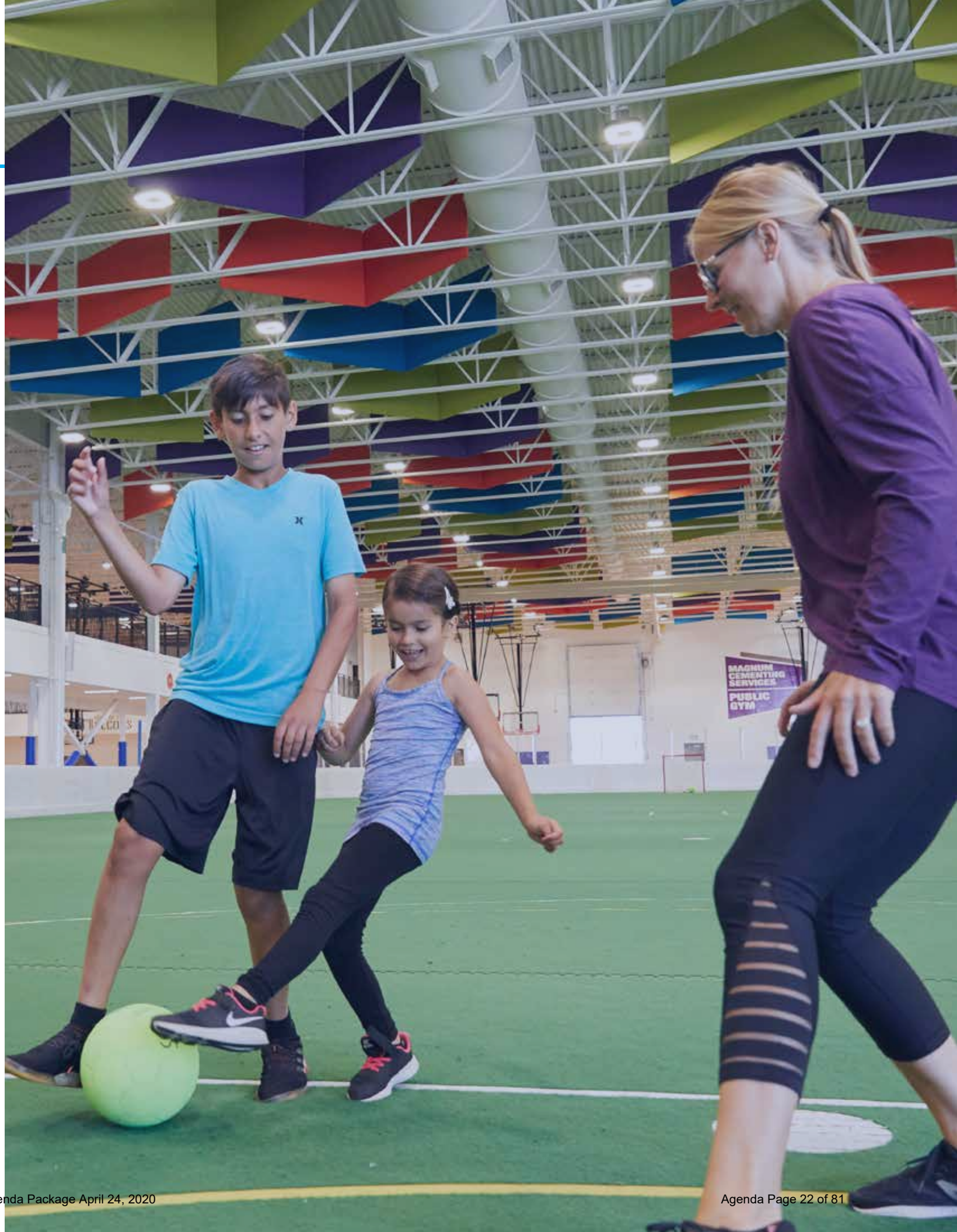
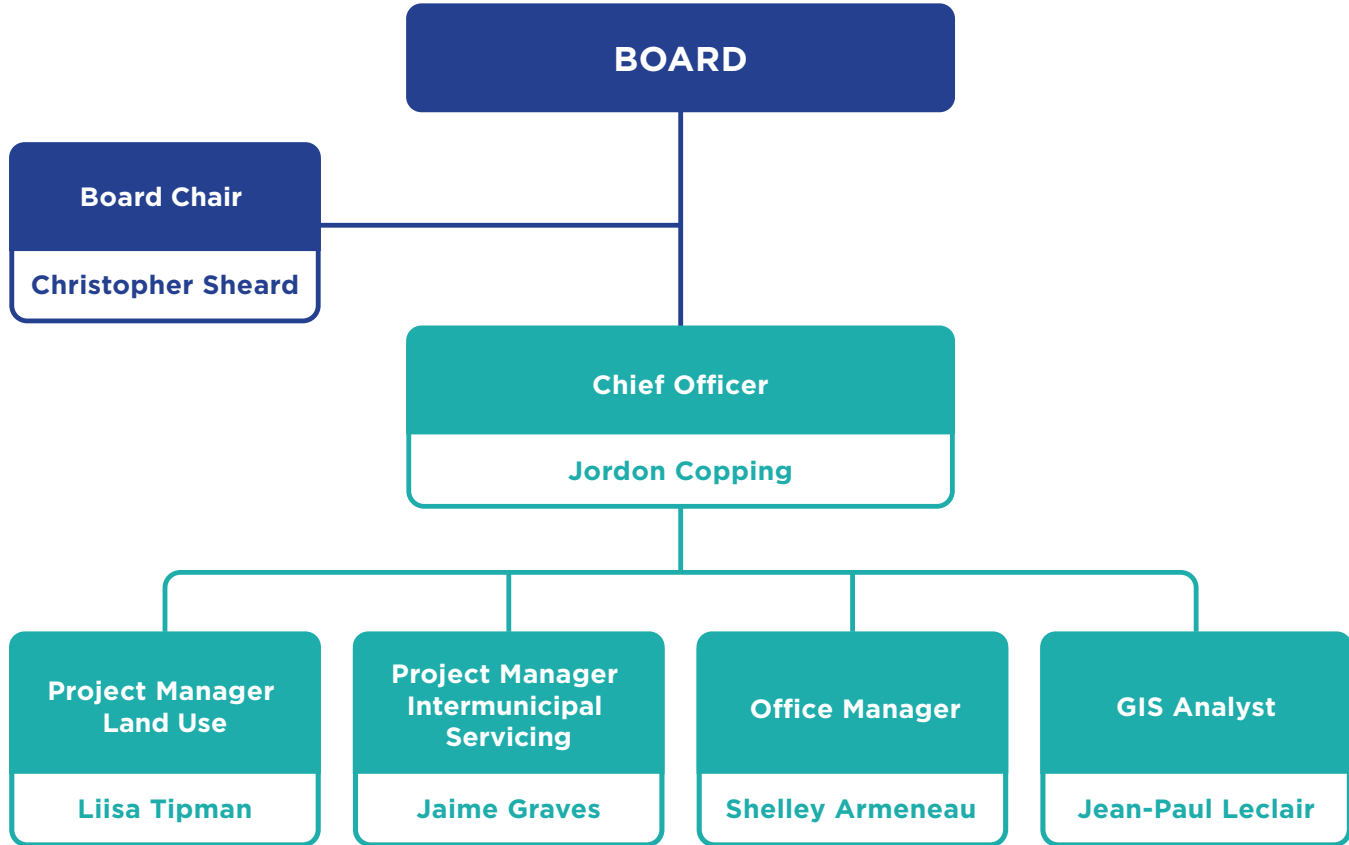
## Workshops

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<br>(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<br>(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  |
|      |    | <hr/>   |
|      | \$ | 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     |
|   |    | <hr/>     |
| Equals: approved budgeted surplus         | \$ | (814,420) |

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

| Schedule of tangible capital assets | Schedule 1      |                        |                    |                  |                  |
|-------------------------------------|-----------------|------------------------|--------------------|------------------|------------------|
|                                     | Buildings       | Furniture and fixtures | Computer equipment | 2019             | 2018             |
| <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 shows a faded, high-angle aerial view of a city and its surrounding landscape, including a winding river and various green spaces. The right side shows a clear, high-angle aerial view of a similar landscape, featuring a river, a golf course, and residential areas. The text is located in the lower-left quadrant of the faded image.

**Calgary Metropolitan Region Board**

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

Calgary, AB T2R 1J8

[www.calgarymetroregion.ca](http://www.calgarymetroregion.ca)

|   |                                      |
|---|--------------------------------------|
| <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>Agriculture Background Report</b> |
| <b>Meeting Date</b>   | <b>April 24, 2020</b>                |
| <b>That the Board APPROVE the Agriculture Background Report</b>   |                                      |
| <p>Background</p> <ul style="list-style-type: none"> <li>• At the April 2020 meeting, the Land Use and Servicing Committee recommended the Agriculture Background Report to the Board for approval.</li> <li>• As discussed at the Committee meeting, Foothills County provided CMRB Administration with requested amendments to the report. The amendments are outlined in “Section 1: Report Amendments” below. They have been incorporated into the report as outlined.</li> <li>• The Agriculture Subcommittee was established in March 2019 to prepare a background report on agriculture in the Calgary Metropolitan Region (“CMR”).</li> <li>• In June 2019, the Subcommittee presented its interim findings to the LUC. <ul style="list-style-type: none"> <li>○ LUC approved the use of an economic development and diversification approach to the Agriculture Background Report based on the recommendation from the Subcommittee.</li> <li>○ The LUC requested that agri-tourism be included as a consideration in the background report.</li> </ul> </li> <li>• The final draft report was presented to the Land Use and Servicing Committee for its recommendation at the April 2020 meeting</li> </ul> |                                      |
| <p><b>Attachments</b></p> <ul style="list-style-type: none"> <li>• Agriculture Background Report</li> </ul>   |                                      |

## 1. Report Amendments

At the April 2020 Committee meeting, Foothills County requested the following amendments be made to the Agriculture Background Report. These amendments have been incorporated into the document for consideration by the Board:



1. Update the definition of “agriculture” on page 1 of the report to read as follows: “The growing, raising, managing, **transporting** and/or sale of livestock, crops, foods, horticulture.”
2. Update the Foothills County section of “Appendix B, Agriculture in the CMR at a Glance” on page 16 of the report to read as follows:
  - Keep the first four bullets as written
  - Amend the final two bullets to read as follows:
    - Recently created an Agriculture Business district to facilitate growth in value added production and support services in the County.
    - Is home to **Spruce Meadows and Millarville, High River, and Okotoks Agricultural Societies, which host many events, clinics and 4-H.**

## 2. 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),
- 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.

## 3. Outcomes

The Agriculture Background Report provides an overview of agriculture in the CMR and includes recommendations around goals, objectives, definitions and policy opportunities. At the June 2019 Land Use Committee meeting, the Committee 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.

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.



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# AGRICULTURE BACKGROUND REPORT

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April 2, 2020

Agenda Item 6 Attachment

Version: Final Draft, 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, transporting and/or sale of livestock, crops, foods, horticulture.*

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

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

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

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

*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.

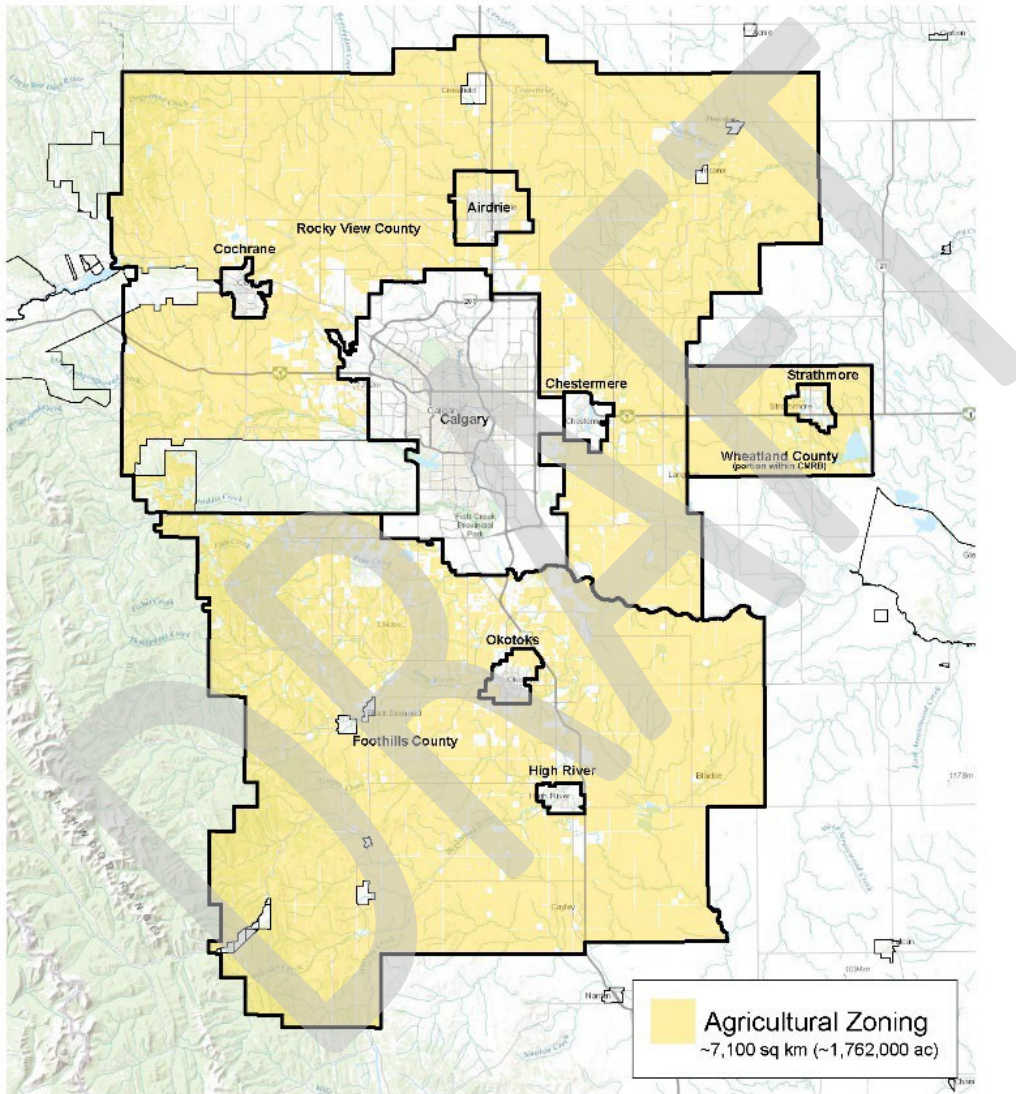
Growth in agriculture is important to the regional economy. *Appendix D: Agribusiness Output, GDP* provides agribusiness-specific outputs from the CMRB's *Regional Employment Analysis*, approved in February 2020. The analysis offers the following conclusions about agribusiness economic activity in the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



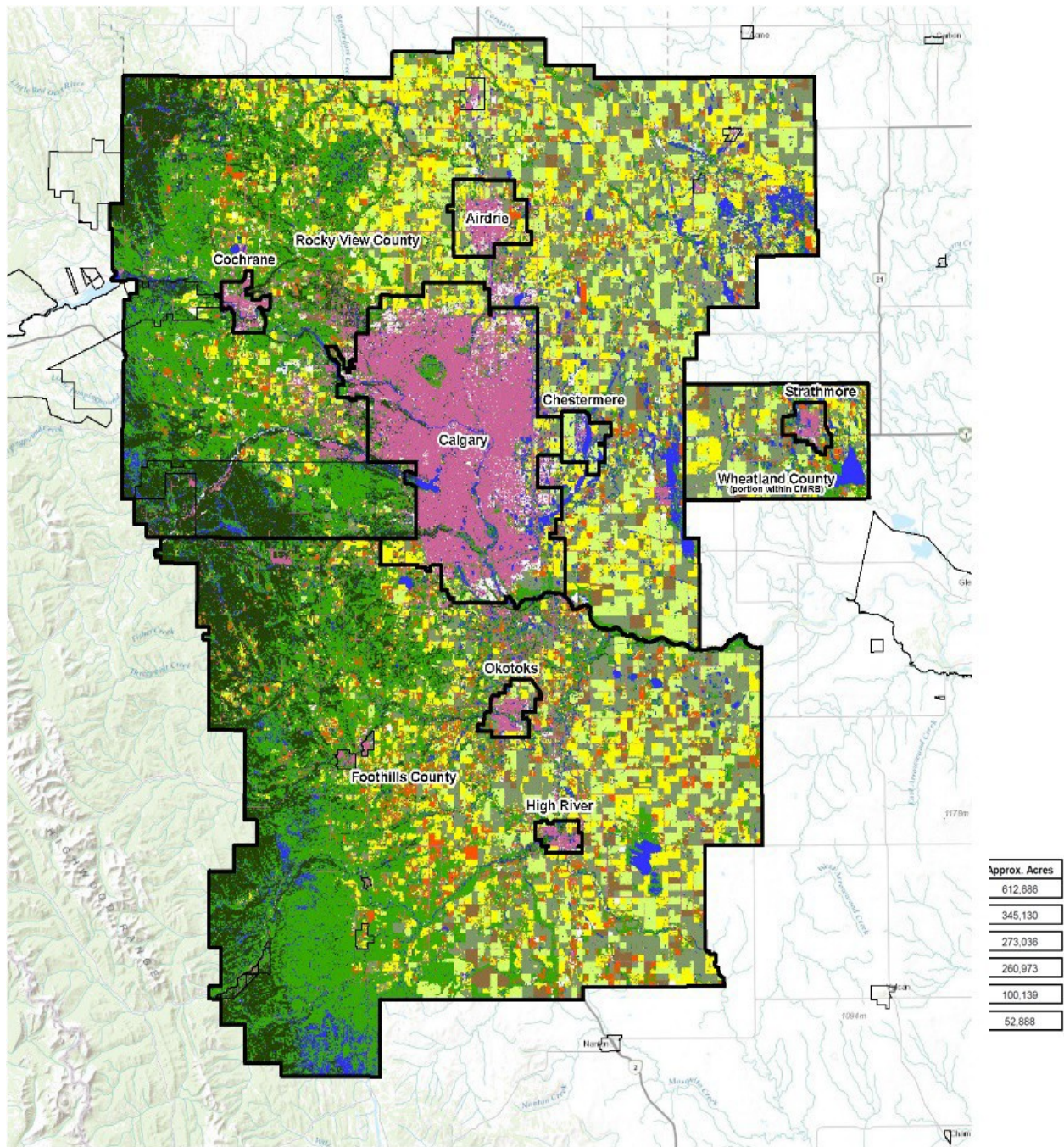
more common in the east where high quality soil and irrigation districts lend themselves to grain and oilseeds. Mixed farms, grains, feedlots, chicken barns, dairy, and other agricultural activities such as mushroom farms and smaller vegetable operations can be found throughout all the rural municipalities. 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**



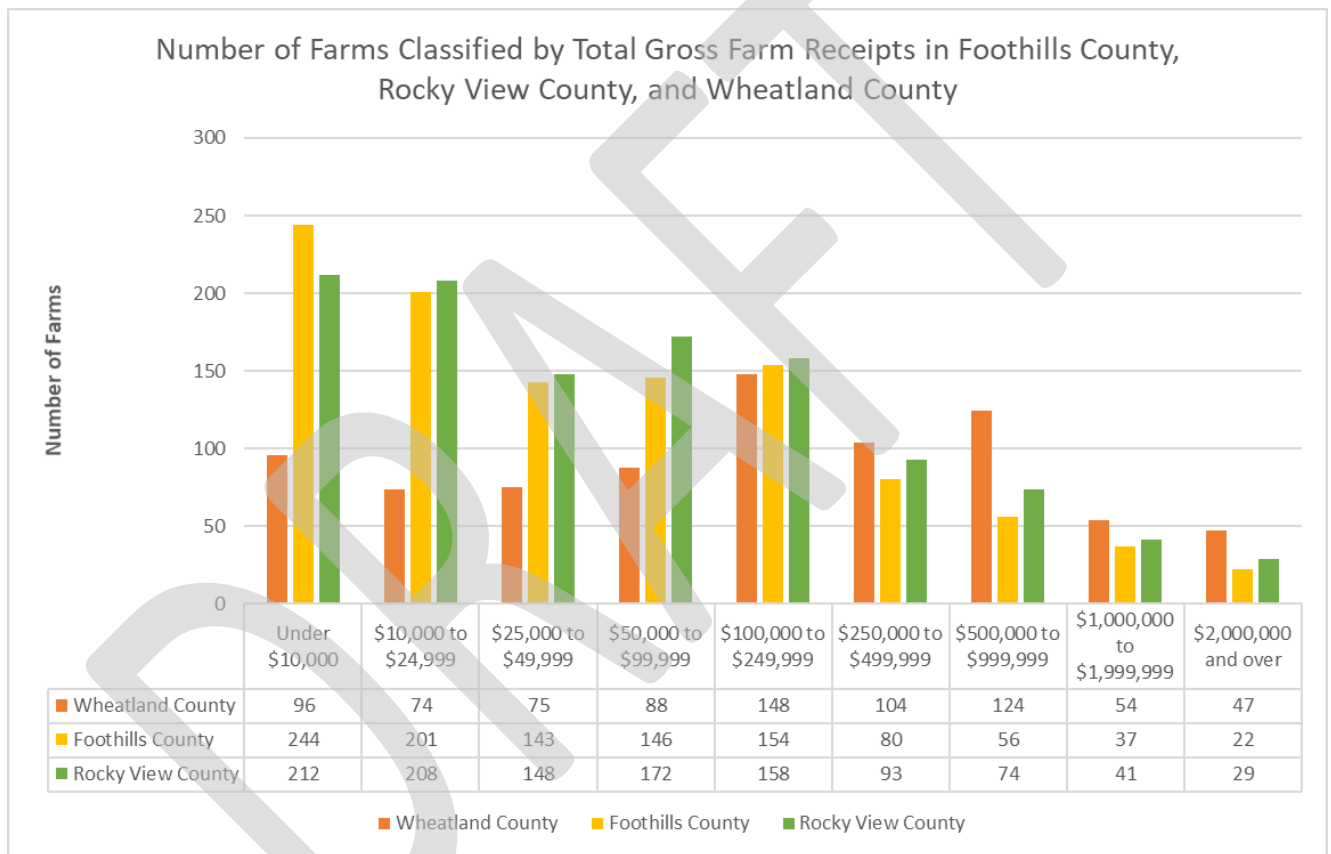
Source: 2018 Crop Inventory, Government of Canada

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.

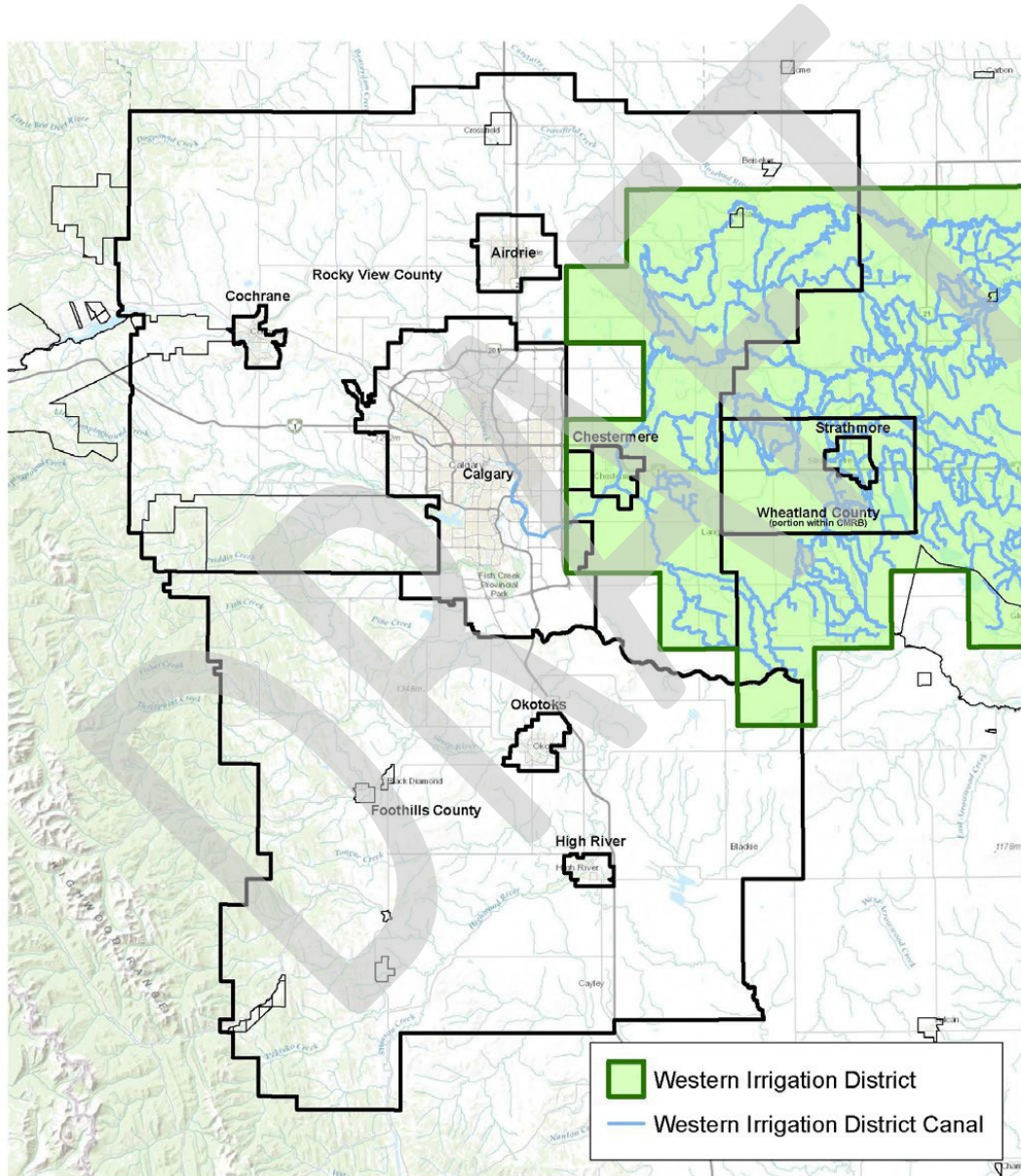
### 3.3. IRRIGATION

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"> <li>• Recognize the important role agriculture plays in an economically strong, resilient and diversified region</li> <li>• Educate CMRB members and the public on the importance of agriculture as a key activity in the CMR</li> </ul>  | <p>It is recommended that Growth and Servicing Plan, MDPs and ASPs:</p> <ul style="list-style-type: none"> <li>• Recognize the important role agriculture plays in supporting a strong, resilient and diversified regional economy</li> </ul> <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"> <li>• 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</li> </ul>   |
| <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"> <li>• Establish more places to grow food, share food and sell food</li> <li>• Integrate consideration for agriculture into policy documents and planning processes in all member municipalities</li> <li>• Create opportunities for agricultural production, processing, agri-business, value-added agriculture, and agri-tourism throughout the CMR</li> </ul> | <p>It is recommended that MDPs:</p> <ul style="list-style-type: none"> <li>• Include policies that support a continued focus on agriculture and encourage compatible land uses in agricultural areas</li> </ul> <p>It is recommended that Growth and Servicing Plan, MDPs and ASPs:</p> <ul style="list-style-type: none"> <li>• 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</li> <li>• 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</li> <li>• Identify opportunities for agri-tourism, as appropriate to the local scale and context</li> </ul> |

| 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"> <li>• Establish hubs of agricultural activity by encouraging the clustering and colocation of agriculturally related activities and associated support industries</li> <li>• Coordinate land use and key infrastructure to develop hubs of agricultural activity</li> </ul> | <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"> <li>• 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.</li> </ul> <p>It is recommended that MDPs and ASPs:</p> <ul style="list-style-type: none"> <li>• 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</li> </ul> |
| <p>Address agriculture as an important land use, viable industry and important service</p>   | <ul style="list-style-type: none"> <li>• Plan for urban growth in a manner that considers the impacts of that growth on agricultural areas</li> <li>• Ensure growth is managed to be compatible with agricultural areas</li> </ul>   | <p>It is recommended that the Growth and Servicing Plan:</p> <ul style="list-style-type: none"> <li>• Plan for urban growth in a manner that considers the impacts of growth on existing agricultural producers through the more efficient use of land</li> </ul> <p>It is recommended that MDPs and ASPs:</p> <ul style="list-style-type: none"> <li>• Encourage thoughtful interfaces between land used for agricultural production and urban areas</li> <li>• Encourage coordination with adjacent municipalities to mitigate negative impacts to agriculturally related activities, where applicable</li> <li>• Promote land uses compatible with agriculture in agricultural areas</li> </ul>   |

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

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

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**APPENDIX D: AGRIBUSINESS OUTPUT, GDP**

DRAFT

# Agribusiness Output GDP

Calgary Metropolitan Region Board  
Employment Growth Scenarios - Supplemental Information

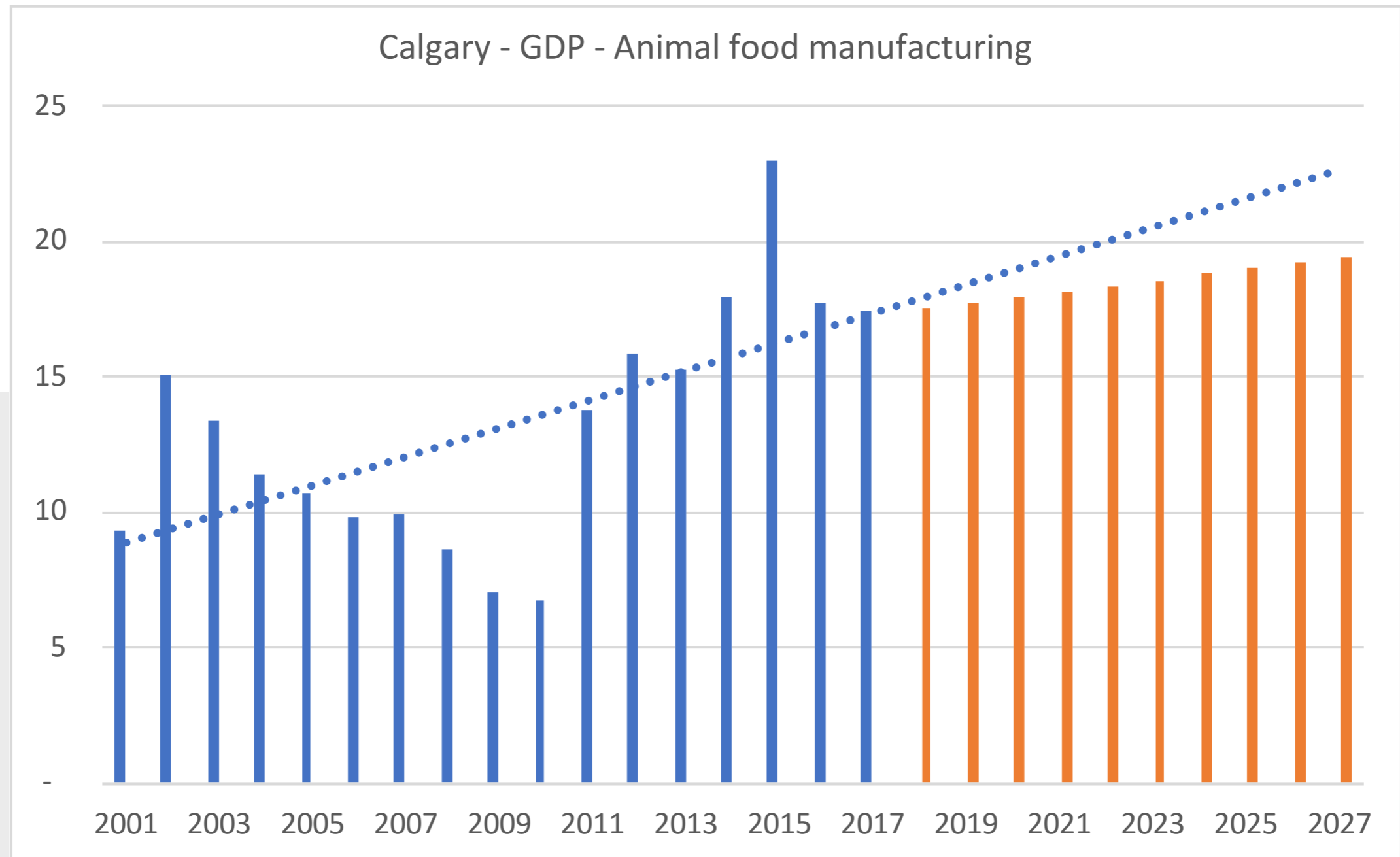
June 12, 2019

# Agribusiness Economic Activity

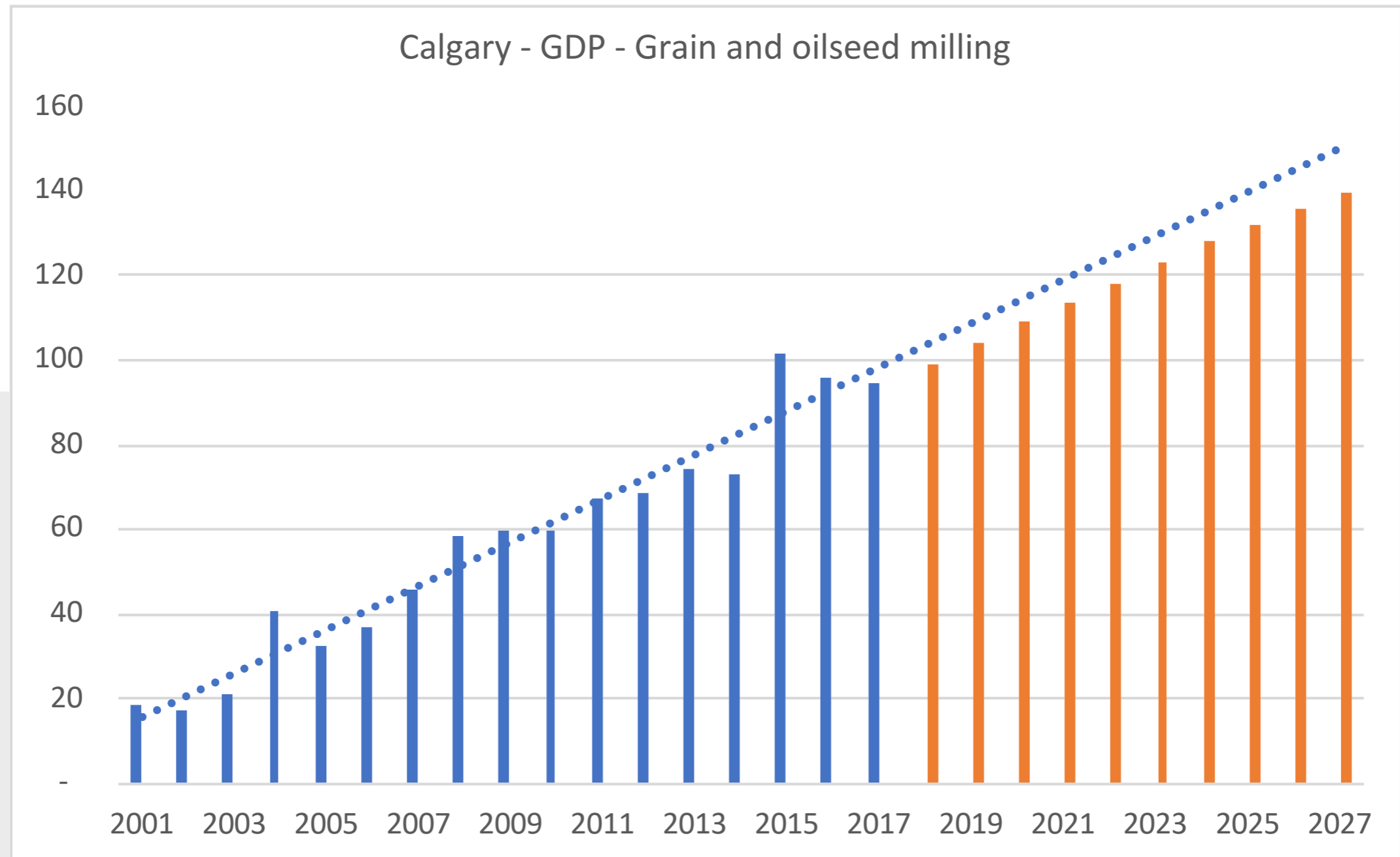
- Agribusiness has been identified as one of a few key sectors that hold potential to lead in the diversification of the Alberta economy.
- In the Growth Scenarios developed for the CMRB as part of the Regional Employment Analysis, growth of secondary processing of food products and related activities 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.



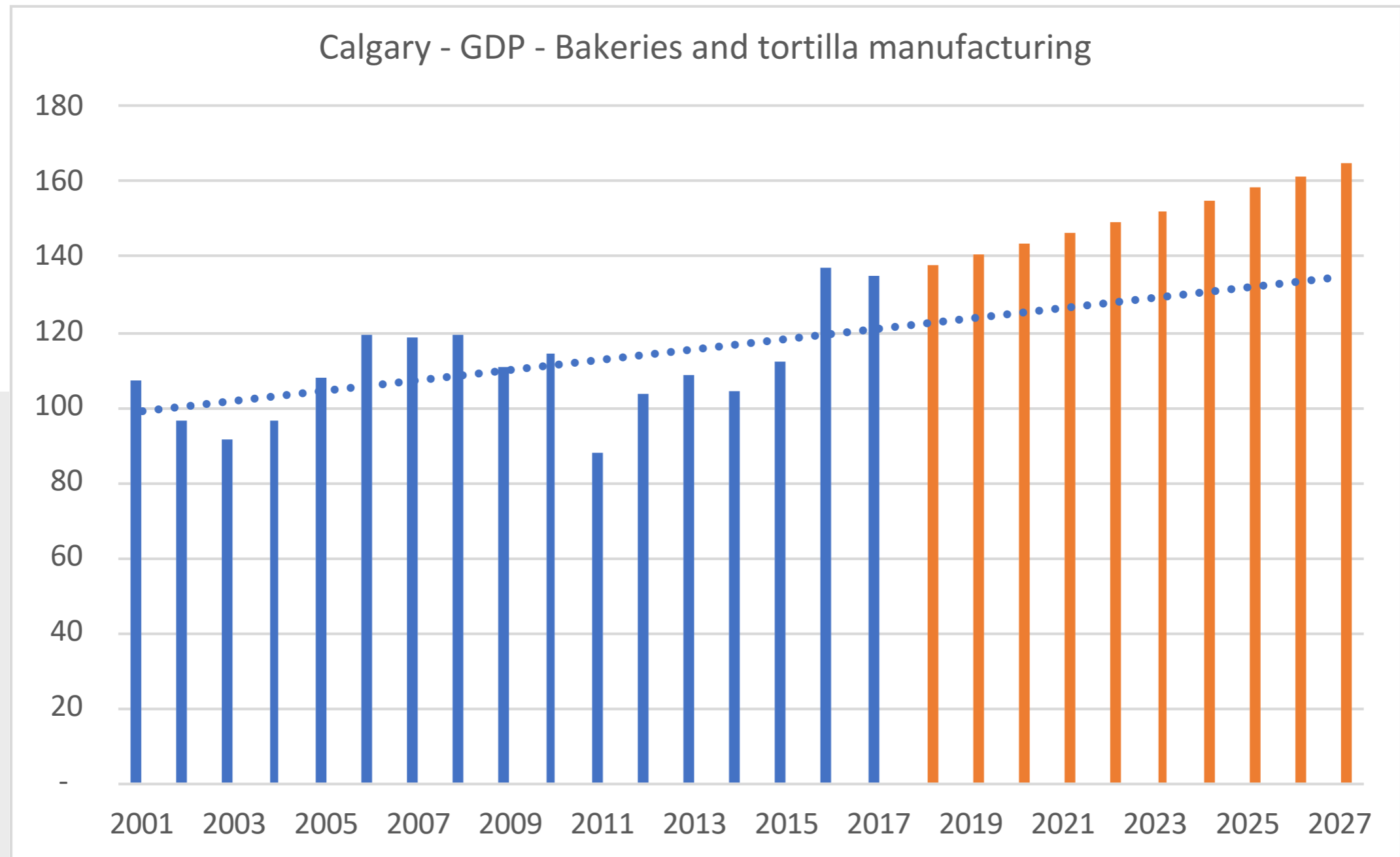
# Animal food manufacturing (NAICS 3111)



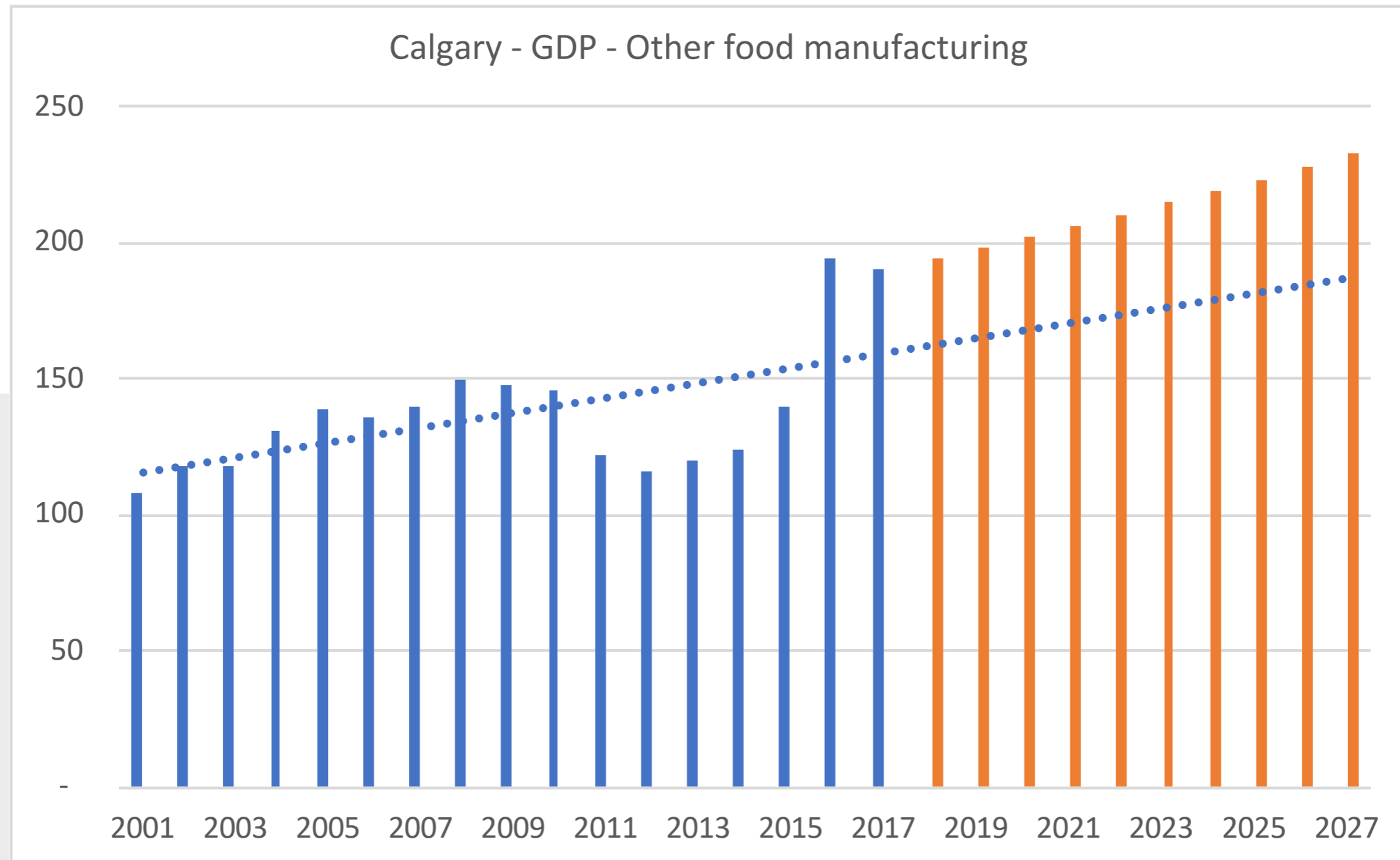
# Grain and oilseed milling (NAICS 3112)



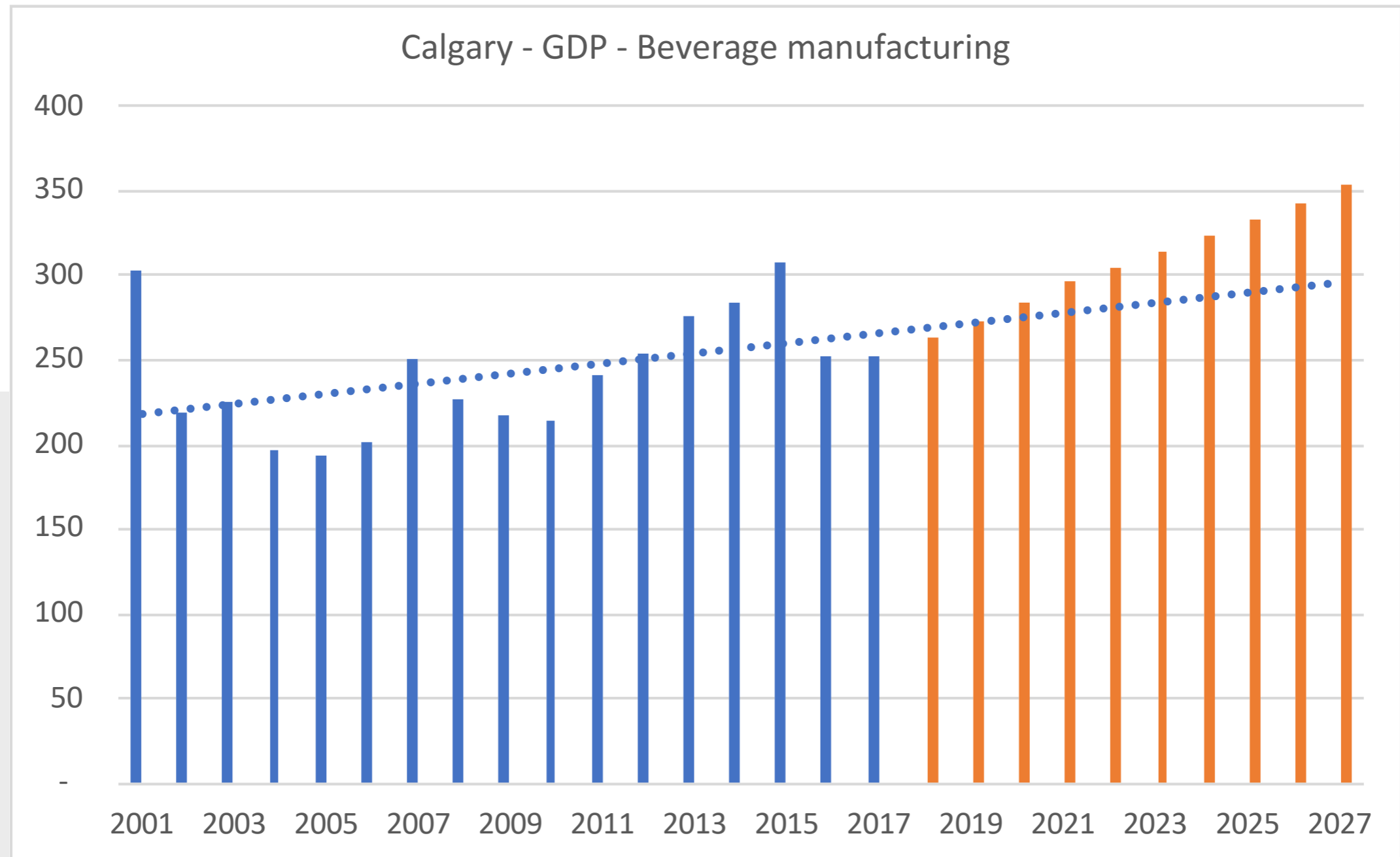
# Bakeries and tortilla manufacturing (NAICS 3116)



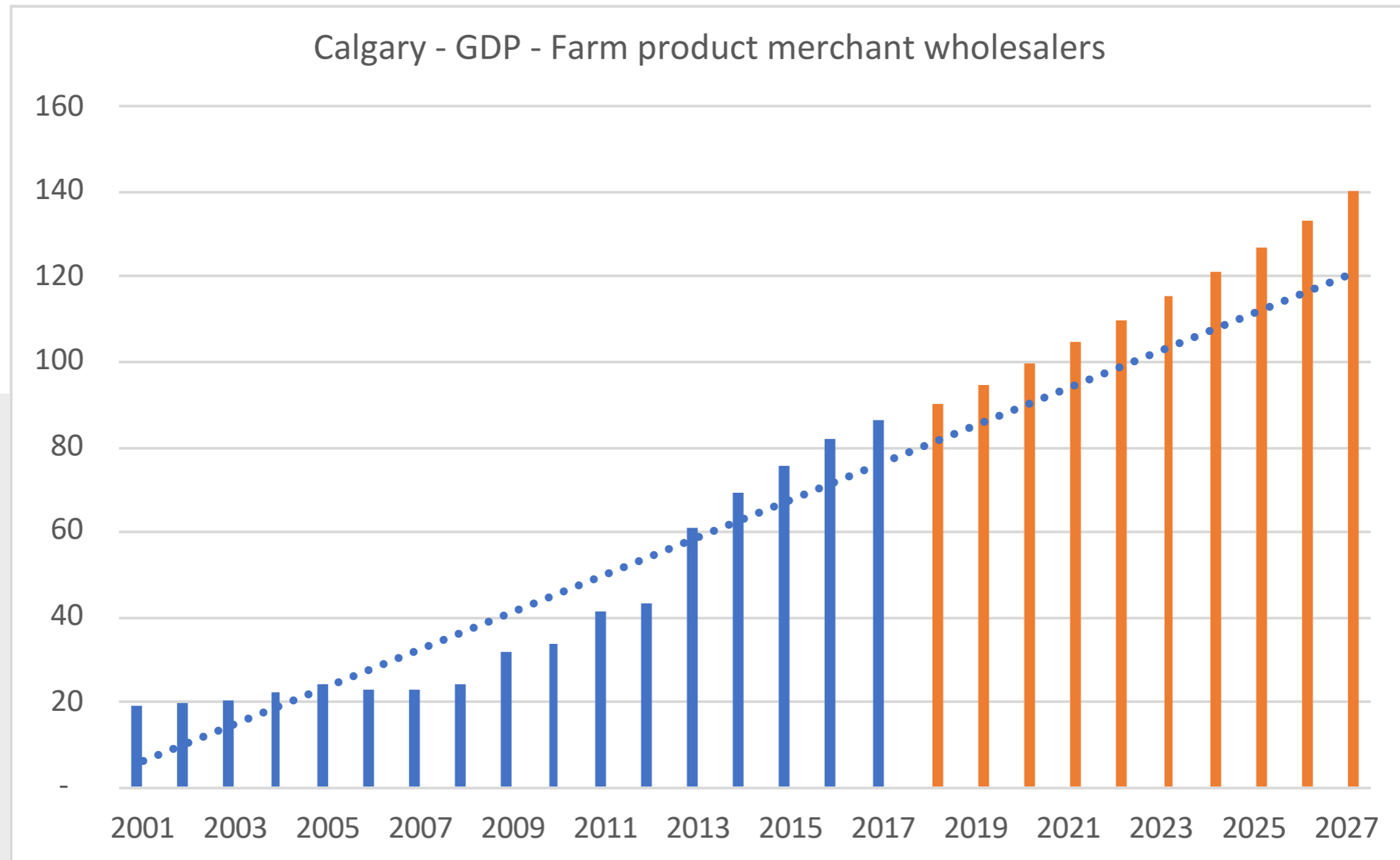
# Other food manufacturing (NAICS 3119)



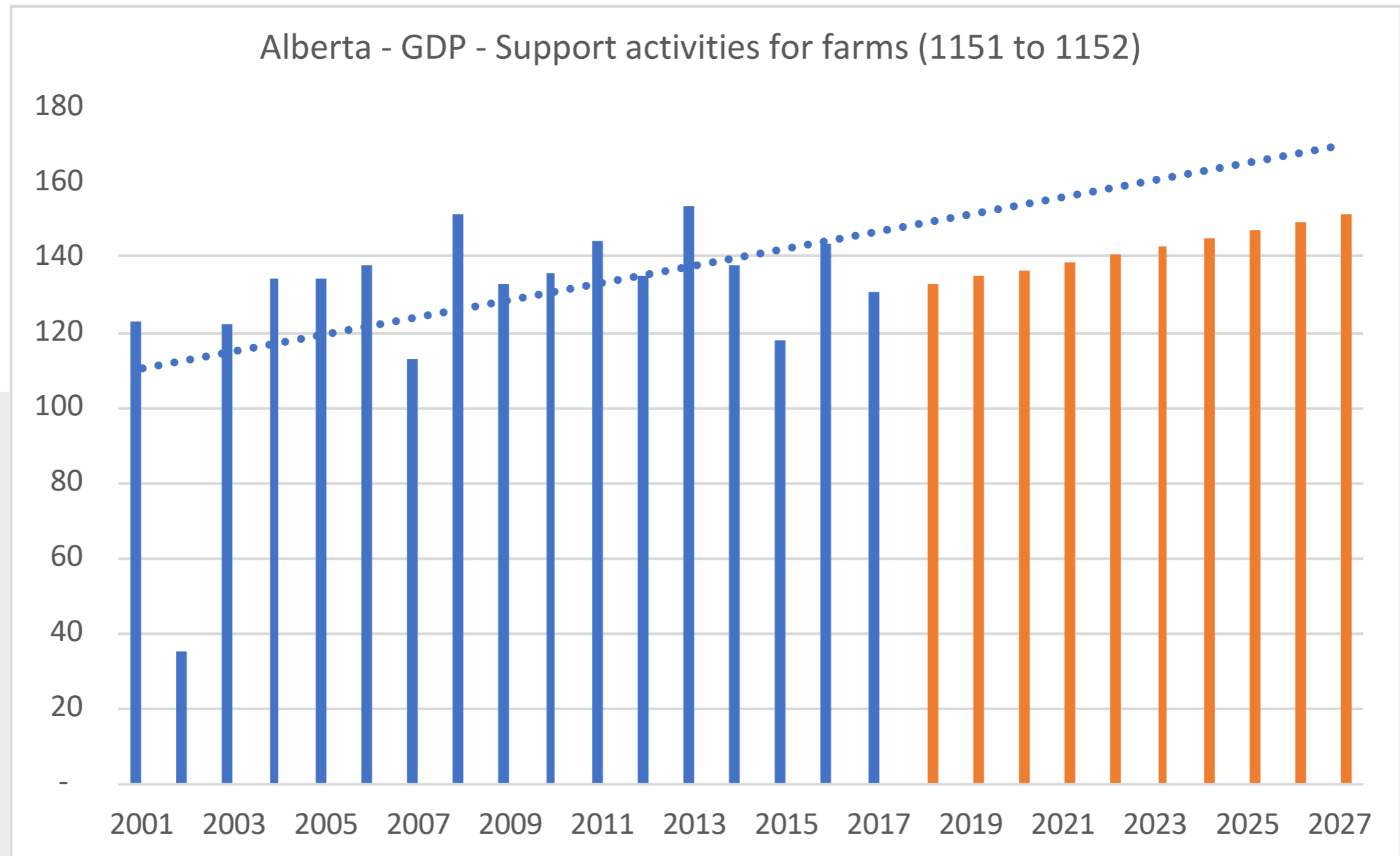
# Beverage manufacturing (NAICS 3121)



# Farm product merchant wholesalers (NAICS 4111)



# Support activities for farms (NAICS 1151-1152)

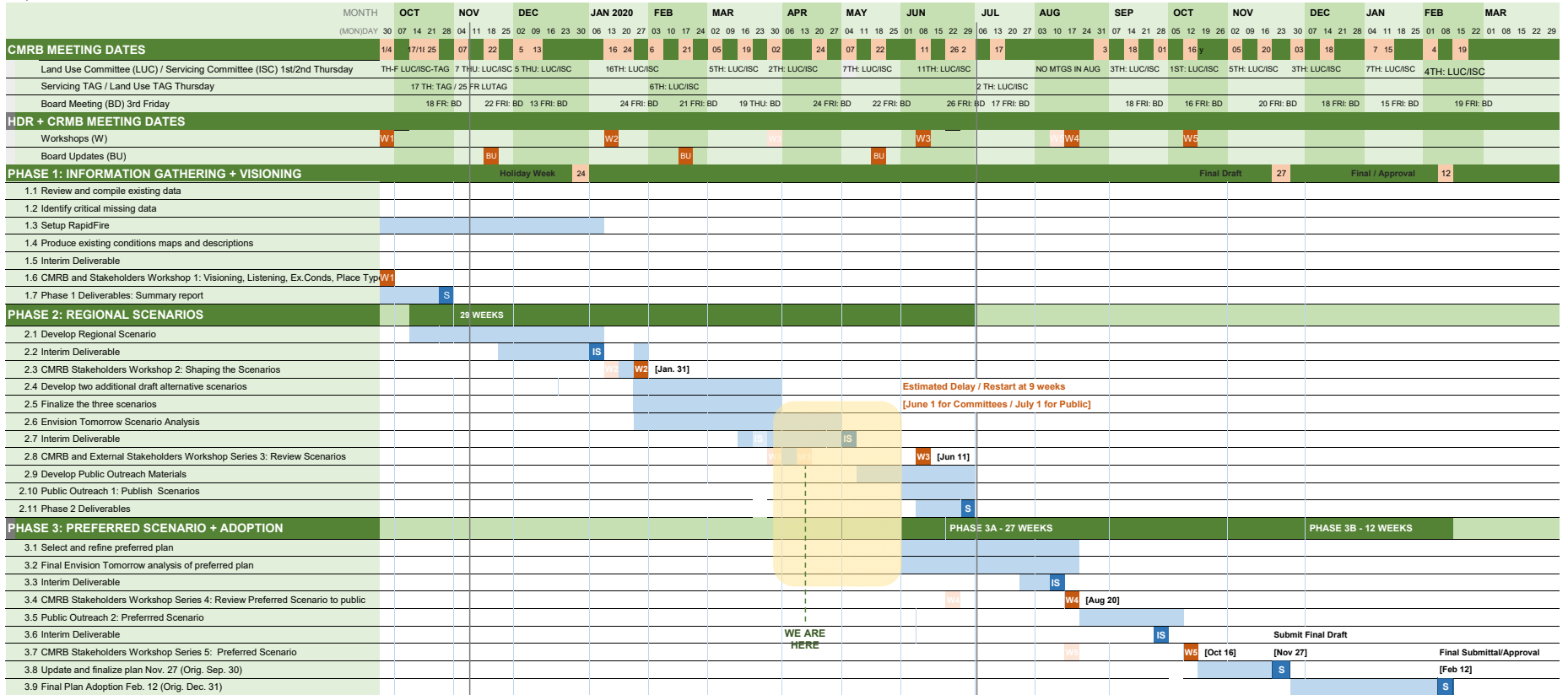


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|--|------------------------------|
| <b>Agenda Item</b>   | <b>7</b>                     |
| <b>Submitted to</b>  | <b>Board</b>                 |
| <b>Purpose</b>   | <b>For Information</b>       |
| <b>Subject</b>   | <b>Updated Work Schedule</b> |
| <b>Meeting Date</b>  | <b>April 24, 2020</b>        |
| <b>Motion that the Board RECEIVE FOR INFORMATION the Updated Work Schedule</b>   |                              |
| <p><b>Summary</b></p> <ul style="list-style-type: none"> <li>• Due to the COVID-19 pandemic, the timing of events related to the Growth &amp; Servicing Plan has been delayed.</li> <li>• HDR Calthorpe has provided an updated work schedule for the Growth &amp; Servicing Plan. The estimated delay to the project due to the COVID-19 pandemic is nine weeks.</li> </ul> |                              |
| <p><b>Attachments</b></p> <ul style="list-style-type: none"> <li>• Updated Work Schedule, HDR Calthorpe</li> </ul>   |                              |



CALGARY REGIONAL GROWTH PLAN and SERVICE PLAN SCHEDULE [REVISED]

8 April 2020



Agenda Item 7 Attachment

|  |                             |
|--|-----------------------------|
| <b>Agenda Item</b>   | <b>8</b>                    |
| <b>Submitted to</b>  | <b>Board</b>                |
| <b>Purpose</b>   | <b>For Information</b>      |
| <b>Subject</b>   | <b>Work Continuity Plan</b> |
| <b>Meeting Date</b>  | <b>April 24, 2020</b>       |
| <b>That the Board RECEIVE FOR INFORMATION the Work Continuity Plan</b>   |                             |
| <p><b>Summary</b></p> <ul style="list-style-type: none"> <li>• The COVID-19 pandemic has had a massive impact on the way global businesses function.</li> <li>• The CMRB was structured to be able to work remotely using cloud computing and various online meeting platforms before the COVID-19 pandemic started.</li> <li>• The necessity of physical distancing impacts the development of the Growth and Servicing Plan as Workshop #3, where alternate scenarios will be discussed with elected officials and staff, is best conducted face to face.</li> <li>• The current best estimate for delay on the development of the Growth and Servicing plan put forward by HDR Calthorpe is 9 weeks, starting on April 16, when Workshop #3 was initially scheduled to be held.</li> <li>• While scenario development needs to be delayed, there are other work streams currently underway by the CMRB which can be advanced at this time.</li> <li>• The Work Continuity Plan outlines the work which can progress in the face of physical distancing requirements.</li> </ul> |                             |
| <p><b>Attachments</b></p> <ul style="list-style-type: none"> <li>• Work continuity chart</li> </ul>  |                             |

## 1. Background

The mandate and powers of the Calgary Metropolitan Region Board (CMRB) are outlined in the Calgary Metropolitan Region Board Regulation (the Regulation). The Regulation also requires the development of Growth and Servicing Plans, and submission of these plans to the Minister of Municipal affairs within 3 years of the coming into force of the Regulation. This requires the submission of the plan to the Minister no later than December 31, 2020.

The COVID-19 pandemic has impacted the ability of HDR|Calthorpe to meet the original timelines committed to in the workplan submitted as part of their proposal. Current best estimate is that the project will experience a nine week delay with the new targeted completion date of February 12, 2021.

While scenario development needs to be delayed, there are other work streams currently underway by the CMRB which can be advanced at this time. These workstreams are outlined in the attached document.

## **2. Future Actions Required**

To accommodate the new anticipated completion date, it will be necessary for the CMRB to ask the Minister of Municipal Affairs for an extension to the original deadline set for submission of the Growth & Servicing Plans.

At this time, it is anticipated that an extension of three months would give the necessary time to complete the Growth and Servicing Plans, however, given the fluidity of the situation, this may change.

It is recommended that the Board not send a letter to the Minister of Municipal Affairs requesting an extension to the deadline for submitting the Growth and Servicing Plans until June 2020. This will allow for more monitoring of the situation and give greater certainty to projected completion dates.

## **3. Questions for Administration**

Below are some key questions for Board members to discuss with Administration.

1. Is there a path which would see the Growth and Servicing Plans completed by December 31, 2020?

## **4. Recommendation**

That the Board receive for information the Work Continuity Plan.

# CMRB COVID Work Continuity Plan

| Committee                        | CMRB Project                                      | Current Status                                      | Other organizations required                   | Notes  | Targeted completion date                                      |
|----------------------------------|---|---|--|--|---|
| Land Use and Servicing Committee | Alternative Growth Plan Scenarios                 | HDRC finalizing scenarios                           | None   | Once scenarios are finalized put on hold until workshops can be held   | DELAYED   |
|                                  | Growth Plan Policy Development                    | Structure of GSP document being discussed with HDRC | Member Municipalities                          | Able to develop policy on flood, recreation, environmentally sensitive areas & agriculture in advance of scenario finalization | Q4 2020   |
|                                  | Stakeholder Engagement on Growth & Servicing Plan | ON HOLD   | Member Municipalities                          | Updated plan to come forward once COVID-19 resolves  | ON HOLD   |
|                                  | Joint Servicing Governance in the CMR             | In progress   | Member municipalities                          | Able to advance discussion ahead of scenario development   | TBD   |
|                                  | S&ECRTS   | In progress   | Member municipalities                          |  | Q2, 2020  |
|                                  | Amalgamation of NCRTS & S&ECRTS priority list     | In progress   | Member municipalities                          |  | Q2, 2020  |
|                                  | Delivery of Policing Services Sub-Committee       | Background report on Policing Services in the CMR   | Interviews with member municipalities complete | Member municipalities  | Develop background document for discussion with sub-committee |

|                      |  |             |   |   |            |
|----------------------|--|-------------|---|---|------------|
| Advocacy Committee   | Water Regulation in the CMR  | In progress | Member municipalities/<br>Government of Alberta | GoA currently focussed on COVID-19 response   | ON HOLD    |
|                      | Compost facilities in the CMR                                      | In progress | Member municipalities/<br>Government of Alberta | GoA currently focussed on COVID-19 response   | ON HOLD    |
| Governance Committee | Finalizing CMRB Appeal/ Dispute Resolution Mechanism               | In progress | Member municipalities                           |   | Q2 2020    |
|                      | Standardizing & updating language for Committee Terms of Reference | In progress | Member municipalities                           |   | Q2 2020    |
|                      | Quarterly Financial Reporting                                      | Ongoing     | Member municipalities                           |   | ONGOING    |
| Board                | CMRB Visioning Work  | On hold     | Board Members                                   | The workshop originally scheduled for March 20 <sup>th</sup> is on hold until physical distancing restrictions are lifted | Q2-Q3 2020 |
|                      | CMRB Work Plan for 2021 and beyond                                 | Startup     | Board Members                                   | A survey for Board members is being developed.  | Q4 2020    |
| Other                | Processing IREF Applications                                       | Ongoing     | None  |   | ONGOING    |
|                      | Update Website   | In progress | None  | With recommendations from our consultant, updating website to reflect   | Q3 2020    |

|           |  |         |                                  |   |         |
|-----------|--|---------|----------------------------------|---|---------|
|           |  |         |                                  | approved messaging and improve visitor experience |         |
|           | Weekly COVID update call                     | Ongoing | Voluntary call for Board Members | Gives members ability to share initiatives        | ONGOING |
|           |  |         |                                  |   |         |
| Potential | Convening Economic Development organizations | TBD     |                                  |   |         |
|           |  |         |                                  |   |         |

|  |  |
|--|--|
| <b>Agenda Item</b>   | <b>9</b>   |
| <b>Submitted to</b>  | <b>Board</b>                                     |
| <b>Purpose</b>   | <b>For Decision</b>                              |
| <b>Subject</b>   | <b>Performance Evaluation for Chair &amp; CO</b> |
| <b>Meeting Date</b>  | <b>April 24, 2020</b>                            |
| That the Board APPROVE the proposed performance evaluation process for the Chair and Chief Officer.  |  |
| <p>Background</p> <ul style="list-style-type: none"> <li>At the December 13, 2019 meeting the Board directed the Governance Committee to develop a performance evaluation process for the Chair and Chief Officer.</li> <li>A draft performance evaluation process for both was brought to the February 21 Governance Committee meeting for feedback.</li> <li>The Governance Committee reviewed the performance evaluation process on April 16, 2020 and recommended it for approval by the Board.</li> </ul> |  |
| <p>Attachments</p> <ul style="list-style-type: none"> <li>Draft Performance Review Process</li> </ul>  |  |

## 1. Introduction

At the December 13, 2019 meeting the Board directed the Governance Committee to develop a performance evaluation for the Chair and Chief Officer.

The CMRB is still a relatively new organization and, as directed by the Governance Committee, Administration is developing policies and processes as the need arises. The Board has requested the Governance Committee develop a Performance Evaluation Process for the Independent Chair and for the Chief Officer.

The Canadian Association of Municipal Administrators (CAMA) provides multiple resources including the CAO Performance Evaluation Toolkit. This toolkit has provided the basis for the proposed evaluation process. For ease of use, the review process for both the Independent Chair and the Chief Officer are very similar. It was determined that Conroy Ross's Evaluation Cycle is the best template to use for performance evaluation for both individuals.

## 2. Recommendation

Motion that the Board approve the proposed performance evaluation for the Chair and Chief Officer.

Agenda Item 9

## Draft Performance Review Process

### Purpose

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

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

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

### Independent Board Chair Performance Review Process



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

*(Based on Conroy Ross Evaluation Cycle)*

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

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

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



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

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

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

### Chief Officer Performance Review Process



*Figure 2: Steps in the Chief Officer Performance Review Process  
(Based on Conroy Ross Evaluation Cycle)*

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

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

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

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

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

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|---|---|
| <b>Agenda Item</b>  | <b>10</b>                                   |
| <b>Submitted to</b>   | <b>Board</b>                                |
| <b>Purpose</b>  | <b>For Decision</b>                         |
| <b>Subject</b>  | <b>CMRB Board and Committee Vice Chairs</b> |
| <b>Meeting Date</b>   | <b>April 24, 2019</b>                       |
| <p><b>That the Board APPROVE the extension of the term of the Vice Chair of the Board and Vice Chairs of the Committees for a period not to exceed 1 (one) year, and that nominations for new Vice-Chairs be held once physical distancing restrictions are lifted.</b></p> |   |
| <p>Background</p> <ul style="list-style-type: none"> <li>• The CMRB Board approved a Board and Committee Vice Chair Selection Process Policy on February 15, 2019.</li> <li>• The CMRB has selected Vice Chairs for its Board and Committees</li> </ul>                     |   |
| <p>Attachment: Board and Committee Vice Chair Selection Process Policy</p>  |   |

## 1. Introduction

Following approval of the Board and Committee Vice Chair Selection Process Policy at the February 15, 2019 Board meeting all Committees of the Board, and the Board itself selected Vice Chairs.

The approved policy allows for Vice Chairs to serve for no longer than 1 (one) year. In regular circumstances a nomination period would be held and, if more than one person was nominated, a secret ballot vote would take place.

While this is not an ideal process, given the inability to hold a secret ballot at this time, extension of the terms of the current Vice-Chairs is a reasonable way to ensure there is continuity at this time.

## 2. Questions for Administration

1. Does the policy allow for the Board to take this action?
2. Did Administration consider another method to address this challenge?

## 3. Recommendation

That the Board approve the extension of the term of the Vice Chair of the Board and Vice Chairs of the Committees for a period not to exceed 1 (one) year, and that nominations for new Vice-Chairs be held once physical distancing restrictions are lifted.

## 4. Approved Policy

### Board and Committee Vice Chair Selection Process Policy

#### Policy Purpose

To create a mechanism by which the Board and Committees of the Board can select a Vice Chair of the Board and of Committees of the Board.

#### Scope

This policy applies to the Board and all Committees of the Board.

#### Policy

##### Eligibility

Members in good standing of the Board or Committee are eligible to seek a Vice Chair position. Only a Mayor or Reeve is eligible to be a Vice Chair of the Board. Any member of a Committee, but not an alternate, is eligible to be Vice Chair.

##### Term

Vice Chair terms shall not exceed one year from the date of their selection, either through acclamation or winning a vote. There is no limit on how many terms a Vice Chair may serve.

##### Role

Vice Chairs will be required to participate in briefings given by CMRB Administration in advance of meetings and may be required to assume Chair duties at Board or Committee meetings. Vice Chairs are eligible to participate fully in any vote of the Board or Committee.

##### Nomination

Eligible members may volunteer for the Vice Chair role or be nominated for the role by another member of the Board or Committee. If a member is nominated by another member of the Board or Committee the nominated member must confirm they are able and interested to seek the position.

If more than one eligible member of the Board or Committee is nominated for the role of Vice Chair then the Chief Officer will conduct a selection process by secret ballot.

Agenda Item 10

### Voting

Members in good standing of the Board or Committee or their alternate are eligible to vote.

Each municipality is only eligible to cast one ballot and there is no weighting to the ballots, one member one vote. The selection of a Vice Chair requires the support of a simple majority of the Board or Committee.

In the event that no candidate achieves a majority on the first ballot, there will be a second round of voting with only the candidates who received the two highest number of votes in the first round on the ballot.

In the event of a tie after the second ballot, the names of both candidates will be written on a slip of paper and placed in a hat. The Chief Officer will draw one name and that candidate will become the Vice Chair.

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| <b>Agenda Item</b>   | <b>11</b>                     |
| <b>Submitted to</b>  | <b>Board</b>                  |
| <b>Purpose</b>   | <b>For Decision</b>           |
| <b>Subject</b>   | <b>CMRB Signing Authority</b> |
| <b>Meeting Date</b>  | <b>April 24, 2020</b>         |
| <b>That the Board APPROVE the proposed Signing Authority Policy</b>  |                               |
| <p>Background</p> <ul style="list-style-type: none"> <li>• The CMRB Regulation grants the Board the authority to create internal governance policies and processes.</li> <li>• At its inaugural meeting on March 22, 2018, the Board approved a signing policy which requires review.</li> <li>• The policy was updated in October 2020.</li> <li>• In light of challenges posed by current COVID-19 pandemic, changes to the policy are proposed to assist functioning of the CMRB.</li> <li>• The Governance Committee reviewed the amended Signing Authority Policy on April 16, 2020 and recommended it to the Board for approval with the changes noted.</li> </ul> |                               |
| <p>Attachments</p> <ul style="list-style-type: none"> <li>• Draft proposed policy</li> </ul>   |                               |

## Introduction

In order to function effectively the Board was required to grant signing authority to specific officers. The updated policy removes the requirement to review the policy within a specific time frame, the requirement to review the policy rests solely at the discretion of the Board.

## **Proposed Changes**

The below changes are proposed:

Policy Standard 1 – Grants signing authority to the Vice-Chair of the Board.

Policy Standard 2 – Changes 'signed' to 'approved.'

Policy Standard 3 - Changes 'signed' to 'approved.'

Changes 'cheque' to 'payment.'

Policy Standard 5 – Grants signing authority to the Vice-Chair of the Board.

Policy Standard 6 – Grants signing authority to the Vice-Chair of the Board.

Policy Standard 7 – Adds a standard in the event of payment to the Vice-Chair of the Board.

Change the word "may" to "shall" throughout the document.

## **Recommendation**

That the Board approve the proposed Signing Authority Policy.

## **Governance Policy G-01 Signing Authority**

### **Policy Statement**

To allow the Calgary Metropolitan Region Board (CMRB) statutory corporation to function effectively, the Board is required to grant signing authority to Board officials.

### **Policy Standards**

1. The Board grants signing authority to the Chair of the Board, the Vice-Chair of the Board, and the Chief Officer of the Board.
2. Any payment valued at less than \$10,000 shall be approved by one of the approved signing authorities.
3. Any payment greater than \$10,000 shall be approved by two of the approved signing authorities.
4. All other legal documents shall be approved by one of the designated signing authorities.
5. Any cheque payable to the Chief Officer shall be signed by the Chair or the Vice-Chair.
6. Any cheque payable to the Chair shall be signed by the Chief Officer or the Vice-Chair.
7. Any cheque payable to the Vice - Chair shall be signed by the Chief Officer or the Chair.
8. All cheques shall be reviewed quarterly by the Chair and the Vice-Chair of the Board.

### **Review**

The policy will be reviewed at the discretion of the Board.



**Effective Date**

The policy comes into effect upon passage by the Board and signing by the Board Chair.

\_\_\_\_\_  
Chris Sheard  
Chair

\_\_\_\_\_  
Date