

## Calgary Metropolitan Region Board

May 22, 2020 Board 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 April 24, 2020 meeting</i>   | All                       | <b>3</b>  |
| 4. Conflict of Interest Policy (Attachment)<br><b>For Decision:</b> <i>Motion that the Board approve this amended Outside Activities language to the Conflict of Interest Policy</i>   | Copping                   | <b>8</b>  |
| 5. South & East Calgary Regional Transportation Study (Attachment)<br><b>For Decision:</b> <i>Motion that the Board approve the South and East Calgary Regional Transportation Study; and</i><br><br><b>For Decision:</b> <i>Motion that the Board share the South and East Calgary Regional Transportation Study with the Minister of Transportation and senior leadership at Alberta Transportation</i>  | Graves/Merali/<br>Delanoy | <b>13</b> |
| 5a. Process for South & East Calgary Regional Transportation Study Development and Approval<br><b>For Discussion:</b> <i>Motion that the Board discuss the process followed in the development and approval of the South &amp; East Calgary Regional Transportation Study</i>  | Copping                   |           |
| 6. Integration of North and South & East Transportation Studies (Attachment)<br><b>For Decision:</b> <i>Motion that the Board approve the Integration Memo of the North Calgary Regional Transportation Study and the South and East Calgary Regional Transportation Study</i><br><br><b>For Decision:</b> <i>Motion that the Board share the integration memo with the Minister of Transportation and senior leadership at Alberta Transportation</i> | Graves/Merali/<br>Delanoy | <b>17</b> |
| 7. HDR Calthorpe Workshop #2 Summary Report (Attachment)<br><b>For Decision:</b> <i>Motion that the Board approve HDR Calthorpe Workshop #2 Summary Report and give CMRB Administration approval to post the report on the website</i>   | Copping                   | <b>21</b> |

8. Growth & Servicing Plan Project Update (Verbal) HDRC  
***For Information:** Motion that the Board receive for information an update on the progress of the Growth & Servicing Plan*
9. Land Use & Servicing Committee Update (Attachment) Tipman/Graves **25**  
***For Information:** Motion that the Board receive for information an update on the Land Use and Servicing Committee*

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

10. Board Chair & Chief Officer Goals **Sent by separate email** Copping
11. Roundtable Discussion All
12. Next Meeting: Friday June 26, 2020
13. Adjournment

Upcoming Meetings:

Land Use & Servicing Committee	June 11 @ 9:30 AM	GoTo Meeting
Board Meeting	June 26 @ 9:30 AM	GoTo Meeting
Governance Committee	June 18 @ 9:30 AM	GoTo Meeting
Advocacy Committee	TBD	

**Delegates in Attendance:**

Mayor Peter Brown – City of Airdrie  
Mayor Naheed Nenshi – City of Calgary  
Mayor Marshall Chalmers – City of Chestermere  
Mayor Jeff Genung – Town of Cochrane  
Reeve Suzanne Oel – Foothills County  
Mayor Craig Snodgrass – Town of High River  
Mayor Bill Robertson – Town of Okotoks  
Reeve Greg Boehlke – Rocky View County  
Mayor Pat Fule – Town of Strathmore  
Reeve Amber Link – Wheatland County

Dale Beesley, 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 9:34 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**

**Amending Motion:**

M 2020-28

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

**Motion:** That the Board approve the agenda of the April 24, 2020 meeting, moving item #12 to a public session.

**Motion fails.**

M 2020-29

**Motion:**

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

**Motion:** That the Board approve the agenda of the April 24, 2020 meeting.

**Motions carries.**

### 3. Approval of Minutes

M 2020-30

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

**Motion:** That the Board approve the Minutes of the March 20, 2020 meeting.

**Motion carried unanimously.**

### 4. Q1 Actuals

M 2020-31

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

**Motion:** That the Board receive for information the 2020 Q1 Actuals.

**Motion carried unanimously.**

### 5. Annual Report

M 2020-32

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

Discussion on the motion:

#### **Amending Motion #1:**

M 2020-33

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

**Motion:** That the Board approve the Annual Report with the following change to add the words in red under 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.***

#### **Amendment to Amending Motion #1:**

M 2020-34

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

**Motion:** That the Board approve the Annual Report with the following change to add the words in red under 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, their role, impacts to local autonomy, and lack of dispute and/or appeal mechanism.*

**Motion carries.**

**Amending Motion #2:**

M 2020-35

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

**Motion:** That the Board approve the Annual Report with the following change to add the words in red under Mandate of the Board (pg 10 of Annual Report)

*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.*

**Motion fails.**

**Amendment to Amending Motion #2:**

M 2020-36

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

**Motion:** That the Board approve the Annual Report with the following change to the words in red in Amending Motion #2 under Mandate of the Board (pg 10 of Annual Report) to read:

*Although all municipalities continue to work together the Minister has been asked to provide clear direction regarding the future of the Board.*

**Motion fails.**

**Amending Motion #3:**

M 2020-37

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

**Motion:** That the Board approve the Annual Report with the following change to the words in red in Amending Motion #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.*

**Motion fails.**

**Return to vote on Original Motion:**

M 2020-32

**Motion:** That the Board approve the Annual Report as amended.

**Motion carries.**

## 6. Agriculture Background Report

**Motion:**

M 2020-38

**Moved by** Councillor Oel **Seconded by** Councillor Genung, accepted by Chair.

**Motion:** That the Board approve the Agriculture Background Report.

**Motion carried unanimously.**

## 7. Updated HDR Calthorpe Work Schedule

**Motion:**

M 2020-39

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

**Motion:** That the Board receive for information the Updated Work Schedule.

**Motion carried unanimously.**

## 8. Work Continuity Plan

**Motion:**

M 2020-40

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

**Motion:** That the Board receive for information the Work Continuity Plan.

**Motion carried unanimously.**

## 9. Performance Evaluation Process for Chair & CO

**Motion:**

M 2020-41

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

**Motion:** That the Board approve the proposed Performance Evaluation Process for the Chair & Chief Officer, adding the sentence “A review session between the Chief Officer and the Board will also be coordinated by the Board Chair”.

**Motion carried unanimously.**

#### 10. CMRB Board and Committee Vice Chairs

**Motion:**

M 2020-42

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

**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 one (1) year, and that nominations for new Vice-Chairs be held once physical distancing restrictions are lifted.

**Motion carried unanimously.**

#### 11. CMRB Signing Authority

**Motion:**

M 2020-43

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

**Motion:** That the Board approve the proposed Signing Authority Policy, and that this matter be reviewed once the COVID-19 pandemic has passed.

**Motion carried unanimously.**

**CLOSED SESSION**

Moved into closed session at 11:41. Returned to public session at 11:57.

#### 11. Chair & Chief Officer Goals for 2020

CMRB Administration received feedback on the Chief Officer’s Goals.

#### 12. Next Meeting: Friday May 22, 2020, 9:30 AM.

#### 13. Adjournment

The Chair declared the meeting adjourned at 12:10 PM.

---

**CMRB Chair, Christopher Sheard**

<b>Agenda Item</b>	<b>4</b>
<b>Submitted to</b>	<b>Board</b>
<b>Purpose</b>	<b>For Decision</b>
<b>Subject</b>	<b>CMRB Conflict of Interest Policy</b>
<b>Meeting Date</b>	<b>May 22, 2020</b>
<b><i>Motion that the Board approve this amended Outside Activities language to the Conflict of Interest Policy.</i></b>	
<p>Background</p> <ul style="list-style-type: none"> <li>• A clear conflict of interest policy helps Board members and staff make appropriate decisions when faced with ethical considerations. A policy cannot cover all eventualities, but the spirit of the policy should guide the actions of all Board members and staff.</li> <li>• Having a clear policy will help guide decisions of CMRB staff, consultants and contractors.</li> <li>• At the October 18, 2019 meeting of the Governance Committee it was requested that the Conflict of Interest Policy be updated to give more clarity in the Business Interests section. Specifically, the Committee requested the policy be amended to include 'pecuniary interest' as defined by the <i>Municipal Government Act</i>.</li> <li>• The Governance Committee reviewed the Procedure on January 30, 2020 and recommended it for approval by the Board.</li> <li>• At the February 21, 2020, meeting the Board approved the Policy and requested that the Governance Committee: <ul style="list-style-type: none"> <li>○ Review the Outside Activities portion of the policy and come back to the Board with recommendations.</li> </ul> </li> <li>• At the April 16, 2020, meeting the Governance Committee recommended for approval to the Board the updated Conflict of Interest Policy as attached.</li> </ul>	
<p>Attachments</p> <ul style="list-style-type: none"> <li>• Updated Conflict of Interest Policy (included for context but only the Outside Activities portion is being discussed as part of this agenda item).</li> </ul>	



## 1. Introduction

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

## 2. Background

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

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

- Clarity on the term "members" to clarify where that also applies to staff and contractors.
- Include reference that ties the receipt of a gift to the GOA policy as it exists from time to time.
  - Upon review of the GoA gift policy for elected officials, it was determined that is a much broader policy than was contemplated during the discussion with the Governance Committee. It was noted by a Board member that each Board, Committee and sub-committee member is already governed by their municipality's policy and that this could be adopted by the Board for greater clarity.
  - For staff, the policy has remained the same as in the original policy. This reflects language contained in Code of Conduct and Ethics for the Public Service of Alberta.
- The Board reviewed the Policy at the February 21, 2020, meeting and requested that the Governance Committee:
  - Review the Outside Activities portion of the policy and come back to the Board with recommendations.
- At the April 16, 2020, meeting the Governance Committee recommended for approval to the Board the updated Conflict of Interest Policy as attached.

## 3. Discussion

### Outside Activities

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

The Outside Activities portion of the policy is a common provision in other examples of this type of policy. The original intent was to cover situations where a Member or Staff may have outside interests which conflict with the work of the CMRB. A potential

example of a conflict could be if a Member or Staff is involved with an organization whose mandate impacts, or is impacted by the CMRB, in a non-complimentary way.

The intent of inclusion of this section was to ensure that any other activities a Board member undertakes outside of their duties as a municipal councillor or a Member of the CMRB would be covered in case of a conflict of interest.

The CMRB is a unique organization. The mandate and regulation governing the organization was developed by the Government of Alberta, in consultation with the ten member municipalities.

However, participation by the member municipalities in the organization is not voluntary, as per the *Calgary Metropolitan Region Board Regulation*. This creates a unique dynamic where a member municipality, represented at the Board by an elected member of council, is mandated to participate in the organization.

The intent of the inclusion was never to limit Members from discharging their responsibilities to their municipalities, whether or not this is agreeable to other Members.

There are two potential paths forward to eliminate the difference of interpretation of this section of the policy.

1. Eliminate this section – The updated policy contains provisions more clearly addressing the issue of pecuniary interest of a Member and contains a section addressing Volunteer Activity.
2. Amend this section – include additional language to make it clear that this section of the policy is not intended to interfere with the work a Member undertakes as part of their duties as an elected official of a member municipality. The updated section (amended portion highlighted) would read:

*Outside Activities*

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

***This policy is not intended to impact the ability of Members to discharge their duties as officials elected to represent their municipalities.***

## **4. Recommendation**

CMRB Administration recommends that the Board approve this amended Outside Activities language to the Conflict of Interest Policy.

## 5. Policy

### *Policy Brief and Purpose*

The Conflict of Interest policy is intended to help CMRB Board, Committee and sub-Committee Members (Members), CMRB Staff (Staff) and contractors make appropriate decisions when the issues they face involve ethical considerations. The policy cannot cover all scenarios but provides guidance in support of day-to-day decisions.

### *Scope*

This policy affects all CMRB Members, Staff, and contractors.

### *Policy*

Members, Staff and contractors must not use their status or position with the CMRB to influence or gain a benefit or advantage for themselves or others outside of the CMRB's mandate.

Members, Staff and contractors must take reasonable steps to avoid situations where they may be placed in a real or apparent conflict between their private interests and the interests of the CMRB. In other words, actions or decisions that members, Staff or contractors take on behalf of the CMRB must not provide them with an opportunity to further their pecuniary interests.

### Gifts and Gratuities

Members are bound by the gift and gratuity policy of the municipal council to which they are elected.

Staff must not accept or receive gifts and gratuities other than the normal exchange of gifts between friends or business colleagues, tokens exchanged as part of protocol or the normal presentation of gifts to people participating in public functions.

### Outside Activities

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

### Pecuniary Interests

If Members or Staff have a pecuniary interest, as defined in the *Municipal Government Act*, in a matter before the Board or any of its Committees, that Member or Staff must follow the CMRB Pecuniary Conflict of Interest Procedure.

### Volunteer Activity

If Members, Staff or contractors are involved in volunteer work, the activity must not influence or conflict with decisions relating to the CMRB outside of providing potential insights in support of meeting the CMRB's mandate.

### Pre-Separation

Members and Staff considering a new offer of appointment or employment must be aware of and manage any potential conflicts of interest between their current position and their future circumstance and must remove themselves from any decisions affecting their new appointment or employment.

### Post-Separation

Once members and staff have left the CMRB, they must not disclose confidential information that they became aware of during their time with the CMRB and must not use their contacts with their former colleagues to gain an unfair advantage for their current circumstance.

### Sanctions for Members found Contravening the Policy

The Board (excluding the Member(s) who is subject of the complaint) will determine by simple majority what sanctions (if any) will be imposed, during a closed session of the Board.

The Chair will recommend to the Board the application of sanctions which may include:

- a. no sanctions be imposed
- b. letter of reprimand addressed to the Board or Committee Member,
- c. requesting the Board or Committee member issue a letter of apology,
- d. a letter of reprimand addressed to the Municipal Council and CAO of the municipality which the Board or Committee Member is representing,
- e. publication of a letter of reprimand addressed to the Board or Committee member,
- f. a letter to the Municipal Council and CAO of the municipality which the Board or Committee member is representing requesting that a new representative to CMRB be appointed, or
- g. other appropriate sanctions as determined by the Board.

The Board will decide through a simple majority which sanctions, if any, to impose on a Member.

<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>South and East Calgary Regional Transportation Study</b>
<b>Meeting Date</b>	<b>May 22, 2020</b>
<p><i>Motion that the Board approve the South and East Calgary Regional Transportation Study</i></p> <p><i>Motion that the Board share the South and East Calgary Regional Transportation Study with the Minister of Transportation and senior leadership at Alberta Transportation</i></p>	
<p><b>Summary</b></p> <ul style="list-style-type: none"> <li>• In September 2018 CMRB administration was authorized by ISC to develop a RFP, with support from the Transportation Technical Advisory Group, for a transportation study covering the remaining geographical portions of the Calgary Metropolitan Region (CMR). The study is referred to as the South and East Calgary Regional Transportation Study (S&amp;ECRTS).</li> <li>• Through a competitive bid process, a consultant was selected to undertake the S&amp;ECRTS. The successful consultant, ISL Engineering and Land Services (ISL) started in early 2019.</li> <li>• A total of ten (10) South and East Committee meetings were held over the course of the project. Member municipal administration representatives as well as Alberta Transportation's Southern Region Infrastructure Manager and Highway Planning Engineer from Edmonton actively participated in these project meetings. With this approach, the municipalities were updated throughout the project including live updates of ongoing technical studies.</li> <li>• The Executive Summary of the final report is attached. The report has been reviewed by representatives of all member municipalities in the study area and Alberta Transportation's technical team.</li> <li>• Following the adoption of the NCRTS in September 2019, the Board directed CMRB Administration to combine the NCRTS and S&amp;ECRTS and summarize the results. <b>The results of the combined studies are discussed in a separate agenda item of the May 2020 Board meeting.</b></li> <li>• In the May 2020 Land Use and Servicing Committee meeting, the study was recommended to the Board for approval with clarifications to the Wheatland County population and employment values, such that only population and</li> </ul>	

employment values within the CMRB boundary be presented in the body of the report. The previous version included population and employment values for areas outside the geographical boundaries of the CMRB, commensurate with standard transportation planning practice. The concern from Wheatland County was that the population or employment data, as previously presented, may be used incorrectly by others. A memo summarizing this clarification has been circulated via email link.

- The analysis and results of the S&ECRTS do not change. The full report with clarified population and employment data tables will be circulated to member municipalities once approved by the Board.

### **Attachments**

- Memo regarding Wheatland County population and employment clarifications, ISL (available at link sent by email)
- Executive Summary, South and East Calgary Regional Transportation Study, ISL (available at link sent by email)

## **1. South & East Calgary Region Transportation Study (S&ECRTS)**

The S&ECRTS was initiated by the CMRB through an open competitive request for proposal 2018-02 in October 2018. The successful consultant, ISL Engineering and Land Services, began in their work in January 2019 with technical support from Aziz Merali of TransCan Engineering, CMRB's Transportation Subject Matter Expert (SME).

S&ECRTS and the previously completed NCRTS (adopted by the Board in September 2019), were developed to identify and prioritize regionally significant transportation projects. The studies considered currently planned growth and existing growth conditions. As such, they inform the regional road network component of the Growth and Servicing Plan. The Growth and Servicing Plan is exploring alternative regional land use scenarios, which may influence future travel demand and thus transportation priorities. Regional transportation priorities will need to be re-evaluated over time to reflect the Board's growth priorities as established through the Growth and Servicing Plan.

### **1.1. Study Objectives**

The study objectives were:

1. Using the NCRTS process as a guide, develop the interim and long term transportation network to support the planned growth in the south and east portion of the CMR over the next 10 and 20 years.
2. Design the study process such that the two transportation networks can be integrated

3. Develop a 2028 and 2039 Transportation Infrastructure Project Priorities list for the South & East portion of the Calgary Metropolitan Region (CMR).

## **2. Next Steps**

The results of this study may be considered in the upcoming funding program review process in September 2020 and possibly sooner given the province's plans for economic stimulus. The relative ranking of proposed transportation projects will provide benefit to the CMR as a whole and should assist with expediting provincial funding commitments. Of note is that each of the projects listed are in varying stages of progress; some require land acquisition, some have progressed to the design phase and some may be 'shovel-ready'. The status of the projects may become a factor for provincial funding review and decision-making. Consequently, the list is not meant to be construed as a consecutive list. Rather, it is a list of projects that are regionally significant and are expected to provide benefit to the CMR. It is understood that a similar collaborative approach continues to be successful in the Edmonton Metropolitan Region, where area municipalities have participated in common regional prioritization efforts for more than a decade.

## **3. Recommendation**

That the Board approve the South and East Calgary Regional Transportation Study; and

That the Board share the South and East Calgary Regional Transportation Study with the Minister of Transportation and senior leadership at Alberta Transportation

# S&ECRTS: Growth Assumptions

- Plans based on approved ASPs as of December 31, 2017
- Growth Rates for 10-year (2028) and 20-year (2039) horizons – so not necessarily “full build” of all plans

Municipality	2015 Horizon		2028 Horizon		2039 Horizon	
	Pop	Jobs	Pop	Jobs	Pop	Jobs
Calgary	1,178,492	691,029	1,598,710	930,511	1,910,998	1,087,173
Chestermere	17,807	2,319	35,438	13,501	52,857	24,751
Rocky View County*	24,422	6,425	42,896	14,785	59,946	22,548
Strathmore	13,423	6,255	17,095	6,747	20,483	6,857
Wheatland County*	1,000	421	1,548	1,583	1,788	2,343
Okotoks	28,747	8,468	37,835	10,947	45,677	11,850
High River	14,551	7,816	19,464	10,339	24,817	10,339
Foothills	23,229	7,286	30,483	15,988	35,720	21,659
Other*	5,146	2,259	7,241	2,814	9,160	2,912
<b>TOTAL</b>	<b>1,306,817</b>	<b>732,278</b>	<b>1,790,710</b>	<b>1,007,215</b>	<b>2,161,447</b>	<b>1,190,432</b>

Note\*: Only part of Rocky View County is included in the study area; west of Calgary, the population south of Bow River is included; east of Calgary, the population south of Township Road 250 is included. **Wheatland County only includes population within the CMRB boundary.** “Other” includes the populations of Black Diamond, Turner Valley and Longview.

Presentation with CMRB



<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>Integration of the North and South &amp; East Transportation Studies</b>
<b>Meeting Date</b>	<b>May 22, 2020</b>
<p><i>Motion that the Board approve the Integration Memo of the North Calgary Regional Transportation Study and the South and East Calgary Regional Transportation Study</i></p> <p><i>Motion that the Board share the integration memo with the Minister of Transportation and senior leadership at Alberta Transportation</i></p>	
<p><b>Summary</b></p> <ul style="list-style-type: none"> <li>• In September 2018 CMRB administration was authorized by ISC to develop a RFP, with support from the Transportation Technical Advisory Group, for a transportation study covering the remaining geographical portions of the Calgary Metropolitan Region (CMR). The study is referred to as the South and East Calgary Regional Transportation Study (S&amp;ECRTS). ISL Engineering and Land Services (ISL) was the successful proponent, through the competitive bid process.</li> <li>• The NCRTS began in 2018 and the project results and report was adopted by the Board in September 2019. The report was also presented to Alberta Transportation Deputy Minister, Director and Executive Director in July of 2019 in order to fulfill the initial request from the province. The NCRTS committee was praised, by the province, for their collaboration and commitment in determining the priority of transportation infrastructure upgrades that would benefit the Calgary region.</li> <li>• Following adoption of the NCRTS in September 2019, the Board directed CMRB Administration to develop and submit an integrated list of transportation projects and priorities, across the CMR, for the 10 and 20 year horizons that would be used to communicate regional network needs to the province</li> <li>• The S&amp;ECRTS began in January 2019 and <b>the project deliverable was the subject of a previous motion and agenda item of today's meeting.</b> The report was reviewed by administrations from participating member municipalities and Alberta Transportation.</li> </ul>	

- CMRB member municipalities participated in a meeting with ISL's project team and CMRB SME to confirm the evaluation criteria and scoring for consistency and completeness.
- S&ECRTS and the previously completed NCRTS (adopted by the Board in September 2019), were developed to identify and prioritize regionally significant transportation projects. The studies considered currently planned growth and existing growth conditions. As such, they will inform the regional road network component of the Growth and Servicing Plan. The Growth and Servicing Plan is exploring alternative regional land use scenarios, which may influence future travel demand and thus transportation priorities. Regional transportation priorities will need to be re-evaluated over time to reflect the Board's growth priorities as established through the Growth and Servicing Plan.
- In the May 2020 Land Use and Servicing Committee meeting, the study was recommended to the Board for approval with clarifications to the Wheatland County population and employment values, such that only population and employment values within the CMRB boundary be presented in the body of the report. The previous version included population and employment values for areas outside the geographical boundaries of the CMRB, commensurate with standard transportation planning practice. The concern from Wheatland County was that the population or employment data, as previously presented, may be used incorrectly by others. A memo summarizing this clarification has been circulated via email link.
- The analysis and results of the S&ECRTS do not change. The revised technical memo regarding integration of the studies with clarifications to Wheatland County population and employment data has been circulated via email link.

#### **Attachments**

- Memo regarding Wheatland County population and employment clarifications, ISL (available at link sent by email)
- Revised Technical Memo: Integration of NCRTS and S&ECRTS Studies, ISL (available at link sent by email)

## **1. Regionally Significant Transportation Projects in the CMR: Integration of NCRTS and S&ECRTS**

S&ECRTS and the previously completed NCRTS (adopted by the Board in September 2019), were developed to identify and prioritize regionally significant transportation projects. The studies considered currently planned growth and existing growth conditions. As such, they will inform the regional road network component of the Growth and Servicing Plan. The Growth and Servicing Plan is exploring alternative regional land use scenarios, which may influence future travel demand and thus transportation priorities.

The list of projects is not meant to be interpreted as a consecutive list. Rather, it is a list of projects that are regionally significant and are required to support the planned growth for the 10- and 20-year horizons.

## **2. Next Steps**

The results of this study may be considered in the upcoming funding program review process in September 2020 and possibly sooner given the province's **plans for economic stimulus**. The relative ranking of proposed transportation projects will provide benefit to the CMR as a whole and should assist with expediting provincial funding commitments. Of note is that each of the projects listed are in varying progress stages; some require land acquisition; some have progressed to the design phase and some may be 'shovel-ready'. The status of the projects may become a factor for provincial funding review and decision-making. Consequently, the list is not meant to be construed as a consecutive list. Rather, it is a list of projects that are regionally significant and are known to provide benefit to the CMR. It is understood that a similar collaborative approach continues to be successful in the Edmonton Metropolitan Region, where area municipalities have participated in common regional prioritization efforts for more than a decade.

## **3. Recommendation**

That the Board approve the Integration Memo of the North Calgary Regional Transportation Study and the South and East Calgary Regional Transportation Study;  
and

That the Board share the integration memo with the Minister of Transportation and senior leadership at Alberta Transportation

# NCRTS and S&ECRTS Growth Assumptions

- All municipalities provided 94 Plans based on approved ASPs as of December 31, 2017
- Growth Rates for 10-year (2028) and 20-year (2039) horizons – so not necessarily “full build” of all plans

Municipality	Pop 2015	Jobs 2015	Pop 2028	Jobs 2028	Pop 2039	Jobs 2039
Airdrie	66,033	13,456	108,951	34,667	154,708	61,547
Calgary	1,178,492	691,029	1,598,710	930,511	1,910,998	1,087,173
Chestermere	17,807	2,319	35,738	13,501	53,220	24,751
Cochrane	26,320	6,807	37,217	13,616	49,534	15,542
High River	14,551	7,816	19,464	10,339	24,817	10,339
Okotoks	28,747	8,468	37,835	10,947	45,677	11,850
Strathmore	13,423	6,255	17,095	6,747	20,483	6,857
Rocky View County	43,136	13,053	75,366	38,999	104,059	61,642
Foothills County	23,229	7,286	30,483	15,988	35,720	21,659
Wheatland County*	1,000	421	1,548	1,583	1,788	2,343
<b>TOTAL</b>	<b>1,412,738</b>	<b>756,910</b>	<b>1,962,407</b>	<b>1,076,898</b>	<b>2,401,004</b>	<b>1,303,703</b>

Note\*: Wheatland County data only includes the population and jobs for the land area within the CMRB boundary.

<b>Agenda Item</b>	<b>7</b>
<b>Submitted to</b>	<b>Board</b>
<b>Purpose</b>	<b>For Decision</b>
<b>Subject</b>	<b>HDR Calthorpe Workshop #2 Summary Report</b>
<b>Meeting Date</b>	<b>May 22, 2020</b>
<p><i>That the Board approve HDR Calthorpe Workshop #2 Summary Report and give CMRB Administration approval to post the report on the website.</i></p>	
<p><b>Summary</b></p> <ul style="list-style-type: none"> <li>• HDR Calthorpe Workshop #2 was held on January 31, 2020. Participants included elected officials and senior staff from member municipalities.</li> <li>• HDR Calthorpe has provided a What We Heard report for Workshop #2, suitable for public release.</li> <li>• At the March 20, 2020 Board meeting a motion was made to circulate the Summary Report by email for review and approval and request that CMRB Administration post the report on the website.</li> <li>• An email was circulated to the Board on March 23 for a vote. At that time Foothills County requested minor amendments to the report. A second email was circulated on April 9 asking the Board to approve the amendments.</li> <li>• To date CMRB administration has not received enough email replies to approve the vote, and accordingly this item is coming back to the Board.</li> </ul>	
<p><b>Attachments</b></p> <ul style="list-style-type: none"> <li>• <i>Workshop #2 – What We Heard Summary, HDR Calthorpe</i></li> </ul>	

## 1. Introduction

At the March Board meeting a motion was made to circulate the Summary Report for Workshop #2 and request that CMRB Administration post the report on the website. An email was circulated to the Board for a vote, at which time there was a requested amendment to the Workshop #2 report from Foothills County. In discussions with HDRC the below change to the chart, (in red) is acceptable to HDRC and Foothills County.

Scenario 1: BAU	Scenario 2: Compact	Scenario 3: TOD
<ul style="list-style-type: none"> <li>• May not be sustainable</li> <li>• May be difficult to retain local distinctiveness</li> <li>• Represents the status quo – as currently planned</li> <li>• <b>May continue to be appropriate for some areas</b></li> </ul>	<ul style="list-style-type: none"> <li>• Reflects current planning intentions and fiscal reality for future development but achieving 50% infill is likely unrealistic for municipalities like Calgary</li> <li>• May not be market feasible</li> <li>• Makes sense from an infrastructure funding perspective</li> <li>• May be an opportunity to develop complete communities, and maintain differences between municipalities</li> </ul>	<ul style="list-style-type: none"> <li>• May be the most supportive of a regional economic development strategy</li> <li>• May be an opportunity to develop complete communities</li> <li>• How to ensure affordability around TOD stations?</li> <li>• How to realize new TOD when TOD in built up areas has yet to be achieved (i.e. Anderson Station)?</li> <li>• Focused on commuting, and may re-inforce satellite nature of some outlying communities</li> </ul>

As this is an amendment, it is necessary to ask for a vote on releasing the report with the above amendment. CMRB Administration did not receive enough votes via email to approve the amendment.

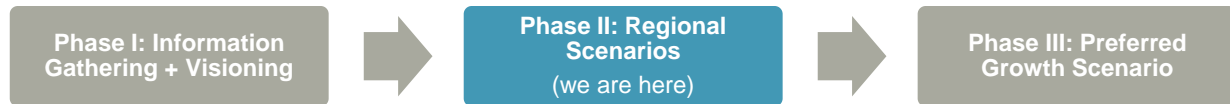
## 2. Recommendation

That the Board approve HDR Calthorpe Workshop #2 Summary Report and give CMRB Administration approval to post the report on the website.

# Workshop 2 What We Heard Summary

## Overview

The Calgary Metropolitan Region Board (CMRB) is tasked with developing a long-term plan for managed and sustainable growth in the Region. A preferred scenario for growth and supporting policies will be documented in a Regional Growth and Servicing Plan. The CMRB is in the process of developing the Regional Growth and Servicing Plan and the process involves three main phases:



As part of Phase 2 a workshop was held on January 31, 2020 at the Royal Hotel in Calgary. The workshop participants included elected officials and senior members of administration from the CMRB municipalities.

The purpose of the workshop was to explore preliminary alternative growth scenarios for the Calgary Metropolitan Region (CMR). The input gathered at this workshop will be used to guide the project team in further establishing alternative scenarios that can be evaluated using analytical tools and compared against the business-as-usual (BAU) scenario.

Project team members from HDR | Calthorpe provided two presentations. The first presentation was on several case studies highlighting approaches to regional growth policy development in other jurisdictions. The second presentation introduced the approach to scenario building and preliminary scenarios based on Workshop 1 feedback and information gathered through background research.

Draft Scenario 1: Business as Usual (BAU)	Draft Scenario 2: Compact	Draft Scenario 3: Transit Oriented Development (TOD)
<ul style="list-style-type: none"> <li>No major expansion of transit</li> <li>Mix of types and densities reflects past planning</li> <li>Location of development is scattered in counties, continuous in cities</li> <li>Has highest land consumption patterns among the three scenarios, particularly in the form of low density neighbourhoods (around 5 dwelling units per acre)</li> </ul>	<ul style="list-style-type: none"> <li>No major expansion of transit</li> <li>More infill and redevelopment</li> <li>Transit-oriented development (TOD) and city/town centre development at existing opportunities</li> <li>Higher density development</li> <li>Has lower land consumption than BAU scenario, with the majority of new development in the form of master planned communities (around 10 dwelling units per acre and 5 employees per acre)</li> </ul>	<ul style="list-style-type: none"> <li>Rapid transit extensions to Airdrie and Chestermere</li> <li>Express bus and regional rail to Cochrane, Okotoks, High River, and Strathmore</li> <li>Development focused on TOD and city/town centres</li> <li>Higher density development</li> <li>Has lower land consumption than BAU scenario with significantly more TOD development than the other two scenarios (around 20 dwelling units per acre and 15 employees per acre)</li> </ul>

## What We Heard

Participants were asked to review and discuss the three scenarios as well as identify potential policy areas that may need to be investigated in order to support a scenario.

Some general comments or questions relating to all scenarios:

- What are the assumptions around adjacent non-CMRB member (i.e. [Tsuut'ina Nation](#))?
- Show the build out of the [West Calgary Ring Road](#) on all scenarios.
- How do we transition from where we are today to where we want to be in the future?
- The Compact and TOD scenarios offer an opportunity for intermunicipal special study areas or “Plan Corridors” such as the area between Airdrie and Calgary as well as the area between Calgary, Chestermere and Rocky View County.

Scenario specific comments are summarized in the table below:

Scenario 1: BAU	Scenario 2: Compact	Scenario 3: TOD
<ul style="list-style-type: none"> <li>• May not be sustainable</li> <li>• May be difficult to retain local distinctiveness</li> <li>• Represents the status quo – as currently planned</li> <li>• May continue to be appropriate for some areas</li> </ul>	<ul style="list-style-type: none"> <li>• Reflects current planning intentions and fiscal reality for future development but achieving 50% infill is likely unrealistic for municipalities like Calgary</li> <li>• May not be market feasible</li> <li>• Makes sense from an infrastructure funding perspective</li> <li>• May be an opportunity to develop complete communities, and maintain differences between municipalities</li> </ul>	<ul style="list-style-type: none"> <li>• May be the most supportive of a regional economic development strategy</li> <li>• May be an opportunity to develop complete communities</li> <li>• How to ensure affordability around TOD stations?</li> <li>• How to realize new TOD when TOD in built up areas has yet to be achieved (i.e. Anderson Station)?</li> <li>• Focused on commuting, and may re-inforce satellite nature of some outlying communities</li> </ul>

Attendees provided feedback on policy development approaches as well as general policy areas. The following comments were brought up by more than one workshop group/table:

Policy Development Approaches	Policy Areas
<ul style="list-style-type: none"> <li>• Evidence-based</li> <li>• Policy tiers that reflect the different regional contexts and landscapes</li> <li>• Policies that provide a mechanism to align local plans with regional vision and direction – conformance across all plans</li> <li>• Sub-regional focus areas or plans</li> <li>• Policies that reflect supply and demand – the market/economics of the Region</li> </ul>	<ul style="list-style-type: none"> <li>• Agricultural and open space preservation</li> <li>• Regional transit</li> <li>• Water quality, supply, management, allocation/sharing and conservation</li> <li>• Building codes</li> <li>• Shared infrastructure and corridor protection</li> <li>• Growth containment</li> <li>• Infill and urban form</li> <li>• Shared servicing</li> <li>• Local identity preservation</li> <li>• Revenue and/or cost-sharing</li> <li>• Regional project prioritization and staging</li> <li>• Economic development</li> </ul>



<b>Agenda Item</b>	<b>9</b>
<b>Submitted to</b>	<b>Board</b>
<b>Purpose</b>	<b>For Information</b>
<b>Subject</b>	<b>Update on Land Use and Servicing Committee</b>
<b>Meeting Date</b>	<b>May 22, 2020</b>
<b><i>Motion that the Board receive for information an update on the work of the Land Use and Servicing Committee</i></b>	
<p><b>Summary</b></p> <p>The technical advisory groups and subcommittees are working on the following:</p> <ul style="list-style-type: none"> <li>• HDR Calthorpe Scenario Process <ul style="list-style-type: none"> <li>○ Workshop #3</li> <li>○ Growth and Servicing Plan Promotional Plan</li> </ul> </li> <li>• Transit Background Report</li> <li>• Transportation Studies</li> <li>• Flood Policy</li> <li>• Recreation Policy</li> <li>• Agriculture Policy</li> <li>• Policing Subcommittee</li> </ul>	

## 1. HDR Calthorpe Planning Process

- HDR Calthorpe is planning Workshop #3, scheduled for June 11, 2020.
  - Members of TAGs and subcommittees will be circulated information for review in advance of the workshop.
  - The workshop format is still being refined, but the workshop will be held in an online format given the COVID-19 pandemic.
- HDR Calthorpe is preparing a promotional plan for the first round of engagement opportunities related to the Growth and Servicing Plan.
  - The promotional plan outlines how online engagement will be advertised. It also outlines the content of social media messages.
  - Once complete, the promotional plan will be circulated to the C&E TAG for review and comment.

## 2. Transit Background Report

- A draft Transit Background Report has been prepared and is in the review and circulation process. The report will be brought to the Land Use and Servicing Committee for review once the report is in final draft form.

### **3. South and East Calgary Regional Transportation Study (S&ECRTS)**

- The study is complete. The Land Use and Servicing Committee recommended that the Board approve the study with revisions in May 2020. The S&ECRTS is the subject of another agenda item for the May 2020 Board meeting.
- The integration of NCRTS and S&ECRTS per direction of the Board is complete and is the subject of another agenda item for the May 2020 Board meeting. The Land Use and Servicing Committee recommended that the Board approve the integration memo with revisions in May 2020.

### **4. Flood Policy**

- HDR Calthorpe, Land Use TAG and Water Table are working together to develop a strategic approach to flood policy for the Growth and Servicing Plan. The approach also considers how the CMRB will respond to the release of provincial flood hazard mapping.

### **5. Recreation Policy**

- The recreation policy was sent back to CMRB Administration and the Recreation TAG for further review by the Land Use and Servicing Committee in May 2020. An additional meeting has been scheduled. An updated policy will be brought back to the Committee with a target of June 2020.

### **6. Agriculture Policy**

- An initial discussion on agriculture policy was held at the May 2020 Committee meeting to scope the values of the Committee related to agriculture and the efficient use of land.
- HDR Calthorpe will bring forward further discussion on this topic of agriculture and the efficient use of land once the scenarios are available.

### **7. Policing Subcommittee**

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

- Areas of focus for policing in each municipality
- This background study will provide a baseline of the current state of the delivery of policing in the participating municipalities.

## **8. Recommendation**

That the Board receive for information an update on the work of the Land Use and Servicing Committee.