

Calgary Metropolitan Region Board
UPDATED Agenda – January 29, 2021
9:30-12:30

Go-To Meeting/Call-In

Meetings are recorded and live-streamed

- | | | | |
|---|--------------|---------|-----------|
| 1. Call to Order & Opening Remarks | | Sheard | |
| 2. Adoption of Agenda
<i>For Decision: Motion to adopt and/or revise the agenda</i> | | All | |
| 3. Review and Approve Minutes
<i>For Decision: Motion that the Board review and approve the Minutes of the January 15, 2020 meeting</i> | (Attachment) | All | 3 |
| 4. COVID Update
<i>For Information: Motion to receive for information a COVID update from the Government of Alberta</i> | (Verbal) | Beesley | |
| 5. Reserve Funds Policy
<i>For Decision: Motion that the Board approve the Proposed Reserve Funds Policy</i> | (Attachment) | Copping | 8 |
| 6. Advocacy Committee Request
<i>For Decision: That the Board approve the attached draft letter to be sent to the Government of Alberta</i> | (Attachment) | Copping | 12 |
| 7. Phase 2 Public Engagement What We Heard Report
<i>For Decision: Motion that the Board approve the Phase 2 Public Engagement What We Heard Report</i> | (Attachment) | HDRC | 15 |
| 8. Growth Management & the Efficient Use of Land Policy
<i>For Discussion: That the Board provide feedback on and receive for information the Growth Management & the Efficient Use of Land section of the Growth and Servicing Plans</i> | (Attachment) | HDRC | 27 |
| 9. Water Stewardship Policy
<i>For Discussion: That the Board provide feedback on and receive for information the Water Stewardship section of the Growth and Servicing Plans</i> | (Attachment) | HDRC | 42 |

10. Shared Services Optimization Policy (Attachment) HDRC **47**
For Discussion: *That the Board provide feedback on and receive for information the Shared Services section of the Growth and Servicing Plans*
11. Environmentally Responsible Land Use Policy (Attachment) HDRC **52**
For Discussion: *That the Board provide feedback on and receive for information the Environmentally Responsible Land Use section of the Growth and Servicing Plans*
12. Economic Wellbeing Policy (Attachment) HDRC **64**
For Discussion: *That the Board provide feedback on and receive for information the Economic Wellbeing section of the Growth and Servicing Plans*
13. Roundtable
14. Next Meeting: Friday February 19, 2021
15. Adjournment Sheard

Upcoming Meetings:

Land Use & Servicing Committee	Thursday Feb 4- 9:30 AM	GoTo Meeting
Board Meeting	Friday Feb 19 – 9:30 AM	GoTo Meeting
Governance Committee	Friday February 5 – 9:30 AM	GoTo Meeting
Advocacy Committee	TBD	GoTo Meeting

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 Bill Robertson – Town of Okotoks
Reeve Dan Henn – Rocky View County
Mayor Pat Fule – Town of Strathmore
Reeve Amber Link – Wheatland County

Shawn Ewasiuk, Municipal Affairs
Dale Beesley, Municipal Affairs

CMRB Administration:

Chris Sheard, Chair
Greg Clark, Incoming Chair
Jordon Copping, Chief Officer
Liisa Tipman, Project Manager–Land Use
Jaime Graves, Project Manager–Intermunicipal Servicing
Shelley Armeneau, Office Manager
JP Leclair, GIS Analyst

1. Call to Order & Opening Comments

Called to order at 9:30 AM.

2. Approval of Agenda

Based on feedback received, CMRB Administration recommended agenda item 11 be moved into public session, with the exception of the discussion of the map showing the proposed JPA boundaries. The concern with draft boundary maps being discussed in public session is the potential to damage interests of a third party (landowners/developers who would be impacted), in the event the boundaries are adjusted through the discussion with elected officials. This falls under section 16 of the FOIP Act, "Disclosure harmful to business interests of a third party." Once the boundaries are finalized, the risk is lessened.

M 2021-1

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

Motion: That the Board approve the agenda of the January 15, 2021 meeting, moving agenda item 11 into public session with the exception of the discussion of the map showing the proposed JPA boundaries.

Motion fails.

M 2021-2

Motion Arising:

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

Motion: That the Board approve the agenda of the January 15, 2021 meeting, as presented with the exception of moving agenda item 11 into public session.

Motion carried unanimously.

3. Approval of Minutes

M 2020-3

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

Motion: That the Board approve the Minutes of the December 18, 2020 meeting.

Motion carried unanimously.

4. COVID Update

Dale Beesley provided an update on vaccination rollouts, isolation hotel program and community care teams. He noted the City of Calgary's tremendous support with the community care teams. Dale responded to a question about vaccinating firefighters. Chair Sheard suggested the discussion be moved to the roundtable later in the agenda.

5. Growth & Servicing Plan Update

Steve Power reviewed the update and in response to a question about the design of the final Plan, he advised the document design piece will come later once the policies are complete, but endeavoured to provide a template to give members an idea of the general design style.

M 2020-4

Moved by Mayor Genung **Seconded by** Mayor Fule, accepted by Chair

Motion: That the Board receive for information an update on the Growth & Servicing Plan.

Motion carried unanimously.

6. Tables of Content for Growth & Servicing Plans

Individual members provided the following feedback on this item:

- In writing the Plans, it is necessary to draw things together. The member expressed a desire to frame the Plans around the concept of resilience. The Plans needs to be integrated and holistic, and not need constant updating.
- There was general agreement around visions and objectives.
- Concerns were raised about how policies will affect workloads and resources for municipalities.

- There was a request for the consultant to consider moving agriculture to economic wellbeing, instead of celebrating urban rural differences.
- There was a request to remove non-essential JPAs to save time and help reach agreement.
- Any items not originally mandated by regulation should be removed.

M 2021-5

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

Motion: That the Board receive for information the Tables of Content for the Growth & Servicing Plans.

Motion carried unanimously.

M 2020-6

Motion Arising:

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

Motion: That all policy sections not required by the CMRB regulation be removed from the draft Plan.

Motion fails.

7. Environmentally Responsible Land Use Policy

The following feedback was provided:

- Consider stronger statements on flood mitigation to protect from future flooding. Need wording around upstream mitigation on the Bow and Elbow Rivers.
- Consider stronger statements on wetlands, importance of protecting riparian lands. Steve Power willing to test the ideas, however noted that some members are resistant to bolder language. There is not consensus at TAG level on this. Chair Sheard offered the option of bringing alternate versions and letting the Board choose is an option. HDR|Calthorpe agreed to this approach.
- A minimum design standard isolated and should be tied to policy 1.4 where the province is part of the work. Policy 1.1 should read 'no new development'. For policy 1.3 there was a request to consider more flexibility, to be aspiring vs prescribing. The member needs clarity on ESAs related to the growth areas as opposed to whole region. There is an error in part A of page 42, stating a goal to "reduce the reduction".
- A member requested ESAs to apply outside growth areas and also throughout the region. In the future, more work can be done on the broader region.
- A member requested clarity on the requirement for desktop screening, does it apply to all new ASPs or greenfield only.
- Recommend that this policy align heavily with provincial standards, any higher standard should be dealt with on case by case basis in local context.

M 2020-7

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

Motion: That the Board receive for information the Environmentally Responsible Land Use Policy for the Growth & Servicing Plans.

Motion carried unanimously.

8. Growth Management and the Efficient Use of Land

Peter Calthorpe introduced this item and received considerable feedback from the group on place types, joint planning areas, previously approved ASPs and terminology. The feedback was recorded by HDRC and will form the discussions going forward to the next Land Use & Servicing Committee meeting.

M 2021-8

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

Motion: That the Board receive for information the Growth Management and the Efficient Use of Land Policy for the Growth & Servicing Plans.

Motion carried unanimously.

9. Economic Wellbeing Policy

Charlie Hales from HDRC reviewed this item and the following motion was made:

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

M 2020-9

Motion: That the Board receive for information the Economic Wellbeing Policy for the Growth & Servicing Plans.

Motion carried unanimously.

10. Impact of Growth Plan on Statutory Plan Amendments

Jordon Copping reviewed this item and members requested further clarification, specifically during the interim period between the date the Plans are submitted to the Province and the official date the Plans are approved by the Minister of Municipal Affairs. CMRB Administration will discuss this issue with member administrations and bring back to a future Board meeting.

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

M 2020-10

Motion: That the Board receive for information legal advice regarding the effect of the growth plan on grandfathered statutory plans.

Motion carried unanimously.

11. Reserve Funds Policy

In the interest of time, Chair Sheard recommended tabling this item to the next Board meeting.

12. Roundtable

i. Letter to new Minister of Municipal Affairs

Motion Arising:

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

M 2020-11

Motion: Motion to direct CMRB administration to send the letter attached to the agenda to the new Minister of Municipal Affairs.

Motion carried unanimously.

ii. Request from Member – COVID Vaccinations for First Responders

Chestermere highlighted an issue in the province that firefighters and police officers (who are, by the nature of their work, at a higher risk of contracting COVID) are not part of the provincial phase 1A vaccination rollout. After discussion, the following motion was made:

Motion Arising:

Moved by Mayor Chalmers **Seconded by** Reeve Henn, accepted by Chair.

M 2020-12

Motion: Motion that the Board support the Alberta Fire Chiefs advocacy efforts to expediting and prioritizing delivery of COVID-19 vaccine to first responders as soon as possible by directing administration to prepare and send a letter to the province, signed by the Chair.

Motion carried.

iii. **Audit progress update:** Jordon Copping noted the audit is in progress and moving forward.

13. Next Meeting

Friday January 29, 2020

14. Adjournment

The Chair declared the meeting adjourned at 1 PM.

CMRB Chair, Christopher Sheard

Agenda Item	5
Submitted to	Board
Purpose	For Decision
Subject	Reserve Funds Policy
Meeting Date	January 29, 2021
<i>That the Board approve the Reserve Funds Policy</i>	
<p>Background</p> <ul style="list-style-type: none"> • The CMRB is funded by the Government of Alberta through the Alberta Community Partnership (ACP) grant program. • The Government of Alberta has begun a staged funding reduction to Growth Management Boards in the province to 50% of 2019 funding levels, from \$2M to \$1M annually. • The CMRB was gifted \$1.8M from the Calgary Regional Partnership which provides a cushion against the reduced funding in upcoming years. • The CMRB has the authority to create administrative policy and procedure to govern its operations. • At the October 22 Governance Committee meeting feedback was provided to CMRB Administration, which was incorporated and brought forward to the November 26 meeting for discussion. • The Governance Committee recommended approval of the Reserve Funds Policy to the Board at the December 17 meeting. 	
<p>Attachments</p> <ul style="list-style-type: none"> • Proposed Reserve Funds Policy 	

1. Introduction

The CMRB is nearing the completion of the mandated drafting of the Growth and Servicing Plans. Future discussions will determine efforts of the CMRB in 2021 and beyond.

The proposed budget, and in particular the line item for “Regional Initiatives” contains flexibility to support the efforts of the Board. This work may include examining: regional water sharing mechanisms, regional economic development and/or any other initiatives as determined by the Board.

At the October 22 Governance Committee meeting the following feedback was provided to CMRB Administration:

- a) Develop a multi-year forecast in order to have a better understanding of the longer-term impacts to the reserve funds and the level of provincial funding;
- b) As part of the budgeting process to engage the Board in a strategic discussion to establish priorities for 2021; and
- c) That the Board develop guidance or principles on how to use the reserve fund.

This feedback was incorporated and brought forward to the November 26 meeting for discussion. The Governance Committee recommended approval of the Reserve Funds Policy to the Board at the December 17 meeting.

1.1 Funding Summary

Funded Activity	Grant Total
2017/18 CMRB Start-up and Core Administration	\$2,070,000
	(\$1,500,000 + \$570,000 (CRP Surplus))
2019/20 CMRB Core Administration	\$2,000,000
2020/21 CMRB Core Administration	\$1,750,000
Total CMRB Core Administration Approved Funding	\$5,820,000
 Future Estimated Funding	
2021/22 CMRB Core Administration Costs*	\$1,500,000
2022/23 CMRB Core Administration Costs*	\$1,000,000
2023/24 CMRB Core Administration Costs*	\$1,000,000
	* Estimates – subject to Minister Approval

1.2 CMRB Account Balances at November 18, 2020

Current Account~	\$1,115,000.00
GIC~	\$1,932,000.00
 Total~	 \$3,047,000.00

2. Background

The Department of Municipal Affairs has expressed a viewpoint that Growth Management Boards benefits both the provincial government and the municipal governments and, due to this joint benefit, both orders of government should be responsible for funding these Boards.

Based on a very preliminary three-year budget, the CMRB current reserves will be drawn down to approximately \$50,000 by December 31, 2023.

Sound financial practices require a certain level of reserves to be able to cover financial obligations in the event of the disruption of funds.

Current best practice suggests that a not-for-profit should have between three to six months of operating costs held in reserves, and that an absolute minimum level of reserve should be one month of operating costs.

3. Policy Rationale

The CMRB is a unique organization with an average of roughly 40% of budgeted expenses for Budgets 2019 – 2021 attributed to consultants. The other 60% of the Budget is core operating expenses.

CMRB contracts allow the CMRB to terminate contracted work without notice, owing only the balance for work completed to the contractor. As such, contractor expenses can be terminated with relative ease.

Core expenses include the following expenses: Staffing, Lease, Office Operation, Meeting and Travel costs.

The rationale for the proposed policy rests on the fact that contracted work can be stopped and restarted rather easily and at minimal cost to the organization whereas core expenses are more fundamental to the operation of the organization. As such, the policy proposes that the reserve fund be kept at a level equivalent to, or greater than, **6 months of a two-year average of budgeted core expenses** consisting of the current year and the upcoming budget year. The minimum reserve level would become part of the budget approval process and budget documents.

If this policy rationale is accepted, the minimum level for reserve funds in 2021 would be set as below:

2019 Budgeted Core Operating Expenses	\$1,223,000
<u>2020 Budgeted Core Operating Expenses</u>	<u>\$1,210,000</u>
Average	\$1,216,500
2020 Reserve Fund Minimum	\$608,250

4. Recommendation

That the Board approve the Reserve Funds Policy.

Proposed Reserve Funds Policy

Policy Purpose

The Reserve Funds Policy ensures that the Calgary Metropolitan Region Board retains enough reserves in its accounts to fund core operating expenses for a six month period.

Scope

This policy applies to all CMRB budgeting and banking activities.

Policy

The Calgary Metropolitan Region Board shall, in each budget year, determine a reserve fund minimum, below which reserves funds are not allowed to fall. The reserve fund minimum will represent six (6) months of the average of budgeted core operating expenses for the current fiscal year and the upcoming fiscal year.

Core expenses are Staffing, Lease, Office Operation, Meeting and Travel Expenses.

The reserve fund minimum shall be calculated as follows:

Fifty (50) percent of the Average of Current Fiscal Year Budgeted Core Expenses and Upcoming Fiscal Year Budgeted Core Expenses.

This figure will be reported in budget documents for review by the Governance Committee and approval by Board.

Agenda Item	6
Submitted to	Board
Purpose	For Discussion
Subject	FCSS Funding
Meeting Date	January 29, 2021
Motion That the Board approve the attached draft letter to be sent to the Government of Alberta	
<p>Summary</p> <ul style="list-style-type: none"> • One of the priority areas originally identified by the Advocacy Committee it was health challenges in the CMR. • The City of Airdrie volunteered to compile the background information for further discussion by the Committee. • Attempts were made to contact all member municipalities, however, not all were able to respond by the deadline. • Through discussions with seven (7) member municipalities, three priority concerns were identified <ul style="list-style-type: none"> ○ Access to Mental Health Resources ○ Dissatisfaction with current EMS statistical reporting ○ Transporting residents to medical appointments • During the discussion of these topics, the role which Family and Community Support Services (FCSS) played in supporting the mental health of Albertans was raised. • The importance of FCSS against the backdrop of increased mental health challenges being experienced by Albertans during the pandemic became the focus of a large part of the discussion. • This led to a discussion of the importance of the program and the priority member municipalities placed on the funding of FCSS, recognizing the current budget constraints being experienced by all governments in light of the pandemic. 	
<p>Attachments</p> <ol style="list-style-type: none"> 1. <i>Draft Letter Regarding Funding for FCSS</i> 	

Background

Family and Community Support Services (FCSS) is an 80/20 funding partnership between the Government of Alberta and participating municipalities or Metis Settlements.

FCSS is based on a shared understanding that municipalities and Metis Settlements are in the best position to:

- assess community needs and set priorities
- support individuals, families and communities through preventative social programs and services

Joint FCSS funding must be used for programs and services that are preventative and do one or more of the following:

- help people develop independence, strengthen coping skills and become more resistant to crisis
- build awareness of social needs
- support people in developing skills to have healthy relationships with others
- help individuals and communities assume responsibility for decisions and actions that affect them
- provide supports that help people participate in the community

Services provided under FCSS must be preventative and may include initiatives and programs that:

- help communities identify their social needs and develop responses
- promote, encourage and support volunteer work in the community
- inform the public about services
- support children and their families' social development
- help families enrich and strengthen family life and function more effectively in their own environment
- enhance retired and semi-retired people's quality of life

Recommendation

That the Board approve the attached draft letter to be sent to the Government of Alberta.

January 29, 2021

Honourable Rajan Sawhney

Minister of Community and Social Services
224 Legislature Building
10800 - 97 Avenue
Edmonton, AB
T5K 2B6

Honourable Travis Toews

President of the Treasury Board and Min
Minister of Finance
208 Legislature Building
10800 – 97 Avenue
Edmonton, AB, T5K 2B6

Dear Minister Sawhney and Minister Toews:

I am writing on behalf of the Calgary Metropolitan Region Board (CMRB) to request that the Government of Alberta not reduce funding levels for the Family and Community Support Services (FCSS) program in the upcoming budget.

The CMRB recognizes the tremendous financial pressure all governments have been subjected to due to the Covid-19 pandemic. The pandemic has endangered not only our physical health, but the impacts of the pandemic and the measures taken to combat the pandemic have put a tremendous strain on Albertans. This strain has translated into a secondary mental health pandemic.

FCSS funding delivers critical help to Albertans to strengthen coping skills and become more resistant to crisis. These program outcomes have never been more important, and all governments must work together to help Albertans weather the effects of the pandemic.

In light of the current challenges facing our province, it is critical that Budget 2021 does not reduce funding for the FCSS program.

If you or your staff have any questions, or would like to discuss the request, please do not hesitate to contact Jordon Copping, Chief Officer, at 403.213.6886.

Sincerely,

Chris Sheard
Chair
Calgary Metropolitan Region Board

cc: Honourable Ric McIver, Minister of Municipal Affairs
Paul Wynnyk, Deputy Minister of Municipal Affairs
Dale Beesley, Assistant Deputy Minister of Municipal Affairs
CMRB Board Members

The Calgary Metropolitan Region Board is the first provincially mandated growth management board for the Calgary Region. It consists of representatives from 10 municipalities who are working together to develop a long-term plan for managed, sustainable growth in the Calgary Region. The CMRB was officially established in January 2018, and its members municipalities include: Airdrie, Calgary, Chestermere, Cochrane, Foothills County, High River, Okotoks, Rocky View County, Strathmore and a portion of Wheatland County.

Agenda Item 6

Agenda Item	7
Submitted to	Board
Purpose	For Decision
Subject	Phase 2 Public Engagement What We Heard Report
Meeting Date	January 29, 2021
<i>Motion that the Board approve the Phase 2 Public Engagement What We Heard Report</i>	
<p>Summary</p> <ul style="list-style-type: none"> • The HDR Calthorpe Public Engagement Plan was approved by the Board in February 2020 which involved two phases of public engagement. • HDR Calthorpe conducted Phase 1 of Public Engagement for the Growth and Servicing Plans between July 24 and September 4, 2020. The What We Heard Report for Phase 1 was approved by the Board in November 2020 and is available on the CMRB website. • HDR Calthorpe conducted Phase 2 of Public Engagement for the Growth and Servicing Plans between November 5 and November 27, 2020. Phase 2 of Public Engagement was entirely virtual due to the COVID-19 pandemic. • HDR Calthorpe has provided a What We Heard Report for Phase 2 of Public Engagement for the Growth and Servicing Plan suitable for public release. • The Land Use & Servicing Committee recommended approval of the What We Heard Report at the January 21, 2021 meeting. 	
<p>Attachments</p> <ul style="list-style-type: none"> • Public Engagement – Phase 2 What We Heard Report, HDR Calthorpe • Phase 2 Public Engagement What We Heard Report Appendices, HDR Calthorpe 	

1. Introduction

Phase 2 of Public Engagement was conducted between November 5 and 27, 2020. The goal for this phase of the engagement process was to inform the public about the consultant's recommended approach while gathering input about implementation that would contribute to policy development.

2. Recommendation

That the Board approve the Phase 2 Public Engagement What We Heard Report.

Agenda Item 7

Public Engagement - Phase 2

We're planning for the next million residents in the Calgary Metro Region.
Check out the proposed approach and share your thoughts between November 5 and 27.



What We Heard Report

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Introduction

The ten municipalities in the Calgary Metropolitan Region are working together to develop a long-term plan for managed, sustainable growth in the region. In the first phase of public engagement (July 24 to September 4, 2020), over 3000 people visited the online engagement website to learn about the process and offered nearly 1600 contributions that were used to help shape the proposed approach to manage growth in the Calgary Metro Region as we plan for the next million residents. The What We Heard Report for that phase of engagement can be found on the CMRB website.

Originally, Phase 2 of public engagement included both online and in-person engagement activities. Due to the COVID-19 global pandemic, the approach to public engagement shifted to an exclusively online format, with increased focus on providing a variety of ways that participants could share their views and experiences.

In the second phase of public engagement (November 5 to 27, 2020), participants were asked to learn about what was being proposed and share how their communities and ways of life might be affected, and what should be kept in mind when putting the proposed approach into action. The input gathered in the second phase of public engagement will contribute to the Regional Growth Plan policy development and implementation planning.

To learn more about the CMRB and its mandate, visit www.calgarymetroregion.ca.

Summary

Between November 5 and 27, 2020 there were 1,787 visits to the engagement website and 44 attendees at the virtual open house. Visitors to the website had the opportunity to learn about what was heard in the first phase of engagement and how that input contributed to the proposed approach for managing growth in the Calgary Metro Region through discussion forums. Participants were also asked to contribute to growth plan policy development in the survey by considering each of the six policy focus areas and sharing what was important about that focus area to them. A virtual open house was also held on November 17 to give community members an opportunity to learn about what was being proposed and ask questions that mattered to them. It was also possible to get hard copies of the public engagement materials for anyone who requested them.

The goal of the second phase of public engagement was to inform the public about the proposed approach while gathering input about implementation that will contribute to policy development. During the engagement period, there were 1,787 visits to the engagement site, 1,400 aware visitors (made at least one visit to the page), 622 informed visitors (clicked on something on the page) and 192 engaged visitors (made a contribution to an online tool). There were 83 registrants for the virtual open house, 44 of whom attended the session live.

Visitors to the engagement website site were not required to register or share their email address, which decreased barriers to participate and allowed participants to maintain anonymity. Three individuals requested hard copies of the public engagement materials, and one of those people provided a submission.

What was proposed for the Calgary Metro Region is to manage growth differently than we have experienced in the past ([click here](#) to view a description of what was proposed on the website). Through higher density, more redevelopment, shared servicing, a greater mix of place types and collaboratively planning for “transit ready” development along future transit corridors, the proposed approach strives to reduce land consumption, save money, on infrastructure achieve greater environmental outcomes and realize the overall benefits associated with regional planning.

The key themes that emerged through the second phase of public engagement, and that are being considered in the policy development and implementation are listed in point form below. The Appendices include all verbatim comments received through the discussion forums and survey, which are grouped into the key themes.

- Strong support for more mixed use developments, especially in urban areas
- More effective transit is necessary to realize the benefits of the proposed approach
- Strong support to minimize land consumption

- Protect natural areas, parks, and green spaces
- Policy guidelines should be used to make it harder for undesirable developments to be built
- Strong support for regional collaboration to share costs and services equitably
- Minimize water use and environmental impacts
- Recognize and maintain unique differences of municipalities in the region

Public input will contribute to the Regional Growth Plan alongside a number of other inputs, including guidance and feedback from technical advisory groups, and input from external stakeholders, as well as common interests that have been identified by member municipalities of the CMRB.

Promotion

Visually appealing graphics were created to support promotional activity of the engagement website during the second phase of public engagement (see below for samples). The engagement site was promoted on the homepage of the Calgary Metro Region, on their twitter feed and sent to the Communication and Engagement Technical Advisory Group to be shared through the 10 member municipalities' communication channels (Instagram, Facebook, Twitter, and municipal webpages).



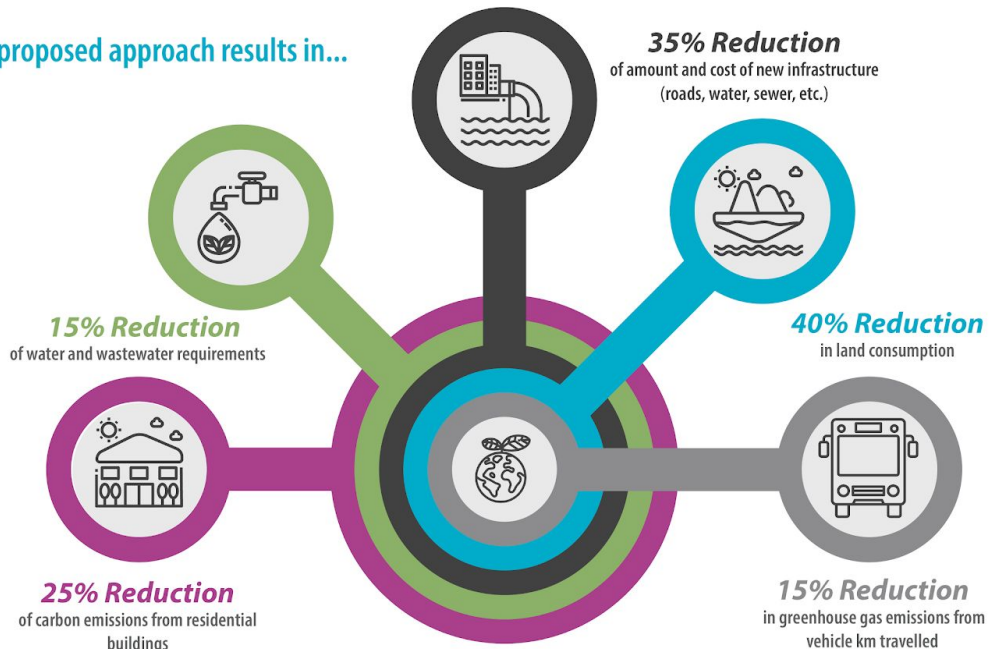
A media release was sent out to launch the second phase of public engagement, resulting in three articles being written about the engagement process. Temporary roadside signage was used in 5 member municipalities during the engagement period to also increase awareness and interest in the engagement (see image for sample from Airdrie). Physical promotion was limited due to restrictions on physical gathering at the time of the engagement.

While a Facebook ad campaign had been planned to run throughout the engagement period, it was only able to be launched for the last week of public engagement due to

Facebook's restrictions on advertising. Over half of the visits to the project website came in the last week of the engagement period, which also coincided with an increase in posts about the process by member municipalities. The Facebook ad campaign resulted in the following results:

- Impressions – 7,300
- Reach – 4,900
- Results – 188 clicks

The proposed approach results in...



You told us you want less water use.
We found a **15% reduction** in water and wastewater requirements.

Find out how we'll get there
calgarymetroregion.ca



You told us you want less spending on new infrastructure.
We found a **35% reduction** in the amount and cost of new infrastructure (roads, water, sewer, etc.).

Find out how we'll get there
calgarymetroregion.ca



Sample graphics from phase 2 of public engagement process

Engagement Outcomes

The goal of the second phase of public engagement was to inform the public about the proposed approach while gathering input about implementation that will contribute to policy development. This meant that the goal was primarily about driving traffic to the engagement website and virtual open house so that members of the public were aware of what was being proposed.

There were fewer visits to the engagement website in the second phase than in the first phase, which may be accounted for by the time of year, digital fatigue after 8 months in a pandemic, competing priorities (some municipalities had other public engagement activities happening at the same time), or lack of early promotion (the majority of promotion through Facebook ads and municipal social media channels occurred in the last week of the engagement period).

It was expected that the number of participants who took the time to offer qualitative contributions through the discussion forum and survey would be lower than in the first phase of engagement, because considerably more time was needed to contribute in the second phase than in the first phase. This expectation aligned with the results of the engagement process, which saw a smaller ratio of engaged visitors (those visitors who contributed through a tool on the website) than in the first phase of engagement (48% in the first phase compared with 11% in the second phase). However, the quality of input received in the second phase was very high, with 856 unique written comments being offered about the proposed approach.

What Comes Next

The input gathered through the second phase of public engagement will be used to inform the development of policies to guide planning for growth in the Calgary Metro Region. A number of other inputs will also contribute to policy development, including, guidance and feedback from technical advisory groups, and input from external stakeholders, as well as common interests that have been identified by member municipalities of the CMRB.

Visit cmrbgrowthplan.ca to subscribe to receive updates on the growth plan and potential future CMRB engagement opportunities.

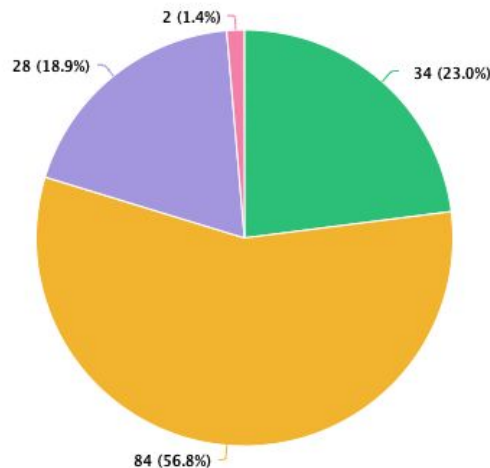
Demographics

In phase 1 of engagement, we heard that postal code did not always tell the story completely about where people live. For phase 2, we added another opportunity to tell us about the type of places participants live (rural, urban, both rural and urban) as well as sharing postal codes.

We're looking to receive input from all parts of the Calgary Metro Region. Please share which term best describes where you are from.

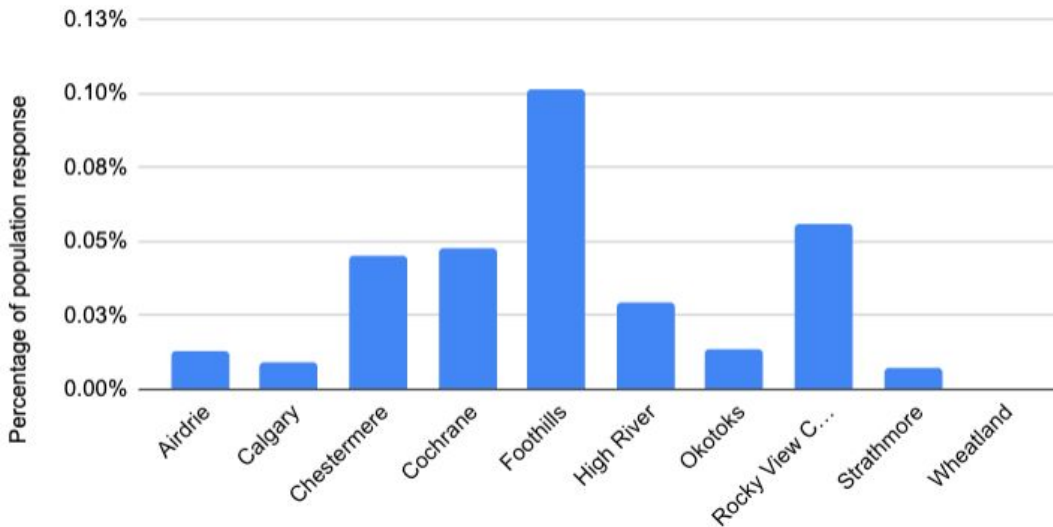
Question options
(Click items to hide)

- Neither – I am not from the Calgary Metro Region
- Both rural and urban
- Urban
- Rural



Participation by Population Ratio

Phase 2 Engagement



Geographic distribution of responses (from those who shared their postal code or location in the 'guestbook' and survey)

- 59% Calgary
- 11% Foothills
- 10% Rocky View County
- 7% Cochrane
- 4% Chestermere
- 4% Airdrie
- 2% High River
- 2% Okotoks
- 1% Strathmore
- 0% Wheatland

Engagement Results

Survey Results

There were ten questions asked in the survey around the following topics:

1. Joint planning areas
2. Which benefits matter most to you
3. Economic wellbeing
4. Growth management and efficient use of land
5. Environmentally responsible land use
6. Shared services optimization
7. Celebrating rural / urban differences
8. Water stewardship
9. Importance of diversity in housing options
10. What diversity in housing options means for you

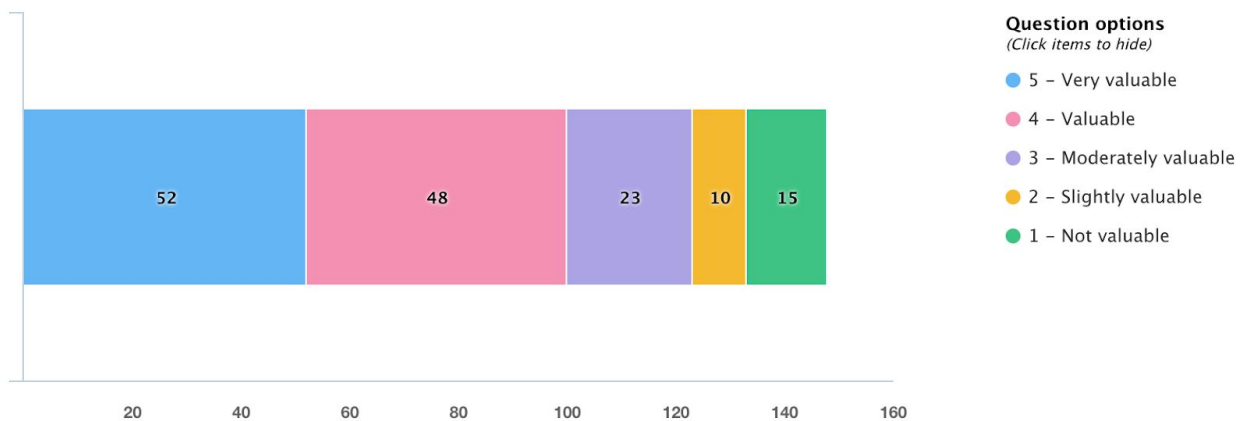
There were 147 responses to the survey. The results of the survey questions follow. Please note that responses were grouped into themes and the most frequently heard themes are listed. All of the verbatim comments can be found in the Appendices.

Q1 Joint Planning Areas

A key element of the proposed approach recognizes that there are some parts of the Region where municipalities have overlapping interests, such as areas for key transit or industrial development. The proposed approach identifies three “Joint Planning Areas” that encourage municipalities with common interests to work together in new or existing sub-regional groups. Specifically, the proposed approach identifies the following sub-regional groupings:

- Airdrie - Rocky View County - Calgary;
- Calgary - Rocky View County - Chestermere; and
- High River – Foothills County - Okotoks (existing partnership)

To what extent do you agree that the proposed sub-regional groups would be valuable in planning for growth in the Calgary Metro Region?



Q2 Which benefits matter most to you?

In the first phase of public engagement, we heard that residents of the Calgary Metro Region want us to manage growth differently than we have in the past, for a number of reasons. The proposed approach combines elements of the scenarios that were shared in phase 1, with the most elements coming from what was Scenario 3 (Transit-Oriented Development).

Based on the analysis of the proposed approach against growing the way we always have (Scenario 1 - Business As Usual), we expect to see a number of economic and environmental benefits for our Region.

Please tell us which of these benefits are most important to you, based on your experiences and values as a resident of the Calgary Metro Region. Rank these benefits from 1 to 6 with 1 being least important and 6 being most important.

OPTIONS	AVG. RANK
Reduction of carbon emissions from residential buildings	3.32
Reduction of water and wastewater requirements	3.34
Reduction in vehicle km travelled	3.36
Reduction of amount and cost of new infrastructure (roads, water, sewer, etc.)	3.53
Reduction in vehicle greenhouse gas emissions	3.53
Reduction in land consumption	3.91

Q3 What's most important about economic wellbeing – planning for employment areas in ways that attract businesses, connect people and goods, and provide an adequate supply of land to support a diversity of employment opportunities?

- Diversify the types of businesses, industries, and employment opportunities (41)
- Create live / work / play areas (30)
- Lower taxes / affordability (18)
- Good transportation and transit availability (16)
- Grow up not out (14)
- Balance between economic development and the need for natural and rural areas (9)

Q4 What's most important about growth management and the efficient use of land – developing land in a way that minimizes the overall amount of land needed to build places for people to live, work and play?

- More density, less use of land (38)
- Smaller environmental footprint (22)
- More land for green spaces (20)
- Use what we already have – redevelop rather than new development (20)
- Leave rural alone / urban and rural need to be treated differently (19)
- Reduce travel time and increase walkability (15)
- Live, work and play spaces (13)

Q5 What's most important about environmentally responsible land use – growing the region in a way that reduces the effect of land development on important environmental systems and features?

- Protect natural areas and preserve biodiversity / more green spaces (46)
- Smaller footprints / more density (38)
- More guidelines need to be in place / more emphasis on green building (21)
- Protect water supply (18)

Q6 What's most important about shared services optimization – reducing the cost of community services, such as recreation services, by working together to plan, build or deliver those services?

- Collaborative approach / use existing shared service agreements (40)
- Reduce costs and duplication (27)
- Equitable plan for costs and access (17)
- Regional transit service (14)

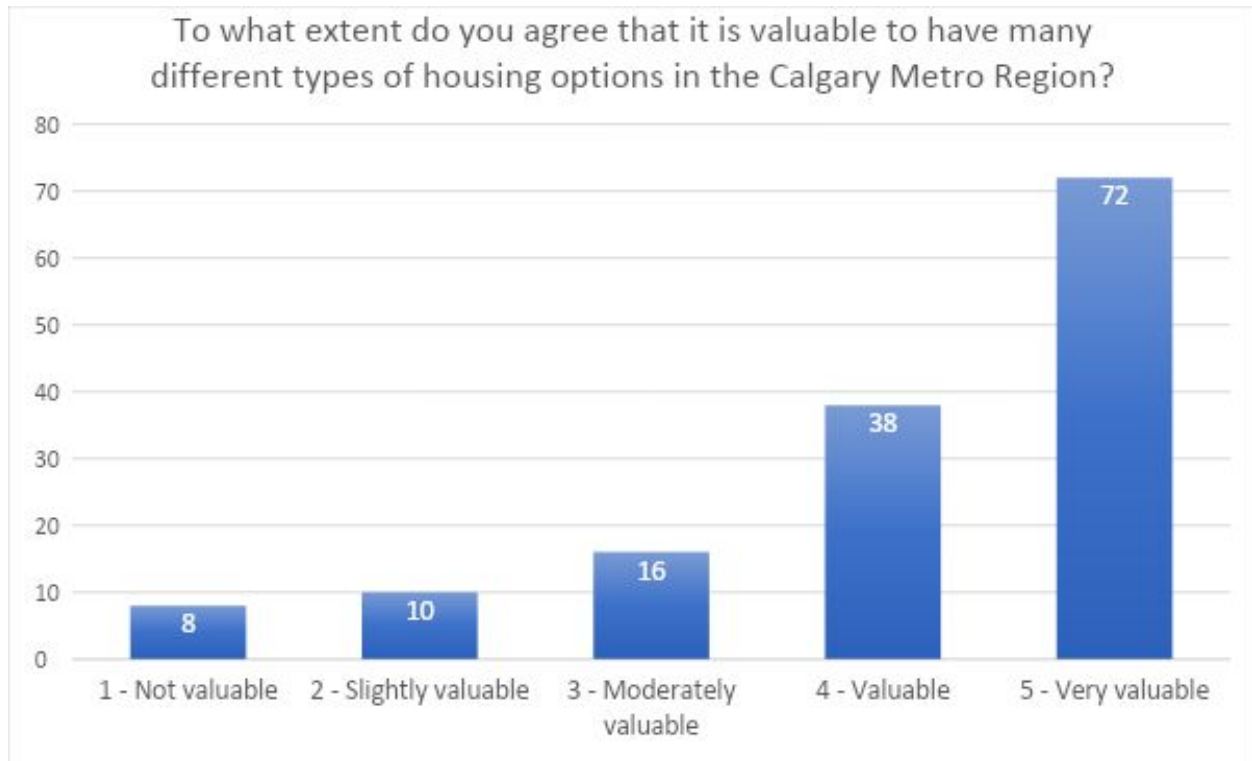
Q7 What's most important about celebrating rural/urban differences – respecting that the region is home to many unique communities that create a stronger Calgary Metro Region together?

- Respect different choices – rural / urban (59)
- Preserve the character of different areas (18)
- Promote unique offerings of areas (17)
- More education on different ways of life (14)

Q8 What's most important about water stewardship – managing the region's water resources to ensure they are secure, clean and available for the current and future residents of the Calgary Metro Region?

- Long term planning / preservation focus (24)
- Minimize amount of water that needs to be used (21)
- Be more mindful of preserving the ecosystems (14)
- Coordinate in the region / standardized management (12)

Q9 Diversity of Choice - One of the themes we heard in the first phase of public engagement is the importance of having diverse housing and lifestyle options for residents to choose from. To what extent do you agree that it is valuable to have many different types of housing options in the Calgary Metro Region?



Q10 Please share what having diverse housing options means for you.

- Have affordable options in all types of housing (43)
- Allow for choice – urban / town / rural (34)
- Diverse housing types encourage diverse communities (28)
- Encourage smaller footprints and more environmental building (15)
- Aging in place options even for rural (9)

Discussion Forum Results

The proposed approach for growth in the Calgary Metro Region was based on a mix of six different “place types”. Each “place type” reflects a variety of buildings, streets, and amenities, and represents a different type of development with different levels of density for residential and employment use.

Each of the six discussion forum questions described a “place type”, what action was being proposed for that “place type” (i.e. more, fewer, or the same as today), and how what was proposed reflected what was heard in the first phase of public engagement. The “place types” that were included are listed below:

- More Masterplanned Community place types (15 comments)
- Fewer Residential Subdivision place types (13 comments)
- A shift in Country Residential place types (9 comments)
- Fewer Office Commercial place types (5 comments)
- More City and Town Centre or Transit-Oriented Development (TOD) place types (7 comments)
- Maintain Industrial place types (4 comments)

Participants were then asked to consider two questions related to that “place type”:

Based on your thoughts and experiences in the Calgary Metro Region, what do you see as the benefits and drawbacks of this type of development?

If more of this type of development came to your community, how do you think your way of life might be affected, for better or worse?

There were 53 comments in the discussion forum. The themes and sub-themes that emerged from those comments are listed in a table below. Please note that some comments addressed multiple themes. All of the verbatim comments can be found in the Appendices.

Theme	Sub-Theme
Appreciation for more mixed use development	<ul style="list-style-type: none"> ● Infill makes sense in more urban areas (cities/towns) (18 comments) ● See the benefits: multi-generational communities/ social benefits/lower cost of servicing (8 comments) ● Not enough density in proposed approach (1 comment)
Infrastructure needs to match development	<ul style="list-style-type: none"> ● Consider water/wastewater requirements before developing (9 comments) ● Apply good planning principles (look to existing developments that were done well) (10 comments) ● Investment in more frequent and better transit is needed (7 comments) ● More thought put to walkability is needed (9 comments) ● Maintain adequate parking with all types of development (2 comments)

Theme	Sub-Theme
Not all place types work in all parts of the region	<ul style="list-style-type: none"> ● Keep a lower density in rural areas (9 comments) ● Maintain differences between municipalities (7 comments) ● Increase density in hamlets (2 comments) ● Examples offered aren't helpful/accurate (5 comments)
Consider economic/commercial context	<ul style="list-style-type: none"> ● Commercial activity is needed for this to work (3 comments) ● See the benefits: increased tax base/ attracting economic development (2 comments)
Policy frameworks should drive development behaviour	<ul style="list-style-type: none"> ● Make it easier to build mixed-use in existing communities (4 comments) ● Incorporate environmental protection (1 comments) ● Don't allow a single developer to "build a community" or drive the process (4 comments) ● Make it harder to build undesirable developments (6 comments) ● Incorporate cost-benefit considerations for homeowners (2 comments)

Agenda Item	8
Submitted to	Board
Purpose	For Discussion
Subject	Growth Management and the Efficient Use of Land
Meeting Date	January 29, 2021
<i>That the Board provide feedback on and receive for information the Growth Management and Efficient Use of Land section of the Growth and Servicing Plans</i>	
<p>Summary</p> <ul style="list-style-type: none"> • Growth Management and the Efficient Use of Land is a section of the Growth Plan that includes policies related to the type, scale and location of growth in the Calgary Metropolitan Region. • Draft growth management policies were reviewed most recently at the January 21 Committee meeting, and the January 22 Technical Advisory Group meeting (TAG). • A redline version has been provided to identify changes made to the document following the Committee and TAG meetings. • Following from the January 22 TAG meeting, the boundaries of the Joint Planning Areas (JPAs) are being reviewed in smaller groups with member municipalities who have land in JPAs. An updated map of the draft regional growth structure, including any updates to JPA boundaries, will be provided in consideration of JPA meeting outcomes. • There may be some changes to policy language as the Growth and Servicing Plan documents come together. 	
<p>Attachments</p> <ul style="list-style-type: none"> • Draft Growth Management and the Efficient Use of Land section of the Growth and Servicing Plans, HDR Calthorpe 	

1. Background

Draft growth management policies were reviewed most recently at the January 21 Committee meeting and the January 22 Technical Advisory Group meeting (TAG). A redline version of the document has been provided that identifies changes made in consideration of all feedback provided.

2. Document Updates

HDR|Calthorpe has updated the Growth Management and Efficient Use of Land section in consideration of the feedback provided at the Board meeting and written comments provided by TAG members. Significant changes include:

- Moves the definition of density to an appendix.
- Providing a new policy 4.3 that statutory plans shall identify the impacts of greenfield development on land used for agricultural purposes. Strategies to mitigate the identified impacts should also be included.
- Changes the requirements for Context Studies from “shall include” to “should include.”
- Moving “Section 5 Approved Area Structure Plans” to become Section 7. A policy has been added in Section 7 clarifying that statutory plans in Joint Planning Areas may continue to be adopted prior to the completion of Context Studies if they are consistent with the policies of the Growth Plan.
- Includes a new “Section 10 Exceptions” that provides the Board with the opportunity to approve statutory plans that do not comply with the Growth Plan, at its discretion, provided a member municipality has demonstrated an economic need and regional benefit and that the proposed plan aligns with the goals, objectives and policies of the Growth Plan.

An updated Regional Growth Structure map has not been provided as part of this agenda package. Following from the January 22 TAG meeting, the boundaries of the Joint Planning Areas (JPAs) are being reviewed in smaller groups with member municipalities who have land in JPAs. An updated map of the draft regional growth structure, including any updates to JPA boundaries, will be provided in consideration of JPA meeting outcomes.

3. Next Steps

The draft Growth and Servicing Plan documents are forthcoming and will be reviewed by TAG, Committee and the Board. The full Growth Plan and Servicing Plan documents must be ready for circulation to individual municipal councils by February 5, 2021 to give each municipality 2 weeks to review the document prior to Board review on February 19, 2021.

4. Recommendation

That the Board provide feedback on and receive for information the Growth Management and Efficient Use of Land section of the Growth and Servicing Plans

DRAFT: January 18~~25~~, 2021

GROWTH MANAGEMENT AND EFFICIENT USE OF LAND

Growth management strategies can promote the efficient use of land by increasing the mix and density of growth areas and by directing a significant portion of growth to areas where services can be provided efficiently. They seek to promote the development of compact, walkable communities around existing city and town centres in urban areas, along transit corridors, in established rural hamlets, and in well-planned and serviced greenfield development.

As municipalities continue to grow, urban and rural development areas are converging and boundaries between municipalities have become blurred. As the region adds one another million people, greater cooperation among all of the municipalities that make up the CMR will be needed to create a resilient and globally competitive region. If successful, a coordinated effort will minimize the impact of growth on social, economic, natural and fiscal components of the Region.

The CMR will, through these policies, enjoy mutual benefits and shared efficiencies that are beyond the reach of local planning. In the core areas of urban municipalities, infill and redevelopment should reinforce the role of core areas as economic, cultural and social centres of their respective towns and cities. In the urban-rural interface, plans should strive for fully serviced urban neighbourhoods and employment areas where people will be able to walk to everyday needs or to transit for longer-distance trips. In rural areas, plans should seek to conserve agricultural land and resources by clustering growth around community infrastructure, facilities and services. This approach will result in positive environmental, economic and social impacts, reducing the impacts of climate change with sustainable growth and development. See Appendix C for background studies that confirm the multiple benefits such a direction can produce.

Agenda Item 8i Attachment

CMR Goals	Growth Plan Objectives
<p>The Calgary Metropolitan Region grows in a balanced way that reflects a variety of land uses and capitalizes on growth opportunities.</p>	<ul style="list-style-type: none"> a) Create opportunities for each municipality to grow and develop in a way that contributes to balanced regional growth. b) Promote a range of housing and neighbourhood types within each municipality. c) Strengthen the importance and livability of existing urban and rural centres. d) Provide adequate land area for a variety of employment opportunities in appropriate areas.
<p>The Calgary Metropolitan Region grows in way that reduces the amount of land and resources consumed from development.</p>	<ul style="list-style-type: none"> a) Focus future urban growth in suitable locations where land use, infrastructure and servicing are aligned. b) Promote compact and walkable communities. c) Reduce the amount of land consumed by achieving higher densities and more efficient and mixed-use development patterns. d) Limit or discourage new auto-oriented residential communities that are dominated by single-detached housing with limited amenities. e) Encourage country residential development in a clustered form of development
<p>The Calgary Metropolitan Region grows in a fiscally sustainable way, including the integration of regional servicing.</p>	<ul style="list-style-type: none"> a) Reduce the cost of infrastructure to support growth compared to past practices. b) Focus regional service delivery in areas that take advantage of existing services, collaboration and plans.

The following policies are built around three fundamental strategies that support the CMR goals and objectives listed above:

1. Compact mixed-use place types along with aggressive infill and redevelopment can improve environmental, social and economic outcomes.
2. Directing urban development to key growth areas called Joint Planning Areas will improve multi-jurisdictional cooperation, efficient supply of services, and equitable distribution of shared obligations.
3. Traditional rural areas can be reinforced with clustered development, agricultural preservation, appropriate commercial areas, and Hamlets.

1. DEFINITIONS

- 1.1 **Placetypes:** A placetype is a generalized development typology that describes at a regional scale the land uses, development density, destinations and connectivity within an area. Placetypes are central to the policies as they define in a general way the six types of development typical in the region. Two are mixed-use areas that combine housing with commercial and civic uses into a walkable and bikeable community. These two along with Infill and Redevelopment type constitute 'Preferred Placetypes'. The three other Placetypes are the more typical single-use development forms of Residential Neighborhoods, Rural and Cluster Residential, and Employment Area. The following defines each placetype:

Preferred Placetypes:

(a) Infill and Redevelopment: Development which takes place on parcels of land that are vacant and within existing built-up areas, or that are occupied by structures or uses that are planned for replacement by more intense development. Such development may vary in density and use according to the character of the surrounding community. They may be commercial, mixed, or primarily residential as the context requires.

(b) Mixed-Use Centre/TOD: A greenfield development characterized by mixed use development with many day-to-day services within walking distance of residential. These areas have a variety of housing types, employment types, and commercial / retail land uses mixed within them. When supported by existing or planned transit, this placetype is called Transit Oriented Development. It will provide frequent safe and direct pedestrian and bike access between uses. Higher density office development is encouraged along with regional, community or neighbourhood commercial centres in this pedestrian friendly area. The minimum average residential density shall be as follows:

Calgary: 20 du/ac

Other Urban Municipalities and Joint Planning Areas: 15 du/ac

Hamlet Growth Areas: 12 du/ac

(c) Masterplan Community - A greenfield development characterized by its comprehensive and integrated approach to land use. It will typically include a mix of housing types and land uses, including retail, commercial, civic, and recreational amenities located within walking distance of residences. This placetype includes community or neighbourhood commercial centres. It requires safe and direct pedestrian and bike access between uses. Medium density employment is encouraged along with community or neighbourhood commercial centres in this pedestrian friendly area. These communities should be designed to evolve over

time to higher densities and a greater mixture of uses. The minimum average residential density shall be as follows:

Calgary: 10 du/ac,

Other Urban Municipalities and Joint Planning Areas: 8 du/ac

Hamlet Growth Areas: 6 du/ac

Other Placetypes:

(d) Employment Area: An Employment Area is characterized by a variety of industrial and commercial land uses that may include office complexes, research parks, warehousing, and manufacturing. The area may also include supporting uses for workers, such as food and business retail but does not include regional commercial centres. Where possible, they should be used as workplace destinations easily accessible by surrounding residential development and transit.

(e) Residential Community: A greenfield development that is predominantly residential and mostly in suburban locations. Single detached homes are the dominant housing type with other housing types possibly included. This *placetype* is generally auto oriented as the development pattern may have limited amenities and destinations that can be conveniently accessed via walking or biking. This placetype has a minimum residential density of 5 du/ac.

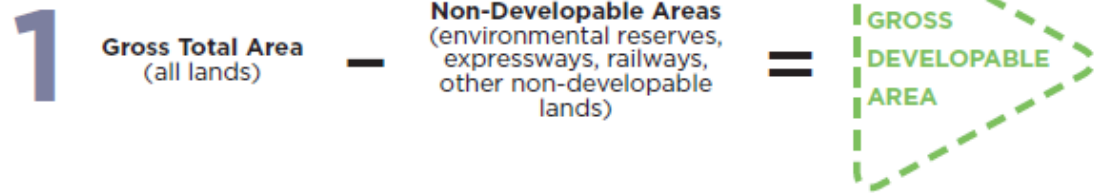
(f) Rural/Country Cluster: Rural areas characterized by larger lot sizes, lower density, and single-detached housing. This *placetype* can include Country Cluster patterns that configure housing development in a focused area and preserves remaining land for open space. The maximum density is .5 du/ac overall which can be clustered onto areas with a minimum average residential density of 3 gross du/ac.

1.2 **Density:** Gross Residential Density as defined [in Appendix A below](#)

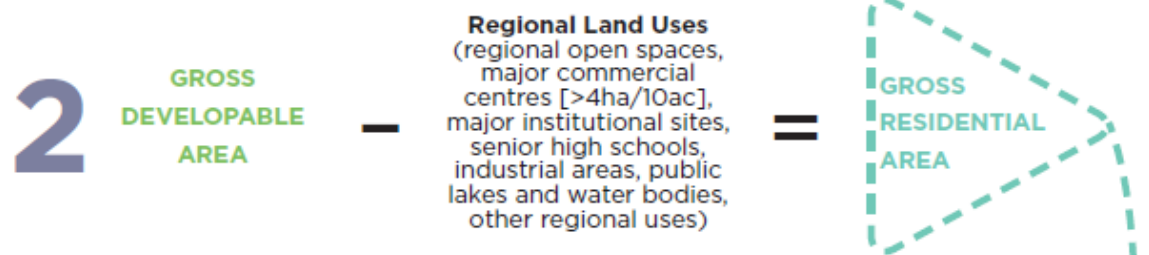
Regional Density Methodology

Calculating Density in the Calgary Region

Step 1: Calculate the gross developable area



Step 2: Calculate the gross residential area



Step 3: Calculate the gross residential density



What do you 'keep'/what's included in the gross residential area?

- Single unit residential
- Multi unit residential
- Local commercial
- Local parks & open space (municipal reserve)
- Elementary & junior high schools
- Local roads including majors & lanes
- Church sites
- Daycare centres
- Community centres
- Small indoor recreation centres
- Small site fire and police stations
- Private lakes, wet/dry ponds
- Public utility lots (PULs)
- Other local uses

- 1.3 **Greenfield Area Development:** An area for future growth located outside of the built-up urban area or previously approved planned areas.
- 1.4 **Hamlet:** A Provincially designated unincorporated community that consists of 5 or more dwellings, has a generally accepted boundary and name, and contains land that is used for non-residential purposes.

- 1.5 **Hamlet Growth Area:** A new settlement area or an existing hamlet that is designated as a priority for growth and in addition to residential land uses, will include supporting commercial and industrial land uses, often in the form of a main street or central commercial area.
- 1.6 **Joint Planning Area (JPA):** Areas where significant intermunicipal servicing and related growth pressures either currently exist or are anticipated in the near future. To ensure efficient use of servicing and land a higher level of cooperation is required to guide future development in these Joint Planning Areas. These three areas are described in Appendix A and on the Growth Structure Map. These Joint Planning Areas (*JPA*) have the following common features:
- Existing or planned intermunicipal utility servicing
 - Need for shared service agreements
 - Primary transportation networks planned or in place
 - Significant growth pressure
 - Approved Areas Structure Plans and land uses in place
 - Non-residential growth potential
- 1.7 **Preferred Placetypes:** Three residential placetypes are classified as Preferred Placetypes for the purpose of focusing new residential growth into development forms which will better support the CMR Goals and Growth Plan Objectives; these three include Infill and Redevelopment, Mixed Use Centre/TOD, and Masterplan Community.
- 1.8 **Rural Municipality:** Member municipalities of the Calgary Metropolitan Region Board incorporated as a County, including Rocky View County, Foothills County and Wheatland County.
- 1.9 **Transit Ready Corridor:** An area within 800 metres of an existing or planned transit corridor that includes dedicated transit lanes or right-of-way, where the built environment is intended to be organized around transit and walking trips.
- 1.10 **Transit Oriented Development:** Development located within 400 metres of existing or planned transit corridor that includes dedicated transit lanes or right-of-way, planned and developed as a mixed use, pedestrian-friendly community. Where possible, major employment and regional or district level retail can be integrated with housing.
- 1.11 **Urban Municipality:** Member municipalities of the Calgary Metropolitan Region Board incorporated as a Town or City.

2. PLACETYPE TARGETS FOR POPULATION GROWTH

A key element of this Growth Management Policy is to guide the CMR toward the use of Preferred Placetypes in appropriate areas to achieve better outcomes in land consumption, infrastructure efficiency, service coordination, economic health and environmental stewardship. Each municipality has a responsibility to assist the Region in moving towards the many benefits of the preferred placetypes, including a reduction in land consumption across the Region, more cost-effective and efficient infrastructure and servicing.

2.1 Municipalities should achieve the minimum proportions of dwelling units in preferred placetypes identified for new planned residential development as follows. The three Preferred Placetypes can be mixed and located as appropriate within each municipality. These proportions are intended to be calculated across the municipality during the reporting period as individual developments may vary significantly in their proportion of the preferred placetypes.

City of Calgary: 90%,

Other Urban Municipalities and Joint Planning Areas outside the City of Calgary: 75%,

Hamlet Growth Areas: 60%

3. LOCATIONAL CRITERIA FOR PLACETYPES

Each placetype has appropriate and important locational criteria. The Preferred Placetypes and Employment Area locations, because of their densities and potential for transit, logically fall within urban jurisdictions and in focused growth areas with adequate infrastructure, circulation, and services. The Rural/County Cluster placetype is designed to preserve and enhance the rural character and economy of the county lands surrounding the cities towns and JPAs.

3.1 Municipalities shall comply with the following locational criteria when designating areas for placetypes:

- (a) Preferred Placetypes shall only be located in Urban Municipalities, Hamlet Growth Areas, or Joint Planning Areas
- (b) New Employment Areas shall only be located in Urban Municipalities, Hamlet Growth Areas, or Joint Planning Areas, with the exception of resource extraction and agriculture-related business including processors, producers and other agri-business, which have no location criteria.
- (c) The Rural/Country Cluster Placetype shall not be located in Urban Municipalities, or Joint Planning Areas.

4. RURAL AREA DEVELOPMENT

The rural counties surrounding the region's cities and towns play an important role in supporting an agricultural economy, rural character and identity. In addition, key environmental resources, water, and flood issues must be accommodated and protected. There is a diverse set of opportunities for rural areas to grow in productive ways that complement key regional needs.

4.1 Rural municipalities will be supported with the following growth location opportunities:

- (a) Growth within a Joint Planning Area preferred placetypes and Employment Areas.
- (b) Growth planned for development under approved ASPs;
- (c) Growth within identified Hamlet Growth Areas, if the proposed growth aligns with the three Preferred Placetypes, Employment Areas, and associated minimum densities; and
- (d) Growth in all rural areas that complies with the Rural/Country Cluster placetype.

4.2 The Rural / Country Cluster Placetype is encouraged to be developed in clustered country residential development to a maximum of 80 dwelling units in locations where infrastructure and services are appropriate.

4.3 Statutory plans shall identify the impacts, including fragmentation of farmland, of greenfield development on land used for agricultural purposes. Strategies to mitigate the identified impacts should also be included.

5. HAMLET GROWTH AREAS

Hamlet Growth Areas provide an important opportunity for rural areas to develop independent focal areas with lower density mixed-use developments and employment areas. They play an essential role in providing services and amenities for rural areas not easily reached by urban municipalities. HGAs are intended to accommodate growth opportunities in rural municipalities that are not contiguous to urban municipalities and serve a broad geographic area. They are meant to enhance the rural character of the Region by adding strategically located nodes.

5.1 Future growth in Hamlet Growth Areas shall comply with the following:

- ~~(a) a)~~ consist of the proportion of the preferred placetypes specified in Section 2.1, and the employment area placetype; and
- ~~(a) b)~~ identify a main street or node where commercial and mixed-use development should be focused.
- ~~(b)~~

~~(c)(b) 4.4 Municipal Development Plan updates shall identify geographic boundaries for all Hamlet Growth Areas identified in the Growth Plan.~~

~~4.5 The Board may designate new Hamlet Growth Areas.~~

~~5.2 4.6 Municipal Development Plan updates shall identify geographic boundaries for all Hamlet Growth Areas identified in the Growth Plan.~~

5.25.3 The Board may designate new Hamlet Growth Areas. When evaluating the merits of creating a new Hamlet Growth Area (HGA) the Board must consider how the proposed HGA meets the following criteria:

- (a) is not contiguous to an existing urban municipality, with a recommended minimum distance from an urbanized area of 2 km;
- (b) has potential for urban-style development of the preferred placetypes and employment areas;
- (c) has existing or planned services of water, wastewater and/or stormwater servicing with a preference for the potential for full municipal servicing;
- (d) has access to existing major transportation networks;
- (e) has potential for public transit service;
- (f) has a land area of 640 acres or less;
- (g) has an existing main street or potential for a main street where commercial and mixed-use developments can be focused; and
- (h) may have an existing urban or hamlet development pattern.

5. APPROVED STATUTORY PLANS

~~There is a large number of existing statutory plans throughout the Region that predate the Growth Plan. In some cases, these statutory plans have been grandfathered under the CMRB Regulation, while others have been approved under the Interim Growth Plan. There are several undeveloped or partially developed Area Structure Plans that may or may not be aligned with the Growth Plan, but have entitlements to develop over time as approved. Updates to Area Structure Plans and other statutory plans should bring the plans into conformance with the goals and policies of the CMRB.~~

~~5.1 Statutory Plans adopted prior to this Growth Plan coming into force are not subject to the policies of the Growth Plan, but each municipality is encouraged to revise existing plans to be in alignment with the Growth Plan.~~

~~5.2 Substantive amendments to existing Statutory Plans shall be subject to the Growth Plan policies.~~

6. JOINT PLANNING AREAS

Collaboration is important throughout the CMR and a fundamental part of a successful region. JPAs provide opportunities for neighbouring municipalities to collaborate in areas where growth impacts multiple municipalities and where a high level of municipally provided services will be necessary to support the full potential of the area. Existing Area Structure Plans and approved land uses introduce planning challenges, and they also highlight the need for collaboration around regionally significant considerations. Presently these areas do not have a single plan that aligns both servicing and land use and these areas will benefit from a coordinated servicing and land use approach for the entire area. A single Context Study that addresses this coordination should inform Regional Evaluation Framework assessments, as neighbouring municipalities will have already agreed to the major issues affecting the Joint Planning Area.

- 6.1 Policies pertaining to Joint Planning Areas shall apply to the Joint Planning Areas shown in Appendix B and on the Growth Structure Map.
- 6.2 The Board may adopt additional Joint Planning Areas, repeal them, or modify their boundaries. The area encompassed by any new Joint Planning Area shall be added to the Growth Structure Map. Municipal Development Plans must reflect such amendments upon their next Periodic Review.
- 6.3 When evaluating the merits of creating a new Joint Planning Area, the Board must consider how the proposed JPA meets the following locational and intermunicipal criteria. A JPA should be an area that:
 - (a) is contiguous to existing urban areas;
 - (b) has an existing major transportation corridor(s);
 - (c) may have potential or is an existing transit corridor;
 - (d) has potential for urban-style development of the preferred placetypes and employment areas at a scale that is regionally significant (e.g. >5,000 acres and/or >2,000 dwelling units);
 - (e) the majority of land is removed from major environmental constraints (e.g. ESAs, flood prone areas, steep slopes);
 - (f) has existing or planned intermunicipal services of water, wastewater and/or stormwater servicing with a preference for the potential for full municipal servicing;
 - (g) requires shared amenities and services;
 - (h) involves other regionally significant land use and servicing matters would benefit from inter-municipal coordination (e.g. airports, recreation, environmental).
- 6.4 The municipalities which are party to the Joint Planning Area shall prepare a background report, called a Context Study, for the Joint Planning Area, which will inform ~~and direct~~ the Growth and Servicing Plans, as well as Municipal Development Plans.

- 6.5 Within one year, the participating municipalities shall adopt Terms of Reference to govern the development of the Context Plan which includes a process for dispute resolution and a timeframe for completion.
- 6.6 -A Context Study ~~shall~~should include at a minimum, the following:
- (a) a servicing strategy for water, sewer, and stormwater;
 - (b) a transportation and mobility plan identifying the designation of key future transportation corridors, including major roads with regional connections, regional transit corridors and transit-ready corridors for Transit-Oriented Development, and pathways and active transportation networks;
 - (c) strategies to address intermunicipally specific environmental issues;
 - (d) strategies to equitably share costs and benefit associated with the development of the Joint Planning Area and its services such as fire, police, recreation, and utilities;
 - (e) a general land use plan that aligns the servicing strategy with future development areas and that generally identifies the location of placetypes as defined and regulated in the Regional Growth Plan;
 - (f) a land use statistics table based on the land use plan identifying the amount of land and required densities allocated to various placetypes as defined in the Regional Growth Plan; and
 - (g) sequencing of developments, including strategies to ensure that development occurs in an orderly manner, maximizing the efficiency of servicing.
- 6.7 A Context Study may propose amendments to the boundaries of a Joint Planning Area to the Board, which would be updated in the next Periodic Review of the Regional Growth Plan.

7. APPROVED STATUTORY PLANS

There is a large number of existing statutory plans throughout the Region that predate the Growth Plan. In some cases, these statutory plans have been grandfathered under the CMRB Regulation, while others have been approved under the Interim Growth Plan. There are several undeveloped or partially developed Area Structure Plans that may or may not be aligned with the Growth Plan, but have entitlements to develop over time as approved. Updates to Area Structure Plans and other statutory plans should bring the plans into conformance with the goals and policies of the CMRB.

57.1 Statutory Plans adopted prior to this Growth Plan coming into force are not subject to the policies of the Growth Plan, but each municipality is encouraged to revise existing plans to be in alignment with the Growth Plan.

57.2 Substantive amendments to existing Statutory Plans shall be subject to the Growth Plan policies.

7.3 Statutory plans in Joint Planning Areas may continue to be adopted prior to completion of Context Studies, subject to the policies of the Growth Plan.

7.8. MUNICIPAL DEVELOPMENT PLAN UPDATES

78.1 Within three years of adoption of the Regional Growth Plan, all member municipalities shall update their Municipal Development Plan to:

- (a) create an alignment table between the regional placetypes defined in the Regional Growth Plan and land uses or typologies in the Municipal Development Plan; or
- (b) develop an Overlay map showing the locations of Preferred Placetypes within the municipality.
- (c) undertake other revisions which incorporate the findings and agreements arrived at in the Context Study process.

8.9. PERIODIC REVIEWS AND REPORTING

89.1 Every two years, each municipality shall provide a report indicating the proportion of dwelling units approved in Statutory Plans for the previous biennial reporting period by placetype.

89.2 A update of the Regional Growth Plan shall be undertaken within five years of the adoption of the Regional Growth Plan and every five years thereafter to:

- (a) review and adjust the population and employment forecast, and extension of the forecast by five years;
- (b) review of the proportions of new residential growth approved since the last periodic review, by municipality and placetype.
- (c) adjust the population and employment projections as needed to achieve the Goals, Objectives and Policies of the Regional Growth Plan.
- (d) incorporate the findings and direction of Joint Planning Area Context Studies as appropriate.

9-10. EXCEPTIONS TO THE POLICY

10.2 Notwithstanding the policies in the Growth Plan, the Board, at its discretion, may approve a statutory plan that does not comply with the policies of the Growth Plan if:

- (a) the member municipality proposing the statutory plan has demonstrated an economic need and regional benefit that has not been addressed in the Growth Plan and that will be addressed by the proposed statutory plan (e.g. critical housing or employment area);
- (b) the Goals, Objectives and Policies of this plan are not significantly compromised by approval of this exception to the Growth Plan; and
- (a)(c) there is not a pattern or practice of multiple requests for the Board to vary the Growth Plan from the member municipality requesting the Statutory Plan that results in significant cumulative impacts to the implementation of the regional Growth Plan.

Agenda Item	9
Submitted to	Board
Purpose	For Discussion
Subject	Water Stewardship Policy
Meeting Date	January 29, 2021
<i>That the Board provide feedback on and receive for information the Water Stewardship section of the Growth and Servicing Plans</i>	
<p>Summary</p> <ul style="list-style-type: none"> Water Stewardship is a section of the Growth Plan that will be brief in the Growth Plan with most detail residing in the Servicing Plan. HDR Calthorpe also notes that water stewardship policies and environmentally responsible land use policies should be considered together. Environmentally responsible land use is the subject of another item in this agenda. Preliminary policy direction for water stewardship were reviewed most recently reviewed at the January 21 Committee meeting and at the January 22 Technical Advisory Group (TAG) meeting. HDR Calthorpe has updated the Water Stewardship section of the document in consideration of feedback from the Board and the discussion at TAG. There may be some changes to policy language as the Growth and Servicing Plan documents come together. 	
<p>Attachments</p> <ul style="list-style-type: none"> Draft Water Stewardship section of the Growth and Servicing Plans, HDR Calthorpe 	

1. Background

The water stewardship section of the Growth Plan brings together high-level direction policies related to watershed protection, stormwater management, water efficiency and collaboration and governance. The draft Water Stewardship policies were reviewed most recently at the January 21 Committee meeting and the January 22 TAG meeting. A redline version of the document has been provided that identifies the changes made in consideration of all feedback.

2. Document Updates

Policy language has been updated in consideration of input from the January 21 Committee meeting and the January 22 TAG meeting. Significant changes include:

- Adding policy 3.2 that the CMRB should identify locations where stormwater management may impact regional infrastructure systems and develop appropriate policies to address areas of impact.
- Including reference to future planning initiatives to be brought forward in the Servicing Plan.
- Rewording policy 4.1 in “Section 4 Collaboration and Governance” to add increased flexibility for implementation mechanisms around water collaboration

3. Next Steps

The draft Growth and Servicing Plan documents are forthcoming and will be reviewed by TAG, Committee and the Board. The full Growth Plan and Servicing Plan documents must be ready for circulation to individual municipal councils by February 5, 2021 to give each municipality 2 weeks to review the document prior to Board review on February 19, 2021.

4. Recommendation

That the Board provide feedback on and receive for information the Water Stewardship section of the Growth and Servicing Plans.

Version: January ~~13~~25, 2021

Water Stewardship

Water is essential to the success and quality of life in the Region. CMR members have a duty to ensure adequate access to a healthy and efficient supply of water for their citizens and businesses now and into the future.

Intermunicipal policies and recommendations are focused on stormwater management, water servicing, and governance at the sub-regional level, specifically in the JPAs. Exploring opportunities at the JPA level reflects existing efforts within the ~~region~~region and focuses the regional effort towards the areas where substantial growth is occurring.

Development and natural processes, including climate change, threaten the quality and sustainability of our water supply. It is important that regional members protect and manage the watersheds within our jurisdiction. The CMR can play a role in facilitating this protection and advocating for the protection of the watersheds that we rely on outside of the region. As our water supply is limited, it is also critical that we consciously manage and use water, for both our benefit, and the communities downstream.

Opportunities to share the costs and risks associated ~~w~~with supplying and managing water, and in exploring ways to cooperate through new structures, such as JPAs, are considered.

~~Policy related to Water Stewardship is discussed at both the watershed and intermunicipal levels.~~

The CMR Servicing Plan provides additional information on future actions associated with Water Stewardship in the CMR. In particular, the Servicing Plan defines the relationship between the South Saskatchewan Regional Plan and the CMRB Growth and Servicing Plans. It also identifies a need to prioritize future planning, with consideration to initiatives such as:

- a regional cumulative effects management approach;
- source water protection;
- integrated watershed management; and
- conservation tools to support the goals of the CMRB and the Provincial Land Use Framework.

CMR Goals	Growth Plan Objectives
The Calgary Metropolitan Region has a water strategy that promotes healthy people, healthy ecosystems and is resilient in times of drought and flood.	<ul style="list-style-type: none">• Enhance protection of our watersheds and natural water systems• Provide a safe, affordable, and reliable supply of drinking water for residents and businesses• Enhance regional collaboration of water stewardship

	<ul style="list-style-type: none"> • Enhance the Region’s resilience to changes to natural water systems due to climate change and human development
The Calgary Metropolitan Region has a coordinated approach to water, wastewater and stormwater that provides safe and healthy water for our growing region.	<ul style="list-style-type: none"> • Improve the efficiency with which we use our limited water supply • Advance opportunities to better manage and share the risks and costs of water, wastewater and stormwater infrastructure and service delivery.

Policies

1. Watershed Protection

The combination of variable precipitation and continued regional growth has the potential to cause water shortages in the future if fundamental changes to water use and management are not made. Many locations within the region are also susceptible to flooding, as evident from significant recent events. Adding upstream water storage capacity has the potential to mitigate one or potentially both risks and would be a long-term investment in improving the region’s resiliency.

1.1 The CMRB will continue to advocate to the Province to update the SSRP for enhanced protection of the headwaters of rivers that the CMR relies on for drinking water and economic production that are located inside and outside the CMR.

1.2 The CMRB will support the continued development assessment of upstream reservoirs on the region’s rivers to provide water storage capacity and flood mitigation.

2. Stormwater Management

Stormwater and watershed management are inherently regional, as many of the Region’s watersheds and water bodies extend through multiple municipalities, and one community’s stormwater is another community’s drinking water.

2.1 The CMRB will provide regional leadership for the management of stormwater for regionally significant stormwater issues.

2.2 The CMRB and member municipalities should identify locations where stormwater management may impact regional infrastructure systems and develop appropriate policies to address areas of impact.

3. Water Efficiency

One of the simplest approaches to improving our water resiliency is to use less water. This includes encouraging water conservation, implementing new methods and technologies that use less water, and improving the overall system efficiency through things such as replacing old, leaking infrastructure.

- 3.1 The CMRB will work with the Province to advance initiatives that improve the region's ability to sustainably use and share water, ~~including water reuse and improvements to the water transfer and sharing processes.~~

4. Collaboration and Governance

The consideration of alternate or new water governance structures is a potential approach to sub-regional water management and conservation. Using a bottom-up approach to identify and develop such structures would enable members to create a model that works for them, and the proposed JPAs provide a reasonable starting point with which to organize the new governance structures.

- 4.1 CMRB Members should investigate potential ~~collaborative approaches to water governance collaboration structures~~ within the CMR at the regional and subregional scales, as appropriate and specifically for each JPA.

Agenda Item	10
Submitted to	Board
Purpose	For Discussion
Subject	Shared Services Optimization Policy
Meeting Date	January 29, 2021
<i>That the Board provide feedback on and receive for information the shared services optimization section of the Growth and Servicing Plans</i>	
<p>Summary</p> <ul style="list-style-type: none"> • Shared services optimization is a brief section of the Growth Plan with additional detail residing in the Servicing Plan. HDR C also refers to the optimization of shared services in the economic wellbeing section policies. Emphasis in the Growth Plan will be on identification of corridors that are a requirement under the CMRB Regulation. This section will address coordination of infrastructure planning and development among member municipalities. • Policy directions for shared services optimization were reviewed at the January 21 Committee meeting and at the January 22 Technical Advisory Group (TAG) meeting. • HDR C has updated policy language for the shared services optimization section in consideration of the feedback received from Committee and TAG. • There may be some changes to policy language as the Growth and Servicing Plan documents come together. 	
<p>Attachments</p> <ul style="list-style-type: none"> • Draft Shared Services Optimization section of the Growth and Servicing Plans, HDR Calthorpe 	

1. Background

Shared services optimization is a section of the Growth Plan that will be brief in the Growth Plan with additional detail residing in the Servicing Plan. HDR|Calthorpe also refers to the optimization of shared services in the economic wellbeing section policies. The draft Shared Services Optimization policies were reviewed most recently at the January 21 Committee meeting, and the January 22 TAG meeting. A redline version of

the document has been provided that identify the changes made in consideration of all feedback.

2. Document Updates

The policies for Shared Services Optimization have been updated in consideration of input provided by Committee and TAG. Significant changes include:

- Providing two policies active transportation that focus on Joint Planning Areas and on statutory plans, as applicable.

3. Next Steps

The draft Growth and Servicing Plan documents are forthcoming and will be reviewed by TAG, Committee and the Board. The full Growth Plan and Servicing Plan documents must be ready for circulation to individual municipal councils by February 5th, 2021 to give each municipality 2 weeks to review the document prior to Board review on February 19, 2021.

4. Recommendation

That the Board provide feedback on and receive for information the shared services optimization section of the Growth and Servicing Plans.

SHARED SERVICES OPTIMIZATION

In the face of global economic competition, the Calgary Region must find ways to deliver services in an efficient and sustainable way that maintains the Region's high quality of life and low cost of doing business. Residents and businesses alike benefit when the Region finds ways to deliver borderless shared services that reflect cost-effective and optimized service delivery.

The CMR Servicing Plan also addresses matters related to shared services optimization and should be read in tandem with this section of the Growth Plan.

CMR Goals	Growth Plan Objectives
Residents of the Calgary Metropolitan Region experience borderless delivery of essential services based on a fair cost-benefit model.	<ul style="list-style-type: none">• Protect future opportunities to share regional infrastructure and services through mobility and transmission corridor protection.• Coordinate regional land use planning with service provision and planning, specifically transit.
The Calgary Metropolitan Region delivers services in a more efficient and sustainable way through shared services optimization.	<ul style="list-style-type: none">• Achieve servicing efficiencies through a conscious effort to share infrastructure and services, particularly in Joint Planning Areas.

1. Transportation Corridors

The efficient movement of people and goods supports the economy and quality of life in the CMR. Optimized transportation corridors are a key to maintaining a competitive region. The North and South/East Regional Transportation studies provide much of the context for transportation corridors in the CMR.

- 1.1 Statutory plans within 1.6 km of an identified Transportation Corridor as shown on *Map XX: Major Transportation Corridors* shall:
- i) identify the corridor(s) on relevant maps within the plan;
 - ii) demonstrate how the plan optimizes the proximity and adjacency to the corridor; and
 - iii) describe how the plan provides mitigation for any potential impacts to the corridor.

Planning for transit at the regional scale is an extremely effective way of creating an efficient, integrated and connected transit system. It supports a more cost-effective and better planned transit network over time. Transit is a fundamental part of achieving many regional goals, such as improved economic growth, environmentalism, resilience and quality of life.

1.2 Statutory plans shall identify regional transit corridors with higher density infill and mixed use land use that currently, or may in the future, support intermunicipal transit infrastructure and services appropriate to the scale and context of the corridor and surrounding area.

1.3 New Area Structure Plans and Area Redevelopment Plans shall:

(a) provide direction on how plans could provide or improve transit service in the future, as appropriate to the scale and context; and

(b) provide direction on infrastructure design strategies and standards to support transit-oriented development design strategies and standards, as appropriate to the scale and context.

1.4 CMRB municipalities will coordinate regional active transportation corridors with JPA transportation, mobility and transit planning to maximize their use for all active transportation modes.

1.5 CMRB municipalities will include regional active transposition corridors in applicable statutory plans and identify how local recreation corridors connect to and support regional corridors.

MAP – MAJOR TRANSPORTATION CORRIDORS TO BE ADDED

2. Recreation

The intent of this policy section is to focus on the role of parks, natural areas, and public spaces in the context of regional growth and development, as well as on recreation services delivered by government organizations for the benefit of individuals and communities. The recreation system across the Calgary Metropolitan Region is diverse, complex, and multifaceted. Recreation services provided by municipalities not only lead to residents and visitors being more physically active; it also brings people together and positively contributes to desired outcomes in other public service areas such as education, justice and health.

2.1 CMRB municipalities will work together to provide residents of the Region with high-quality recreational opportunities that are delivered in a cost-effective manner.

2.2 Collaborative processes for regional recreation decision-making will build trust, be transparent, and respect an individual municipality's right to make its own recreation decisions.

2.3 To further voluntary regional collaboration, the CMRB will establish a recreation working group of member municipalities to facilitate collaboration by identifying areas of common interest, coordination, regional challenges and to share information.

- 2.4 When working together, member municipalities will establish processes that incorporate evidence-based decision making to the greatest extent possible.
- 2.5 Member municipalities will collect and share data in support of evidence-based approaches to decision-making at the regional level.

3. Energy and Utility Corridors

Regional energy and utility corridors include those that accommodate the infrastructure that conveys water, wastewater, energy and other utilities. They are often found along or within regional mobility corridors, but can also be located within minor public rights-of-way. These facilities enable the efficient transmission of utilities and services to the regional consumers and beyond, and correctly locating and protecting these facilities will ultimately lower costs and enable increased service provision for regional customers.

3.1 Statutory plans with a regionally-significant corridor(s) shall:

- a) identify any regionally significant corridor(s) shown on *Map XX: Regionally Significant Energy and Utility Corridors* on relevant maps within the Statutory plan;
- b) describe the supporting rationale, agreements and policies for crossing, accessing and connecting to the identified corridor(s); and
- c) describe how necessary mitigations will be undertaken to ensure protection of the corridor(s).

MAP – REGIONALLY SIGNIFICANT ENERGY AND UTILITY CORRIDORS TO BE ADDED

4. Water, Wastewater and Stormwater

Policies related to servicing for water, wastewater and stormwater are included in the Water Stewardship policy area, and additional detail included in the CMR Servicing Plan.

Definitions (not defined in other policies)

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

Agenda Item	11
Submitted to	Board
Purpose	For Discussion
Subject	Environmentally Responsible Land Use
Meeting Date	January 29, 2021
<p><i>That the Board provide feedback on and receive for information the Environmentally Responsible Land Use section of the Growth and Servicing Plans</i></p>	
<p>Summary</p> <ul style="list-style-type: none"> • Environmentally Responsible Land Use is a section of the Growth Plan that includes policies for environmentally sensitive areas, flood prone areas, and climate change. • At the January 21 Land Use and Servicing Committee meeting, the Committee reviewed two options for environmentally sensitive land use policies. The two options included: <ul style="list-style-type: none"> ○ tweaks to language from policies included in the January 15, 2021 Board agenda package (Option A), and ○ policy language drafted by the City of Calgary and provided to HDR Calthorpe (Option B). • The Board requested that the Technical Advisory Group (TAG) review the two options at its January 22 meeting and update the policies accordingly. • TAG has reviewed the two options. Although there remains no consensus at TAG on specific policies, there was general agreement that a hybrid of Option A and Option B would be an appropriate path forward. • HDR Calthorpe has updated the policies of the Environmentally Responsible Land Use section of the document in consideration of feedback from the Board and the discussion at TAG. The proposed policy updates bring together elements of Option A and Option B. • There may be some changes to policy language as the Growth and Servicing Plan documents come together. 	
<p>Attachments</p> <ul style="list-style-type: none"> • Draft Environmentally Responsible Land Use section of the Growth Plan and Servicing Plans 	

1. Background

The Environmentally Responsible Land Use section of the Growth Plan brings together policies for environmentally sensitive areas (ESAs), flood prone areas, and climate change. The draft Environmentally Responsible Land Use policies were reviewed most recently at the January 21 Committee meeting, and the January 22 TAG meeting. A redline version of the document has been provided that identify the changes made in consideration of all feedback.

2. Policy Updates

At the January 15 Board meeting, the City of Calgary expressed a desire for further advancement of ESA policies. At the January 21 Committee meeting, two options were presented. The two options included:

- tweaks to language from policies included in the January 15, 2021 Board agenda package (Option A), and
- policy language drafted by the City of Calgary and provided to HDR|Calthorpe (Option B).

HDR|Calthorpe recommended Option A to the Committee. The Committee requested the TAG review both options at its January 22 meeting, and that the policies be updated accordingly.

The Environmentally Responsible Land Use Section of the Growth Plan and Servicing Plans was reviewed by TAG, with a focus on the environmentally sensitive areas policies. Although there remains no consensus on specific policies for environmentally sensitive areas, there was a general agreement that Option A did not provide enough of a bigger picture perspective on ESAs and their importance to the region.

Given this discussion, HDRC|Calthorpe has updated the Environmentally Responsible Land Use section to combine Option A and Option B. The policy offers a compromise position between the divergent perspectives on this issue. Significant changes include:

- Adding references to the South Saskatchewan Regional Plan
- Acknowledging the importance of coordinating environmental actions and initiatives with all levels of government and First Nations
- Providing direction to Municipal Development Plans related to eco-infrastructure
- Clarifying climate change policies
- Enhancing the definition of environmentally sensitive areas using language from the CMRB's ESA Background Report

3. Next Steps

The draft Growth and Servicing Plan documents are forthcoming and will be reviewed by TAG, Committee and the Board. The full Growth Plan and Servicing Plan documents must be ready for circulation to individual municipal councils by February 5, 2021 to

give each municipality 2 weeks to review the document prior to Board review on February 19, 2021.

4. Recommendation

That the Board provide feedback on and receive for information the Environmentally Responsible Land Use section of the Growth and Servicing Plans.

Environmentally Responsible Land Use: January 24th, 2021

Natural systems play an important role in the region, and the CMR recognizes, in alignment with the South Saskatchewan Regional Plan (SSRP), that it is important to plan growth in a manner that addresses cumulative effects and protects and enhances the natural environment and ecosystems. Reducing the footprint of new development as described through the approach to Growth Management and Efficient Use of Land is an important component of protecting natural systems.

Environmentally responsible land use means growing in a manner that protects these important natural resources, such as environmentally sensitive areas, and working to maintain diversity of species and ecosystem types in the Region. It also means ~~while doing our part to limit~~ limiting our impact on ~~the climate, and~~ climate change and building in a manner that protects the future well-being of the ~~region~~ Region from a wide range of hazards (e.g. drought, flood, fire), ~~such as floods~~.

The CMR recognizes its responsibility to reduce its impact on the climate, while preparing for the impacts of climate change and other natural and man-made hazards. Steps to create a more sustainable and resilient region will help protect our communities and create a more stable foundation for the region to prosper now and into the future. The Growth Plan seeks to help reduce our impact on the environment; achieving reductions in emissions, land consumption, impervious cover, and water demand.

Additionally, the CMRB understands the importance of coordinating environmental actions and initiatives with all levels of government and First Nations and, where possible will actively collaborate with all jurisdictions.

CMR Goals	Growth Plan Objectives
The Calgary Metropolitan Region recognizes the important role of natural systems in the Region.	<ul style="list-style-type: none"> • Increase awareness and understanding of natural and sensitive areas through ESA mapping. • Protect currently unprotected natural systems of regional significance and preserve the function of regionally significant natural systems. • Acknowledge the importance of natural floodplains through responsible growth.
The Calgary Metropolitan Region is a leader in sustainable regional planning, which minimizes the impacts of	<ul style="list-style-type: none"> • Plan responsibly in flood prone areas through sensitive development and flood mitigation.

development on our land, water and air.	<ul style="list-style-type: none"> • Reduce the Region's impact on the environment and climate through proper and efficient land use planning, including the use measurable targets to reduce impacts on land, water and air. • Increase the environmental, economic, and social resiliency of our region.
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Polices associated with environmentally responsible land use are closely related to the Growth Plan and Servicing Plan policies for water stewardship, and should be considered together. The polices associated with Environmentally Responsible Land Use reflect he following key policies:

1. Flood policy is highly influenced by Provincial Flood Hazard mapping and the CMRB has a desire for application of a higher standard for Flood Hazard mapping.
2. Assessment of environmentally sensitive areas is complex, and requires consideration at the watershed, regional, local and site level. The Regional approach to environmentally sensitive areas will need to be integrated with other scales of planning.

Flood Prone Areas

The Calgary Metropolitan Region has flood prone areas and has historically experienced significant flood events. Many member municipalities have responded to this critical challenge through policy and new regulations, reflecting local context and hydrological conditions.

Municipalities in the Region have committed to building flood resilience to protect lives and property. For example, CMRB members strongly suggest changing the design flood standard to 1:200 years, or a 0.5% flood. The Region's watersheds are large, interconnected systems. Flood resilience is best approached at multiple scales (watershed, community, property) and from multiple perspectives (upstream/downstream). Regional responses will require ongoing coordination with watershed-level planning (e.g. SSRP) and at the community and property-level with municipalities and developers.

The Province of Alberta recently released updated draft flood inundation mapping for some areas of the Region. As further mapping is released, actions approved by the Board to advance the development of flood prone policy beyond adoption of the Growth Plan include:

- Request the Government of Alberta take a stronger leadership role in standards and policy for flood prone areas;
- Engage with the Province and member municipalities to understand modifications to the Provincial Floodway Development Regulation;
- Update the policies of the Growth Plan to reflect the Floodway Development Regulation (if required);

Key Issues and Influences:

- Major recent floods had significant impacts to many communities within the CMR;
- Riverine flooding is the topic of this policy area;
- This policy does not consider the effects of overland flooding and stormwater management;
- Developing regional flood policy for the entire area of the CMR is complex as the Province is currently updating their Flood Hazard Area mapping; and
- The Board has indicated a desire to adopt a higher design standard than the current provincially defined standard.

The CMRB objectives, as approved by the Board, related to Flood Prone Areas are:

- Prioritize public safety;
- Mitigate risk to public, municipalities, businesses, park spaces, living assets and other property/lands;
- Over time and with appropriate inputs, examine how flood resilience might be achieved among CMR municipalities;
- Educate the public and other development stakeholders on the risks of development in flood prone areas;
- Maintain essential ecosystem functions of flood areas; and
- Minimum design standard of 1:200, or 0.5% probability flood.

Over time, through ongoing monitoring of regulatory changes, updates to flood hazard mapping and statutory plan approvals under the Growth Plan, the CMRB may consider developing a more comprehensive approach to Flood Prone Area policy. Potential new policy measures could include, but are not be limited to:

- Flood fringe development controls
- Meander belt management
- Stepping Back from the Water / environmental reserve setbacks

POLICIES

- 1.1 No development shall be permitted within a provincially identified floodway, with the exception of uses with no permanent buildings, such as agriculture, natural areas, outdoor recreation, parks, roads, bridges, utilities, aggregate extraction, and flood mitigation infrastructure.
- 1.2 Development in provincially identified flood fringe areas shall include flood protection measures to mitigate risk at the 1:100 year flood event level.
- 1.3 New area structure plans [for greenfield developments](#) must include cumulative protection measures to mitigate risk in provincially identified flood hazard areas at the 1:200 year flood event level.
- 1.4 After updated provincial flood hazard mapping is finalized, the CMRB shall work with the Province of Alberta and member municipalities to investigate changing the provincial definition of the flood hazard area to the 1:200 year level, including an assessment of the impacts to Alberta's Disaster Relief Program and private insurance.

Environmentally Sensitive Areas

Environmentally Sensitive Areas (ESAs) are key landscape features, providing important ecosystem services to municipalities at regional and local scales. These cherished and often irreplaceable natural places are worthy of retention and special care to maintain water quality, provide flood mitigation, retain natural habitats and diverse landscapes, and preserve other valued ecosystem functions and services.

In addition to protecting ESAs, members should also adopt best practices for environmentally sensitive land development and planning, including the use of low impact development and efficient land use principles, the use of appropriate setbacks from water and natural areas, [cumulative effects management](#), and stormwater and watershed best management practices. [For example, the SSRP uses a cumulative effects management approach and the CMRB should investigate following in step with this direction.](#)

Key Issues and Influences:

- Natural areas, and in particular ESAs provide important ecosystem services, and their health has been threatened by recent development trends and practices.

- Existing mapping data is quite varied across the CMR, and the existing location and extent of some ESAs are unknown, limiting the ability to protect them.
- Protecting certain types of ESAs will benefit other policy areas, including flooding and recreation.

POLICIES

The policies associated with environmentally sensitive areas (ESAs) establishes a consistent framework and approach for identifying, analyzing and planning near ESAs.

1. Area Structure Plans and Area Redevelopment Plans shall address *Environmentally Sensitive Areas* through the following means:
 - (a) Undertake a desktop-based *environmental screening* to identify *Environmentally Sensitive Areas* on-site and within 100 metres of the site boundary;
 - (b) The *environmental screening* shall include a map of all identified *Environmentally Sensitive Areas*;
 - (c) If an *Environmentally Sensitive Area* is located on or within 100 metres of the site, the proponent/municipality must conduct an *environmental study*; and
 - (d) An *environmental study* shall identify the potential impacts of the proposed development on the identified *Environmentally Sensitive Area(s)* and recommend mitigation measures to protect it.
2. Municipal Development Plans and Intermunicipal Development Plans shall:
 - a. include map(s) of regional *Environmentally Sensitive Areas* that have existing documentation and mapping within areas designated for future growth.
 - b. Include a shared definition of *Environmentally Sensitive Areas* as defined in the Regional Growth Plan.
3. Municipal Development Plans should include policies that address six key elements of the Region's eco-infrastructure:
 - a. wetlands;
 - b. riparian buffers;
 - c. regional corridors;
 - d. large patches of natural vegetation;
 - e. habitat for native species of interest;

f. designated species of conservation concern or identified focal species group;
and

g. rare, intact or biologically diverse ecosystems.

4. The CMRB shall compile the municipally identified *environmentally sensitive areas* into a common database for the Region.

Climate Change

Climate change policies sets direction for municipalities in the Region to collectively take action on climate change.

1. Municipal Development Plans shall address climate change resiliency, which will include:
 - a. A-a commitment to reduce municipal greenhouse gas ~~reduction~~ emissions and water consumption; and
 - b. policies to identify and mitigate risks within the municipality due to climate change, including impacts to:
 - (i) human systems and built environments (e.g. local economy, infrastructure), and
 - (+)(ii) natural system economic changes impacted by climate change.

Definitions

Climate Change - The long-term shift in weather conditions measured by changes in temperature, precipitation, wind, snow cover, and other indicators.

Design Flood – The current design standard in Alberta is the 1% flood, defined as a flood whose magnitude has a 1% chance of being equaled or exceeded in any year.

Ecosystem Services - The following are examples of ecosystem services, the benefits that come from healthy functioning ecosystems and the biodiversity found in them:

- food, fiber, fresh water (“provisioning” services)
- flood control, water and air purification (“regulating” services)
- spiritual, recreational, cultural benefits (“cultural” services)
- nutrient cycling, soil formation (“supporting” services)

Environmental Screening – An environmental screening is a desktop study to identify the presence of Environmentally Sensitive Areas using the following criteria:

- (a) Areas maintaining the provision of water quality and quantity and providing protection against drought and flooding events;
- (b) Areas providing habitat for identified local species of interest, designated species of conservation concern (SCC), or identified focal species groups.;
- (c) Areas providing rare, unique, or biologically diverse ecosystems or unique landforms;
- (d) Areas contributing to other important ecosystem functions or services at regional or local scales.

Environmental Study – A detailed study and review of the effects of a proposed development on identified Environmentally Sensitive Areas, that anticipates, interprets and evaluates impacts and identifies mitigation measures to avoid, minimize or compensate for these impacts.

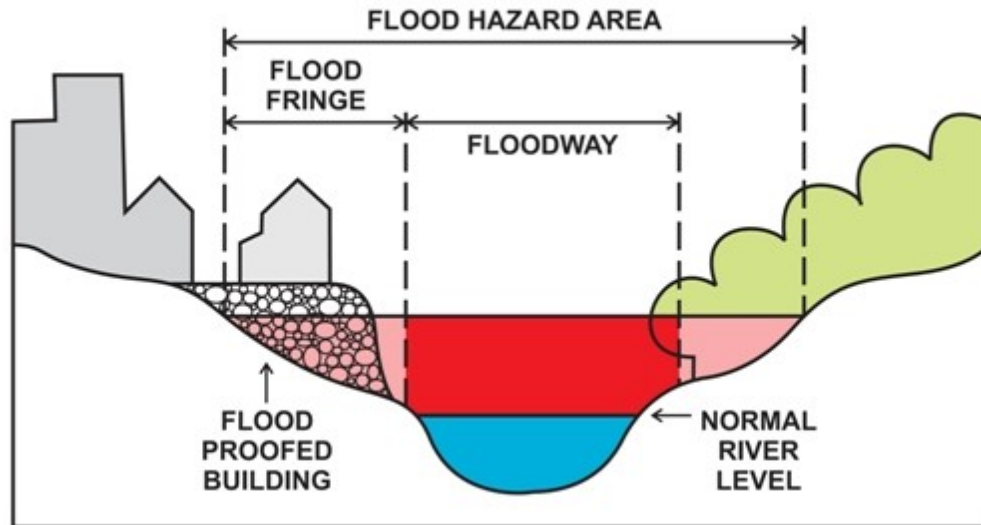
Environmentally Sensitive Areas - Environmentally Sensitive Areas are key natural components of the regional landscape, providing essential ecosystem functions and services. These functions and services include flood mitigation, drinking water supply, maintenance of regional biodiversity, preservation and connectivity of unique habitats and landscapes, and provision of culturally and economically valued resources and opportunities.

They include areas that:

- Maintain the provision of water quality and quantity and provide protection against drought and flood events. Includes water courses, water bodies, and riparian areas;
- Provide habitat for identified local species of interest, designated species of conservation concern (SCC), or identified focal species groups;
- Provide rare, unique, or biologically diverse ecosystems or unique landforms;
- Contribute to other important ecosystem functions or services at the local scale; and
- Include Provincial Environmentally Significant Areas.

Flood Fringe – The portion of the flood hazard area outside of the floodway. Water in the flood fringe is generally shallower and flows more slowly than in the floodway. New development in the flood fringe may be permitted in some communities and should be flood-proofed.

Flood Hazard Area – The flood hazard area is the area of land that will be flooded during the design flood event under encroached conditions. Once this area is defined, the flood hazard area is typically divided into two zones, the floodway and the flood fringe.



Source: Government of Alberta, www.alberta.ca/flood-hazard-mapping.aspx

Flood Inundation Maps: identify land areas on a map which would be inundated by water given a series of river flows, not just the 'design flood' flow. Flood inundation maps are created by hydraulic modelling using, among other data, historical precipitation information to simulate runoff and resulting river flows showing those areas which are overwhelmed by water. They are used for emergency preparedness and emergency response planning. The flood inundation map for a design flood flow informs the development of a flood hazard area map.

Flood Hazard Area Maps show where the floodway and flood fringe would be located, if flow in the river reached the design flood flow. Flood hazard area maps are used for long range planning and are used to make land use decisions, among other uses.

Floodway – The portion of the flood hazard area where flows are deepest, fastest and most destructive. The floodway typically includes the main channel of a stream and a portion of the adjacent overbank area.

Flood Prone Areas – Includes the flood hazard area as defined by the Government of Alberta's flood hazard maps and other areas affected by riverine flooding greater than the design flood as defined by member municipalities in respect of their local context.

Greenfield Areas Development: [An area for future growth located outside of the built-up urban area or previously approved planned areas.](#)~~An area for future growth located outside of the built-up area.~~

Regional Environmentally Sensitive Areas – Regional Environmentally Sensitive Areas are defined as areas that:

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- Provide the environmental benefits of Environmentally Sensitive Areas beyond one municipality's geographic area;
- Contribute to other important ecosystem functions or services at the regional scale. and
- Include Provincial Environmentally Significant Areas.

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Agenda Item	12
Submitted to	Board
Purpose	For Discussion
Subject	Economic Wellbeing
Meeting Date	January 29, 2021
<i>That the Board provide feedback on and receive for information the Economic Wellbeing section of the Growth and Servicing Plans</i>	
<p>Summary</p> <ul style="list-style-type: none"> • Economic Wellbeing is a section of the Growth Plan that includes policies related to planning for economic wellbeing in Municipal Development Plans, guidance for regional transportation planning, and policies for agricultural economy. • Economic wellbeing policies were reviewed by the Board at its January 15 meeting and by the Technical Advisory Group (TAG) at its January 22 meeting. • HDR C has updated the Economic Wellbeing section to include policies for agricultural economy based on input from the Board and TAG. • There may be some changes to policy language as the Growth and Servicing Plan documents come together. 	
<p>Attachments</p> <ul style="list-style-type: none"> • Draft Economic Wellbeing section of the Growth and Servicing Plans, HDR Calthorpe 	

1. Background

The Economic Wellbeing section of the Growth Plan brings together policies related to planning for economic wellbeing in Municipal Development Plans, guidance for regional transportation planning, and agricultural economy. The policies for economic wellbeing were reviewed most recently by the Board at its January 15 meeting and by TAG at its January 22 meeting. A redline version of the document has not been provided as no substantive changes were made to the policies.

2. Document Updates

The individual policies in Economic Wellbeing have not been substantively updated; however, agricultural economy policies have been moved to Economic Wellbeing from Celebrating Rural-Urban Differences.

3. Next Steps

The draft Growth and Servicing Plan documents are forthcoming and will be reviewed by TAG, Committee and the Board. The full Growth Plan and Servicing Plan documents must be ready for circulation to individual municipal councils by February 5th, 2021 to give each municipality 2 weeks to review the document prior to Board review on February 19, 2021.

4. Recommendation

That the Board provide feedback on and receive for information the Economic Wellbeing section of the Growth and Servicing Plans.

Economic Wellbeing

Significant growth in the CMR economy in recent decades has been largely led by the energy sector. The City of Calgary is the Canadian headquarters of many oil and gas companies, with two-thirds of Calgary's 118 head offices focused in the energy and oilfield services sector. The sector offers employment throughout the CMR, yet its dominance has caused instability with periods of high and low growth, often referred to as boom and bust periods. Despite stability from a strong agricultural sector and growing tech and logistics sectors, the Region has struggled with downsizing and layoffs during the most recent downturn that began in 2013.

In spite of past reliance on energy and the associated ups and downs of the market, Calgary's economy is diversifying. Over the next three years it is anticipated there will be an increase in employment across all sectors. According to the Regional Employment Forecast, it is anticipated there will be over 500,000 additional jobs under a status-quo scenario to support the next million regional population. Further, it is estimated the largest jobs growth will be in healthcare and social assistance; professional, scientific and technical services; construction; retail trade; and transportation and warehousing. According to Calgary Economic Development, agri-business is also among the key sectors for growth in Calgary and the region. Together, these industries are expected to make up approximately 50% of total job growth.

The CMR can work together to form a clear vision of an equitable, diversified and resilient regional economy that blends together the economies of both urban and rural municipalities.

The Economic Wellbeing policies encourage regional collaboration that will promote economic resilience and risk management, cost effectiveness and enhance quality of life. Key to achieving cost effectiveness is focusing development in compact forms that will increase regional transportation coordination, create servicing efficiencies and provide suitable land for emerging sectors.

The Region must work towards a more resilient and diverse Regional economy that provides opportunities for both rural and urban development and related employment opportunities that develop, retain and attract talent from around the world.

CMR Goals	Growth Plan Objectives
<p>The Calgary Metropolitan Region is a globally recognized economy, attracting the best and brightest in a variety of economic sectors to support regional prosperity and a high quality of life.</p>	<ul style="list-style-type: none"> • Diversify the economy in the Calgary Metropolitan Region, supported by creating more resilient, efficient, and livable communities. • Enable transit, walking and cycling to work, contributing to attracting and retaining workforce.

	<ul style="list-style-type: none"> • Provide an effective transportation network, assuring efficient transportation of goods to market. • Ensure adequate suitable land for emerging market demand, providing capacity for economic growth.
The Calgary Metropolitan Region has a strong and unified approach to regional economic growth.	<ul style="list-style-type: none"> • Build on the strengths of all member municipalities to create a plan for economic growth in the region. • Collaborate among municipalities and with industry partners.

Although economic development planning is not a component of the Growth Plan, there is an important connection between economic wellbeing and land use and servicing that will influence the Region’s economic competitiveness. The connections include:

1. The ability to attract the talent necessary to serve the future economy will in part be dependent on quality of life in the Region.
2. A sufficient supply of employment land with efficient access to markets will help support economic growth in the Region.

A coordinated approach to economic development should align with the Growth Plan policies and potentially inform future updates to the Growth Plan. Industry partners should be involved in developing the coordinated regional approach.

Policies

1. Municipal Development Plans

An adequate supply of land that is appropriately serviced and accessible for the type of employment being served is essential to attracting jobs to the region that will support economic diversification and competitiveness. Municipal Development Plans can provide guidance on the availability and suitability of land to support future economic growth, reflecting job forecasts for the municipality.

1.1 Municipal Development Plans shall:

- a) Identify the anticipated needs for Employment Lands in the municipality over the next 10 to 15 years.
- b) Identify how and where the municipality will accommodate future needs for employment lands over the next 10 to 15 years to protect for an adequate supply of land for employment. The following should be considered:
 - i. Direct employment growth to existing employment areas through intensification, infilling and redevelopment (e.g. Infill / Redevelopment placetype);

- ii. Focus employment growth in greenfield areas within the Mixed Use Centre, Masterplan and Employment Centre placetypes; and
 - iii. Where appropriate, support agriculture-related, resource extraction and other employment that relies on proximity to the rural environment in rural areas.
- 1.2 Municipal Development Plans should promote walking, bicycling and transit access to jobs in urban municipalities and Joint Planning Areas by:
- a) Identifying how employment will be concentrated in areas that can be serviced by transit immediately, or in the future;
 - b) Promoting of the co-location of land uses in industrial areas that support the function and efficiency of industry.

2. Regional Transportation Planning Support for Economic Wellbeing

Access to an employment base and to markets are among many the many factors employers consider when choosing a location. Future regional transportation planning is considered in more detail in policies and actions related to Shared Services Optimization. The policies below are related to how regional transportation planning initiatives can support the economic wellbeing of the Region.

- 2.1 Regional transportation plans should:
- a) Identify strategies to minimize the effects of commuter congestion on important goods movement and trade routes;
 - b) Identify a network of priority routes for regional goods movement, linking key hubs such as intermodal facilities and the Calgary International Airport with an emphasis on reliability.
 - c) Protect the integrity of major goods movement routes should be protected by coordinating adjacent land use planning with the provision of adequate truck accessibility.

3. Agricultural Economy

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. 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.

- 3.1 Municipal Development Plans shall:

- (a) Identify the role that agriculture plays in the municipality and include policies to support a strong, resilient and diversified agricultural economy;
- (b) Include policies to support growth of agri-business and value-added agriculture and related industries, especially when located in proximity to producers, as appropriate to the local scale and context;
- (c) Identify more opportunities to buy, share and sell locally produced food; and
- (d) Identify opportunities for agri-tourism, as appropriate to the local scale and context.

3.2 As part of a broader approach to regional economic development, the CMRB shall work with regional economic development partners, learning institutions, and other agricultural specialists to:

- (a) 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;
- (b) Identify inventories, gaps and priorities for the improvement of infrastructure assets critical to the agricultural sector; and
- (c) Identify areas where agricultural production and processing are important or dominant land uses and coordinate those areas with necessary infrastructure and services.

Definitions (not included in other policies)

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.

Local Food System: A complex system that offers the ability for more economic activity within the region due to an increased amount of value-added processing, marketing, and distribution, and consumption occurring locally within the CMR rather than outside of the region.

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, aquaculturalists beekeepers, and other individuals who create primary agricultural products via biological processes.

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