

Calgary Metropolitan Region Board

Updated Agenda - Land Use & Servicing Committee Meeting

April 15, 2021, 1:00 PM, Go-To Meeting/Call-In

MEETINGS ARE RECORDED & LIVE-STREAMED

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

- | | | | |
|---|--------------|---------|------------|
| 1. Call to Order & Opening Remarks | | Clark | |
| 2. Adoption of Agenda | | All | |
| <i>For Decision: Motion to adopt and/or revise the agenda</i> | | | |
| 3. Review and Approve Minutes | (Attachment) | All | 3 |
| <i>For Decision: Motion that the Committee review and approve the Minutes of the April 1, 2021 meeting</i> | | | |
| 4. Phase 3 of Public Engagement | (Attachment) | Harding | 9 |
| <i>For Discussion: Motion that the Committee receive for information an update on Phase 3 of Public Engagement for the Draft Growth Plan</i> | | | |
| 5. Draft Servicing Plan | (Attachment) | Graves | 33 |
| <i>For Discussion: That the Committee provide feedback on and receive for information the draft Servicing Plan</i> | | | |
| 6. Growth Plan - Areas for Further Consideration | (Attachment) | Tipman | 114 |
| <i>For Discussion: Motion that the Committee provide feedback on and receive for information the Growth Plan Areas for Further Consideration</i> | | | |
| 7. Next Meeting: Thursday June 3, 2021 @ 9:00 AM | | | |
| 8. Adjournment | | Clark | |

Committee Members:

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

Mayor Craig Snodgrass (High River)
Mayor Bill Robertson (Okotoks) *Vice Chair*
Reeve Dan Henn (Rocky View)
Reeve Amber Link (Wheatland)
Councillor Bob Sobol (Strathmore)
Mayor Pat Fule (Strathmore)
Councillor Delilah Miller (Foothills)

Greg Clark, Committee Chair
Dale Beesley, GOA Representative

Upcoming Meetings:

| | | |
|--------------------------------|-------------------------|--------------|
| Land Use & Servicing Committee | Thurs June 3 – 9:00 AM | GoTo Meeting |
| Board Meeting | Friday April 23 9:30 AM | GoTo Meeting |
| | Friday May 6 9:00 AM | |
| | Friday May 14 9:00 AM | |
| | Friday May 21 9:00 AM | |
| | Friday May 28 9:00 AM | |
| Governance Committee | Thurs May 13 9:00 AM | GoTo Meeting |
| Advocacy Committee | TBD | GoTo Meeting |

Minutes of the Meeting of the
Land Use and Servicing Committee
of the Calgary Metropolitan Region Board
on Thursday April 1, 2021 by Go-To Meeting

Delegates in Attendance:

Mayor Peter Brown – City of Airdrie
Councillor Gian-Carlo Carra – City of Calgary
Mayor Marshall Chalmers – City of Chestermere
Mayor Jeff Genung – Town of Cochrane
Reeve Suzanne Oel – Foothills County (Vice Chair)
Councillor Delilah Miller – Foothills County
Mayor Craig Snodgrass – Town of High River
Mayor Bill Robertson – Town of Okotoks (Vice Chair)
Reeve Dan Henn – Rocky View County
Mayor Pat Fule – Town of Strathmore
Councillor Bob Sobol – Town of Strathmore
Reeve Amber Link – Wheatland County
Deputy Reeve Scott Klassen – Wheatland County

CMRB Administration:

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

1. Call to Order

Chair Greg Clark called the meeting to order at 9:30 AM.

2. Approval of Agenda

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

Motion: That the Committee approve the agenda.

Motion carried unanimously.

3. Review Minutes

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

Motion: That the Committee approve the Minutes of the February 4, 2021 meeting.

Motion carried unanimously.

4. Phase 3 of Public Engagement

Anne Harding provided a presentation on current engagement statistics. She noted that there were multiple sign-ins from the same IP address and these respondents made up one quarter of total responses.. This could be attributed to multiple family members responding on the same computer, or people going back additional times to complete their answers. With the media attention from Foothills County, strong response from residents there is noted. In order to get a geographically balanced outcome, Anne encouraged members to ask residents from all member municipalities to respond. She noted that all verbatim comments would be included in the appendices of the upcoming What We Heard Report. Comments unrelated to the draft Growth Plan will be included, but not considered key findings. Some members felt the questions in the quick survey were leading. Anne reminded the Committee that those questions were created from input through the Communications and Engagement TAG (member municipality administrations). A member asked whether CMRB representatives or council members should be replying to the survey and it was noted that in order to get a clear unbiased picture, it may be best left to residents to respond, however there is no directive against it. Another member felt the media has negatively skewed the results of the public engagement, and that Board members should be acting in good faith.

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

Motion: That the Committee receive for information an update on Phase 3 of public Engagement for the Draft Growth Plan.

Motion carried unanimously.

5. Growth Plan – Areas for Further Consideration

Liisa Tipman presented this item and collected feedback on the areas for further consideration table set out in the brief.

Issue #1: Growth Management Strategy that includes specific growth areas

- There was general agreement on this issue, however some members felt municipalities should have more flexibility to determine their own growth areas and that this prevents rural municipalities from updating ASPs that are outdated, resulting in less efficient use of land. Others identified their support for the recommendation and that the fundamental premise of the Growth Plan is to identify where smart growth should occur. Jonathan Schmidt offered that as long as an ASP update aligns with the Growth Plan they can be updated. Peter Calthorpe noted that by designating a hamlet growth area with a balance of mixed use, there is a path forward for infill that would comply with the Growth Plan.

Issue #2: Defining Regional Significance

- Members agreed the discussion should go back to TAG for refinement of criteria. The recommendation of the bar for employment and new dwelling units was discussed. Examples of exceptions where size threshold was

inappropriate (home-based business on an 80 acre parcel) was identified as an area for further discussion. A member suggested the threshold for employment areas be increased in rural communities to address the larger lot sizes in general. Other members offered their support for the recommended 8 lots or 20 acres of employment and 50 new dwelling units as being regionally significant.

Issue #3: Infill and Intensification

- There was general support for this recommendation in this item.

Issue #4: All Statutory Plans/Plan Amendments May Have Regional Significance

- No comments were provided.

Issue #5 Existing ASPs or ARPs

- There was disagreement amongst members whether this policy affects urban and rural municipalities equally. Liisa clarified that one of the policies in the plan indicates if there is infill and intensification proposed outside a preferred growth area, it shall not increase the overall population of those plans. The development form can change, but not the population. If a member wishes to create a growth area that increases population, they can apply for hamlet status, or for an exception under the Plan. Jonathan Schmidt noted there is an onus on urbans to have ARPs reviewed by the Board and to align with the plan by taking advantage of infill opportunities sufficiently and use resources or lands efficiently.

Issue #6 Joint Planning Areas

- No specific comments were provided with the exception of a member stating there is a difference of opinion on this item and that they feel the added JPA in the south is an added expense and additional red tape.

Prior to voting, Chair Clark clarified that voting in favour of the motion to provide feedback and receive for information does not indicate support for the item, and that all areas of concern will continue to be discussed.

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

Motion: That the Committee provide feedback on and receive for information the Growth Plan Areas for Further Consideration.

Motion carried unanimously.

6. Regional Evaluation Framework

Liisa Tipman presented this item and reviewed the brief in the agenda package. There was overall agreement with the application review process and definition of regional significance. A comment was made that the appropriateness of the submission criteria that how appropriate will depend on the final policy in the Growth Plan which dictates when statutory plans must be used. Concerns with

the 20 acres size for employment areas was again highlighted. Jonathan Schmidt noted CMRB is looking to the Committee for comment on whether there could be nuance within the policy that speaks to multi lot employment areas vs single lot employment areas. Direction was given for TAG to put this on their agenda for discussion.

A member stated that clear criteria with no ambiguity is important, and suggested a principle of the Plan could direct the applicant municipality to:

- Seek guidance from CMRB when in doubt over identifying whether something is regionally significant.
- In the alternative, if there is doubt, simply to submit the REF to CMRB.
- Ensure public hearing submissions be included as part of REF submission requirements to ensure adjacent members' concerns are being heard.

The Committee discussed whether rural members are disadvantaged by the definition of preferred growth areas. Peter Calthorpe from HRDC stated that the proposed Growth Plan puts demands on both urban and rural municipalities and that all members are being asked to increase the quality of development in a proportional way.

A member expressed their frustration with the process to date.

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

Motion: That the Committee receive the CMRB Regional Evaluation Framework for information.

Motion carried unanimously.

7. Draft Servicing Plan

Jaime Graves reviewed this item and asked members to focus their comments on whether the three (3) pillars are in alignment with the Committee expectations in terms of how we move forward and structure the Servicing Plan to reference the key services to each pillar. Several members agreed with the pillars as presented. Additional comments noted were:

a) Servicing Priorities

- Does not consider existing development which could be problematic as it relates to transportation and provincial highways. Suggest existing development should be considered priority 2 preferred growth areas.
- Need emphasis on when it makes economic or fiscal sense, servicing priorities and sharing servicing
- Like to see role of working groups to focus on implementing Growth Plan
- Needs to be emphasis that focusses on when it makes economic or fiscal sense. Include a sentence referring to municipalities sharing servicing or allowing two other municipalities to share servicing.

b) Working Groups

- Don't see value to deal with things that might come up, but rather focus on things we need to. Smaller municipalities lack capacity for multiple working groups.
- Like clarity on role of working groups, and feel it should be limited to focus of implementing the Growth Plan.

c) Evidence Based Decision-Making.

- Acceptable as long as addressing actual problems. Value that data will provide should be weighted against the cost of generating it.
- Request to add something that refers to open and timely data sharing.

Members agreed the Servicing Plan is a plan to plan, a set of priorities for determining where and how to move forward which is unprecedented in the CMR. When the Growth Plan is approved, it will create a commitment to engage on how to service the lands. Once it is agreed where growth should occur, the conversation of when to invest public dollars will be developed.

Questions were answered about transportation corridors, equality of priority growth areas, and alignment with the Growth Plan, and how servicing matters will be discussed and managed going forward at a regional scale.

Jordon Copping confirmed that the Servicing Plan will likely be an iterative process, this draft would satisfy the Regulation, and that this draft is what the Minister of Municipal Affairs is expecting.

Jaime Graves gave an update on Recreation TAG. In some TAG conversations there were questions around whether there should continue to be a voluntary recreation working group process, a more mandated type of participation, or to strike the working group entirely. Through email, feedback was solicited from Recreation TAG and the respondents generally supported a voluntary working group (although there were preferences on all options). Accordingly, that is what is being proposed at this time from the feedback received and will be reflected going forward.

Finally, members started the discussion on the fundamental assumptions of the brief. Due to time constraints, Chair Clark noted that discussions on the draft Servicing Plan will continue at the April 15 meeting.

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

Motion: That the Committee provide feedback on and receive for information the draft Servicing Plan.

Motion carried unanimously.

8. Next Meeting: Thursday April 15 @ 1:00 PM.
9. Adjourned @ 12:30 PM.

CMRB Chair, Greg Clark

DRAFT

| | |
|--|---|
| Agenda Item | 4 |
| Submitted to | Land Use and Servicing Committee |
| Purpose | For Information |
| Subject | Phase 3 Public Engagement Update |
| Meeting Date | April 15, 2021 |
| <i>Motion that the Committee receive for information an update on Phase 3 of Public Engagement for the draft Growth Plan</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. The first two phases of public engagement are complete and What We Heard Reports were approved by the Board. These reports are available on the CMRB website. • At the February 2021 meeting of the Board, the Board expressed a desire to inform the public about the draft Growth Plan following the receipt of an extension of the timeline by the Minister of Municipal Affairs to June 1, 2021. • Phase 3 of Public Engagement was open from March 18 to April 8, 2021. • The goal of Phase 3 is to inform the public about the draft Growth Plan while gathering feedback to understand potential impacts, benefits, and levels of support in our communities. • Three virtual open houses have been scheduled, and a variety of engagement tools are operational on the engagement website. • The Communications and Engagement Technical Advisory Group (C&E TAG) met with HDR C on February 25th to discuss Phase 3 of Public Engagement and to discuss timelines for input to draft engagement site content and support development of key engagement tools including FAQs, quick polls, surveys and other engagement tools. The C&E TAG were asked to provide feedback and HDR C circulated a matrix of the feedback with responses including if it was used and if not, why not. • The engagement site went live on March 18, 2021. • To receive current information at the April 15 committee meeting, the participation statistics slide (site visits, etc.) will be updated on April 14, 2021 and circulated to the Committee. | |
| <p>Attachments</p> <ul style="list-style-type: none"> • Phase 3 Engagement Update, HDR Calthorpe | |

1. Introduction

Phase 3 of the Public Engagement for the Growth and Servicing Plan will run from March 18 to April 8, 2021. The goal for this phase of the engagement process is to inform the public about the draft plan while gathering feedback to build an understanding of the potential impacts, benefits, and levels of support for the draft Plan in our communities.

HDR|Calthorpe facilitated a meeting with the Communications and Engagement Technical Advisory Group (C&E TAG) in February 2021 to discuss Phase 3 of Public Engagement on the Growth and Servicing Plan. As in Phase 2 of public engagement, proposed questions for Phase 3 of public engagement were circulated to the C&E TAG for high level feedback. The comments were considered in the drafting of the engagement website content.

2. Recommendation

That the Board receive for information an update on Phase 3 of Public Engagement for the draft Growth Plan.

Phase 3 Public Engagement Update



Agenda Item 4i Attachment

Overview | Phase 3 Public Engagement

Goal: to inform the public about the draft plan while gathering feedback to understand potential impacts, benefits, and levels of support in our communities

- **Online engagement (March 18 - April 8)**
- **Virtual open houses (March 30, April 6, April 8)**
- **Mix of engagement tools to increase response rate (including quick polls, discussion forums, and survey)**
- **Increased promotion to build awareness, in collaboration with municipalities**

Phase 3| Engagement Participation

4,100 site visits

- 2,839 *aware* visitors
- 1,660 *informed* visitors
- 867 *engaged* visitors

Open houses

- March 30 (Community Focus)
 - 73 registrants, 63 attendees
- April 6 (Business Focus)
 - 83 registrants, 53 attendees
- April 8 (Environment Focus)
 - 70 registrants, 24 attendees

- People who are **aware** have visited the site at least once
- **Informed** visitors have clicked on something on the site
- **Engaged** visitors have contributed to a tool (poll, forum, or survey)

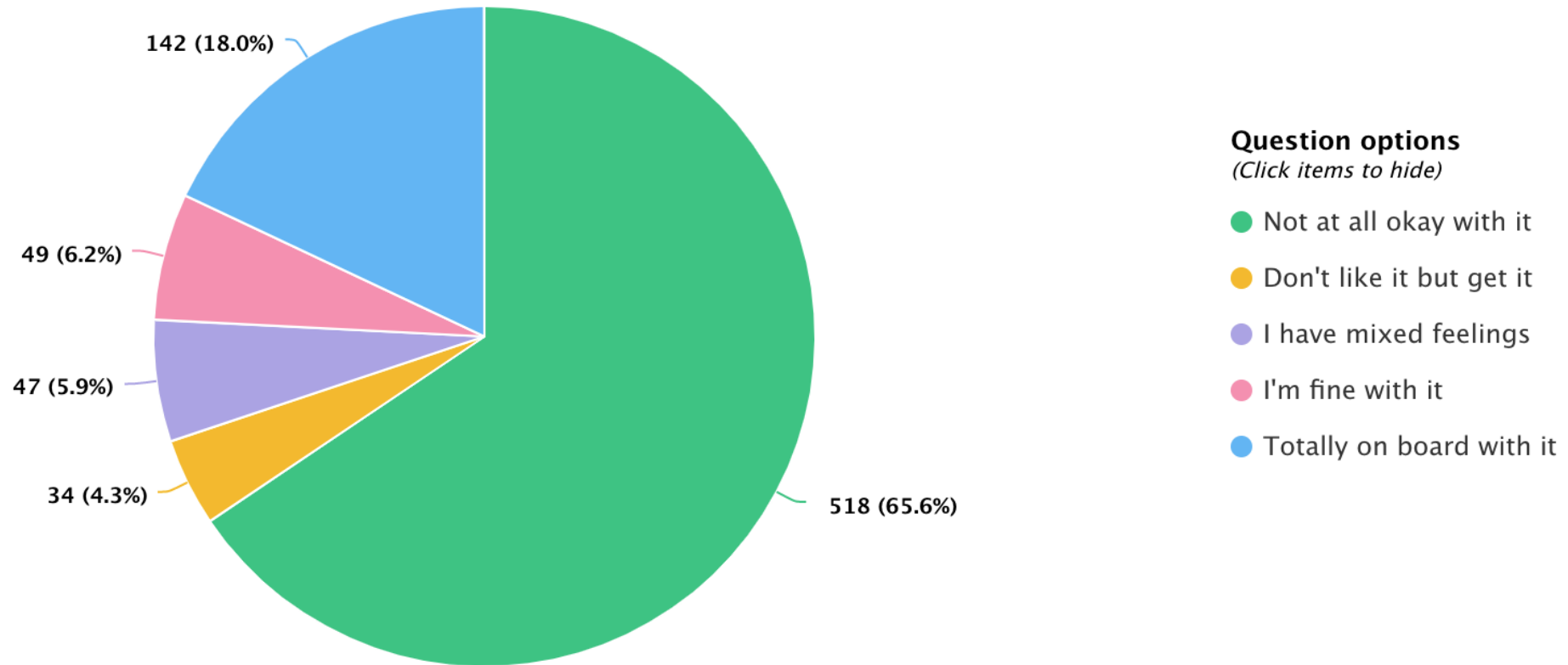
Phase 3 | Participant Distribution

| Municipality | % of Regional Population | % of Participants in Phase 1 | % of Participants in Phase 2 | Phase 3 % of 789 total responses |
|----------------------------|--------------------------|------------------------------|------------------------------|-------------------------------------|
| Airdrie | 4.21% | 4.9% | 4% | 3% |
| Calgary | 84.5% | 66% | 59% | 23% |
| Chestermere | 1.36% | 2.1% | 4% | 1% |
| Cochrane | 1.77% | 10.2% | 7% | 7% |
| Foothills | 1.55% | 3.5% | 11% | 29% |
| High River | 0.93% | 1.3% | 2% | 8% |
| Okotoks | 1.98% | 5.8% | 2% | 11% |
| Rocky View | 2.69% | 2.6% | 10% | 16% |
| Strathmore | 0.94% | 3.0% | 1% | 1% |
| Wheatland (CMR portion) | 0.06% | 0% | 0% | 1% |

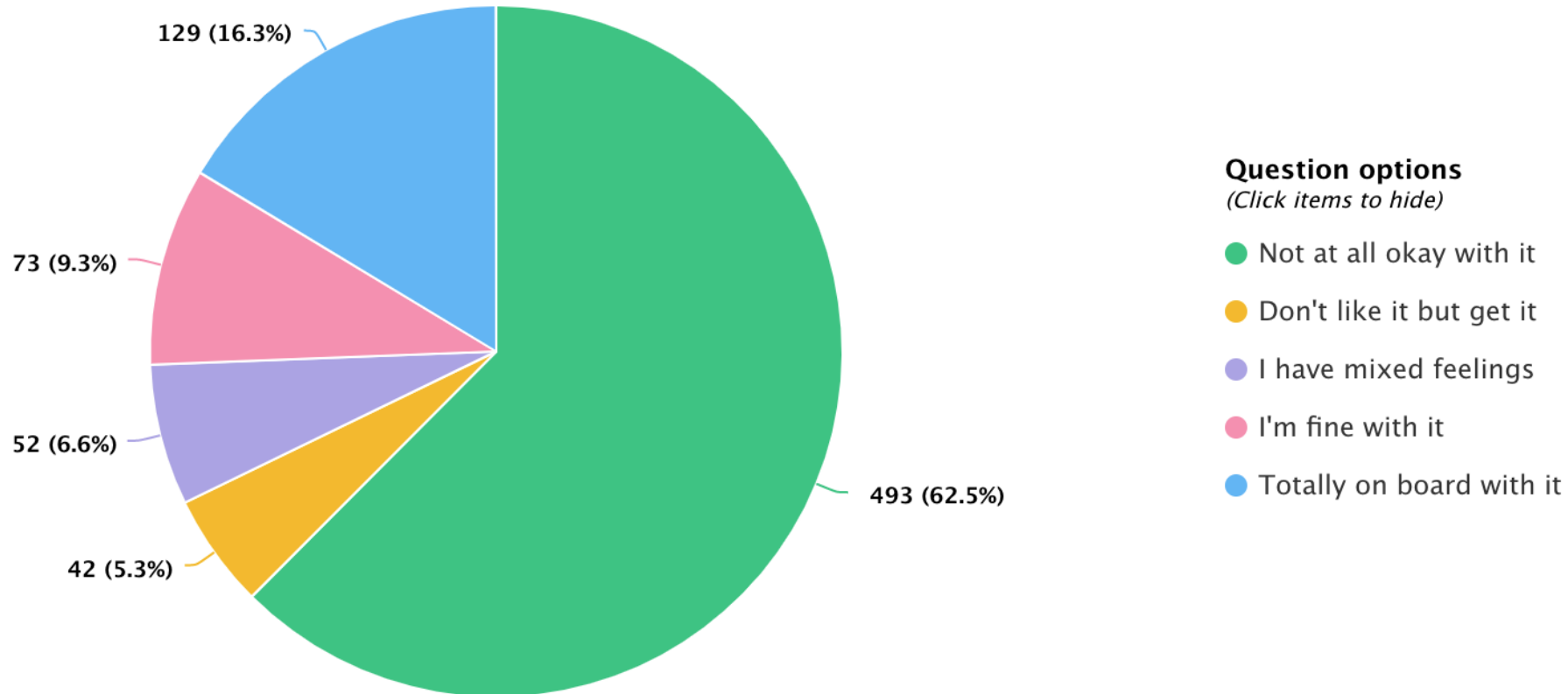
Preliminary Survey Results*

* Survey results include 153 responses (19%) from IP addresses used more than once to respond - the What We Heard Report will include results both with and without duplicates

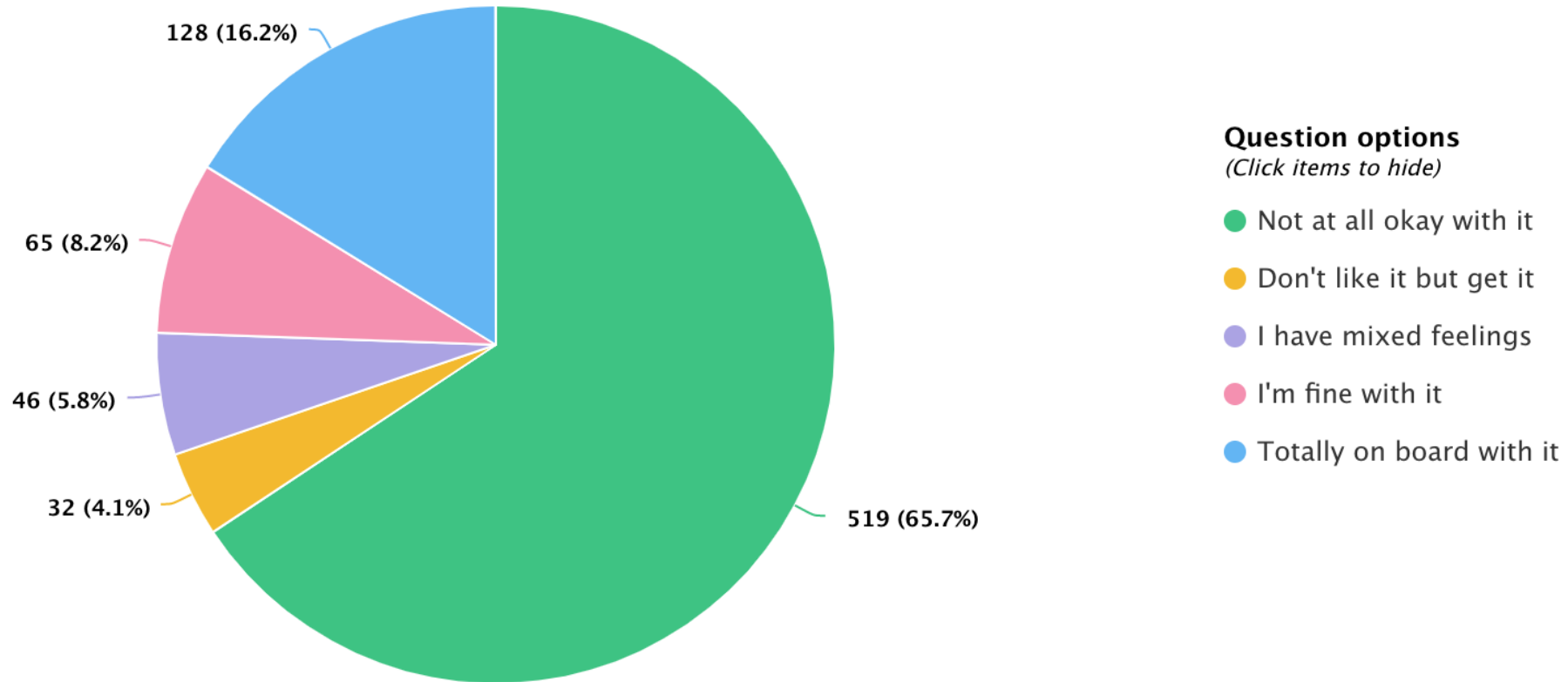
Q1 How comfortable are you with making a choice to have “preferred growth areas” if it results in the benefits shown above?



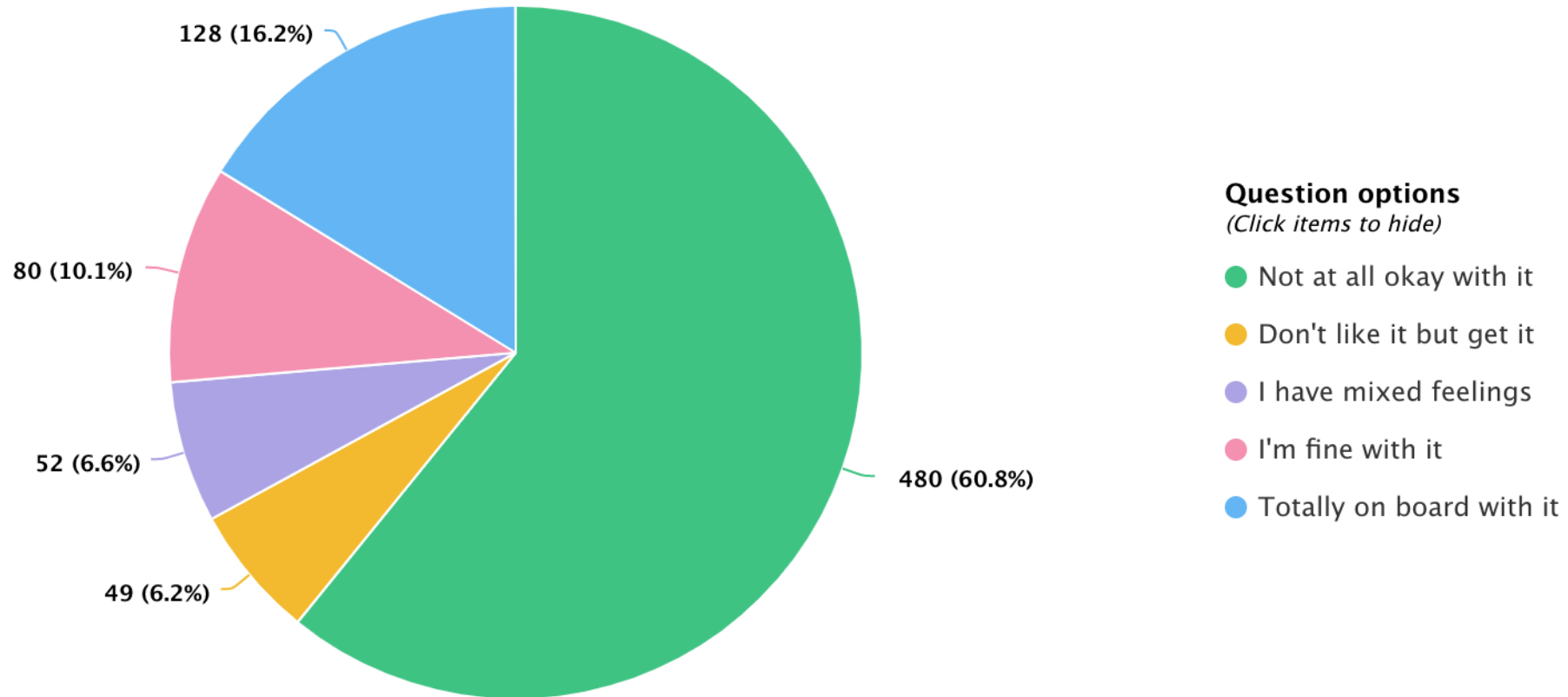
Q2 How comfortable are you with making the choice to focus development on these three preferred placetypes if it results in the benefits shown above?



Q3 How comfortable are you with making the choice to focus rural development in Hamlet Growth Areas, if it results in the benefits shown above?



Q4 How comfortable are you with making the choice to have “Joint Planning Areas”, if it results in the benefits shown above?

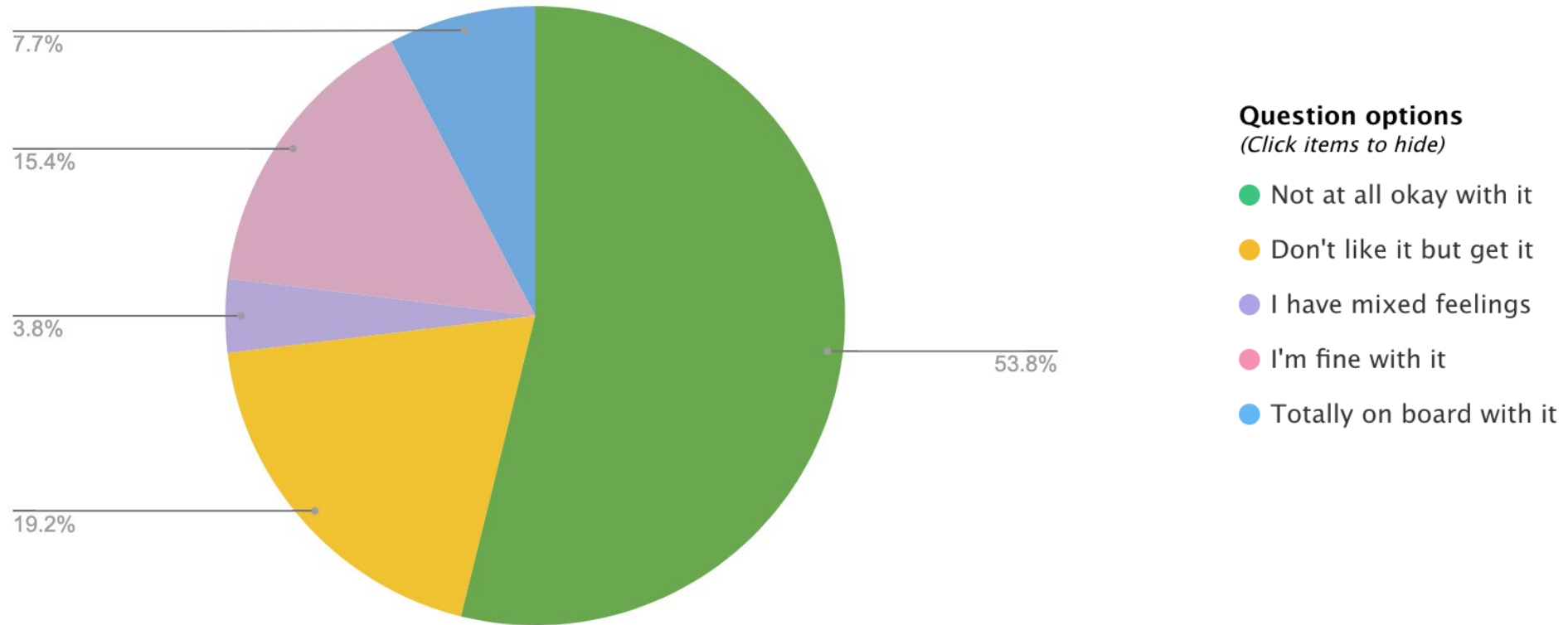


Sample Survey Results by Municipality - Q1 only

Given the geographically disproportionate participation in the third phase of public engagement, as compared to the first and second phases, survey responses will be shared in aggregate form (see previous slides), as well as by municipality.

The following slides show the responses to survey question 1, broken down by municipality. The What We Heard Report will include this breakdown for each of the four survey questions.

Q1 How comfortable are you with making a choice to have “preferred growth areas” if it results in the benefits shown above?

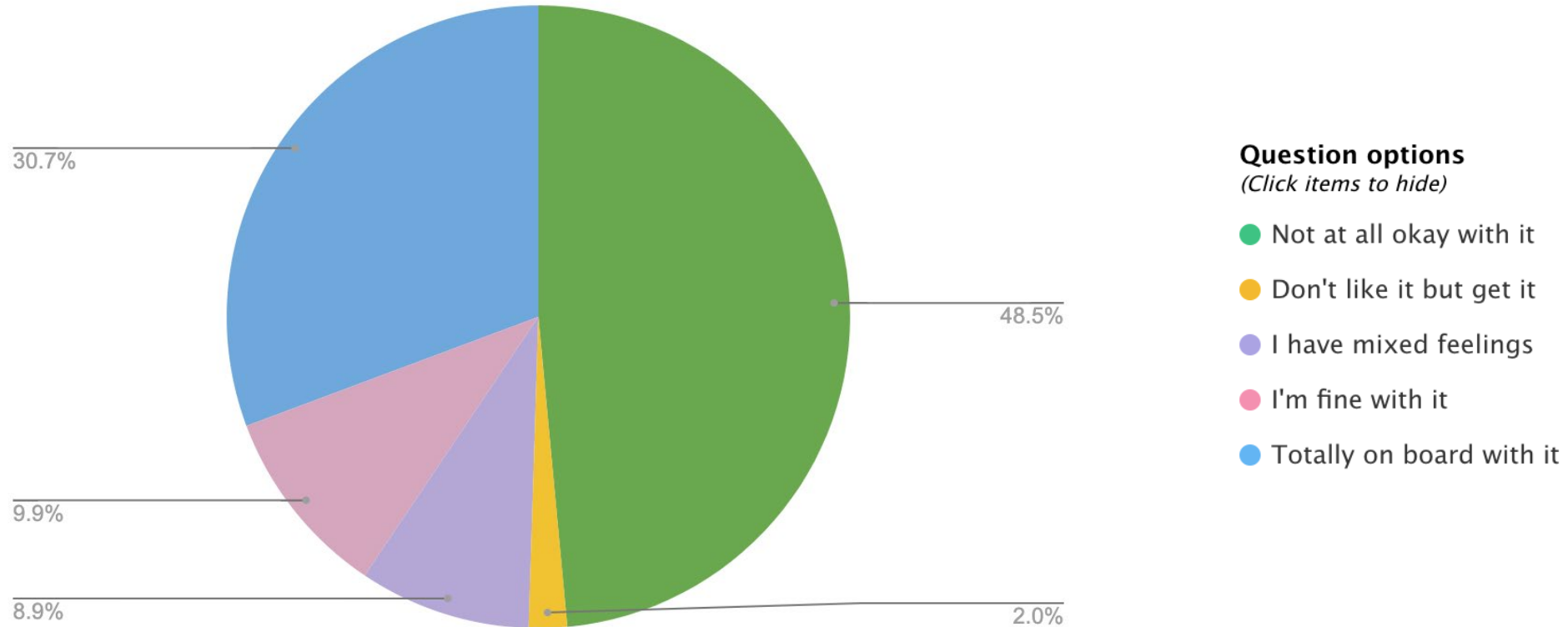


Question options

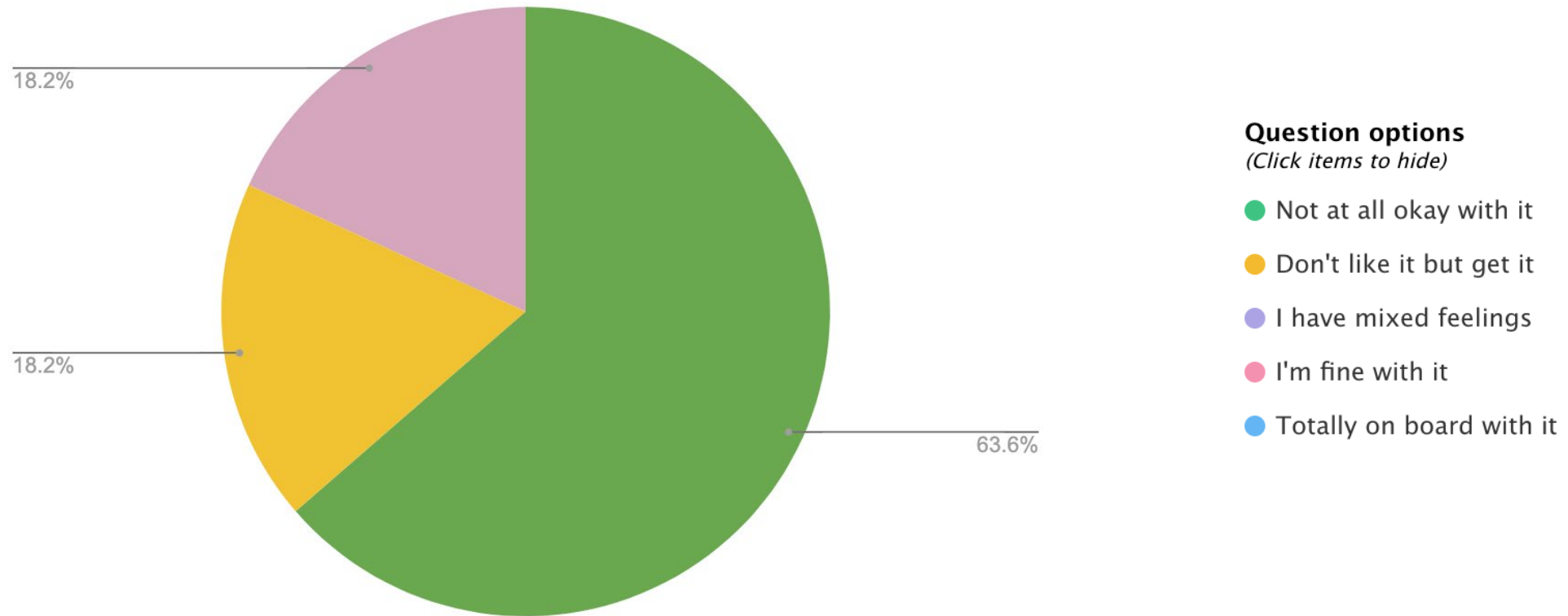
(Click items to hide)

- Not at all okay with it
- Don't like it but get it
- I have mixed feelings
- I'm fine with it
- Totally on board with it

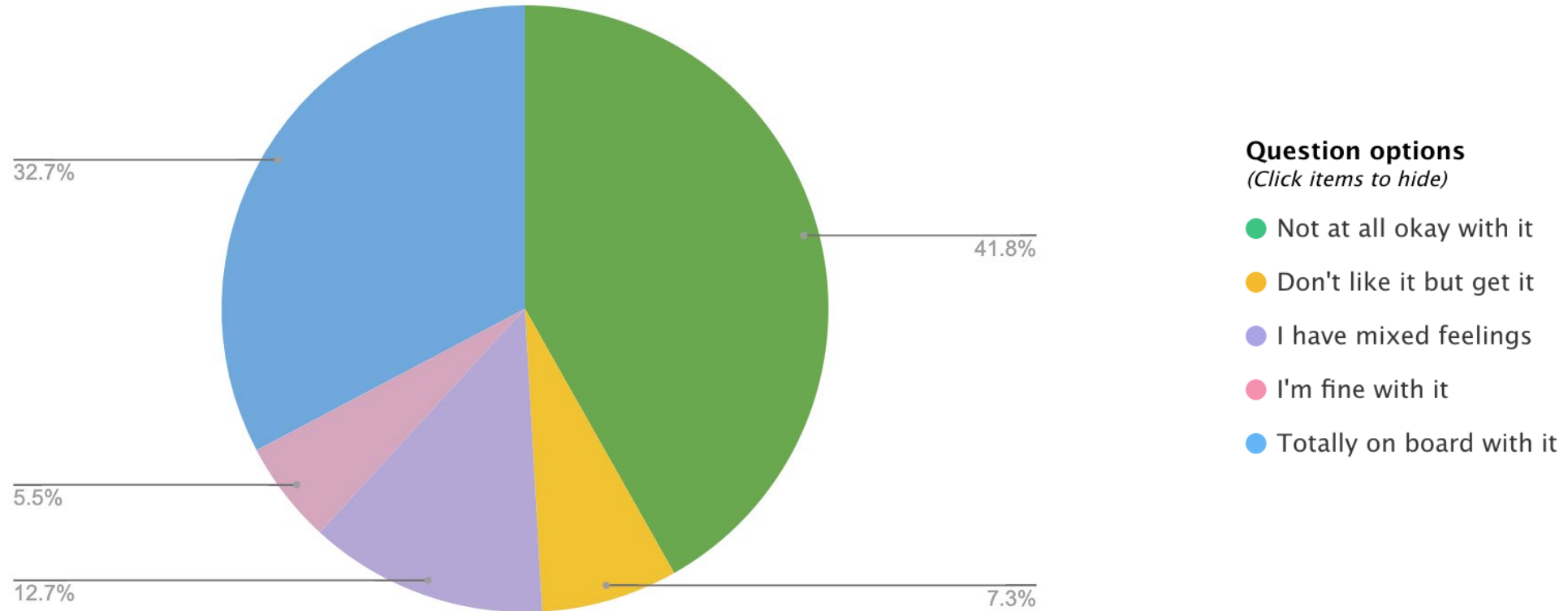
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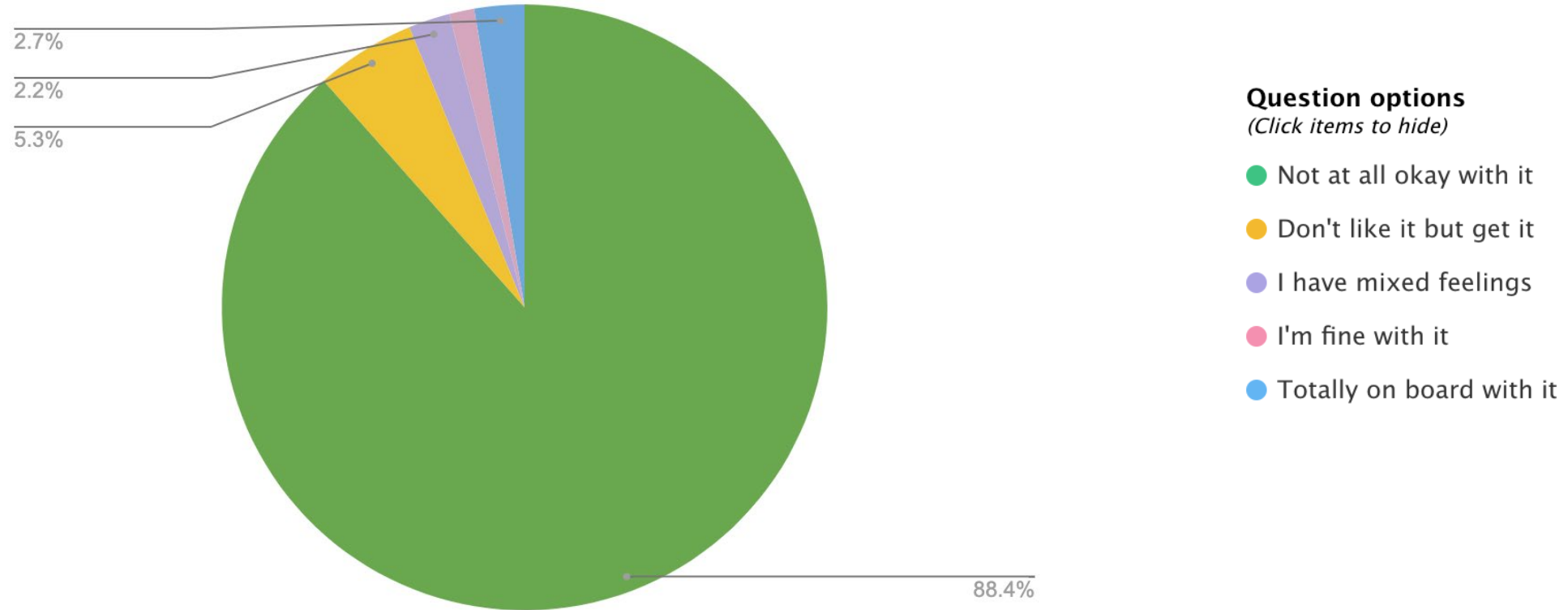


Question options

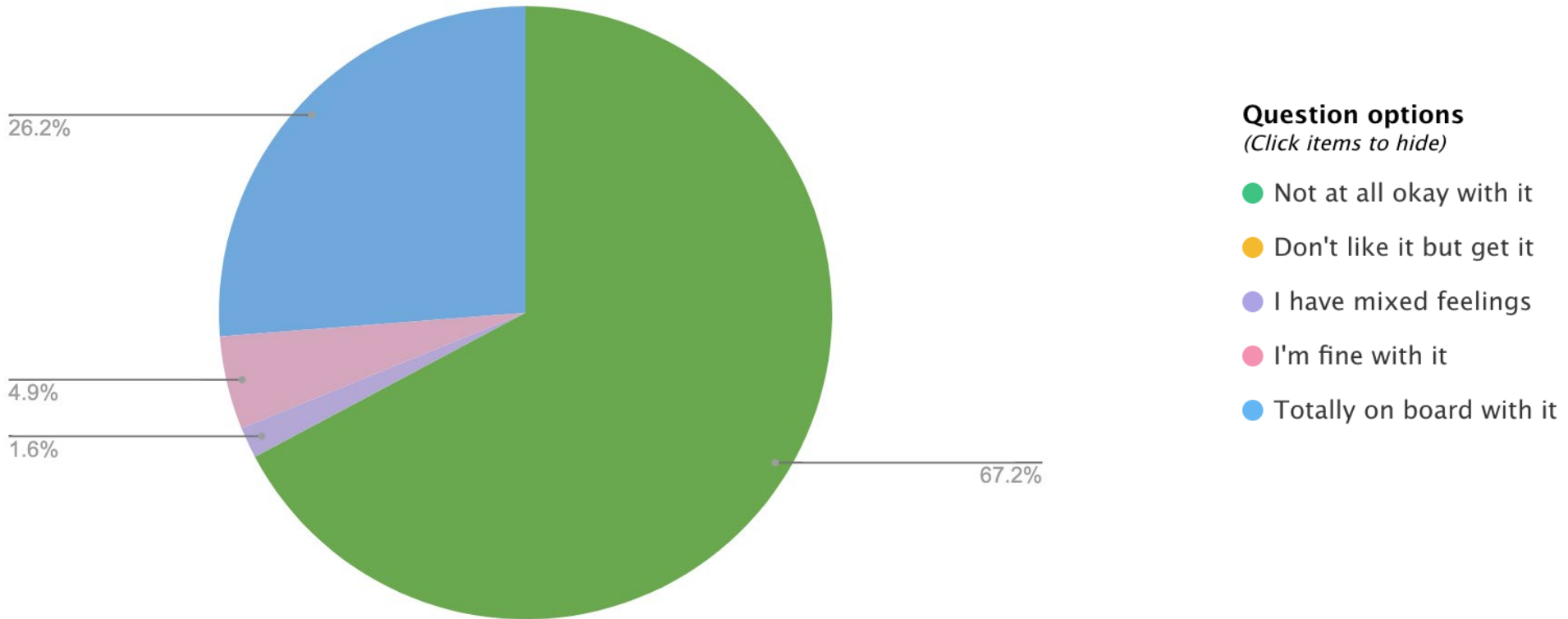
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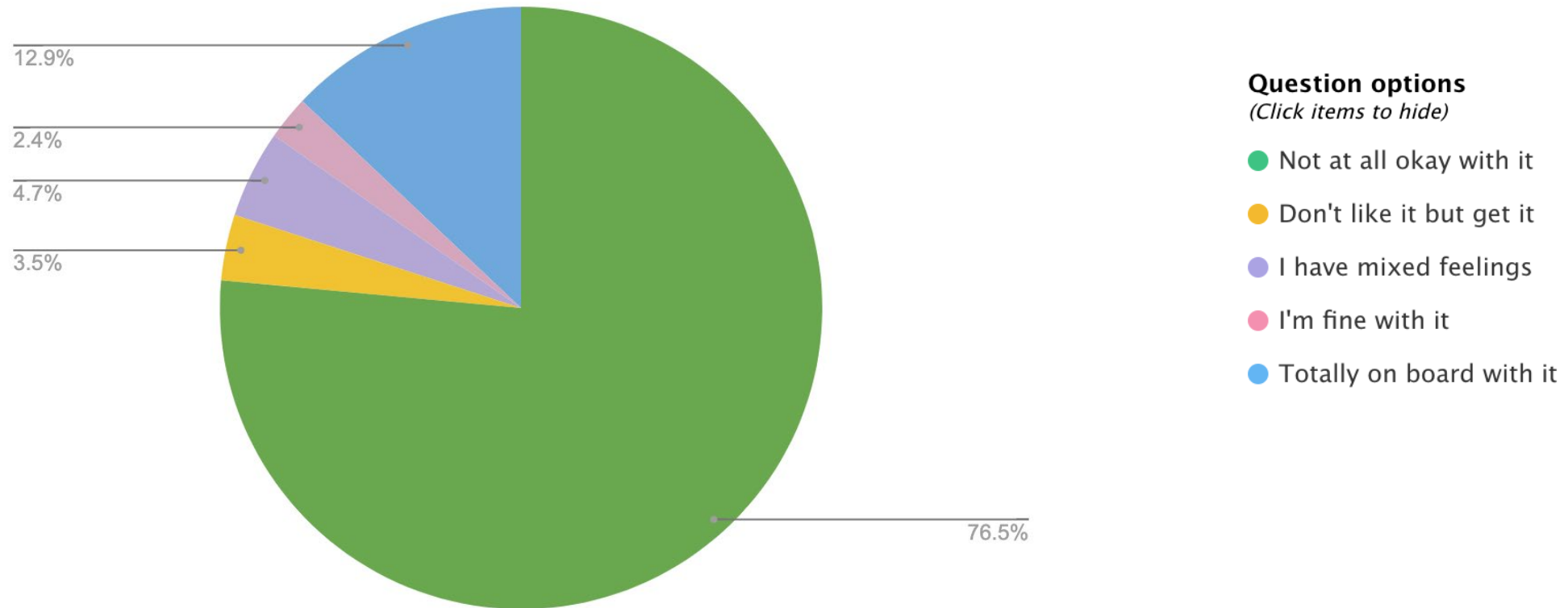


Question options

(Click items to hide)

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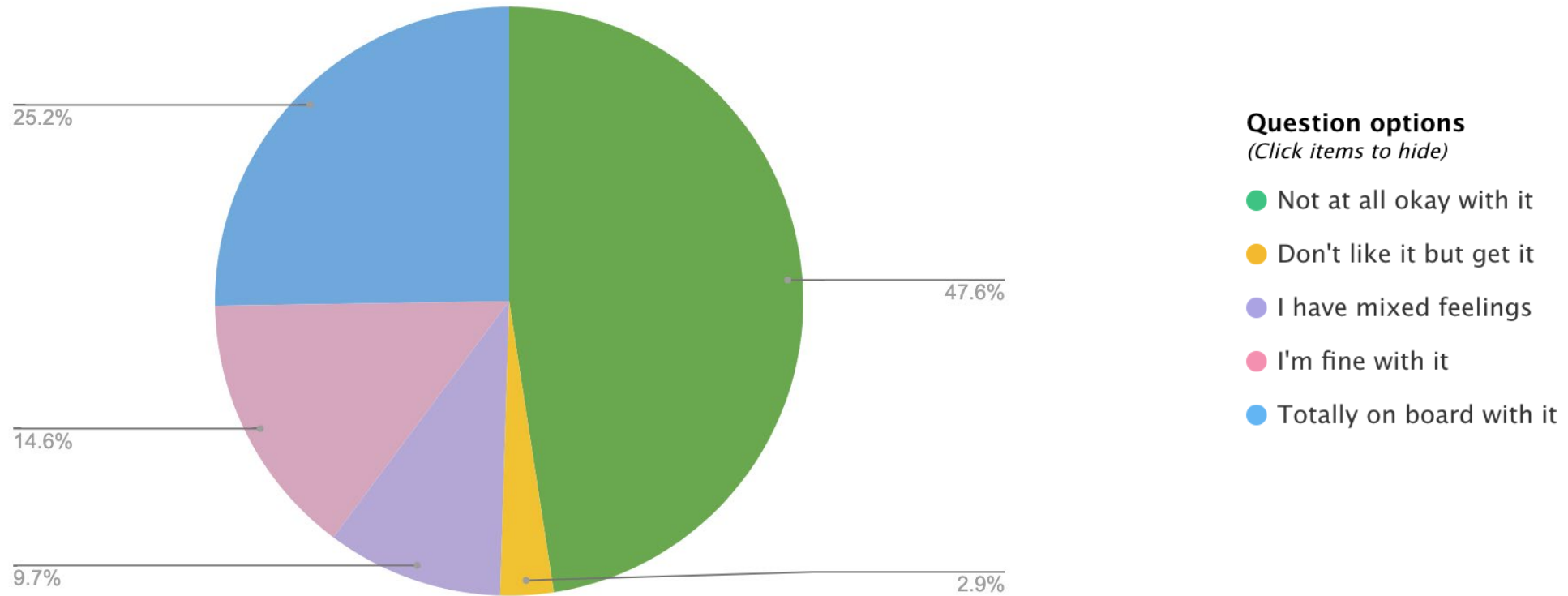


Question options

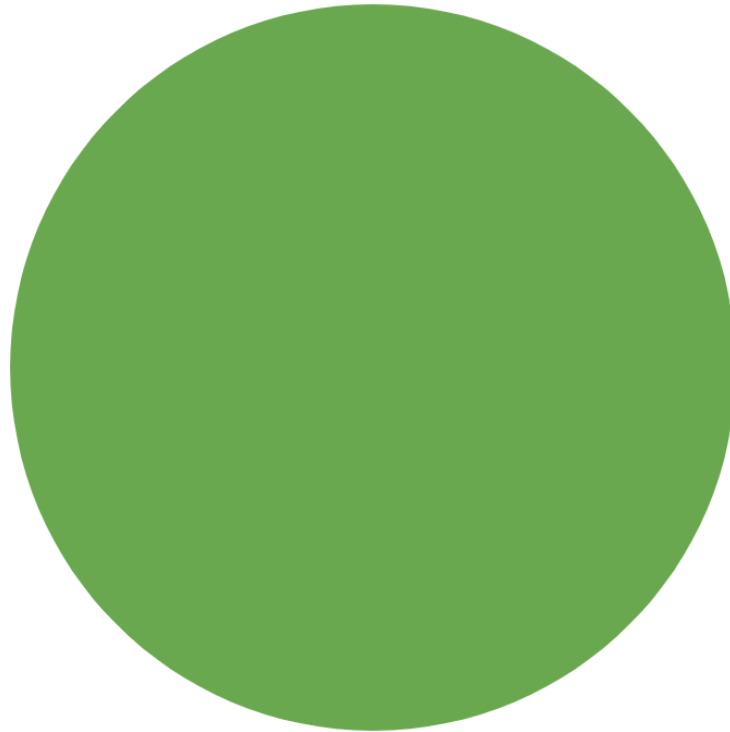
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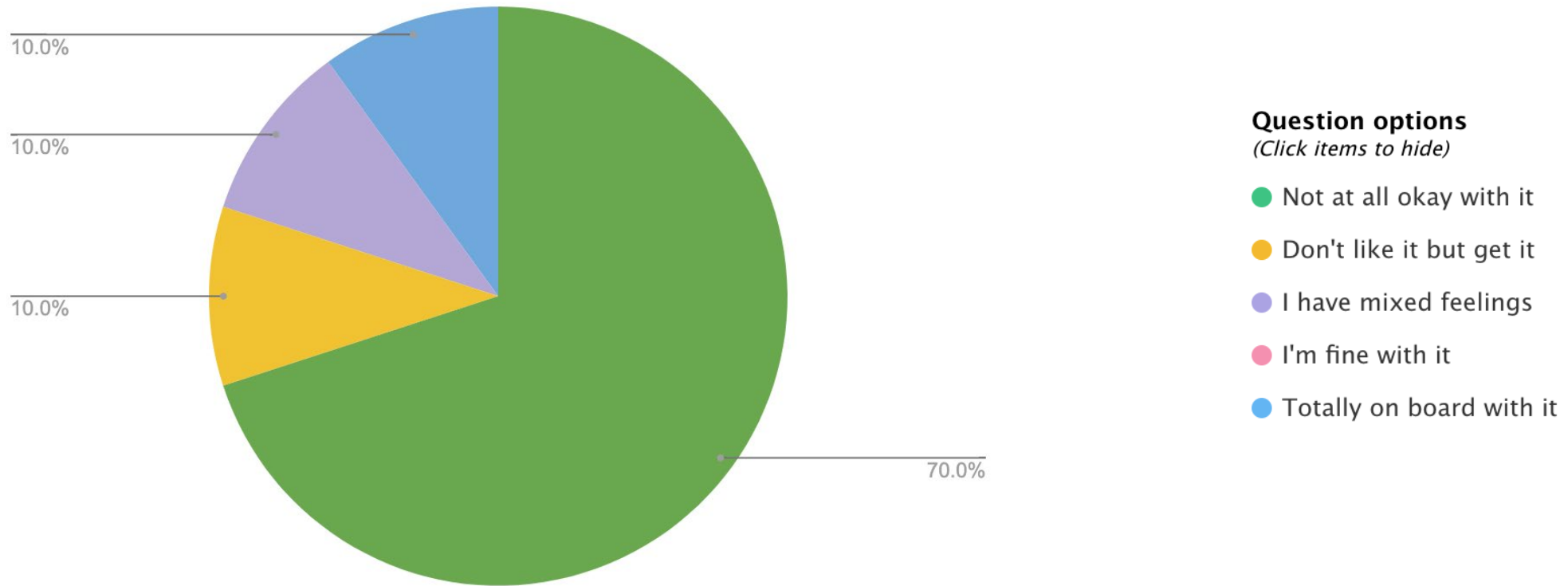


Question options

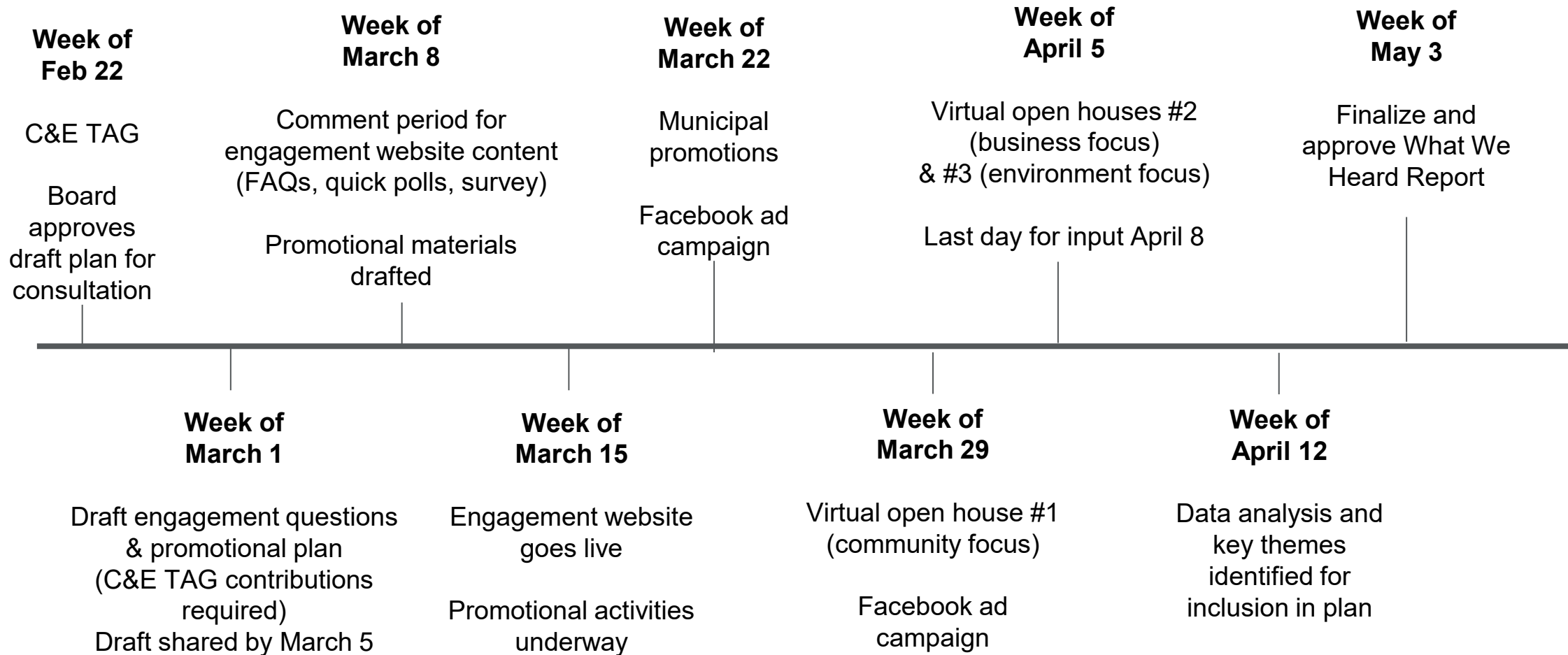
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Phase 3 | Timeline



Questions & Discussion

| | |
|---|---|
| Agenda Item | 5 |
| Submitted to | Land Use and Servicing Committee |
| Purpose | For Discussion & Feedback |
| Subject | Draft Servicing Plan |
| Meeting Date | April 15, 2021 |
| <i>That the Committee provide feedback on and receive for information the draft Servicing Plan.</i> | |
| <p>Summary</p> <ul style="list-style-type: none"> • The draft Servicing Plan is based on background reports and studies to-date, draft Growth Plan policies and discussions and feedback from the Board, Committee and TAGs. • A preliminary working draft was brought to the Land Use and Servicing Committee (LUSC) on February 4, 2021. The working draft did not meet the requirements of the regulation and was sent back for a new approach. • An annotated draft Servicing Plan outline was created and circulated to TAG on March 5, 2021. TAG met with HDR C to review the annotated draft Servicing Plan structure on March 12, 2021. Overall, TAG was supportive of the outline and gave additional feedback for consideration by HDR C. That feedback was incorporated while creating the content of the draft document. • Policies approved by the Board in June of 2020 regarding recreation were incorporated into the draft document. • A meeting with member municipality subject matter experts for transportation and water servicing was held March 26th to discuss the content of the draft Servicing Plan and to receive technical input. • An email poll of the member municipality recreation experts was taken regarding a recreation working group. The majority of member administrations were supportive of a voluntary working group in the future, rather than a mandatory working group or no working group at all. • The draft Servicing Plan was updated in consideration of the feedback received. | |
| <p>Attachments</p> <ul style="list-style-type: none"> • Draft Servicing PlanV2 2021-04-07, HDR Calthorpe • Draft Servicing PlanV2 (redline), HDR Calthorpe | |

1. Background

HDR|Calthorpe is in the process of building draft Growth and Servicing Plan documents. The attached preliminary draft Servicing Plan identifies proposed content based on background reports completed to date, conversations with the Committee, Board and TAGs and in consideration of the draft Growth Plan.

The draft Growth Plan, as released for public engagement, represents a significant input to the Servicing Plan (the draft Growth Plan version referenced in this agenda item is dated March 17, 2021). To develop a system and expectations for addressing collaborative regional servicing matters, the pattern of growth in the CMR should be known. Without it, it is difficult to focus efforts and investment in ways that meet the objectives set out by the Government of Alberta in the CMRB Regulation. Those objectives include finding opportunities for optimization and efficiency for servicing new growth in the CMR. The logical first iteration of the Servicing Plan should develop a strong foundation and collaborative process on which to build lasting relationships regarding collaborative regional servicing in the CMR. The Servicing Plan is to be filed with the Minister of Municipal Affairs, as required by the CMRB Regulation.

2. Board Values and Servicing Plan Objectives

Board values include:

Collaboration: We work together to identify opportunities and efficiencies that reduce the costs of growth and help achieve sustained prosperity for our region

Respect: We respect each other, our neighbours, our environment, and the land on which our region is built

Innovation: We embrace new ideas and the development, testing and iteration of bold solutions to complex regional challenges

Diversity: We embrace our differences and celebrate the diverse people and places that make up our region

Good Governance: We are purposeful and thoughtful in our actions, prioritizing the development of strategies and plans that guide and enhance the work we do

The objectives of the Servicing Plan outlined in the CMRB Regulation are to:

- identify the services required to support the goals of, and to implement, the Growth Plan;
- support the optimization of shared services to enhance use of ratepayer dollars;
- facilitate orderly, economical and environmentally responsible growth in the Calgary Metropolitan Region.

The Regulation directs the CMRB to revisit the Servicing Plan every five years.

3. Three Pillars

To realize the Servicing Plan objectives, the following three pillars are recommended as components for each service.

- (a) **Servicing Priorities** are required to be identified within each service. Services include transportation and transit, water and wastewater utility service, long-term water strategy, stormwater and recreation. Initial servicing priorities are recommended to align with the Preferred Growth Areas in the Growth Plan. There may be other region-wide servicing priorities, depending on the service.
- (b) **Working Groups** have a mandate to find cost-effective ways to advance servicing matters across the Region through municipal experts and potentially external stakeholders. Working groups made up of municipal experts are seen as key conduits to supporting the Board's decision making.
- (c) **Evidence Based Decision-Making** includes defining problems, collecting data, monitoring/reporting and developing strategies and collaborative approaches to solve the Region's most pressing servicing challenges and opportunities.

Question to the Committee:

Are these pillars in alignment with the Committee expectations?

4. Fundamental Assumptions

Recognizing that there is a sliding scale of what collaboration means, and that there are always fine details that need to be worked through, the underlying assumptions about what should be articulated in the Servicing Plan are presented below. CMRB Administration requests Board feedback on these assumptions to guide further review of the Servicing Plan.

a. Preferred Growth Areas Relationship to Servicing

Each service identified in the Servicing Plan has two scales of collaborative planning to consider. They are those related to Preferred Growth Areas, which would involve a sub-regional group of members, and regional scale of planning for collaborative service delivery where the benefits of working together can be realized across the Region. In terms of prioritization, the Servicing Plan suggests a strong focus on sub-regional collaboration to service Preferred Growth Areas.

Context studies provide an opportunity to plan for sub-regional collaborations. Context Studies must be developed for each of the Joint Planning Areas identified in the Growth Plan. The context studies are a clear way for specific municipalities to develop strategies regarding some of the servicing requirements within one of the three Preferred Growth Areas of the Growth Plan. However, growth is expected in all municipalities, not just those participating in a JPA, and not just within a JPA boundary. Preferred Growth Areas also include urban municipalities and hamlet growth areas.

Agenda Item 5

Question for Committee:

Does the Committee agree the Preferred Growth Areas identified in the draft Growth Plan are also priority servicing locations?

b. Agreed Level of Commitment

The CMRB regulation requires that the Growth Plan promote the social, environmental, and economic wellbeing of the CMR. The third pillar of the Servicing Plan is meant to capture the Board's desire to make informed decisions with careful consideration when evaluating servicing options. The Regional Growth Structure (Schedule 1) of the draft Growth Plan signals that, for the horizon of the plan, in general, the majority of investment in collaborative delivery of services for new growth will be in the areas indicated. This gives a higher degree of certainty for member municipalities than in the past. For hard infrastructure, this often means that municipalities will consider a sub-regional set of servicing options. One could think of the Servicing Plan as a memo of understanding (MOU) of sorts, that signals that the members are interested in working together.

A Hypothetical Example:

If a new ASP in Joint Planning Area 1 is consistent with the Growth Plan and requires water utility servicing, would all subregional members in that area be required to investigate the potential for their infrastructure to provide service?

Evidence based decision making for collaboration on water utility service will require information on a range of variables, including infrastructure capacity, potential operational modifications, water quality and water quantity, water licensing, regulatory and environmental constraints and cost-effectiveness for the ratepayer. It will also require information to understand the existing system, the projected demand, and Board resources to study and objectively weigh the options.

Question for Committee:

Are all member municipalities obligated to come to the table as potential service providers in pursuit of the best option for servicing the planned growth that is in alignment with the Growth Plan?

If so, what criteria should be met to determine the best option?

- a) Cost-effectiveness
- b) Considers environmental outcomes
- c) Respects existing agreements for planned capacities for hard infrastructure
- d) Has agreed upon cost sharing strategies
- e) Others

Agenda Item 5

These criteria will be discussed with TAG, following the Committee's input.

Alternatives: The words 'obligated to' could be replaced above with 'may', if the agreement among members is that collaboration is entirely voluntary.

c. Equal in Priority

One of the questions that came up in discussion with administrations is the sense of staging of growth among Preferred Growth Areas as it relates to servicing. This question is also fundamental in that some municipalities plan their growth in a way that involves staging, depending on the service in question. Municipal investment in support of a growth node is directed first to one area, then once that is complete or built-out moves to the next. Context Studies should consider staging within Joint Planning Areas as described in the draft Growth Plan. At the Regional scale, given the Board's focus areas and values, and acknowledging that all municipalities are independent entities with their own values, economies, and style of community, it would be difficult to 'stage' regional growth. There may also be unintended consequences to the market, which should be avoided.

Question for Committee:

Does the Committee agree that fundamentally in Preferred Growth Areas, market demand in alignment with Context Studies will determine the order in which the Board responds to collaborative servicing priorities?

5. Next Steps

The final draft Growth Plan, REF and Servicing Plan documents must be ready for circulation to individual member municipal councils by May 7, 2021 to give each municipality time to review the document prior to the final Board review on May 21, 2021.

6. Recommendation

That the Committee provide feedback on and receive for information the draft Servicing Plan.

Calgary Metropolitan Region

Servicing Plan

PRELIMINARY CONTENT DRAFT

Revised April 8, 2021

Revised March 21, 2021(ver.2)

Preliminary Content Draft March 21, 2021 (ver.1)

Annotated Revised Outline March 4, 2021

Working Preliminary Draft January 28, 2021

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DRAFT - For TAG Discussion Only

Definitions

(NOTE: FOR THIS DRAFT, THESE DEFINITIONS ONLY INCLUDE THOSE DEFINITIONS NOT IN THE GROWTH PLAN. WHEN COMPLETE, ALL DEFINITIONS USED IN THE SERVICING PLAN WILL BE INCLUDED)

Evidence-Based Decision-Making means basing decisions on information which is accurate and applicable to the context. Accuracy includes proper interpretation of gathered information and/or descriptive statistics keyed to the circumstances, demonstrating cause and effect of proposed actions. The purpose of evidence-based decision making is to use “evidence/information” in decision making, which demonstrates “causation” as opposed to “correlation” of data.

Higher Order Transit is frequent and reliable transit service, that is given priority in mixed - traffic or separated partially or completely from general traffic and able to maintain higher levels of speed and reliability.

Regional Stormwater Servicing means the collection, conveyance, storage and discharge of stormwater that crosses intermunicipal boundaries, through engineered infrastructure or natural drainage.

Servicing means the provision or use of infrastructure required for utilities, recreation, transportation, or transit.

Stormwater means runoff from rainstorms, hailstorms or melting snow that is shed from urban and rural landscapes.

Introduction

The Calgary Metropolitan Region Board's (CMRB) Servicing Plan supports the CMRB Growth Plan (Growth Plan) and outlines how the planning and coordination of regional servicing will support the implementation of the Growth Plan. It is intended as a key supporting document to the Growth Plan and should be read and interpreted alongside the Growth Plan.

Links to the Growth Plan

The Servicing Plan supports the policy direction of the Growth Plan by identifying opportunities for efficient, cost effective, and collaborative service delivery. The Growth Plan is a policy framework for managing growth for the next million people in the region. Through growth management and the efficient use of land, the Growth Plan sets out to achieve reductions in water consumption, greenhouse gas emissions, infrastructure costs and energy costs as the Region accommodates the next million people, in approximately 25 to 30 years. The Growth Plan identifies regionally significant growth areas, called Preferred Growth Areas that support the future coordination of servicing. By identifying Preferred Growth Areas, the Growth Plan creates direction to coordinate service delivery, including cost and benefit sharing, amongst member municipalities.

Providing services to growth areas requires a significant investment of time, capital and other resources. By providing a clear plan for growth, the Growth Plan helps create certainty for municipalities and developers, allowing for the best economic, environmental and social servicing options to be identified.

The Growth Plan provides direction around forms of development, called Placetypes. Placetypes prescribe the density of development, but they also refer to the quality of development, including higher densities, compact, walkable and mixed-use communities.

Preferred Placetypes include:

- Infill and Redevelopment;
- Masterplan Communities; and
- Mixed-Use / Transit Oriented Development.

Preferred Placetypes reduce the negative impacts of growth associated with water use, vehicle kilometres travelled, and capital investment in infrastructure. The application of Preferred Placetypes enables creation of more integrated communities with a range of housing types and land uses.

Together, Preferred Growth Areas and Preferred Placetypes encourage an efficient and cost-effective growth pattern, by clearly identifying areas for investment in servicing, while promoting development forms that are higher in density, with a mix of uses.

The Growth Plan Regional Structure map is shown as Figure 1.

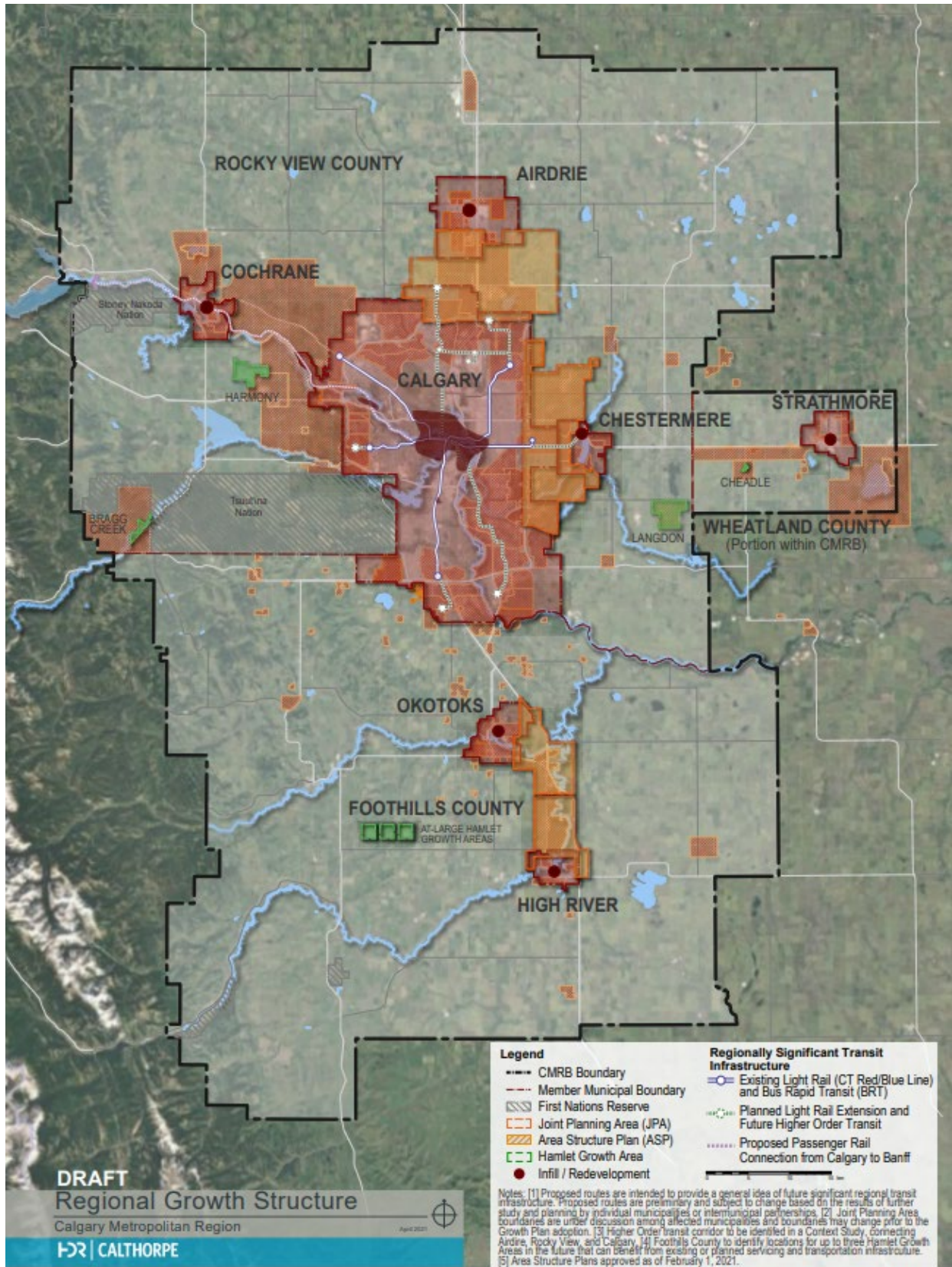


Figure 1: Growth Plan Regional Structure

Regulatory Framework

The Servicing Plan is regulated by the Calgary Metropolitan Region Board Regulation that came into effect on January 1, 2018. The CMRB Regulation stipulates the completion of a Growth Plan and a Servicing Plan within three years of the Regulation coming into force. While originally due was January 1, 2021, an extension to June 1, 2021 was granted for the completion of both plans.

The objectives for the Servicing Plan as set out in the CMRB Regulation are to:

- identify the services required to support the goals of, and to implement the Growth Plan;
- support the optimization of shared services to enhance use of ratepayer dollars; and
- facilitate orderly, economical and environmentally responsible growth in the Calgary Metropolitan Region.

The Servicing Plan will fulfill these objectives through a flexible and adaptive approach that:

- identifies servicing priorities in the Region;
- creates a collaborative regional framework for municipal engagement; and
- promotes evidence-based decision-making, which is grounded in research undertaken in accordance with recognized and scientifically proven research methodology.

Service Pillars

Plan Hierarchy

While there are many servicing matters that impact the Calgary Metropolitan Region municipalities, the purpose of the Servicing Plan is to focus on collaborative servicing, including intermunicipal servicing, regional servicing, and/or sub-regional servicing.

Board Goals

The Board has established goals for six thematic areas that are the framework for the Growth Plan and guidance for the Servicing Plan. These thematic areas include:

- Growth Management and Efficient Use of Land,
- Economic Wellbeing,
- Environmentally Responsible Land Use,
- Water Stewardship,
- Ensuring Efficient Shared Services, and
- Celebrating Urban-Rural Differences.

Focus of the Servicing Plan

The Servicing Plan focuses on six servicing priorities where the optimization of services can be improved through regional cooperation and coordination, as follows:

- transportation and transit;
- long-term water strategy;
- water and wastewater servicing;
- stormwater; and
- recreation.

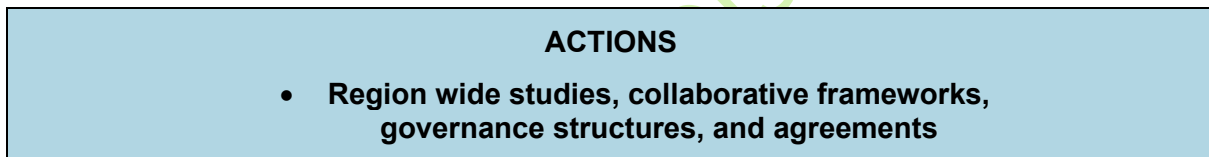
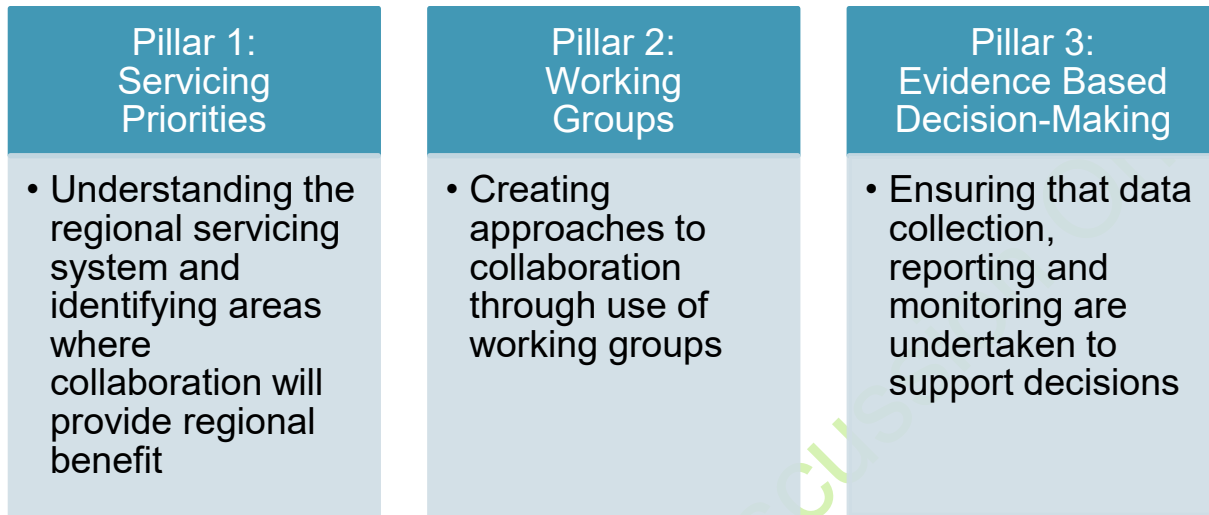
While additional services may be added in the future, these servicing priorities were deemed by the Board to be important for the inaugural Servicing Plan.

Servicing Plan Pillars

Servicing Plan objectives outlined in the CMRB Regulation (cited above) are supported by three Servicing Plan pillars, that shape the structure of each section of this Plan. The intent of the pillar-based approach to the Servicing Plan is to ensure implementation is broad and does not rely on a single method. Collectively the three pillars address key questions related to intermunicipal servicing:

1. What are the beneficial collaborative servicing priorities for the Region?
2. What on-going work should occur across the Region on servicing, to better understand how services are currently delivered, where there are gaps in service provision, or how to best approach regional servicing?

- How can the region use evidence-based decision making to create innovative, meaningful and measurable improvements to service delivery for rate payers? What information or data is required at the regional level to assist future decision-making?



Pillar 1 – Servicing Priorities: The CMRB has completed several studies and technical reports that gather data and identify the existing regional system for regional services. The Servicing Plan builds opportunities for the CMRB to work together to identify both broad regional servicing priorities and approaches, as well as supporting more detailed discussions about servicing for Preferred Growth Areas. The relationship between these two scales of planning must be thoughtfully coordinated to allow any approach to detailed planning to feed into the broader regional discussion and vice versa. This coordination will be provided by CMRB Administration, the Land Use and Servicing Committee, and the working groups who will be providing technical support at the regional and sub-regional scales.

Pillar 2 – Working Groups: The creation of a broad regional network of collaborative working groups is a key component to the Servicing Plan. These groups are intended to bring together regional experts to guide the planning process for different services and to advise the Board on the studies, collaborations or processes that should occur to optimize service delivery. Coordination between disciplines and working groups will also be critical as many issues crossover into numerous technical disciplines. While some servicing priorities within the Plan emphasize establishment of a working group, to a greater extent than others, this is an important tool to optimize servicing.

Working groups will establish:

- a clear mandate and/or terms of reference;
- a work plan; and
- measurable goals and outcomes that identify how the work of the group optimizes service delivery to the benefit of the ratepayer.

Working groups will achieve the identified goals and outcomes through collaboration, and efficient, cost-effective service delivery.

Pillar 3 – Evidence-Based Decision-Making: The Board values Evidence-Based Decision-Making to create innovative, meaningful and measurable improvements to service delivery for rate payers. This process requires information and data that supports problem definition, clear targets, measurable outcomes and monitoring of results. The technical nature of servicing and the high cost of construction, operation, and maintenance makes robust information and data gathering an important tool to support decision-making. The CMRB supports the collection, reporting, and open and timely sharing of data at the regional scale whenever possible to guide the Region towards its identified goals and objectives.

Actions: Each servicing priority identifies actions that are required to optimize services. Actions include region-wide studies, agreements, governance structures and collaborative frameworks. Specific actions are stated when possible. In circumstances where this is not possible, due to the complexity of service delivery, lack of regional information, lack of data or other barriers, working groups are the mechanism to undertake additional work to resolve the issue.

Transportation and Transit

Regional transportation and transit is the system of arterial roads, highways, rail, pathways, airports, and related services that support intermunicipal travel and/or trade within the CMRB and beyond.

Background and Intent

The transportation and transit networks are major influences on growth in the region. They connect residents and businesses with goods, services, employment, and social networks. Regional coordination of transit and transportation strengthens the region. An efficient and well-connected transportation system provides many benefits.

- Reliable access to jobs, with choice of travel modes is an important factor in attracting talent to the region.
- Efficient access to markets supports regional commerce and competitiveness.
- Reduction in the total vehicle-kilometres travelled creates shorter commutes, connecting people to the places they need to go, and lessens the environmental impact of travel.
- Regional transit creates equity among residents by providing travel options for those who may not own a car, do not wish to drive, or cannot drive.

This section provides a path to an efficient transportation and transit networks in the region that supports economic growth and high-quality of life. It is informed by the North Calgary Regional Transportation Study, the South and East Calgary Regional Transportation Study (including the NCRTS/S&ECRTS Integration Memo that consolidated the results of the two studies), and the Transit Background Report.

Servicing Priorities

The transportation corridors are the connective framework of the region, and may include a variety of routes for roads, highways and transit infrastructure. The regional transportation corridors are shown in Figure 2.

Region-Wide Priorities

REGIONAL TRANSPORTATION AND TRANSIT MASTER PLAN (RTTMP)

- **Undertake a Regional Transportation and Transit Master Plan (RTTMP) to develop a unified vision for the future regional transportation network that aligns with the Growth Plan.**

The RTTMP should include an update to the regional model to reflect the Growth Plan, including an update to the prioritization process from the North, and South and East Calgary Regional Transportation studies (and Integration Memo), to reflect the goals and policies of the Growth Plan. It will update and define the future regional network, align planning with Preferred Growth Areas, individual municipalities and the province. An initial list of considerations for a Regional Transportation and Transit Master Plan is provided in Appendix A.

TRANSPORTATION CORRIDORS AND REGIONAL ECONOMIC DEVELOPMENT

- **Include assessments of transportation considerations to support economic growth and competitiveness.**

The Growth Plan identifies the strong connection between economic competitiveness and transportation. An effective transportation system provides reliable access to jobs and provides routes to move goods to markets, both of which are important economic growth considerations. A future regional economic development initiative should consider how the regional transportation system can best support the economic growth and competitiveness of the Calgary Metropolitan Region.

Preferred Growth Areas Priorities

JOINT PLANNING AREA CONTEXT STUDIES

- **Use Context Studies, local transportation master plans, Transit Background Report and the North, and South and East Calgary Regional Transportation Studies (and Integration Memo) to build a better understanding of regional corridors, demand, servicing systems and other key considerations in Joint Planning Areas.**

Context Studies will be the primary mechanism to guide integration of transportation and land use within Joint Planning Areas. The North and South and East Calgary Regional Transportation studies, completed by the CMRB in 2020, assessed the regional transportation network, and established priorities for transportation investment throughout the Calgary Metropolitan Region. These studies will provide a foundation of network information that will need to be further refined as Context Studies are developed. Given the importance of Context Studies, and the requirement to complete them within the Growth Plan, Context Studies will occur in advance of the RTTMP, with the outcomes of the Context Studies informing the RTTMP on priority growth areas and transportation.

PREFERRED GROWTH AREAS OUTSIDE JOINT PLANNING AREAS

- **Address transportation and transit needs for Preferred Growth Areas outside of Joint Planning Areas through local transportation master plans, and through the Regional Transportation and Transit Master Plan and/or a future regional economic development initiative.**

There are several important connections outside Joint Planning Areas that can best be addressed through region-wide planning initiatives and within local transportation plans. Corridors that connect urban municipalities outside Joint Planning Areas and those that connect Hamlet Growth Areas will require specific attention.

Working Groups

Two groups noted below, comprised of CMRB administration and representatives of member municipalities administrations, worked to coordinate delivery of previous transportation and planning documents.

- The Transportation Technical Advisory Group worked effectively with CMRB administration and consultants to oversee the South and East Calgary Region Transportation Plan, and to integrate with the North Calgary Region Transportation Plan.
- The Transit Subcommittee developed the Transit Background Report.

Working groups will be required to support the development of the Regional Transit and Transportation Plan, the Context Studies and the transportation components of a future regional economic development strategy. In the near term:

- these groups will merge and continue as an advisory Working Group, drawing on the expertise of key external stakeholders such as Alberta Transportation, as required; and
- the status quo approach of delivering transportation infrastructure and services on a case-by-case basis will continue.

In the longer term, and pending the recommendations of Context Studies and the RTTMP, more formalized governance or collaborative structures or agreements may be appropriate, particularly for the delivery of transit.

Evidence-Based Decision-Making

The following mechanisms provide valuable sources of information, which will enable the Board to undertake Evidence-Based Decision-Making, as defined earlier in this plan:

- **Regional Transportation Model** – Regional transportation models are a fundamental tool to assist with transportation planning. The CMRB has previously partnered with the City of Calgary to maintain a regional version of its transportation model. Sharing of a common model between the CMRB and City of Calgary will simplify planning and reduce the potential for conflicts, particularly associated with development approvals. In addition, Alberta Transportation is a partner with the City of Calgary model, also allowing for consistency between agencies. The land use elements of the regional model should be updated as part of the RTTMP, to reflect the Growth Plan and details established in Context Studies.
- **GIS Database** – The CMRB with inputs from municipalities and Alberta Transportation, should develop and maintain a basic road centerline database, with a long-term goal of creating a central regional repository for transportation and traffic information.

Monitoring of transportation activity can support evidence-Based Decision-Making and can be used to measure the effectiveness of implementation for both the Growth Plan and Servicing Plan. There are several sources of information that can assist in monitoring. The RTTMP should identify a simple and succinct set of metrics, which at a minimum should include network vehicle-kilometers travelled, which in turn can provide estimates of greenhouse gas emissions. In addition, the travel surveys used to update the regional model and the National Household Survey Journey to Work statistics, provide relatively understandable, meaningful and accessible monitoring information.

Actions

As noted above, the CMRB will:

- complete the Context Studies for the Joint Planning Areas in a way that provides information and data to the broader regional planning initiatives;
- study regional corridors as an element of future regional economic development initiatives;
- develop a regional transportation model;
- merge the Transportation Technical Advisory Group and Transit Subcommittee; and
- complete a regional Transportation and Transit Master Plan.

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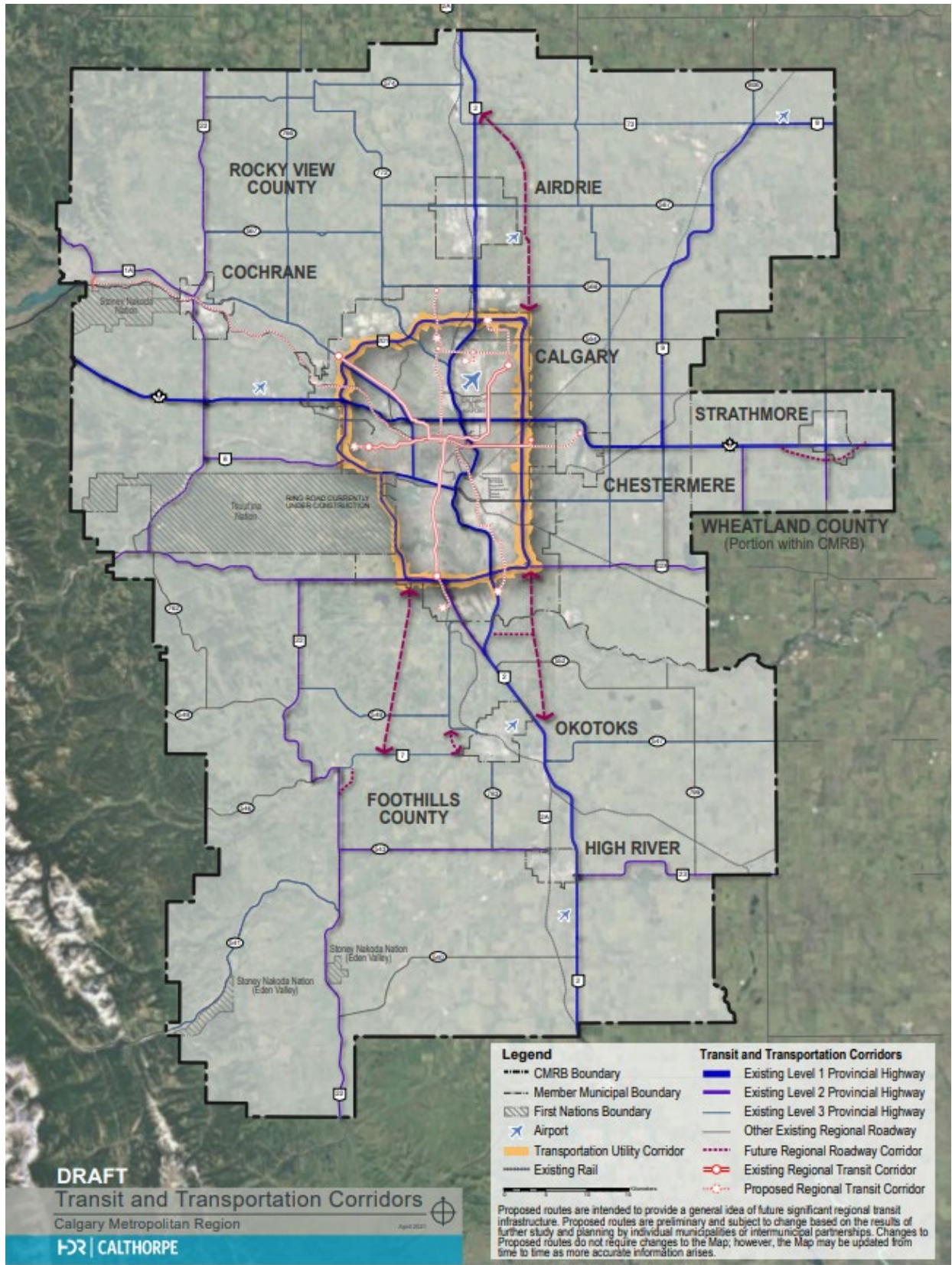
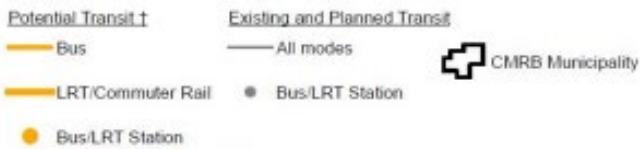
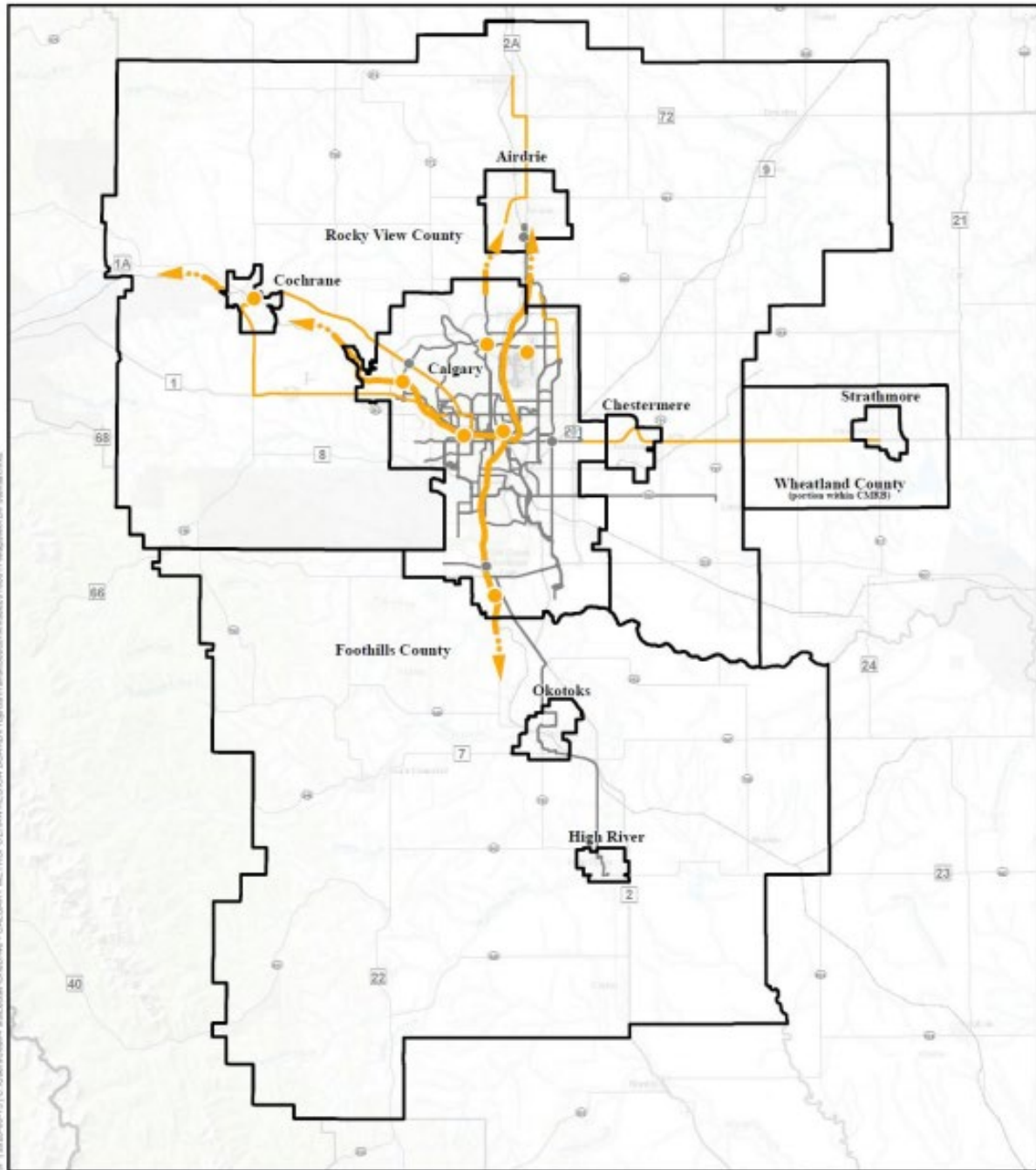


Figure 2: Regional Transit and Transportation Corridors



† Includes conceptual, aspirational transit corridors/lines (i.e., not approved in an official municipal planning document)

Calgary Metropolitan Region Board

Potential Future Regional Transit Service in the CMR

Data Sources: CMRB municipal members, Altai,IS
 Map Created: 2020-05-15
 Map use for reference purposes only. The CMRB provides no warranty nor accepts any liability arising from any inaccuracies, omissions, or misleading information.

Figure 3: Potential Future Regional Transit Service in the CMR
 Source: CMRB Transit Background Report, 2020

Long-Term Water Strategy

The long-term water strategy will be the Region’s plan to protect and use water in a sustainable and responsible manner to enable continued growth and prosperity.

Background and Intent

The Calgary Metropolitan Region spans the South Saskatchewan River Basin including the Bow River, Oldman River and Red Deer River sub-basins. These river systems experience a climate that is susceptible to both intense floods and prolonged droughts, often within a short time period.

Continued climate change will amplify the magnitude of these extreme events, thereby necessitating a comprehensive strategy to support growth in the Calgary Metropolitan Region. Physical evidence within the South Saskatchewan Basin points to continued overall decline in average flows within the Calgary Metropolitan Region watersheds, that threaten the overall security and quality of the water supply to existing license holders. Subsequently, all Calgary Metropolitan Region sub-basins are expected to experience some degree of water quantity constraints within the next 30 years. In response to this, the Bow and Oldman sub-basins were closed to new water license applications in 2007.

“The SSRP sets the stage for robust growth, vibrant communities and a healthy environment within the region for the next 50 years. The SSRP establishes the need to consider cumulative environmental impacts in decision making and the need to establish a cumulative environmental management system to manage the cumulative effects of development on air, water, land and biodiversity to ensure the value and benefit of these environmental systems are sustained at the regional level and contribute to provincial outcomes. The SSRP has established baseline outcomes and objectives along with strategies and actions that will be used to achieve them. Integrated monitoring, evaluation and reporting systems are essential as they are used to assess progress in achieving outcomes and objectives”

- South Saskatchewan Regional Plan

Sub-regional entities, including individual municipalities and other sub-basin groups play an important part in watershed planning. Watershed Planning and Advisory Councils and Watershed Stewardship Groups have taken a lead in watershed protection and planning, with support from the province by developing water management plans for some of the sub-watersheds in the Calgary Metropolitan Region. These water management plans align water stewardship goals in the region, and provide cumulative benefits that improve outcomes, at both the sub-watershed and watershed levels.

There are opportunities to improve the way that water is managed and delivered between member municipalities, with other regional partners and stakeholders, and within the Preferred Growth Areas. Collaborative servicing and watershed planning could provide opportunities to reduce our impact on the watershed, improve efficiency, and support regional economic growth.

Servicing Priorities

As previously noted, there are many groups working towards a long-term water strategy for the region and its watersheds. Given the anticipated growth to occur over the lifetime of the Growth Plan, and the water required to support that growth, it is imperative that the CMRB determine how it best fits into the ongoing deliberations around water. This is a complex topic, and an effective plan is necessary to ensure the future supply of water for the region and the health of the watershed. These two considerations are intricately linked.

Region-Wide Priorities

WATERSHED PLANNING

- **Determine how the CMRB can contribute to and integrate with regional watershed planning**

Watershed planning focuses on broad watershed protection, and the issues of water quality and quantity. Watershed planning is most effective at the watershed scale, and the Calgary Metropolitan Region represents only a portion of the South Saskatchewan River Basin. The South Saskatchewan Regional Plan is the guiding document for planning in the watershed. The South Saskatchewan Regional Plan cites policies to enable the Province to limit activities that impact water quality and quantity and provides broad guidance for watershed protection. The South Saskatchewan Regional Plan is the tool that implements the South Saskatchewan Region Surface Water Quality Management Framework. This provincial framework establishes the guiding principles, and the province's management system of water quality monitoring for all water users in the South Saskatchewan Region, in which the Calgary Metropolitan Region is located. The Calgary Metropolitan Region and its members must be compliant with the South Saskatchewan Regional Plan and can advocate for enhanced protection of the watersheds that the Calgary Metropolitan Region relies on, including watersheds within and outside of the region's boundary.

WATER USE AND EFFICIENCY

- **Identify opportunities to improve water efficiency through regional collaboration**

All Calgary Metropolitan Region members have implemented water conservation initiatives at some level, and these include initiatives such as water metering, consumer education, subsidies for low-flow fixtures, outdoor watering restrictions and tiered rate structures, to promote conservation/efficiency. These initiatives have reduced per capita water use in the Calgary Metropolitan Region in the past decade, based on current consumption patterns. However, the long-term planned projected regional growth will require more water than is currently approved for municipal use.

ADVOCACY

- **Advocate on regional issues, including water licensing, approvals, transfers, and regulatory barriers**

The Water Act allows for water license transfers, provided an approved Water Management Plan is in place. However regulatory constraints, including the 10% conservation hold-back,

have created administrative complexity, that have prevented water license transfers and sharing.

The Calgary Metropolitan Region can advocate to the Province and stakeholders to reduce existing regulatory barriers to sharing and efficiently allocating water.

Preferred Growth Areas Priorities

OPPORTUNITY FOR LEARNING

- **Incorporate lessons learned through planning in the Joint Planning Areas into the regional long-term strategy**

Preferred Growth Areas may have water management plans for consideration in the long-term water strategy, as appropriate. The findings from the Context Studies in Joint Planning Areas may provide additional information and considerations for the regional long-term strategy, as appropriate.

Working Groups

As demonstrated by the plethora of issues at different scales and under different authorities and jurisdictions, the development of a long-term water strategy for the Calgary Metropolitan Region will be a significant task, and will be undertaken in parts that will ultimately form a cohesive long-term water strategy. To begin to address these issues, water subject matter experts from each member municipality (known as the “Water Table”) developed a “Water Road Map”, which outlines the iterative process for water-related planning in the Calgary Metropolitan Region. The Water Table will continue as a working group and will update the Water Road Map by engaging with external groups and organizations. This initiative is important and necessary to advance a long-term water strategy for the region.

The Water Table has guided several background studies noted below, which should be referenced and used to inform the next steps of a long-term water strategy:

- Water Use and Conservation in the Calgary Metropolitan Region Study
- Natural and Managed Capacity of Regional Water Supply in the Calgary Metropolitan Region Report
- Calgary Metropolitan Region Existing Water and Wastewater Servicing and Regional Potential Report
- Stormwater Background Report

Developing a long-term water strategy for the Region is an inherently collaborative exercise, given that a significant part of the Region fits within one watershed, being the South Saskatchewan River Basin.

Evidence Based Decision Making

The working group will need to determine what information and data it requires to address the long-term water strategy priorities. The priorities will build on an evidence-based approach that can be measured and monitored.

Actions

- Update the Water Road Map Table to identify the best path to a long-term water strategy.
- Address priorities to begin development of a long-term water strategy, which includes:
 - identification of existing barriers and gaps to water security;
 - goals for the long-term water strategy;
 - applicable international or regional best practices;
 - ongoing regional initiatives and how the CMRB supports or integrates with this ongoing work;
 - a framework for water security including studies, collaborations, stakeholder engagement, data collection or other necessary elements;
 - a work plan for achieving the goals of the strategy; and
 - other considerations.
- Complete Context Studies for the Joint Planning Areas in a manner that considers stormwater management and conservation of environmentally sensitive areas, to support a greater long-term water strategy, and to provide information and data for broader regional planning initiatives.

Water and Wastewater Servicing

Water and Wastewater Servicing includes the access, treatment and servicing of water and wastewater for development. Primary aspects include water and wastewater treatment, conveyance via major corridors, and licensing.

Background and Intent

Continued growth in the Region is predicated on not only water availability, but on the efficient and affordable provision of water to residents and businesses. This includes the collection, treatment and distribution of potable water, and the conveyance, treatment and discharge of wastewater.

The wastewater systems in the region mirror the water systems, with many municipalities owning and operating their own collection lines and wastewater treatment facilities. The Calgary Metropolitan Region Existing Water & Wastewater Servicing & Regional Potential background report provides a baseline inventory of existing water and wastewater servicing capacity in the region, and identifies major treatment and sub-regional transmission facilities.

Some member municipalities have recently taken the initiative to provide sub-regional water servicing through collaboration. An example is the Foothills/Okotoks sub-regional water pipeline project. The two municipalities plan to build a raw water pipeline from the Bow River, and share costs based on usage. This project will enable continued water access and growth while providing value to residents through cost sharing.

The Foothills/Okotoks sub-regional water pipeline project was partially spurred by water license limitations. Under current regulations, water must be used and returned to the same watershed from which it was withdrawn. Water licensees can draw water from the river system up to their allotted limits, which include annual and instantaneous withdrawal amounts permitted. While water access in times of shortage is governed using Alberta's priority system from the Water Act, there may be opportunities to advance the management and allocation of water to enable more efficient use and sharing within the region. This will require working with the Province, and specifically Alberta Environment and Parks.

The following servicing plan, priorities, and action items outline a way forward to address these water, wastewater and water licensing issues.

Servicing Priorities

Region-Wide Priorities

REGIONAL UTILITY SYSTEM

- **Assess opportunities for shared servicing at the regional level based on findings and lessons learned through Context Studies and at the sub-regional level**

There is no regional water and wastewater utility provider in the Calgary Metropolitan Region. Although there are municipal utilities that provide services to other municipalities, they are provided to customers on a cost recovery basis. Municipalities that receive water and wastewater services from other providers, typically treat and distribute the water within their own municipal boundaries. In some cases, provision of water includes development of intermunicipal infrastructure. An example of an existing intermunicipal facility is the East Calgary Regional Water Line, which delivers water from Calgary to the Town of Strathmore and City of Chestermere.

A broad regional approach to utility servicing is not being pursued by the Calgary Metropolitan Region at this time, as it would be an extensive and expensive undertaking, and is not anticipated to have a significant regional benefit. Most Preferred Growth Areas already have utility servicing planning provided. Remaining growth areas should be considered on a case-by-case basis. A bottom-up approach to collaboration will be used, where the background studies and planning documents for Preferred Growth Areas will inform the need and direction of subsequent regional or sub-regional collaboration for water and wastewater servicing.

Preferred Growth Areas Priorities

SUB-REGIONAL SERVICING

- **Evaluate opportunities for servicing collaboration through planning in the Preferred Growth Areas**

Preferred Growth Areas are an ideal place to start collaborating inter-municipally to optimize the regional water and wastewater servicing system, and they could bring to light opportunities for collaboration in other locations. Starting with these areas will create a clear path to service optimization and allow for targeted discussions around location, land use, level of service, cost-benefit impacts, levies, and other considerations deemed relevant.

Working Groups

Strategies for sub-regional servicing will be identified in the Context Studies for the Joint Planning Areas. The Context Studies will be led by the Calgary Metropolitan Region and developed by members. The working group, or a sub-committee working group will act as an advisor to the process, providing consistency between the different Joint Planning Areas.

Municipalities will be required to collaborate in the Context Studies and associated discussions on water servicing. Where there is a need for water or wastewater servicing in Preferred Growth Areas, municipalities with capacity to provide services to these Preferred Growth Areas are encouraged to supply water and wastewater services, in the most cost-effective manner possible, while ensuring deleterious consequences to the environment are avoided.

Evidence Based Decision Making

Evidence based decision making for water and wastewater services will require information on a range of variables, including the land use / Placetypes need, infrastructure capacity, water quality and water quantity, regulatory and environmental constraints and cost-effectiveness. It

will also require reliable data sources to understand how water is currently being used, which requires effective monitoring.

The CMRB will set standards for data collection to ensure the provision of consistent regional data to all members, and to inform planning in the Preferred Growth Areas. Guidance on evidence-based decision making will be provided by the working group, some of which will be garnered through the Context Studies for Joint Planning Areas.

Actions

- Complete the Context Studies for the Joint Planning Areas in a manner which considers servicing optimization and cost-effectiveness for all parties involved.
- Update the Water Roadmap with the working group, given the identification of Preferred Growth Areas in the Growth Plan.
- The working group will identify areas for Preferred Growth Areas, that may require support from regional partners, due to lack of water or wastewater capacity over the life of the Servicing Plan. The working group will identify ways to determine which municipalities can most efficiently and effectively provide servicing to the Preferred Growth Area being evaluated.

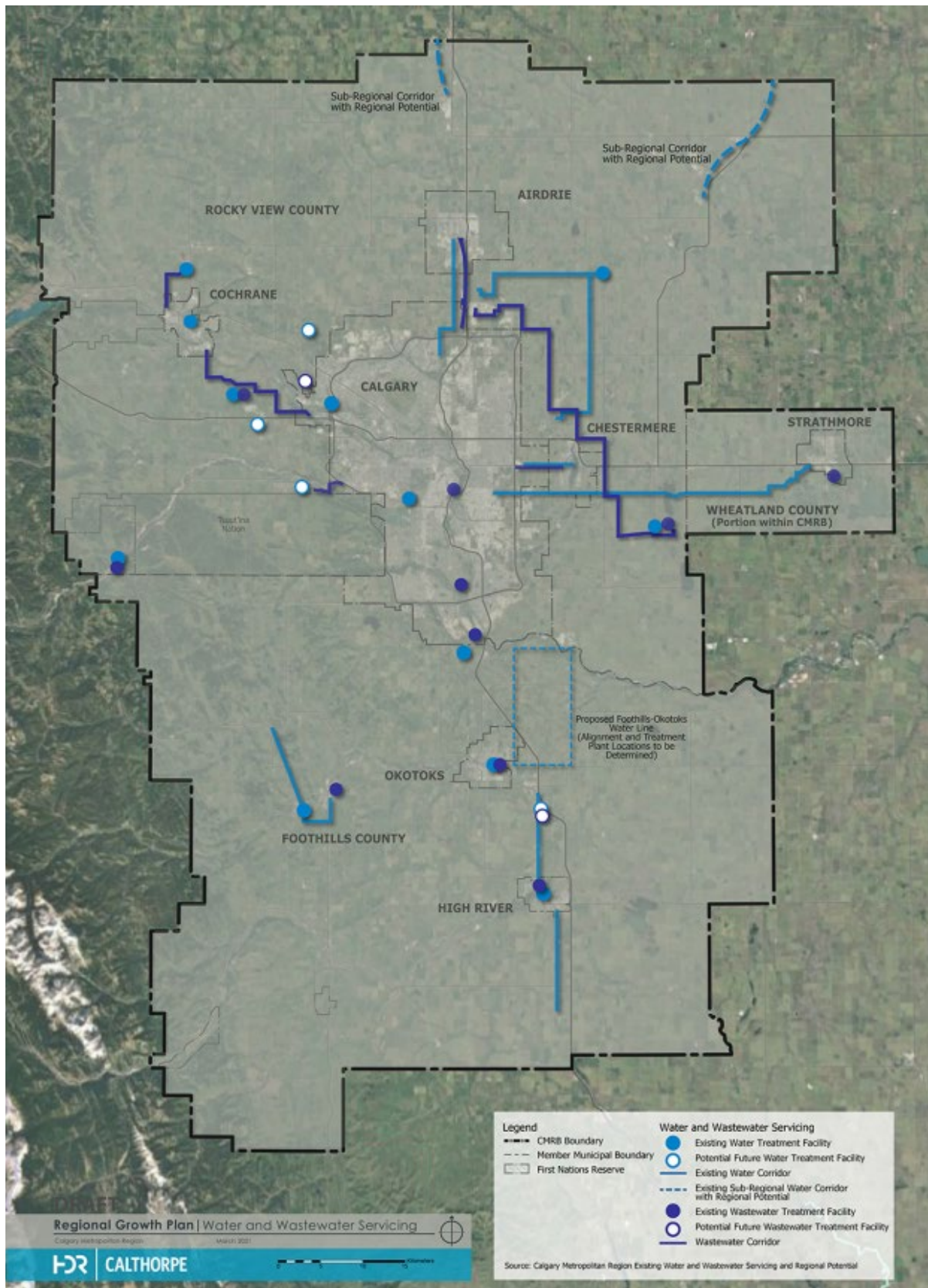


Figure 4: Regional Water and Wastewater Utility Corridors

Stormwater Management

Stormwater is runoff from rainstorms, hailstorms or melting snow that is shed from urban and rural landscapes.

Background and Intent

Stormwater management is one of the topics to be addressed in the Context Studies required by the Growth Plan in the Joint Planning Areas. However, given the values of the Board and the mandate to ensure environmentally responsible growth, it is appropriate that the Calgary Metropolitan Region consider region-wide opportunities, to improve environmental outcomes related to stormwater management. Regional priorities include:

- Drinking water quality for public health and safety
- Affordability of water treatment
- Water quality for ecosystems and downstream users
- Management of nutrient loading
- Protection of people, land, property and ecosystems
- Stormwater use
- Increase public utilization of stormwater infrastructure

Quality and quantity requirements for stormwater runoff are regulated by the Province, which grants municipalities jurisdiction over the design and operation of stormwater facilities through land use plans. Stormwater management is necessary to protect drinking water, the aquatic health of rivers, and environmentally sensitive areas. It also protects communities and infrastructure from flooding, reducing improvement/upgrade costs, which ultimately benefits ratepayers. Improved stormwater management also provides opportunities, such as using stormwater to reduce water needs.

Stormwater management challenges that the Calgary Metropolitan Region is facing include:

- source water quality concerns related to upstream land uses;
- relatively flat terrain in some areas of the region, that increases risk of overland flooding during extreme events; and
- limited access to receiving water bodies within the northeast portion of the region, resulting in development restrictions due to zero discharge requirements.

Stormwater management creates challenges and opportunities for land development and watershed protection in the Calgary Metropolitan Region. Collaborative management and planning, both regionally and within the Preferred Growth Areas, represents a way forward in stormwater management and has a role in collaborative watershed protection initiatives. The following Stormwater Management Priorities build on the flood prone area policy outlined in the Growth Plan.

Servicing Priorities

Region-Wide Priorities

STORMWATER USE AND WATER REUSE

- **Advocate for stormwater re-use**

Many jurisdictions around the world have used innovative strategies to purify grey water and re-use stormwater as measures to effectively increase water supply. The province is working on guidance to progress opportunities for the capture, treatment, and reuse of stormwater. As member municipalities consider potential water shortages in the future, due to natural climate variations and human induced climate change, stormwater re-use becomes an attractive solution with wide ranging benefits. Key challenges around stormwater use in the CMRB include:

- incomplete provincial direction regarding stormwater reuse;
- extreme variability in flows associated with intense rainfall events;
- addressing snow and hail events in the design of engineering systems intended for the collection and conveyance of stormwater;
- nutrient loading and high salinity associated with early-spring runoff from impermeable surfaces;
- undertaking cost-benefit evaluations of stormwater use versus raw water treatment/distribution; and
- potential for cross-contamination with sewer overflows.

Stormwater use has been identified by the public, member municipalities and the CMRB Advocacy Committee as a common opportunity for municipalities to augment their supply with fit-for-purpose management strategies, while respecting public health and safety. The CMRB can advocate to the province for stormwater reuse on behalf of its members, and work to enable innovative stormwater management strategies for the benefit of ratepayers.

REGIONAL INITIATIVES

- **Lead collaboration at the regional and sub-regional levels to improve stormwater management**

As a regional body, the CMRB can lead discussions between members at the regional and sub-regional levels to facilitate opportunities for coordination and cooperation. This may include coordination with external stakeholders such as the Province, First Nations, the Western Irrigation District, Watershed Planning and Advisory Councils, Watershed Stewardship Groups, and other intermunicipal watershed protection groups. Increased collaboration between CMRB members has the potential to improve the operating efficiencies and economics of stormwater management infrastructure, while the alignment of plans in adjacent municipalities can ensure the cumulative effects of stormwater on quality and quantity of water are managed.

An example of cooperative stormwater and drainage management is the Nose Creek Watershed Water Management Plan. The Plan provides recommendations for setbacks and stormwater management principles that are being adopted within Airdrie, Calgary, Rocky View, Crossfield and the Calgary Airport Authority. The establishment of the Cooperative Stormwater Management Initiative (CSMI) is another example of collaboration between municipal and other water users, in this case an irrigation district, to mitigate the effects of stormwater runoff on irrigation water quality, while reducing the restrictions that stormwater discharge imposes on land development.

Preferred Growth Areas Priorities

CONTEXT STUDIES FOR JOINT PLANNING AREAS

- **Initiate stormwater management collaboration in Preferred Growth Areas**

The Preferred Growth Areas will be the priority locations for collaboration on stormwater management. Context Studies for the Joint Planning Areas will provide an opportunity to determine if there are sub-regional gaps in conveyance or drainage, or concerns regarding the quality and capacity of receiving water bodies. The need for collaborative solutions can be determined through the Context Study.

Working Groups

Stormwater initiatives will be coordinated through the same working group as the long-term water strategy, and water and wastewater servicing.

Evidence Based Decision Making

Member municipalities should work together to catalogue and establish tools for innovative stormwater management. These can be used to support discussions with citizens and the development community on the best practices for greenfield development and stormwater management. This could include the cataloguing of management practices such as stormwater infrastructure ponds and recreational amenity management approaches. Other data gathering functions can be identified in the future, as required.

Actions

- Update the Water Roadmap to identify stormwater priorities.
- Working group to identify areas that may have regional stormwater issues that would benefit from a regional approach.
- Complete Context Studies for the Joint Planning Areas in a way that considers stormwater management and environmentally sensitive areas.
- Context Studies may identify opportunities to support a greater long-term water strategy, and provide information and data to the broader regional planning initiatives.

Recreation

Regional recreation includes facilities, spaces, programs or services that are owned or operated by a CMRB member municipality, and have a realistic potential of use by, and broader benefits to, residents from outside the municipal boundaries in which they are provided.

Background and Intent

The recreation system across the Calgary Metropolitan Region is diverse, complex, and multifaceted. Recreation services provided by municipalities leads to residents and visitors being more physically active, promoting improved physical fitness. Recreation also brings people together which can, positively contribute to desired outcomes for other important societal needs, including public education, and positive mental health.

Municipalities are interested in coordinating servicing efforts, where new community growth, within a potential recreation service area is occurring. Due to the high capital costs of recreation facilities, increasing operation and maintenance costs for delivering this service, and the public's increasing demand for services, municipalities are finding it difficult to balance fiscal constraints with public demand for recreation. For these reasons, paired with a sincere interest for municipalities to provide residents with a high quality of life, a more collaborative approach is necessary. Once a facility, program or service is defined as regional, areas for collaboration and coordination may include evidence-based planning for capital investment, operations and maintenance or facility planning.

Servicing Priorities

Region-Wide Priorities

MUNICIPAL COLLABORATION

- **Collaborate to realize mutually agreed upon outcomes.**

Collaboration can lead to cost savings, risk-reduction, resources and responsibility sharing, while improving the quality of services delivered. There are some areas of the Calgary Metropolitan Region where collaboration is thriving and other areas where the full benefits from collaboration have yet to be realized.

Working Groups

A regional recreation working group will identify regional or sub-regional priorities on a case-by-case basis. Regional collaboration should be an ongoing activity, built on a foundation of partnerships and evidence-based decision making. The Recreation Technical Advisory Group should evolve to a working group comprised of member municipality experts to facilitate collaboration by identifying areas of common interest, coordination, regional challenges and to

share information. The working group should establish collaborative processes for regional recreation decision-making, and shared-services integration that will build trust, be transparent, and respect an individual municipality's right to make its own recreation decisions.

Evidence-Based Decision Making

Calgary Metropolitan Region member municipalities should establish processes that incorporate evidence-based decision making to the greatest extent possible. Creating a common understanding of the current state of recreation in the Region will require establishment of common region-wide metrics to support data gathering, assessment, and study. Member municipalities will collect and share data in support of evidence-based approaches to decision-making at the regional level.

Actions

- Establish a recreation working group.
- Provide advice on recreation servicing for Context Studies.

Implementation

The implementation of the Servicing Plan will be enacted primarily through the completion of the actions identified within each service area. These actions are either specifically identified within this Plan or stated generally and will be further detailed as various working groups fulfill their respective mandates. As shown in Figure 5 below, the overall administrative structure for the Servicing Plan includes the Board, who approves the Plan, Committees of the Board, CMRB Administration, and working groups. Regional stakeholders, municipal, and consultant experts will engage with the working groups, on an as needed basis. The data collected, the studies, and the timing of work will be coordinated through CMRB Administration.

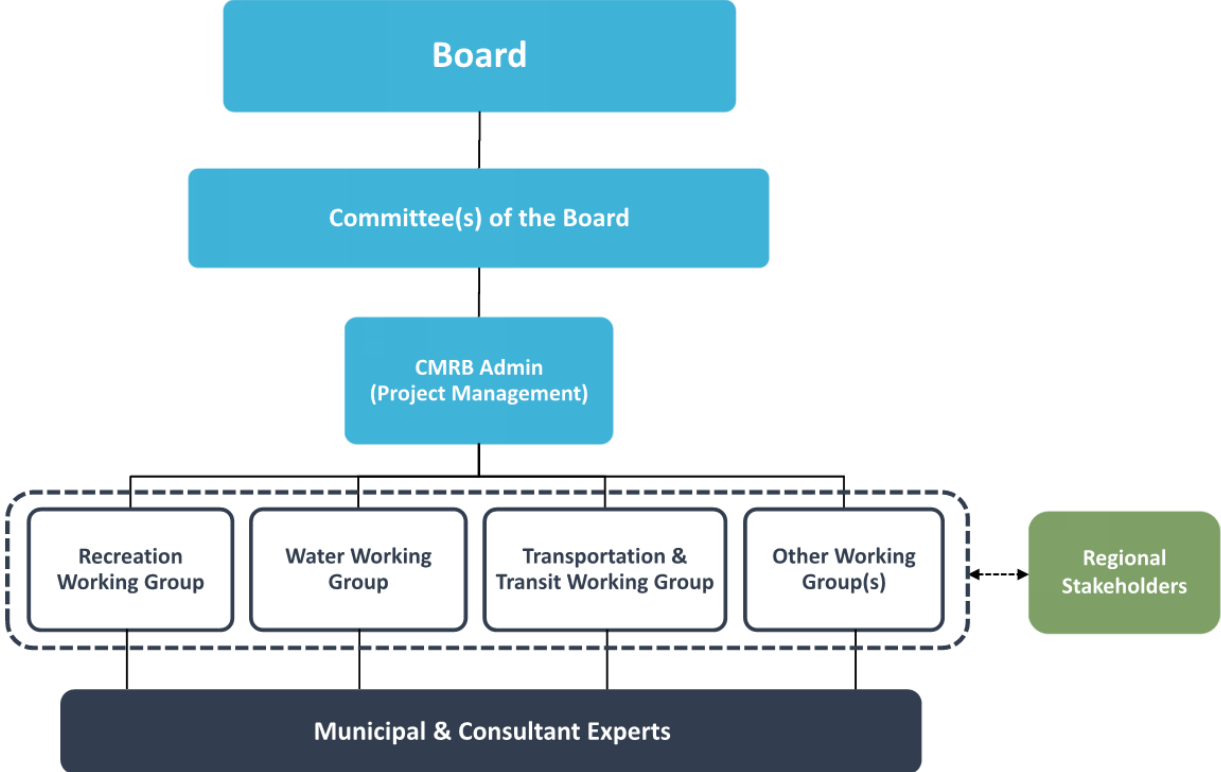


Figure 5: Administrative Structure for Servicing Plan

Data Collection and Monitoring

One of the key pillars of the Servicing Plan is evidence-based decision-making, which requires timely collection and monitoring of information. This pillar is vital to the implementation and success of the Plan. CMRB administration will be a data repository, that will provide the Region with a valuable collection of region-wide data, which is not present at this time. CMRB administration, with the assistance of working groups and municipalities, will reach out to research institutions, universities and colleges to obtain the most current information and ensure the data is available for decision making and monitoring. The information collected will be updated regularly and integrated into the CMRB’s data collection and monitoring system.

The benefits to the Region of a strong region-wide data collection system include:

- improved economic development initiatives for attraction and retention of businesses in a globally competitive economy;
- cost-savings for municipalities;
- data consistency across the Region;
- improved environmental stewardship;
- better land use planning; and
- improved decision-making through use of innovative data modeling and scenarios.

In summary, a strong region-wide data collection system will support the optimization of regional services, identified in earlier sections of this Plan.

Plan Update and Review

Implementation of the Servicing Plan will require reviews and updates to ensure continued alignment with the Growth Plan, and potentially new directions from the Board.

The Plan should be reviewed and updated every five and ten years when the Growth Plan is updated, or any other time when directed by the Board or Minister.

Appendix A

Considerations for a Regional Transportation and Transit Master Plan and for Context Studies

1. Regional Transportation and Transit Master Plan

The RTTMP should consolidate plans within the region and address several topic areas to support the next million population in the Region, and to support “foreshadowing” of longer term needs beyond the next million people.

a) Road and Highway Network – The North and South and East Calgary Regional Transportation studies set the framework for road and highway planning in the Region, including prioritization of infrastructure projects. The RTTMP should define what is regionally significant with regard to roads. The provincial highway network is an important component of the regional roads and highways network, and therefore Alberta Transportation should be a direct participant in the RTTMP development.

b) Goods Movement – The goods movement network is directly connected to and part of the regional road and highway network, but also includes the rail and air modes of transportation. It includes truck and dangerous goods routes, including high and wide load corridors in the region. The RTTMP should:

- Identify strategies to minimize the effects of commuter congestion on important goods movement and trade routes;
- 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; and
- Protect the integrity of major goods movement routes by coordinating adjacent land use planning with the provision of adequate truck accessibility.

c) Transit - There are a range of municipally and privately provided transit options at both the regional and local scales. Calgary, which offers 4,369 km of transit routes, 159 bus routes and 45 LRT stations, has the most rapid transit riders per million residents of any major Canadian city. Airdrie offers fixed route, on-demand, and intermunicipal bus service. Both Cochrane and Okotoks offer on-demand transit services in their communities. Private operators are creating connections and accessibility for residents across the region, while providing services for vulnerable populations in rural areas. Chestermere and Calgary are currently investigating extension of Calgary Transit service to Chestermere.

The RTTMP should reference the Transit Background report as a starting point for defining desired outcomes.

d) Active Transportation – There are several regional active transportation corridors that serve a dual function as recreational corridors and transportation routes. Coordination of these routes among municipalities will allow for a well-connected regional network that can support a variety

of purposes. Additionally, regional active transportation should also consider how active modes can be integrated with other modes, including transit, and the importance of compact growth in supporting active transportation. The RTTMP should consider how regional active transportation activity is measured, how needs are assessed, and how ongoing monitoring is undertaken.

e) Air – The Calgary Airport Authority operates the primary airports in the Calgary Metropolitan Region, including Calgary International Airport and the Springbank Airport. There are several other airfields throughout the region, providing a variety of services. The RTTMP should identify connectivity requirements for the regionally significant airports (the Calgary Airport Authority airports at a minimum).

f) Rail – Rail provides an important connection for cargo in the Region. Although there are currently no passenger rail services (excluding the Rocky Mountaineer tourist train), future opportunities associated with rail or high-speed rail between Calgary and Edmonton and the proposed Calgary-Banff commuter rail corridor, should be monitored and further evaluated in the RTTMP.

g) Governance – Responsibility and jurisdiction for provincial highways, airports and railways are outside the jurisdiction of the CMRB. While there are opportunities for additional collaboration related to maintenance and operation of municipal roads, it is anticipated that responsibility will remain with individual municipalities in the foreseeable future.

As the region grows, increased transit demand, and related regional demand may present opportunities for alternative delivery options for transit in the Calgary Metropolitan Region. The RTTMP should investigate potential regional service delivery models, with consideration to the location and scale of growth areas outlined in the Growth Plan.

2. Context Studies for Joint Planning Areas

Context Studies should consolidate the relevant components of:

- integration with growth areas;
- individual municipal transportation plans;
- provincial plans;
- any applicable Regional Transportation Studies (e.g. North Calgary, South and East Calgary, and Integration Memo); and
- Transit Background Reports.

Context Studies should also identify additional regional needs to support intended growth patterns within the Joint Planning Area, including:

- 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.

Calgary Metropolitan Region

Servicing Plan

PRELIMINARY CONTENT DRAFT

Revised April 8, 2021

Revised March 21, 2021(ver.2)

Preliminary Content Draft March 21, 2021 (ver.1)

Annotated Revised Outline March 4, 2021

Working Preliminary Draft January 28, 2021

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DRAFT - For TAG Discussion Only

Definitions

(NOTE: FOR THIS DRAFT, THESE DEFINITIONS ONLY INCLUDE THOSE DEFINITIONS NOT IN THE GROWTH PLAN. WHEN COMPLETE, ALL DEFINITIONS USED IN THE SERVICING PLAN WILL BE INCLUDED)

Evidence-Based Decision-Making means basing decisions on information which is accurate and applicable to the context. Accuracy includes proper interpretation of gathered information and/or descriptive statistics keyed to the circumstances, demonstrating cause and effect of proposed actions. The ~~effect~~ purpose of evidence-based decision making is ~~to use of~~ “evidence/information” in decision making, which demonstrates “causation” as opposed to “correlation” of data.

Higher Order Transit is frequent and reliable transit service, that is given priority in mixed - traffic, or separated partially or completely from general ~~vehicular~~ traffic and able to maintain higher levels of speed and reliability ~~than can be achieved by operating without priority or separation.~~

Regional Stormwater Servicing means the collection, conveyance, storage and discharge of stormwater that crosses intermunicipal boundaries, through engineered infrastructure or natural drainage.

Servicing means the provision ~~or use of utility infrastructure~~ required for utilities, recreation ~~services such as recreation centres, transportation infrastructure, and, or transit facilities and services.~~

Stormwater means runoff from rainstorms, hailstorms or melting snow that is shed from urban and rural landscapes. ~~Stormwater picks up pollutants, including trash and suspended and/or dissolved solids that impact the quality of downstream water bodies.~~

Introduction

~~This document is~~ The Calgary Metropolitan Region Board's (CMRB) Servicing Plan. ~~It~~ supports the CMRB Growth Plan (Growth Plan) and outlines how the planning and coordination of regional servicing will support the ~~successful~~ implementation of the Growth Plan. It is intended as a key supporting document to the Growth Plan and should be read and interpreted alongside the Growth Plan.

Links to the Growth Plan

The Servicing Plan supports the policy direction of the Growth Plan by identifying opportunities for efficient, cost effective, and collaborative service delivery. The Growth Plan is a policy framework for managing growth for the next million people in the region. Through growth management and the efficient use of land, the Growth Plan sets out to achieve reductions in water consumption, greenhouse gas emissions, infrastructure costs and energy costs ~~per household~~ as the Region accommodates the next million people, in approximately 25 to 30 years. The Growth Plan identifies regionally significant growth areas, ~~including called~~ Preferred Growth Areas, ~~to that~~ support the future coordination of servicing. By identifying Preferred Growth Areas, the Growth Plan creates ~~clear, focused~~ direction to coordinate service delivery, including cost and benefit sharing, amongst member municipalities.

Providing services to growth areas requires a significant investment of time, capital and other resources. By providing a clear plan for growth, the Growth Plan helps create ~~more~~ certainty for municipalities and developers, allowing for the best economic, environmental and social servicing options to be identified.

The Growth Plan provides direction around forms of development, called Placetypes. Placetypes prescribe the density of development, but they also refer to the quality of development, including higher densities, compact, walkable and mixed-use communities.

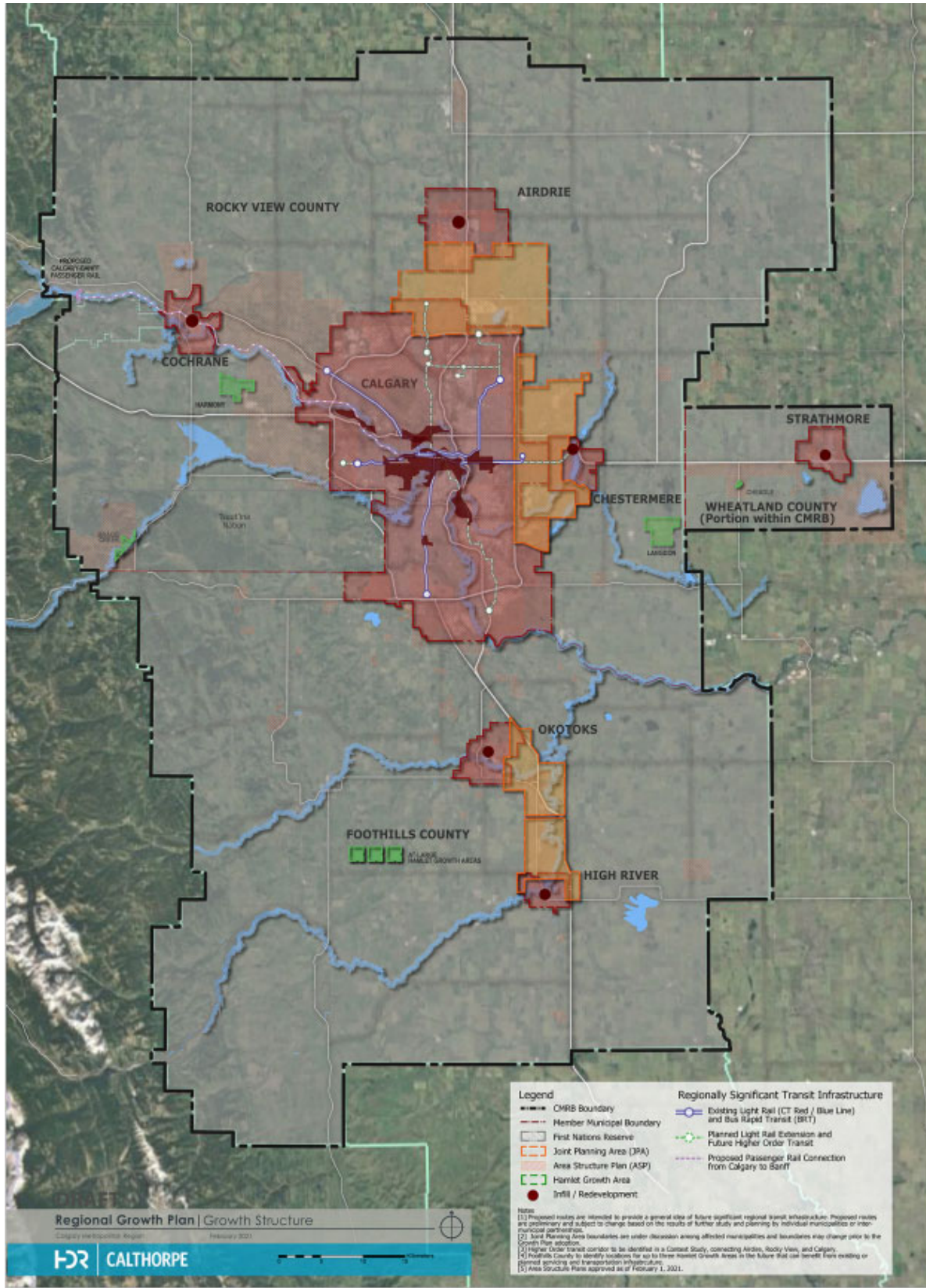
~~As with growth areas, there are~~ Preferred Placetypes ~~in the Growth Plan. These types of developments~~ include:

- Infill and Redevelopment;
- Masterplan Communities; and
- Mixed-Use / Transit Oriented Development.

Preferred Placetypes ~~are important because the more development that occurs as Preferred Placetypes, the greater the reduction in~~ reduce the negative impacts of growth associated with water use, vehicle kilometres travelled, and capital investment in infrastructure. The application of Preferred Placetypes enables creation of more integrated communities with a range of housing types and land uses.

Together, Preferred Growth Areas and Preferred Placetypes encourage an efficient and cost-effective growth pattern, by clearly identifying areas for investment in servicing, and ~~promotes~~ while promoting development forms that are higher in density ~~and, with~~ a mix of uses.

The Growth Plan Regional Structure map is shown as Figure 1.



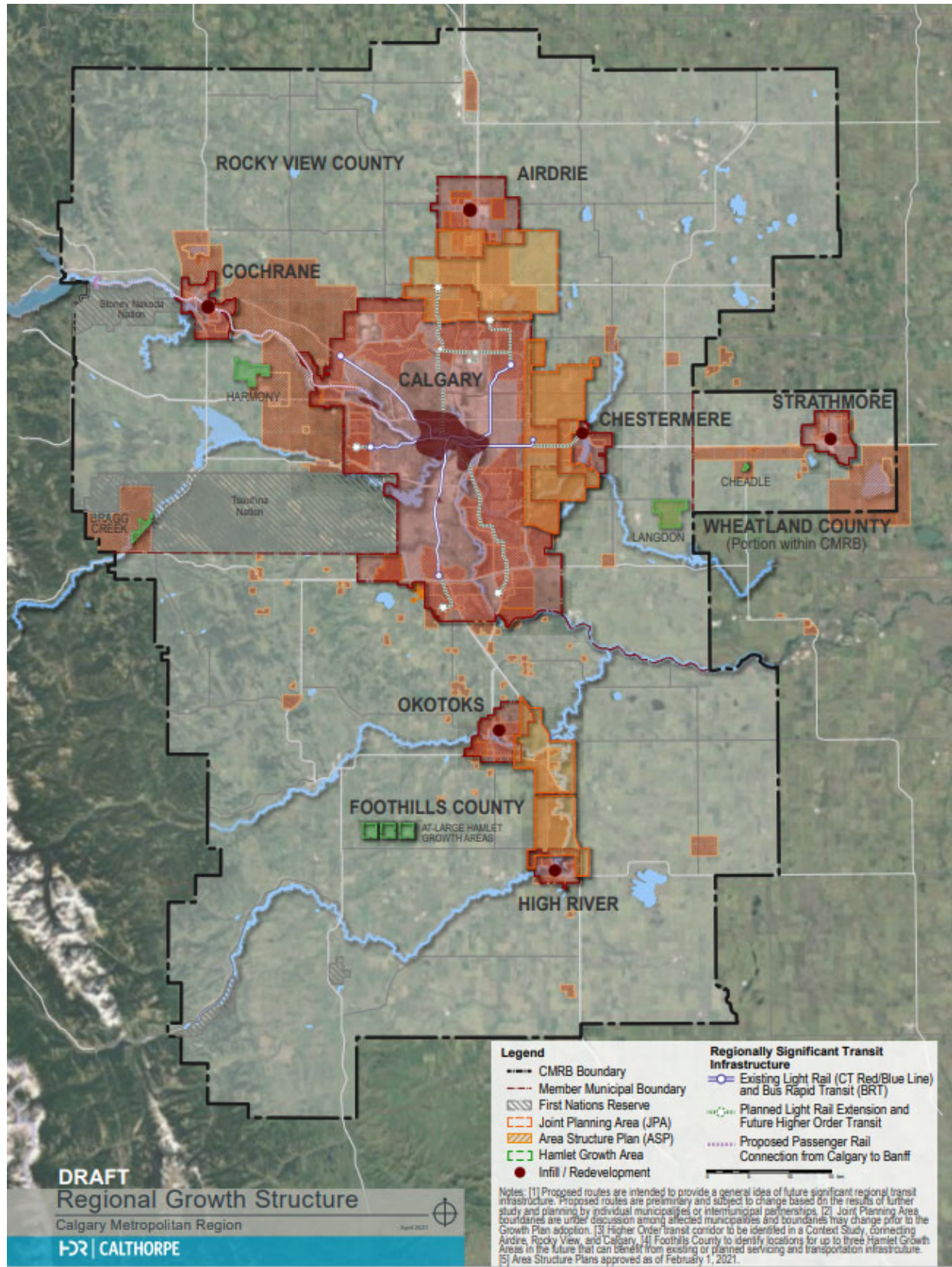


Figure 1: Growth Plan Regional Structure

Regulatory Framework

The Servicing Plan is regulated by the Calgary Metropolitan Region Board Regulation that came into effect on January 1, 2018. The CMRB Regulation stipulates the completion of a Growth Plan and a Servicing Plan within three years of the Regulation coming into force. While originally due ~~on~~was January 1, 2021, an extension ~~has been to~~ June 1, 2021 was granted for the completion of both plans ~~until June 1, 2021~~.

The objectives for the Servicing Plan as set out in the CMRB Regulation are to:

- identify the services required to support the goals of, and to implement, the Growth Plan;
- support the optimization of shared services to enhance use of ratepayer dollars; and
- facilitate orderly, economical and environmentally responsible growth in the Calgary Metropolitan Region.

The Servicing Plan will fulfill these objectives through a flexible and adaptive approach that:

- identifies servicing priorities in the Region;
- creates a collaborative regional framework for municipal engagement; and
- promotes evidence-based decision-making, which is grounded in research undertaken in accordance with recognized and scientifically proven research methodology.

Service Pillars

Plan Hierarchy

While there are many servicing matters that impact the [CMR Calgary Metropolitan Region](#) municipalities, the purpose of the Servicing Plan is to focus on collaborative servicing, including intermunicipal servicing, regional servicing, [and/or](#) sub-regional servicing.

Board Goals

The Board has established [goals for six key goal thematic areas](#) that are the framework for the Growth Plan and guidance for the Servicing Plan. These [thematic areas](#) include:

- Growth Management and Efficient Use of Land,
- Economic Wellbeing,
- Environmentally Responsible Land Use,
- Water Stewardship,
- Ensuring Efficient Shared Services, and
- Celebrating Urban-Rural Differences.

Focus of the Servicing Plan

The Servicing Plan focuses on six servicing priorities where the optimization of services can be improved through regional cooperation and coordination, as follows:

- transportation and transit;
- ~~piped utility servicing;~~
- long-term water strategy;
- [water and wastewater servicing;](#)
- stormwater; and
- recreation.

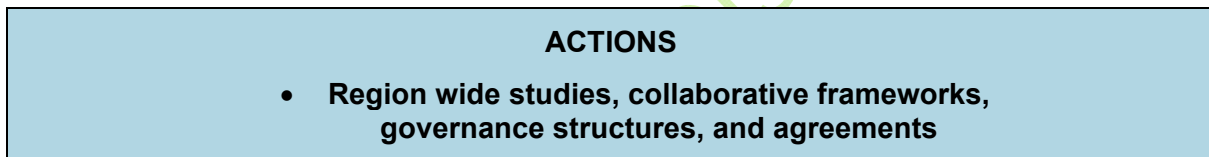
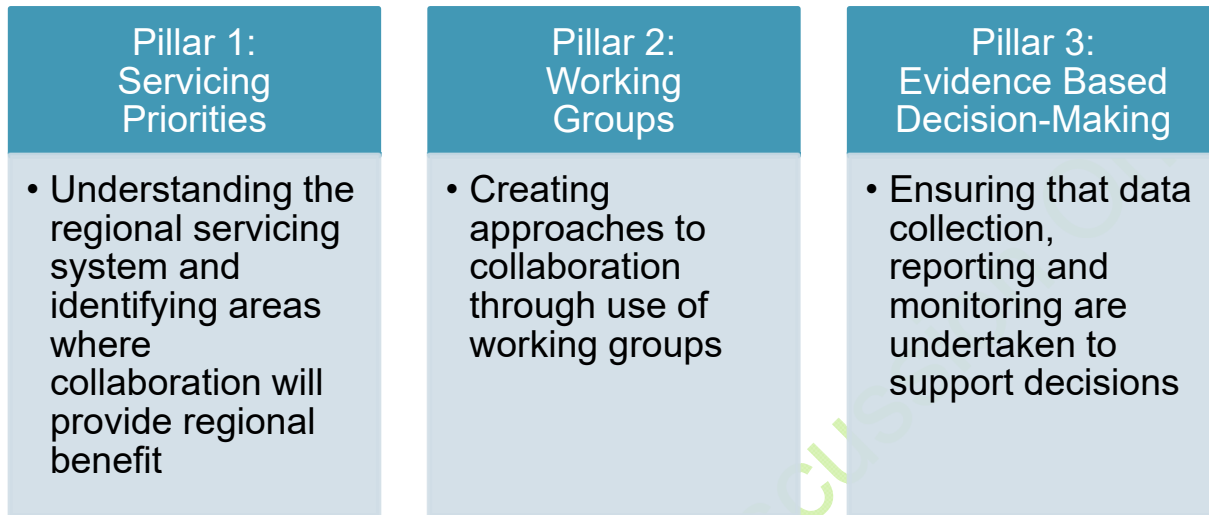
While additional services may be added in the future, these servicing priorities were deemed by the Board to be important for the inaugural Servicing Plan.

Servicing Plan Pillars

Servicing Plan objectives outlined in the CMRB Regulation (cited above) are supported by three Servicing Plan pillars, that shape the structure of each section of this Plan. The intent of the pillar-based approach to the Servicing Plan is to ensure implementation is broad and does not rely on a single method. Collectively the three pillars address key questions related to intermunicipal servicing:

1. What are the [beneficial](#) collaborative servicing priorities for the Region ~~where the region will benefit from working together?~~
2. What on-going work should occur across the Region on servicing, to better understand how services are currently delivered, where there are gaps in service provision, or how to best approach regional servicing?

- How can the region use evidence-based decision making to create innovative, meaningful and measurable improvements to service delivery for rate payers? What information or data is required at the regional level to assist future decision-making?



Pillar 1 – Servicing Priorities: The CMRB has completed a number of several studies and technical reports that gather data and begin to identify the existing regional system for regional services. The CMRB has not yet set forth its servicing priorities within these areas given the plan for regional growth was not yet available.

The Servicing Plan builds opportunities for the CMRB to work together to identify both broad regional servicing priorities and approaches, as well as supporting more detailed discussions about servicing for Preferred Growth Areas. The relationship between these two scales of planning must be thoughtfully coordinated to ensure that allow any approach to detailed planning feeds to feed into the broader regional discussion and vice versa. This coordination will be provided by CMRB Administration, the Land Use and Servicing Committee, and the working groups who will be providing technical support at the regional and subregional sub-regional scales.

Pillar 2 – Working Groups: The creation of a broad regional network of collaborative working groups is a key component to the Servicing Plan. These groups are intended to bring together regional experts to guide the planning process for different services and to advise the Board on the studies, agreements, collaborations or processes that should occur to optimize service delivery. Coordination between disciplines and working groups will also be critical as many issues crossover into numerous technical disciplines. While some servicing priorities within the

Plan emphasize establishment of a working group, to a greater extent than others, this is an important tool to optimize servicing.

Working groups will ~~be required to~~ establish:

- a clear mandate and/or terms of reference;
- a work plan; and;
- measurable goals and outcomes that identify how the work of the group optimizes service delivery to the benefit of the ratepayer.

Working groups will ~~work towards achieving~~ achieve the identified goals and outcomes through collaboration, and ~~more efficient and~~ cost-effective service delivery.

Pillar 3 – Evidence-Based Decision-Making: The Board values Evidence-Based Decision-Making to create innovative, meaningful and measurable improvements to service delivery for rate payers. This ~~kind of~~ process requires information and data that supports problem definition, clear targets, measurable outcomes and monitoring of results. The technical nature of servicing and ~~its~~ the high cost ~~for of~~ construction, operation, and maintenance makes robust information and data gathering an important tool to support decision-making. The CMRB supports the collection, reporting, and ~~open and timely~~ sharing of data at the regional scale whenever possible to guide the Region towards its identified goals and objectives.

Actions: Each servicing priority identifies actions that are required to optimize services. Actions include ~~such elements as~~ region-wide studies, agreements, governance structures and collaborative frameworks. Specific actions are stated when possible. In circumstances where this is not possible, due to the complexity of service delivery, lack of regional information, lack of data or other ~~potential~~ barriers, working groups are ~~recommended as~~ the mechanism, to undertake additional ~~required~~ work to resolve the issue.

Transportation and Transit

Regional transportation and transit is the system of arterial roads, highways, rail, pathways, airports, and related services that support intermunicipal travel and/or trade within the CMRB and beyond.

Background and Intent

The transportation and transit networks are major influences on growth in the region. They connect residents and businesses with goods, services, employment, and social networks. Regional coordination of transit and transportation strengthens the region. An efficient and well-connected transportation system provides many benefits ~~to the region.~~

- Reliable access to jobs, with choice of travel modes is an important factor in attracting talent to the region.
- Efficient access to markets supports regional commerce and competitiveness ~~including industrial uses and retail.~~
- ~~A well-planned transportation system reduces the~~ Reduction in the total vehicle-kilometres travelled ~~creates~~ creates shorter commutes, connecting people to the places they need to go, and ~~reducing~~ lessens the environmental impact of travel.
- Regional transit ~~can help to create greater~~ creates equity among all residents by providing travel options for those who may not own a car ~~or who~~ do not wish to drive, or ~~who~~ cannot drive.

This section provides a ~~recommended~~ path forward for ~~to an~~ efficient transportation and transit networks in the region ~~to support a vibrant economy that supports economic growth~~ and high-quality of life. It is informed by the North Calgary Regional Transportation Study, the South and East Calgary Regional Transportation Study (including the NCRTS/S&ECRTS Integration Memo that consolidated the results of the two studies), and the Transit Background Report.

Servicing Priorities

The transportation corridors are the connective framework of the region, and may include a variety of routes for roads, highways and transit infrastructure. The regional transportation corridors are shown in **Error! Reference source not found.** ~~Some of the considerations for key regional connections are provided in Appendix A.~~

Region-Wide Priorities

~~REGIONAL TRANSPORTATION AND TRANSIT MASTER PLAN (RTTMP)~~ **PREFERRED GROWTH AREAS PERSPECTIVE: PREFERRED GROWTH AREAS**

~~UNDERTAKE A REGIONAL TRANSPORTATION AND TRANSIT MASTER PLAN (RTTMP)~~ **JOINT-PLANNING AREA CONTEXT STUDIES**

~~Within Joint Planning Areas, Context Studies will be the primary mechanism to build a better understanding of regional corridors, demand, servicing systems and other key considerations.~~

~~Regional connections for Preferred Growth Areas outside of Joint Planning Areas can be addressed through local transportation master plans, and through the Regional Transportation and Transit Master Plan and/or a future regional economic development initiative. The North and South and East Calgary Regional Transportation studies, completed by the CMRB in 2020, assessed the regional transportation network, and established priorities for transportation investment throughout the CMR. These studies will provide a foundation of network information that will need to be further refined as Context Studies are developed.~~

Regional Perspective: Regional Transportation and Transit Master Plan

- to develop a unified vision for the future regional transportation network that aligns with the Growth Plan, a.

~~Regional Transportation and Transit Master Plan (RTTMP) is recommended. It would define the future regional network, align planning with Preferred Growth Areas, individual municipalities and the province. The RTTMP should include an update to the regional model to reflect the Growth Plan, including an update to the prioritization process from the North, and South and East Calgary Regional Transportation studies, to better (and Integration Memo), to reflect the goals and policies of the Growth Plan. A recommended~~It will update and define the future regional network, align planning with Preferred Growth Areas, individual municipalities and the province. An initial list of considerations for a Regional Transportation and Transit Master Plan is provided in Appendix B. ~~This list would need to be refined by the Transportation and Transit Technical Advisory Groups prior to engaging a consultant. A.~~

TRANSPORTATION CORRIDORS AND REGIONAL ECONOMIC DEVELOPMENT

- Include assessments of transportation considerations to support economic growth and competitiveness.

The Growth Plan identifies the strong connection between economic competitiveness and transportation. An effective transportation system provides reliable access to jobs and provides routes to move goods to markets, both of which are important economic growth considerations. A future regional economic development initiative should consider how the regional transportation system can best support the economic growth and competitiveness of the Calgary Metropolitan Region.

Preferred Growth Areas Priorities

JOINT PLANNING AREA CONTEXT STUDIES

- Use Context Studies, local transportation master plans, Transit Background Report and the North, and South and East Calgary Regional Transportation Studies (and Integration Memo) to build a better understanding of regional corridors, demand, servicing systems and other key considerations in Joint Planning Areas.

Context Studies will be the primary mechanism to guide integration of transportation and land use within Joint Planning Areas. The North and South and East Calgary Regional Transportation studies, completed by the CMRB in 2020, assessed the regional transportation network, and established priorities for transportation investment throughout the Calgary

Metropolitan Region. These studies will provide a foundation of network information that will need to be further refined as Context Studies are developed. Given the importance of Context Studies, and the requirement to complete them within the Growth Plan, ~~it is recommended they~~ Context Studies will occur in advance of the RTTMP, with the outcomes of the Context Studies informing the RTTMP on priority growth areas and transportation.

PREFERRED GROWTH AREAS OUTSIDE JOINT PLANNING AREAS

Address transportation and transit needs for Preferred Growth Areas outside of Joint Planning Areas through local transportation master plans, and through the Regional Perspective: Transportation Corridors and Regional Economic Development

- ~~The Growth Plan identifies the strong connection between economic competitiveness and transportation.~~ and Transit Master Plan and/or a future regional economic development initiative should consider how the regional transportation corridors can best support the economic growth and competitiveness of the CMR.

There are several important connections outside Joint Planning Areas that can best be addressed through region-wide planning initiatives and within local transportation plans. Corridors that connect urban municipalities outside Joint Planning Areas and those that connect Hamlet Growth Areas will require specific attention.

Working Groups

Two groups noted below, comprised of CMRB administration and representatives of member municipalities administrations, worked to coordinate delivery of previous transportation and planning documents.

- The Transportation Technical Advisory Group worked effectively with CMRB administration and consultants to the ~~develop~~ oversee the South and East Calgary Region Transportation Plan, and to integrate with the North Calgary Region Transportation Plan.
- The Transit Subcommittee developed the Transit Background Report.

Working groups will be required to support the development of the Regional Transit and Transportation Plan, ~~and to support~~ the Context Studies and the transportation components of a future regional economic development strategy. In the near term:

- ~~It is recommended that~~ these groups will merge and continue as an advisory Working Group, drawing on the expertise of key external stakeholders such as Alberta Transportation, as required; ~~and~~
- the status quo approach of delivering transportation infrastructure and services on a case-by-case basis will continue.

In the longer term, and pending the recommendations of Context ~~Studies, Corridor~~ Studies and the RTTMP, more formalized governance or collaborative structures or agreements may be appropriate, particularly for the delivery of transit. ~~However, in the near term, the status quo approach of delivering transportation infrastructure and services on a case-by-case basis is~~

~~recommended, while the working groups develop a plan to optimize regional transportation and transit systems.~~

Evidence-Based Decision-Making

~~It is understood that Evidence-Based Decision-Making will evolve over time to address the Region's servicing challenges, as the Growth and Servicing Plans are implemented.~~

The following ~~are recommended~~ mechanisms provide valuable sources of information that, ~~which~~ will enable the Board to ~~establish a better understanding of regional systems~~ undertake Evidence-Based Decision-Making, as defined earlier in this plan:

- **Regional Transportation Model** – Regional transportation models are a fundamental tool to assist with transportation planning. The CMRB has previously partnered with the City of Calgary to maintain a regional version of its transportation model. Sharing of a common model between the CMRB and City of Calgary will simplify planning and reduce the potential for conflicts, particularly associated with development approvals. In addition, Alberta Transportation is a partner with the City of Calgary model, also allowing for consistency between agencies. ~~It is recommended that~~ The land use elements of the regional model should be updated as part of the RTTMP, to reflect the Growth Plan and details established in Context Studies.
- **Monitoring – GIS Database** – The CMRB with inputs from municipalities and Alberta Transportation, should develop and maintain a basic road centerline database, with a long-term goal of creating a central regional repository for transportation and traffic information.

Monitoring of transportation activity can support evidence-Based Decision-Making and can be used to measure the effectiveness of implementation for both the Growth Plan and Servicing Plan. There are several sources of information that can assist in monitoring. The RTTMP should identify a simple and succinct set of metrics, which at a minimum should include network vehicle-kilometers travelled, which in turn can provide estimates of greenhouse gas emissions. In addition, the travel surveys used to update the regional model and the National Household Survey Journey to Work statistics, provide relatively understandable, meaningful and accessible monitoring information.

- ~~**GIS Database** – The CMRB with inputs from municipalities and Alberta Transportation, should develop and maintain a basic road centerline database, with a long-term goal of creating a central regional repository for transportation and traffic information.~~

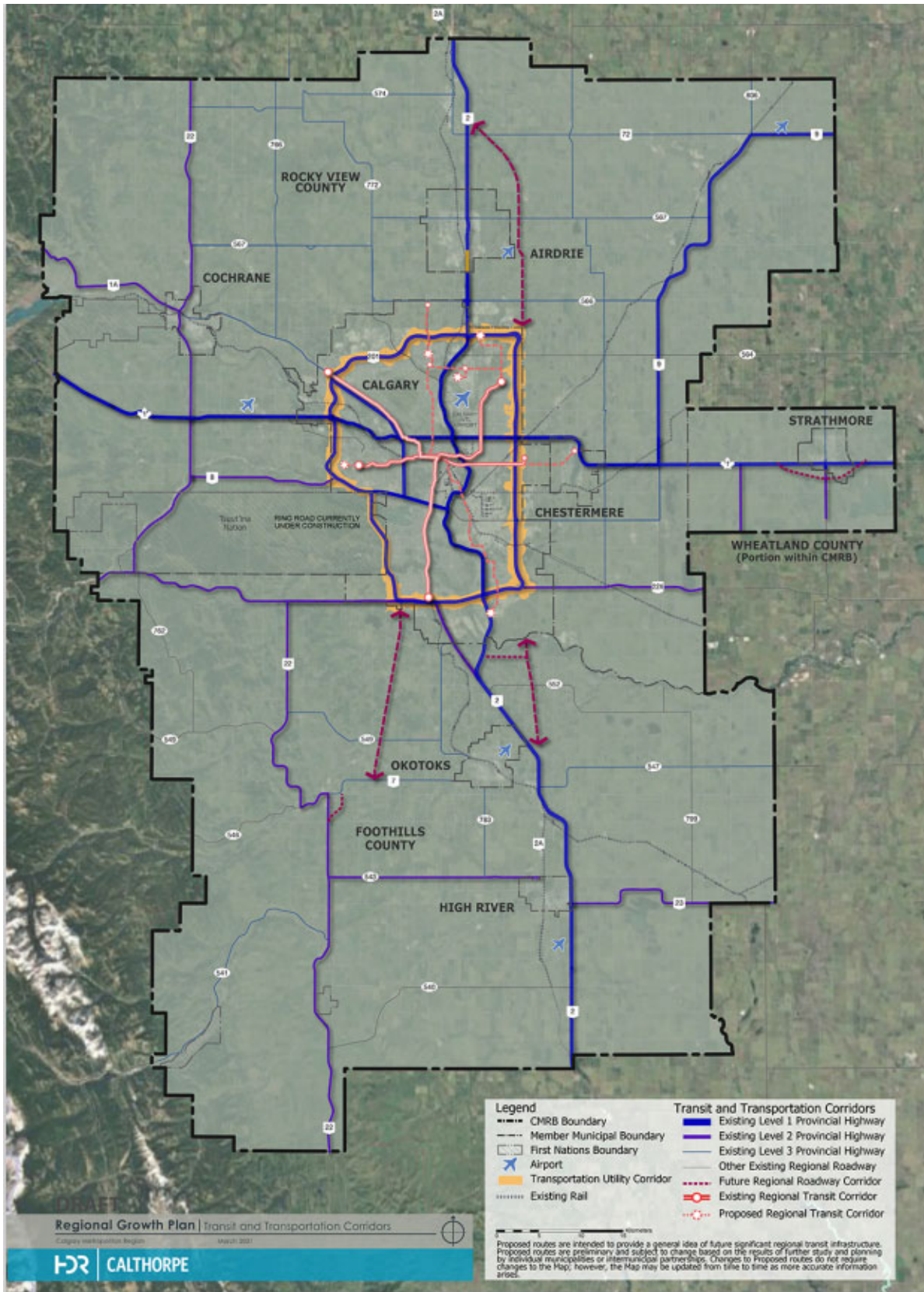
Actions

As noted above, ~~it is recommended that~~ the CMRB will:

- complete the Context Studies for the Joint Planning Areas in a way that provides information and data to the broader regional planning initiatives;
- study regional corridors ~~study~~ as an element of future regional economic development initiatives;

- develop a regional transportation model;
- merge the Transportation Technical Advisory Group and Transit Subcommittee; and
- complete a regional Transportation and Transit Master Plan.

DRAFT - For TAG Discussion Only



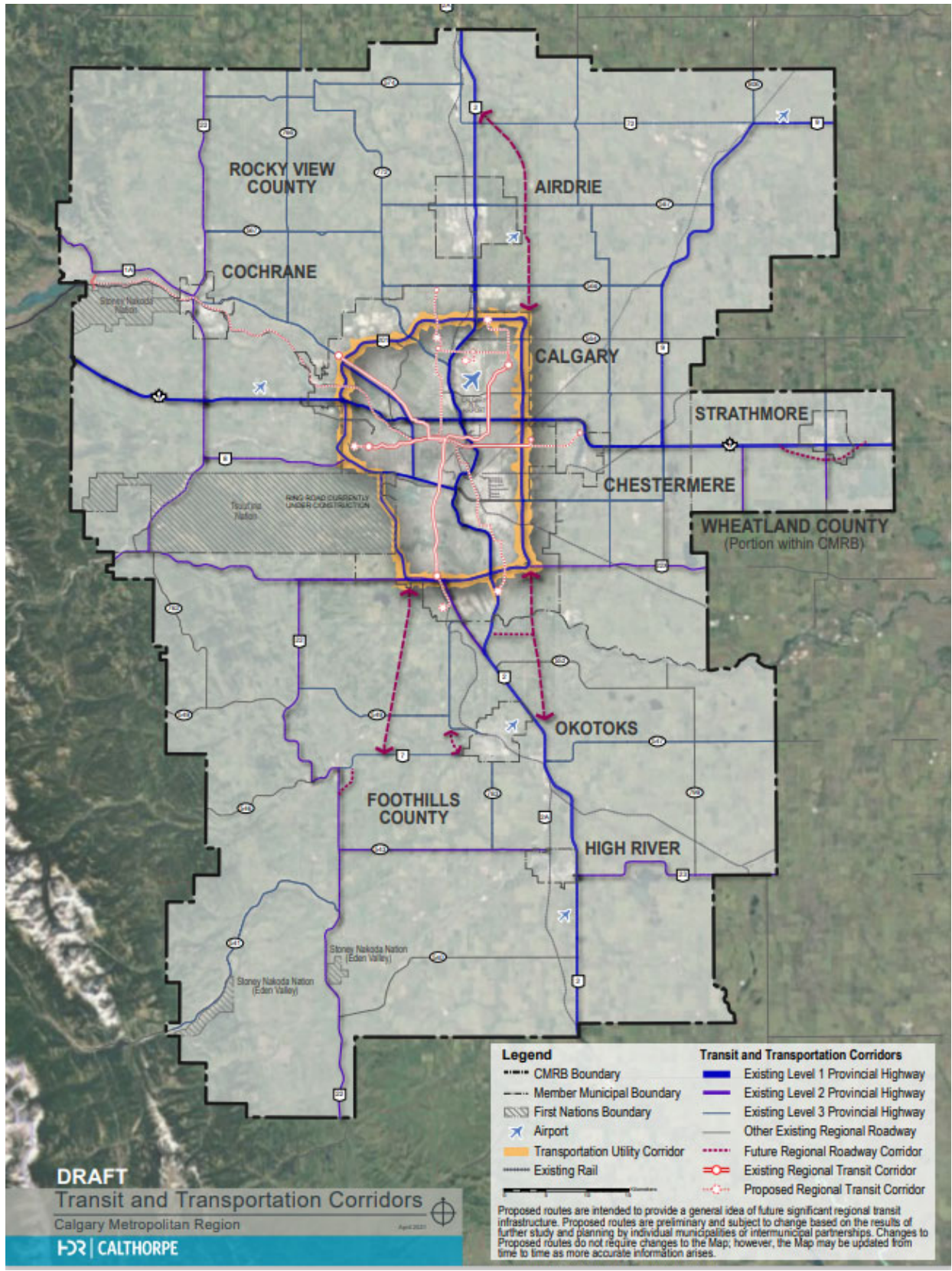


Figure 2: Regional Transit and Transportation Corridors

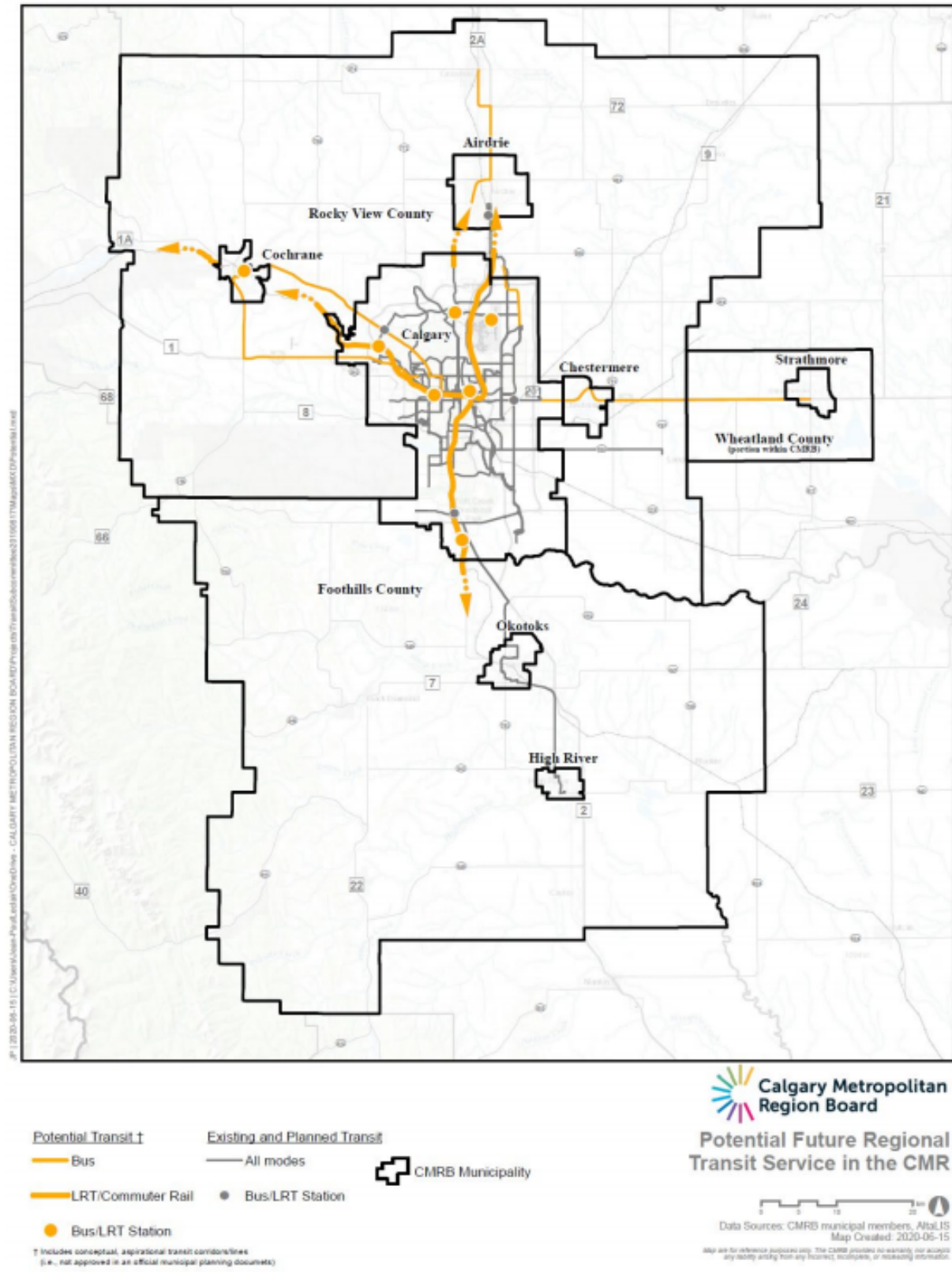


Figure 3: Potential Future Regional Transit Service in the CMR
Source: CMRB Transit Background Report, 2020

Long-Term Water Strategy

The long-term water strategy will be the Region’s plan to protect and use water in a sustainable and responsible manner to enable continued growth and prosperity.

Background and Intent

The Calgary Metropolitan Region spans the South Saskatchewan River Basin including the Bow River, Oldman River and Red Deer River sub-basins. These river systems experience a climate that is susceptible to both intense floods and prolonged droughts, often within a short time period.

Continued climate change will amplify the magnitude of these extreme events, thereby necessitating a comprehensive strategy to support growth in the CMR, Calgary Metropolitan Region. Physical evidence within the South Saskatchewan Basin points to continued overall decline in average flows within the CMR, Calgary Metropolitan Region watersheds, that threaten the overall security and quality of the water supply, to existing license holders.

Subsequently, all CMR, Calgary Metropolitan Region sub-basins are expected to experience some degree of water quantity constraints within the next 30 years. In response to this, the Bow and Oldman sub-basins were closed to new water license applications in 2007.

Subregional/Sub-regional entities, including individual municipalities and other sub-basin groups play an important part in watershed planning. Watershed Planning and Advisory Councils (WPACs) and Watershed Stewardship Groups (WSGs) Groups have taken a lead in watershed protection and planning, with support from the province by developing water management plans for some of the sub-watersheds in the CMR/the sub-watersheds in the Calgary Metropolitan Region. These water management plans align water stewardship goals in the region, and provide cumulative benefits that improve outcomes, at both the sub-watershed and watershed levels.-

There are opportunities to change/improve the way that we manage water is managed and deliver water/delivered between member municipalities, with other regional partners and stakeholders, and within the Preferred Growth Areas. Collaborative servicing and watershed planning could provide opportunities to reduce our impact on the watershed, improve efficiency, and support regional economic growth. The consideration of new sub-regional or regional water

“The SSRP sets the stage for robust growth, vibrant communities and a healthy environment within the region for the next 50 years. The SSRP establishes the need to consider cumulative environmental impacts in decision making and the need to establish a cumulative environmental management system to manage the cumulative effects of development on air, water, land and biodiversity to ensure the value and benefit of these environmental systems are sustained at the regional level and contribute to provincial outcomes. The SSRP has established baseline outcomes and objectives along with strategies and actions that will be used to achieve them. Integrated monitoring, evaluation and reporting systems are essential as they are used to assess progress in achieving outcomes and objectives”

- South Saskatchewan Regional Plan

- South Saskatchewan Regional Plan

~~governance models, could be a first step in improving our ability to collaborate on watershed protection and planning water provision, for future growth.~~

Servicing Priorities

As ~~previously noted above~~, there are many groups ~~that are~~ working towards a long-term water strategy for the region and its watersheds. Given the ~~growth~~ anticipated growth to occur over the lifetime of the Growth Plan, and the water ~~that will be~~ required to support that growth, it is imperative that the CMRB determine how it best fits into the ongoing deliberations around water. This is a ~~very~~ complex topic, and an effective plan is necessary to ensure the future supply of water for the region and the health of the watershed. These two considerations are intricately ~~tied together~~linked.

~~Regional~~Region-Wide Priorities—

WATERSHED PLANNING

- ~~One of~~Determine how the ~~tools available~~CMRB can contribute to tackle ~~these~~ upcoming shortfalls ~~is~~and integrate with regional watershed planning—

Watershed planning focuses on broad watershed protection, and the issues of water quality and quantity. Watershed planning is most effective at the watershed scale, and the ~~CMR~~Calgary Metropolitan Region represents only a portion of the South Saskatchewan River Basin. ~~The South~~ The South Saskatchewan Regional Plan (SSRP) is the guiding document for planning in the watershed. ~~The SSRP~~ The South Saskatchewan Regional Plan cites ~~the regulations~~policies to enable the Province to limit activities that impact water quality and quantity and provides broad guidance for watershed protection. ~~The SSRP~~ The South Saskatchewan Regional Plan is the tool ~~which that~~ implements the South Saskatchewan Region Surface Water Quality Management Framework. This provincial framework establishes the guiding principles, and the province's management system of water quality monitoring for all water users in the South Saskatchewan Region, in which the ~~CMR~~Calgary Metropolitan Region is located. ~~The CMR and~~ The Calgary Metropolitan Region and its members must be compliant ~~with the SSRP~~ with the South Saskatchewan Regional Plan and can advocate for enhanced protection of the watersheds that the ~~CMR relies on~~ Calgary Metropolitan Region relies on, including watersheds within and outside of the region's boundary.

~~The Water Table working group will determine a path forward to best integrate a watershed planning approach at the broad regional scale, supported by studies, consultants and other experts working in the region as determined through the working groups. This is a complex undertaking, as it requires coordination with Government of Alberta initiatives, technical modelling and environmental information. Impacts on development in the region need to be thoughtfully considered.~~

~~REGIONAL PRIORITIES~~—WATER USE AND EFFICIENCY

- ~~Another critical aspect of long term~~Identify opportunities to improve ~~water sustainability is water use and~~ efficiency— through regional collaboration

All CMR Calgary Metropolitan Region members have implemented water conservation initiatives at some level, and these include initiatives such as water metering, consumer education, subsidies for low-flow fixtures, outdoor watering restrictions and tiered rate structures, to promote conservation/efficiency. These initiatives have reduced per capita water use in the CMR Calgary Metropolitan Region in the past decade, based on current consumption patterns. However, the long-term planned projected regional growth will require more water than what is currently approved for municipal use.

~~Water Table working groups will determine a path forward to optimize water use in the region by identifying opportunities to create further efficiencies through regional collaboration. The CMR municipalities should work together to develop region-wide water efficiency goals and reduction targets, including potential mechanisms for implementation across the Region.~~

ADVOCACY

- Advocate on regional issues, including water licensing, approvals, transfers, and regulatory barriers

The Water Act allows for water license transfers, provided an approved Water Management Plan is in place. However regulatory constraints, including the 10% conservation hold-back, have created administrative complexity, that have prevented water license transfers and sharing.

The Calgary Metropolitan Region can advocate to the Province and stakeholders to reduce existing regulatory barriers to sharing and efficiently allocating water.

Preferred Growth Areas –Priorities

OPPORTUNITY FOR LEARNING

- Incorporate lessons learned through planning in the Joint Planning Areas into the regional long-term strategy

Preferred Growth Areas may have water management plans for consideration in the long-term water strategy, as appropriate. The findings from the Context Studies in Joint Planning Areas may provide additional information and considerations for the regional long-term strategy, as appropriate.

Working Groups

As demonstrated by the plethora of issues at different scales and under different authorities and jurisdictions, the development of a long-term water strategy for the CMR Calgary Metropolitan Region will be a significant task, and will be undertaken in parts that will ultimately form a cohesive long-term water strategy. To begin to address these issues, water subject matter experts from each member municipality (known as the “Water Table”) ~~have~~ developed a “Water Road Map”, outlining which outlines the iterative process for water ~~and~~ related planning in the CMR. Continuing this forum to Calgary Metropolitan Region. The Water Table will continue as a working group and will update the Water Road Map ~~set out by the team, engaging with external groups and organizations.~~ This initiative is an important initiative and necessary to advance a long-term water strategy for the region.-

The Water Table ~~group of professionals~~, has ~~also~~ guided several background studies noted below, which should be referenced and used to inform the next steps, ~~and the ultimate creation~~ of a long-term water strategy ~~for the region~~:

- Water Use and Conservation in the [CMRCalgary Metropolitan Region](#) Study
- Natural and Managed Capacity of Regional Water Supply in the [CMRCalgary Metropolitan Region](#) Report
- [CMRCalgary Metropolitan Region](#) Existing Water and Wastewater Servicing and Regional Potential Report
- Stormwater Background Report

Developing a long-term water strategy for the Region is an inherently collaborative exercise, given that a significant part of the Region fits within one watershed, being the South Saskatchewan River Basin. ~~The Water Table has developed, through the Growth Plan process, as an important venue for sharing and discussing regional water issues and ideas for improvement. This group, and similar working groups will play important roles in continuing the water conversation and planning, beyond the growth planning process.~~

Evidence Based Decision Making

~~Given the extensive magnitude, of developing a water strategy, the Water Table~~The working group will need to determine what information and data it requires to ~~complete~~address the long-term water strategy. ~~It is recommended that the Strategy be built~~ priorities. The priorities will build on an evidence-based approach that can be measured and monitored.

Actions

- Update the Water ~~Roadmap developed by the Water~~Road Map Table to identify the best path to a long-term water strategy.
- ~~Develop~~ Address priorities to begin development of a long-term water strategy ~~document. This document could include, which includes:~~
 - identification of existing barriers and gaps to water security;
 - goals for the long-term water strategy;
 - applicable international or regional best practices;
 - ongoing regional initiatives and how the CMRB supports or integrates with this ongoing work;
 - a framework for water security including studies, collaborations, stakeholder engagement, data collection or other necessary elements;
 - a work plan for achieving the goals of the strategy; and
 - other considerations.
- Complete Context Studies for the Joint Planning Areas in a waymanner that considers ~~the~~ stormwater management and conservation of environmentally sensitive areas, to support a greater long-term water strategy, and to provide information and data ~~to the~~for broader regional planning initiatives.

~~Piped Utility Servicing (Water & Wastewater) Servicing~~

~~*Piped Utility Water and Wastewater Servicing includes the access, treatment and servicing of water and wastewater for development. Primary aspects include water and wastewater treatment, conveyance via major corridors, and licensing.*~~

Background and Intent

Continued growth in the Region is predicated on not only water availability, but on the efficient and affordable provision of water to residents and businesses. This includes the collection, treatment and distribution of potable water, and the conveyance, treatment and discharge of wastewater.

~~The Calgary Metropolitan Region does not have a regional utility provider. Municipalities generally provide their own water and wastewater services, and in some cases, municipalities receive their services from adjacent municipalities as customers. An example of an existing intermunicipal facility is the Calgary to Strathmore Water Corridor, which provides treated water to the Town of Strathmore.~~

The wastewater systems in the region mirrors the water systems, with many municipalities owning and operating their own collection lines and wastewater treatment facilities. The ~~CMR~~ Calgary Metropolitan Region Existing Water & Wastewater Servicing & Regional Potential background report provides a baseline inventory of existing water and wastewater servicing capacity in the region, and identifies major treatment and sub-regional transmission facilities.

Some member municipalities have recently taken the initiative to provide sub-regional water servicing through collaboration. ~~A great~~ An example is the Foothills/Okotoks sub-regional water pipeline project. The two municipalities plan to build a raw water pipeline from the Bow River, and ~~to share the~~ costs based on ~~their~~ usage. This project will enable continued water access and growth while providing value to residents through cost sharing.

The Foothills/Okotoks sub-regional water pipeline project was partially spurred by water license limitations. - Under current regulations, water must be used and returned to the same watershed from which it was withdrawn. Water licensees can draw water from the river system up to their allotted limits, which include annual and instantaneous withdrawal amounts permitted. While water access in times of shortage is ~~currently~~ governed using Alberta's priority system from the Water Act, there may be opportunities to advance the management and allocation of water to enable more efficient use and sharing within the region. -This will require working with the Province, and specifically Alberta Environment and Parks.

The following servicing plan, priorities, and action items outline a way forward to address these water, wastewater and water licensing issues.

Servicing Priorities—

Regional—Region-Wide Priorities

REGIONAL UTILITY SYSTEM

- Assess opportunities for shared servicing at the regional level based on findings and lessons learned through Context Studies and at the sub-regional level

There is ~~currently~~ no regional water and wastewater utility provider in the ~~CMR~~Calgary Metropolitan Region. Although there are municipal utilities that provide services to other municipalities, they are provided ~~asto~~ customers on a cost recovery basis. Municipalities that receive water and wastewater services from other providers, typically treat and distribute the water within their own municipal boundaries. In some cases, provision of water includes development of intermunicipal infrastructure. An example of an existing intermunicipal facility is the East Calgary Regional Water Line, which delivers water from Calgary to the Town of Strathmore and City of Chestermere.

A broad regional approach to utility servicing is not ~~recommended for being pursued by~~ the ~~CMR~~Calgary Metropolitan Region at this time, as it would be an extensive and expensive undertaking, and is not anticipated to have a significant regional benefit. Most Preferred Growth Areas already have utility servicing planning provided. Remaining growth areas should be considered on a case-by-case basis. A bottom-up approach to collaboration ~~is recommended~~will be used, where the background studies and planning documents for Preferred Growth Areas will inform the need and direction of subsequent regional or sub-regional collaboration for ~~pipel~~utility water and wastewater servicing.

Preferred Growth Areas –Priorities

SUB-REGIONAL SERVICING

- Evaluate opportunities for servicing collaboration through planning in the Preferred Growth Areas

Preferred Growth Areas are an ideal place to start collaborating inter-municipally to optimize the regional water and wastewater servicing system-, and they could bring to light opportunities for collaboration in other locations. Starting with these areas will create a clear path to service optimization and allow for targeted discussions around location, land use, level of service, cost-benefit impacts, levies, and other considerations deemed relevant.

Working Groups

~~Given the bottom-up approach to~~Strategies for sub-regional servicing, ~~strategies for regional servicing are to~~will be be identified in the Context Studies for the Joint Planning Areas. The Context Studies will be led by the Calgary Metropolitan Region and developed by members. The working group, or a sub-committee working group will act as an advisor to the process, providing consistency between the different Joint Planning Areas.

Municipalities will be required to collaborate in the Context Studies and associated discussions on water servicing. Where there is a need for water or wastewater servicing in Preferred Growth

Areas, municipalities with capacity to provide services to these Preferred Growth Areas, ~~should collaborate are encouraged~~ to determine which service provider can supply water and wastewater services, in the most cost-effective manner possible, while ensuring deleterious consequences to the environment are avoided. ~~The Water Table, or a sub-committee, will be the primary working group to advance a better understanding of servicing strategies, for Preferred Growth Areas where there is a need.~~

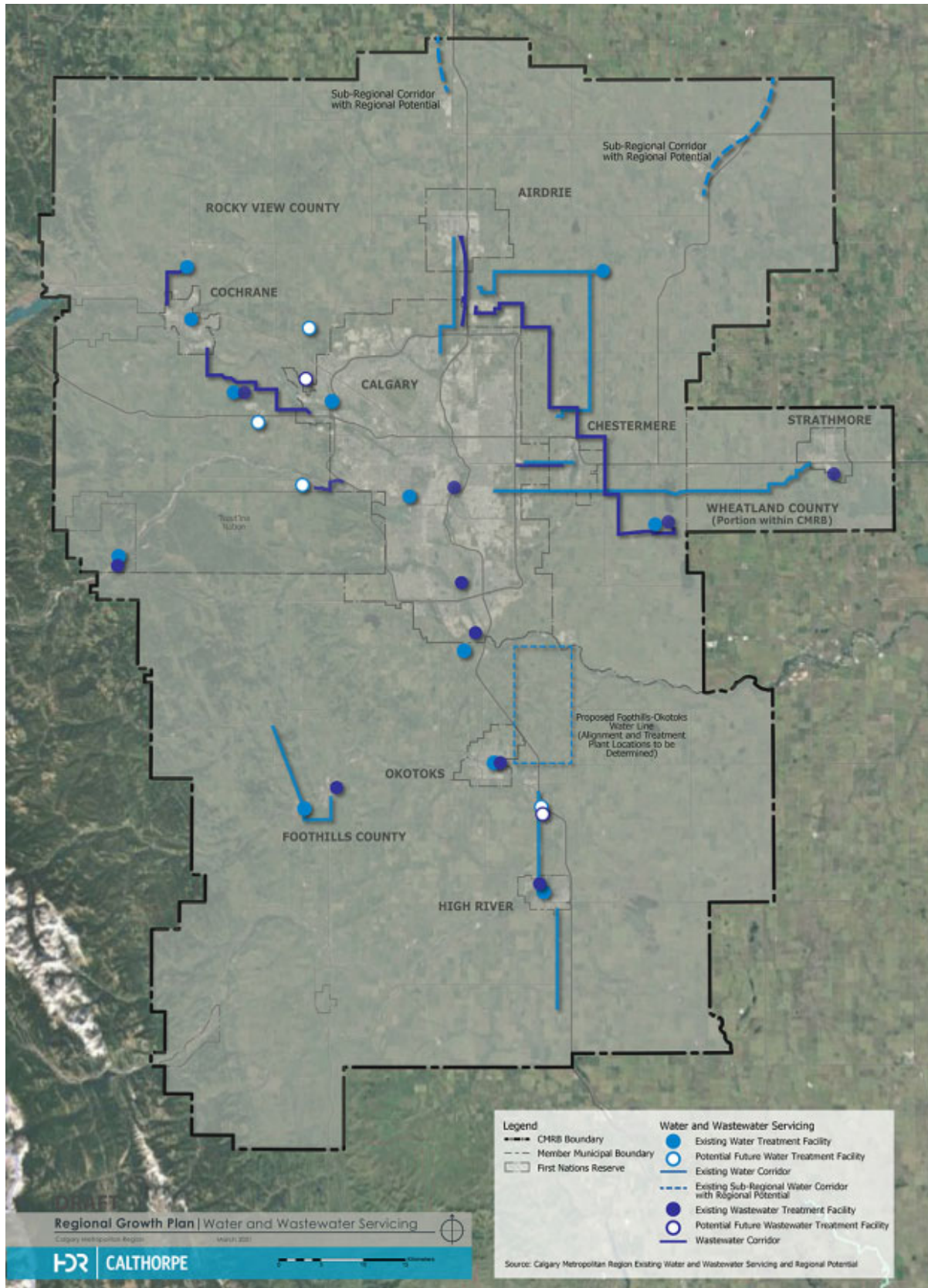
Evidence Based Decision Making

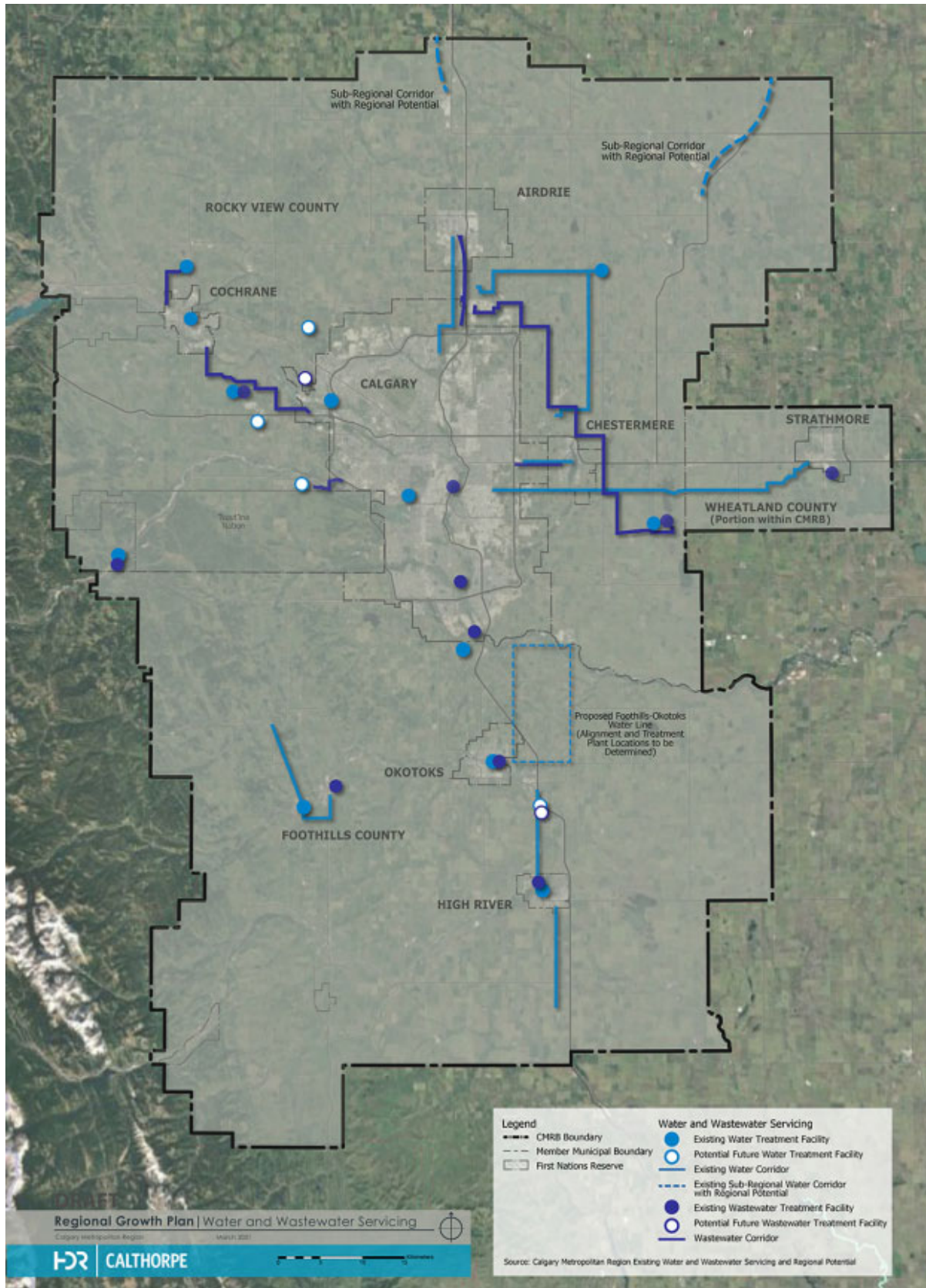
Evidence based decision making for ~~pip~~ed utility service water and wastewater services will require information on a range of variables, including ~~the land use / Placetypes need~~, infrastructure capacity, water quality and water quantity, regulatory and environmental constraints and cost-effectiveness. It will also require reliable data sources to understand how water is currently being used, which requires effective monitoring.

The CMRB will set standards for data collection, to ensure the provision of consistent regional data to all members, and to inform planning in the Preferred Growth Areas. Guidance on evidence-based decision making will be provided by the ~~Water Table~~ working group, some of which will be garnered through the Context Studies, ~~to be undertaken~~ for Joint Planning Areas.

Actions

- Complete the Context Studies for the Joint Planning Areas in a manner which considers servicing optimization and cost-effectiveness for all parties involved.
- Update the Water Roadmap with the ~~Water Table~~ working group, given the identification of Preferred Growth Areas in the Growth Plan.
- ~~Water Table~~ The working group will identify areas for Preferred Growth Areas, that may require support from regional partners, due to lack of water or wastewater capacity over the life of the Servicing Plan. The ~~Water Table~~ working group will identify ways to determine which municipalities can most efficiently and effectively, provide servicing to the Preferred Growth Area being evaluated.





Stormwater Management

Stormwater is runoff from rainstorms, hailstorms or melting snow that is shed from urban and rural landscapes. ~~Stormwater picks up pollutants, including trash and suspended and/or dissolved solids that impact the quality of downstream water bodies.~~

Background and Intent

Stormwater management is one of the topics to be addressed in the Context Studies required by the Growth Plan in the Joint Planning Areas. However, given the values of the Board and the mandate to ensure environmentally responsible growth, it is appropriate that the CMR Calgary Metropolitan Region consider region-wide opportunities to improve environmental outcomes related to stormwater management. Regional priorities include:

- Drinking water quality for public health and safety
- Affordability of water treatment
- Water quality for ecosystems and downstream users
- Management of nutrient loading
- Protection of people, land, property and ecosystems
- Stormwater use
- Increase public utilization of stormwater infrastructure

Quality and quantity requirements for stormwater runoff are regulated by the Province, which in turn grants municipalities jurisdiction over the design and operation of stormwater facilities through land use plans. Stormwater management is necessary to protect our drinking water, the aquatic health of our rivers, our environment and environmentally sensitive areas, our. It also protects communities in large precipitation events, and our infrastructure from flooding, reducing improvement/upgrade costs, which ultimately benefits ratepayers. Improved stormwater management also provides opportunities, such as using stormwater to reduce our water needs.

~~Some of the~~ Stormwater management challenges that the CMR Calgary Metropolitan Region is ~~currently~~ facing include:

- source water quality concerns related to upstream land uses;
- relatively flat terrain in some areas of the region, that increases risk of overland flooding during extreme events; and
- limited access to receiving water bodies within the northeast portion of the region, resulting in development restrictions due to zero discharge requirements.

Stormwater management creates challenges and opportunities for land development and watershed protection in the CMR Calgary Metropolitan Region. Collaborative management and

planning, both regionally and within the Preferred Growth Areas, represents a way forward in stormwater management and has a role in collaborative watershed protection initiatives. The following Stormwater Management Priorities build on the flood prone area policy outlined in the Growth Plan.

Servicing Priorities

Regional

Region-Wide Priorities—

STORMWATER USE AND WATER REUSE

- Advocate for stormwater re-use

Many jurisdictions around the world have used innovative strategies to purify grey water and to re-use stormwater, as measures to effectively increase water supply. The province is working on guidance to progress opportunities for the capture, treatment, and reuse of stormwater. As member municipalities consider potential water shortages in the future, due to natural climate variations and human induced climate change, stormwater re-use becomes an obvious environmental benefit, attractive solution with wide ranging benefits. Key challenges around stormwater use in the CMRB include:

- incomplete provincial direction regarding stormwater reuse;
- extreme variability in flows associated with intense rainfall events;
- addressing snow and hail events in the design of engineering systems intended for the collection and conveyance of stormwater;
- nutrient loading and high salinity associated with early-spring runoff from impermeable surfaces;
- undertaking cost-benefit evaluations of stormwater use versus raw water treatment/distribution; and
- the potential for cross-contamination with sewer overflows.

Stormwater use has been identified by the public, member municipalities and the CMRB Advocacy Committee as a common opportunity for municipalities to augment their supply with fit-for-purpose management strategies, while respecting public health and safety. The CMRB can advocate with to the province for stormwater reuse on behalf of its members, and work to enable innovative stormwater management strategies including stormwater use for the benefit of ratepayers.

REGIONAL PRIORITIES—REGIONAL INITIATIVES

- Lead collaboration at the regional and sub-regional levels to improve stormwater management

As a regional body, the CMRB can lead discussions between members at the regional and sub-regional levels to facilitate opportunities for coordination and cooperation. This may include coordination with external stakeholders such as the Province, First Nations, the Western Irrigation District, WPACs, WSGs, Watershed Planning and Advisory Councils, Watershed

Stewardship Groups, and other intermunicipal watershed protection groups. Increased collaboration between CMRB members has the potential to improve the operating efficiencies and economics of stormwater management infrastructure, while the alignment of plans in adjacent municipalities can ensure the cumulative effects of stormwater on quality and quantity of water are managed.

A leading example of cooperative stormwater and drainage management is the Nose Creek Watershed Water Management Plan. The Plan provides recommendations for setbacks and stormwater management principles that are being adopted within Airdrie, Calgary, Rocky View, Crossfield and the Calgary Airport Authority. The establishment of the Cooperative Stormwater Management Initiative (CSMI) is another example of collaboration between municipal and other water users, in this case an irrigation district, to mitigate the effects of stormwater runoff on irrigation water quality, while reducing the restrictions that stormwater discharge imposes on land development.

Preferred Growth Areas – Priorities

CONTEXT STUDIES FOR JOINT PLANNING AREAS

- Initiate stormwater management collaboration in Preferred Growth Areas

The Preferred Growth Areas will be the priority locations for collaboration on stormwater management. Context Studies for the Joint Planning Areas will provide an opportunity to determine if there are sub-regional gaps in conveyance or drainage, or concerns regarding the quality and capacity of receiving water bodies. The need for collaborative solutions can be determined through the Context Study.

Working Groups

The Water Table Stormwater initiatives will be coordinated through the primary same working group to advance the identification of region-wide stormwater management opportunities, long-term water strategy, and water and wastewater servicing.

Evidence Based Decision Making

Member municipalities should work together to catalogue and establish tools for innovative stormwater management, to These can be used to support discussions with citizens and the development community, on the best practices for greenfield development and stormwater management. This could include the cataloguing of management practices for such as stormwater infrastructure ponds and recreational amenity management approaches. Other data gathering functions can be identified in the future, as required.

Actions

- Update the Water Table Roadmap to identify stormwater priorities.
- Work with the Water Table Working group to identify areas that may have regional stormwater issues which that would benefit from a regional approach.
- Complete Context Studies for the Joint Planning Areas in a way that considers stormwater management and environmentally sensitive areas.

- Context Studies may identify opportunities to support a greater long-term water strategy, and provide information and data to the broader regional planning initiatives.

DRAFT - For TAG Discussion Only

Recreation

Regional recreation ~~is a recreation facility, space, program~~ includes facilities, spaces, programs or services that are owned or operated by a CMRB member municipality, and has a realistic potential of use by, and broader benefits to, residents from outside the municipal boundaries in which it is they are provided.

Background and Intent

The recreation system across the Calgary Metropolitan Region is diverse, complex, and multifaceted. Recreation services provided by municipalities ~~not only lead~~ leads to residents and visitors being more physically active; ~~it,~~ promoting improved physical fitness. Recreation also brings people together. ~~As a result, recreation which~~ can positively contribute to desired outcomes in for other important societal needs, including public ~~service areas such as~~ education, ~~justice~~ and positive mental health.

Municipalities are interested in coordinating servicing efforts, where new community growth, within a potential recreation service area is occurring. Due to the high capital costs of recreation facilities, increasing operation and maintenance costs for delivering this service, and the public's increasing demand for services, municipalities are finding it ~~increasingly~~ difficult to balance fiscal constraints with public demand for recreation. For these reasons, paired with a sincere interest for municipalities to provide residents with a high quality of life, a more collaborative approach is necessary. Once a facility, program or service is defined as regional, areas for collaboration and coordination may include evidence-based planning for capital investment, operations and maintenance or facility planning.

Servicing Priorities

Regional Priority – Region-Wide Priorities

MUNICIPAL COLLABORATION

- Collaboration to realize mutually agreed upon outcomes ~~may,~~

Collaboration can lead to cost savings, ~~reducing~~ risk, ~~sharing~~ reduction, resources and responsibility, ~~increasing~~ sharing, while improving the quality of ~~a service and other~~ benefits ~~services delivered.~~ There are some areas of the CMRC Calgary Metropolitan Region where collaboration is thriving and other areas where the full benefits from collaboration have yet to be realized. ~~Given how important consideration such as context, service areas, user base, and others are to recreation, it is recommended that a regional recreation working group be developed to identify regional or subregional priorities on a case-by-case basis.~~

Working Groups

A regional recreation working group will identify regional or sub-regional priorities on a case-by-case basis. Regional collaboration ~~on recreation~~ should be an ongoing activity, built on a foundation of partnerships and evidence-based decision making. The Recreation Technical Advisory Group should evolve to a working group comprised of member municipality experts to facilitate collaboration by identifying areas of common interest, coordination, regional challenges and to share information. The working group should establish collaborative processes for regional recreation decision-making, and shared-services integration that will build trust, be transparent, and respect an individual municipality's right to make its own recreation decisions.

Evidence-Based Decision Making

CMR Calgary Metropolitan Region member municipalities should establish processes that incorporate evidence-based decision making to the greatest extent possible. Creating a common understanding of the current state of recreation in the Region ~~would~~ will require establishment of common region-wide metrics to support data gathering, assessment, and study and summary. ~~This has been identified as an important gap by the Recreation TAG.~~ Member municipalities will collect and share data in support of evidence-based approaches to decision-making at the regional level.

Actions

- Establish a recreation working group.
- Provide advice on recreation servicing for Context Studies.

Implementation

The implementation of the Servicing Plan will be enacted primarily through the completion of the actions identified within each service area. These actions are either specifically identified within this Plan or stated generally and will be further detailed as various working groups fulfill their respective mandates. As shown in Figure 5 below, the overall administrative structure for the Servicing Plan includes the Board, who approves the Plan, Committees of the Board, CMRB Administration, and working groups. Regional stakeholders ~~and~~, municipal, and consultant experts will engage with the working groups on an ~~as and when needed~~ basis. The data collected, the studies, and the timing of ~~the~~ work will be coordinated through ~~the administrative structure~~ CMRB Administration.

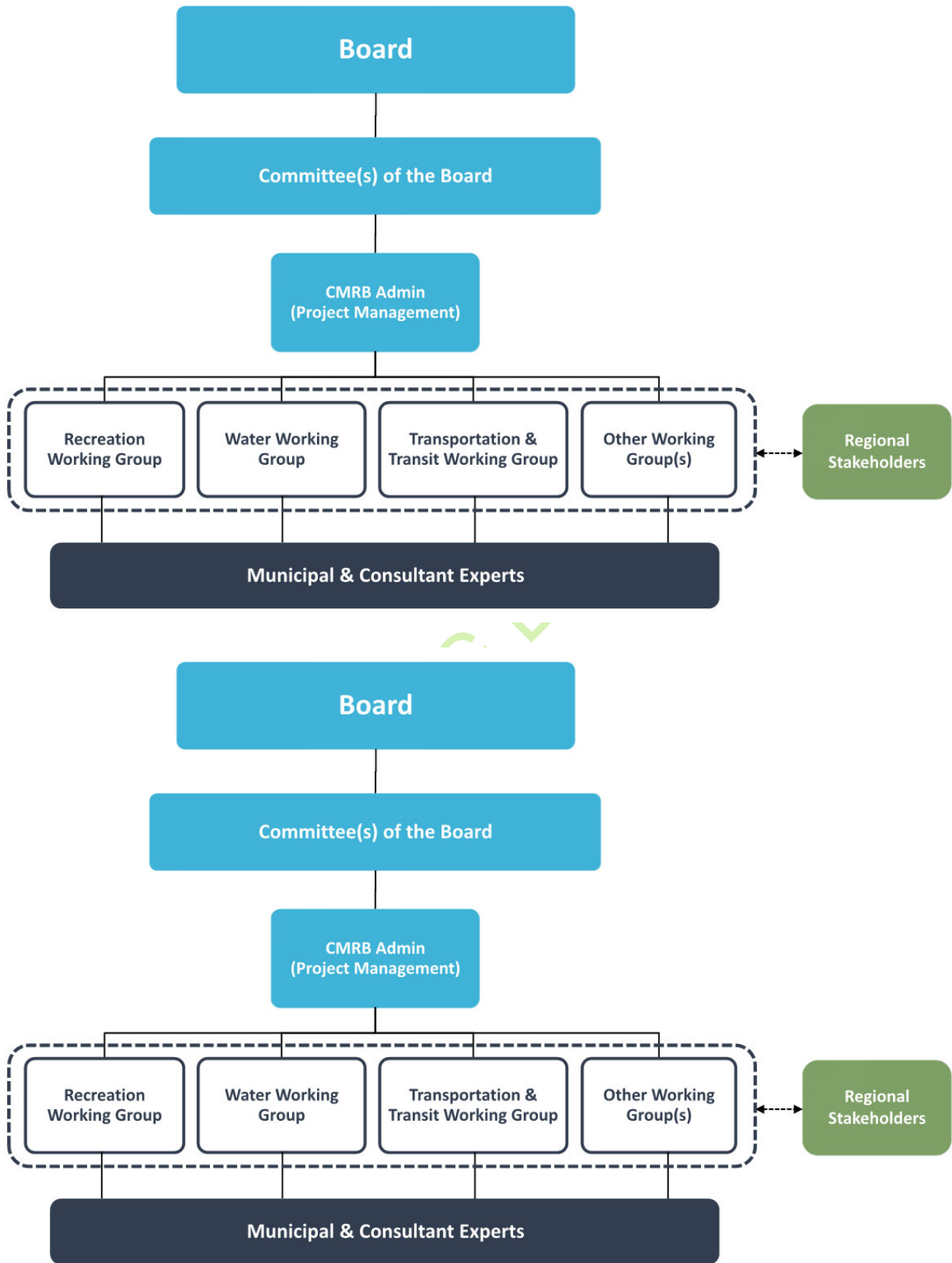


Figure 5: Administrative Structure for Servicing Plan

Data Collection and Monitoring

~~As~~ One of the key pillars of the Servicing Plan is evidence-based decision-making, which requires ~~information and data~~ timely collection and monitoring, of information. This pillar is vital to the implementation and success of the Plan. CMRB administration will be a data repository, that will ~~move~~ provide the Region ~~towards having~~ with a valuable collection of region-wide data ~~that, which~~ is not present at this time. CMRB administration, with the assistance of working groups and municipalities, will reach out to research institutions, universities and colleges to obtain the most current information and ensure the ~~best~~ data is available ~~data for decision~~ making and monitoring ~~is~~. The information collected will be updated regularly and integrated into the CMRB's data collection and monitoring system.

The benefits to the Region of a strong region-wide data collection system include:

- improved economic development initiatives for attraction and retention of businesses in a globally competitive economy;
- cost-savings for municipalities;
- data consistency across the Region;
- improved environmental stewardship; ~~and~~;
- better land use planning; and
- improved decision-making through use of innovative data modeling and scenarios.

~~When and how information and~~ In summary, a strong region-wide data collection system will support the optimization of regional services ~~has been~~ identified in ~~the earlier~~ sections ~~above of~~ this Plan.

Plan Update and Review

Implementation of the Servicing Plan will require reviews and updates to ensure continued alignment with the Growth Plan, and ~~the direction of~~ potentially new directions from the Board.

The Plan should be reviewed and updated every five and ten years when the Growth Plan is updated, or any other time when directed by the Board or Minister.

Appendix A

Considerations for Key Regional Transportation Connections

The following are some considerations for key regional connections, focused on Preferred Growth Areas that may be appropriate for the Regional Transportation and Transit Plan, future regional economic development initiative, and/or Context Studies. The following describes some of the corridors serving each connection

Cochrane – Rocky View – Calgary:

Highway 1A is currently under the jurisdiction of Alberta Transportation in Cochrane and Rocky View County and becomes Crowchild Trail in Calgary, and under City of Calgary jurisdiction. It includes higher order transit and roadway infrastructure in Calgary, and transitions to strictly a highway, northwest of the Tuscany Station. The North Calgary Regional Transportation Study identified transit and highway improvements, but none were ranked in the top ten projects. Future planning on this corridor will require direct involvement with Alberta Transportation and should consider all travel modes.

The **CP Rail Right-of-Way** serves solely as a freight rail route under the jurisdiction of CP Rail. However, there are currently investigations underway to implement a passenger rail service between Calgary and Banff, including a stop in Cochrane. This initiative creates a potential opportunity for a commuter rail service. Given the alignment, this route would primarily serve Calgary and Cochrane, with little opportunity to serve Rocky View. Therefore, future investigation as a regional transit corridor will need public and private involvement, with potential partners including CP Rail, the group investigating the Banff Calgary passenger rail service, the municipalities of Calgary and Cochrane, with possible involvement by Rocky View County, given that the route passes through Rocky View County. Further, Bearspaw Trail currently parallels the CP Rail Right of Way for a portion and is another travel mode option. Extension of the trail would provide an extended recreational and active transportation opportunity, which may also require participation by Alberta Environment and Parks, as the steward responsible for Bearspaw Provincial Park.

A corridor connecting **Cochrane – Harmony – Calgary** is partially served by Highways 22 and 1. In support of potential multi-modal connections along this route, future investigation of options is necessary. There are commuting opportunities between all of these destinations, that may benefit from transportation infrastructure and services. The Cochrane-Harmony-Calgary corridor is considered as a transit route in the North Calgary Regional Transportation Study and has potential to serve regional needs for multiple modes of travel.

Although not part of a Joint Planning Area, the Cochrane – Rocky View – Calgary is corridor is an important element of the regional transportation system and should consider the needs on both sides of the Bow River, in an integrated manner. The potential passenger rail service connecting Calgary to Banff via Cochrane will be a critical element of future investigations into transportation needs along this corridor.

Airdrie – Rocky View – Calgary

This is a Joint Planning Area and connects the three most populous municipalities in the region. Airdrie operates an intermunicipal transit service (Airdrie ICE) in this corridor and Calgary has several existing and planned higher order transit corridors. There are three primary corridors that have been previously considered and should be the primary subject of the land use and transportation components of the Context Study for this Joint Planning Area. In particular, all have been considered as potential higher order transit corridors. The Context Study should provide guidance on which route(s) best support the desired future growth pattern and priorities in this Joint Planning Area. While there will eventually be a need to address transit operational issues, the Context Study should focus on which route is a priority for transit to provide guidance for land use planning. The three corridors are:

Greenline North Extension would connect Rocky View and Airdrie to the proposed Greenline LRT. There should not be an assumption that this future connection would be the same technology as the Greenline (i.e., light rail transit) as other forms of transit may prove to be a more appropriate technology, particularly given that the northern portion of the Greenline within Calgary will likely be a bus rapid transit service for the foreseeable future.

The **CP Rail Right-of-Way / Highway 2** route is currently the busiest intermunicipal transportation connection in the region. Although the vehicle capacity on Highway 2 is constrained, there may be opportunities to expand the people moving capacity using the highway and/or rail rights-of-way. The CP Rail Right-of-Way has previously been evaluated, as a commuter rail and high-speed rail route. Additionally, Highway 2 that parallels the CP Rail Right-of-Way presents opportunities for additional vehicle and transit capacity. The Context Study for this Joint Planning Area should involve CP Rail and Alberta Transportation.

Like the Greenline North Extension, the **Blueline North Extension** would connect the three municipalities with some form of higher order transit, but on the east side of Highway 2.

There is a fourth corridor, that could be considered on the east side of the Joint Planning Area. An east freeway bypass was included in the North Calgary Regional Transportation Study as a longer-term route beyond the horizon of the study. The implications of this route on land use, particularly employment land use, should be included in the Context Study.

In addition to these primary corridors, there are several other regional roads and highways that provide intermunicipal connections and should be reviewed in the Context Study.

Chestermere – Rocky View – Calgary: This corridor, which is within a Joint Planning Area, is more of a sub-regional network than a corridor. Land use growth in each of the municipalities will affect other municipalities within the Joint Planning Area. The transportation components of this Joint Planning Area should focus on connectivity for all modes between municipalities, building on previous municipal and intermunicipal transportation planning. Recent intermunicipal planning between Chestermere and Calgary on Range Road 284, and a recent initiative to evaluate and establish intermunicipal transit service between Calgary and Chestermere, provides input for the Context Study for the Joint Planning Area that includes this corridor.

Strathmore – Wheatland – Rocky View – Chestermere/Calgary: Highway 1 is the primary transportation corridor for all modes connecting these municipalities. Further, there are other routes that will evolve as important components of the regional transportation system, as growth continues. In particular, Highway 560 in combination with Highway 1 and various north-south routes, will continue to be important for connecting these municipalities.

Highway 1 is currently, and will continue to be the primary goods and people movement corridor in the eastern portion of the region. There have been previous plans for regional transit service on Highway 1, but not involving dedicated transit infrastructure. Provincial and regional transportation plans have identified infrastructure improvement along Highway 1, including a bypass of Strathmore.

Highway 560 connects Langdon to Calgary, as well as to Strathmore on Highway 1, via one of several north-south routes. Future transit connections may consider routes that connect Strathmore, Langdon and Calgary.

Planning of these corridors will need to involve all the affected municipalities, and Alberta Transportation, as most significant routes are provincial highways.

The Western Irrigation District canal has previously been identified as a potential regional active transportation corridor between Chestermere and Langdon (a canal pathway already exists between Chestermere and Calgary).

High River – Foothills – Okotoks – Calgary

The southern portion of this corridor is within Joint Planning Areas, with Context Studies being the primary planning mechanism. Within the Joint Planning Areas, Highway 2A is under the jurisdiction of Alberta Transportation and provides direct access to the industrial area between Okotoks and High River, while Highway 2 connects the area to the rest of the province. Maintenance of effective access to the industrial area, and other growth areas within the Joint Planning Area, should remain a focus for transportation planning in this area. Previous intermunicipal transit service in this area was not successful. While not a high priority, the potential for transit should be monitored, particularly in the context of Okotoks' recently implemented on-demand service. Outside of the Joint Planning Area, transportation and transit planning should be aligned with Foothills' identification of future Hamlet Growth Areas.

Appendix B

~~Recommended~~ Considerations for a Regional Transportation and Transit Master Plan and for Context Studies

1. Regional Transportation and Transit Master Plan

The RTTMP should consolidate plans within the region and address several topic areas, including the following: to support the next million population in the Region, and to support “foreshadowing” of longer term needs beyond the next million people.

a) Road and Highway Network – The North and South and East Calgary Regional Transportation studies set the framework for road and highway planning in the Region, including prioritization of infrastructure projects. The RTTMP should define what is regionally significant with regard to roads. The provincial highway network is an important component of the regional roads and highways network, and therefore Alberta Transportation should be a direct participant in the RTTMP development.

b) Goods Movement – The goods movement network is highly related to directly connected to and part of the regional road and highway network, but also includes the rail and air modes. of transportation It includes truck and dangerous goods routes, including high and wide load corridors in the region. The RTTMP should:

- Identify strategies to minimize the effects of commuter congestion on important goods movement and trade routes;
- 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. and
- Protect the integrity of major goods movement routes by coordinating adjacent land use planning with the provision of adequate truck accessibility.

c) Transit - There are a range of municipally and privately provided transit options at both the regional and local scales. Calgary, which offers 4,369 km of transit routes, 159 bus routes and 45 LRT stations, has the most rapid transit riders per million residents of any major Canadian city. Airdrie offers fixed route, on-demand, and intermunicipal bus service. Both Cochrane and Okotoks offer on-demand transit services in their communities. Private operators are creating connections and accessibility for residents across the region and provide, while providing services for vulnerable populations in rural areas. Chestermere and Calgary are currently investigating extension of Calgary Transit service to Chestermere.

The RTTMP should reference the Transit Background report as a starting point for defining desired outcomes.

d) Active Transportation – There are several regional active transportation corridors that serve a dual function as recreational corridors and transportation routes. Coordination of these routes among municipalities will allow for a well-connected regional network that can support a variety

of purposes. Additionally, regional active transportation should also consider how active modes can be integrated with other modes, including transit, and the importance of compact growth in supporting active transportation. The RTTMP should consider how regional active transportation activity is measured, how needs are assessed, and how ongoing monitoring is undertaken.

e) Air – The Calgary Airport Authority operates the primary airports in the CMR Calgary Metropolitan Region, including Calgary International Airport and the Springbank Airport. There are several other airfields throughout the region, providing a variety of services. The RTTMP should identify connectivity requirements for the regionally significant airports (the Calgary Airport Authority airports at a minimum).

f) Rail – Rail provides an important connection for cargo in the Region. Although there are currently no passenger rail services (excluding the Rocky Mountaineer tourist train), future opportunities associated with rail or high-speed rail between Calgary and Edmonton and the proposed Calgary-Banff commuter rail corridor, should be monitored and further evaluated in the RTTMP.

g) Governance – Responsibility and jurisdiction for provincial highways, airports and railways are outside the jurisdiction of the CMRB. While there are opportunities for additional collaboration related to maintenance and operation of municipal roads, it is anticipated that responsibility will remain with individual municipalities in the foreseeable future.

As the region grows, increased transit demand, and related regional demand may present opportunities for alternative delivery options for transit in the CMR Calgary Metropolitan Region. The RTTMP should investigate potential regional service delivery models, with consideration to the location and scale of growth areas outlined in the Growth Plan.

2. Context Studies for Joint Planning Areas

Context Studies should consolidate the relevant components of:

- integration with growth areas;
- individual municipal transportation plans;
- provincial plans;
- any applicable Regional Transportation Studies (e.g. North Calgary, South and East Calgary, and Integration Memo); and
- Transit Background Reports.

Context Studies should also identify additional regional needs to support intended growth patterns within the Joint Planning Area, including:

- 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
- -

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| Agenda Item | 6 |
| Submitted to | Land Use & Servicing Committee |
| Purpose | For Discussion |
| Subject | Growth Plan – Areas for Further Consideration |
| Meeting Date | April 15, 2021 |
| <i>Motion that the Committee provide feedback on and receive for information the Growth Plan Areas for Further Consideration</i> | |
| <p>Summary</p> <ul style="list-style-type: none"> • There are remaining areas around the policies and directions of the Growth Plan and around the priorities of the Board where further direction, decisions, or discussions are necessary. • CMRB Administration and HDR Calthorpe request direction to support the finalization of the Plan. Summary tables that outline areas of concern have been provided to support Committee discussion. • The items presented in Table 1 were discussed at the April 1 Committee. • The items presented in Table 2 will be the subject of discussion at the April 15 Committee meeting. Some information in Table 2 has been amended since the April 1 Committee meeting to improve accuracy. • The items presented in Table 3 will be the subject of a future meeting. Some information in Table 3 has been amended since the April 1 Committee meeting to improve accuracy. • All items in Tables 1, 2 and 3 and will be further discussed with TAG on April 9 with the intent of identifying paths to resolving concerns, where possible. • The public engagement process closed on April 8. The outcomes of the public engagement process will be used to inform discussions at Board and TAG meetings and to inform updates of draft Growth Plan policies. • There may be other areas for further discussion identified as the Growth and Servicing Plan is completed. | |
| <p>Attachments</p> <ul style="list-style-type: none"> • Schedule of Meetings to June 1, 2021 • Examples of the size/acreages of sample employment areas in the CMR • Map of proposed Harmony and Springbank Airport Hamlet Growth Area | |

1. Background

There are remaining areas around the policies of the Growth Plan around the priorities of the Board where further direction, decisions, or discussions are necessary. As part of moving towards approval of the Growth Plan, Servicing Plan and REF, CMRB Administration would like to begin the conversations around these areas for further discussion where consensus has not been reached.

The third round of public engagement closed on April 8. The outcomes of the public engagement process will be used to inform discussions at Board and TAG meetings and to inform updates of draft Growth Plan policies.

2. Board Values

Board values include:

Collaboration: We work together to identify opportunities and efficiencies that reduce the costs of growth and help achieve sustained prosperity for our region.

Respect: We respect each other, our neighbours, our environment, and the land on which our region is built.

Innovation: We embrace new ideas and the development, testing and iteration of bold solutions to complex regional challenges.

Diversity: We embrace our differences and celebrate the diverse people and places that make up our region.

Good Governance: We are purposeful and thoughtful in our actions, prioritizing the development of strategies and plans that guide and enhance the work we do.

3. Growth Plan Goals, Direction & Priorities

Section 2.6 of the Growth Plan outlines the goals and objectives of the Plan. These goals, directions and priorities are built upon the Board values and form the basis of the policies presented in the Growth Plan.

As stated in Section 2.6 of the Public Engagement version of the Growth Plan (dated March 17, 2021), the goals, directions and priorities of the Growth Plan are:

The CMRB has defined goals organized around six themes to provide vision and direction for the CMRB, and to ultimately track and measure progress. These goals for the CMRB provide overall direction for the Growth Plan.

2.6.1 Growth Management and the Efficient Use of Land

- *The CMR grows in a balanced way that reflects a variety of land uses and capitalizes on growth opportunities.*
- *The CMR grows in a way that reduces the amount of land and resources consumed by development.*
- *The CMR grows in a fiscally sustainable way, including the integration of regional servicing to promote efficient land use.*

2.6.2 Economic Wellbeing

- *The CMR 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.*
- *The CMR has a strong and unified approach to regional economic growth, maximizing the return we will realize from investments in development.*

2.6.3 Environmentally Responsible Land Use

- *The CMR recognizes the important role of natural systems in the Region.*
- *The CMR is a leader in sustainable regional planning, which avoids and/or minimizes the impacts of development on our land, water and air.*

2.6.4 Water Stewardship

- *The CMR has a water strategy which promotes healthy people, healthy ecosystems and is resilient in times of drought and flood.*
- *The CMR has an evidence based and coordinated approach to water, wastewater, and stormwater management, which provides safe and healthy water for our growing region.*

2.6.5 Shared Services Optimization

- *Residents of the CMR experience borderless delivery of essential services based on a fair cost-benefit model.*
- *The CMR delivers services in a more efficient and sustainable way through shared services optimization.*

2.6.6 Embracing Rural/Urban Differences

- *The CMR has grown in a way which celebrates the individual character of our municipalities, while working together to build a stronger region.*
- *The CMR has worked together to make our developments perform better financially, environmentally and socially.*

4. Summary of Key Growth Plan Policy Tools

HDR|Calthorpe completed a draft Growth Plan using the work plan approved by the Board. The process to develop the draft Growth Plan has included a modeling process, workshops with the Board and TAG groups, public engagement opportunities, stakeholder input, and ongoing document review and refinement. This agenda item refers to the March 17, 2021 version of the Growth Plan, which was reviewed by the public as part of the third round of public engagement.

HDR|Calthorpe has recommended that, given the values of the Board and the requirements of the CMRB Regulation, the CMRB should make growth management and efficient use of Land the substantial focus of the Growth Plan. HDR|C has identified the benefits to the CMRB, its members, and ratepayers, of moving towards a regional planning system where future growth areas are clearly identified. These growth areas are used in the Servicing Plan to support regional collaboration on the efficient and cost-effective delivery of services.

The following table outlines the core elements of the proposed approach to growth management as found in the March 17 version of the Growth Plan.

| Growth Management Framework (Location and Scale of Growth) | |
|---|---|
| Purpose | To establish the location and scale of preferred growth areas for all member municipalities |
| Description | Growth management creates clear expectations about where growth is preferred and how much growth can be expected in specific locations. This reduces the amount of land consumed by development and creates opportunity to optimize service delivery to growth areas. |
| Implementation Tools | <ul style="list-style-type: none"> • Regional Growth Structure Map • Growth Areas, which include: locations within existing urban municipal boundaries, Joint Planning Areas, Hamlet Growth Areas, existing Area Structure Plans, and Rural and Country Cluster Residential Areas. • Preferred Growth Areas, which include: locations within existing urban municipal boundaries, Joint Planning Areas, and Hamlet Growth Areas • An understanding of scale of growth (population and employment projections) |
| Joint Planning Areas | |
| Purpose | To enhance collaboration between member municipalities |
| Description | Joint Planning Areas are locations where higher growth pressure is expected (and in some cases already occurring), and it is important that regional infrastructure and services be coordinated to optimize the economic, social, and environmental potential of those areas. |
| Implementation Tools | <ul style="list-style-type: none"> • Regional Growth Structure Map. Joint Planning Area Boundaries • Context Studies |
| Placetype Recommendations (Quality and Type of Growth) | |
| Purpose | To create high quality places in the CMR |
| Description | Placetypes are based on the premise that the form and character of growth is critically important to achieving identified regional goals, such as reduction in land and resource consumption. Placetypes provide guidance on development type through consideration for character and form. Placetypes include guidance around density, mix of land uses, and quality of place (experience). |

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| Implementation Tools | <ul style="list-style-type: none"> • Placetypes, which include: Infill and Redevelopment, Mixed Use Center/TOD, Masterplan Community, Employment Area, Residential Community and Rural and Country Cluster • Preferred Placetypes, which include: Infill and Redevelopment, Mixed Use Centre/TOD, and Masterplan Community • Implementation Reporting (every two years) |
|-----------------------------|--|

5. Areas for Further Consideration

There are some remaining areas where consensus was not achieved during the planning process. The tables provided below identify outstanding areas of concern that have been brought forward during the development and review of the Growth Plan. The tables provide:

- A summary of what is proposed in the March 17 draft version of the Growth Plan.
- A brief discussion of the concern that has been raised.
- A recommended path forward that attempts to balance the goals, objectives, and policy directions provided by HDR|Calthorpe in the draft Growth Plan with the concerns that have been raised.

Items in Tables 1, 2, and 3 will be reviewed by TAG at its April 9 meeting. Note that other additional technical policy revisions to the Growth Plan will need to be addressed at future TAG meetings. The schedule for these meetings is provided in the attached "Schedule of Meetings to June 1, 2021".

The recommendations presented by CMRB Administration are intended to support the discussion of the Committee only. CMRB Administration understands that Committee discussions on these matters will occur over multiple meetings as the Growth Plan is reviewed, and that some areas of concern may be resolved while other areas of concern may be created.

Committee Discussion: CMRB Administration seeks input from the areas for further consideration outlined in items 7 to 12 of Table 2, below.

Table 1 includes items 1 to 6 which were discussed at the April 1 Committee meeting and have been presented for continuity.

5.1 Growth Management

The following table outlines key areas where further consideration and direction from the Committee is requested. Additional areas where further discussion is required may be brought forward and added to the table as they arise.

Note that additional TAG meetings will be held to review the policies from a technical perspective with the intent of finding paths to resolving concerns, where possible. A schedule of meetings has been provided as an attachment for the information of the Committee.

Table 1: Areas for Further Consideration – Growth Management (Items 1 to 6 were discussed on April 1)

| Issue | Current Growth Plan Proposal | Feedback | Recommendation | Status |
|---|---|--|---|--|
| 1. Growth Management Strategy that Includes Specific Growth Areas | The Growth Management strategy includes policies that refer to the location, scale and type of growth in the CMR. The proposed regional structure includes specific locations for growth areas. This creates a common understanding amongst the regional partners about where growth will occur and which areas are a priority for collaboration on servicing. This allows for long-term planning for the provision of services in an efficient and effective manner. | The location of growth areas should be identified more broadly, with additional flexibility provided to municipalities to determine their own growth areas (e.g. as per MDPs). | No revision is proposed. The growth management framework is core to the Growth Plan as proposed by HDR C. They are an important suite of policies to create clarity and certainty around where and how growth in the region occurs. It creates benefits around reduced 690 challenges to the Municipal Government Board, increased efficient and cost-effective collaborative servicing delivery, decreases amount of land consumed for development, and other benefits. Some of these benefits have been quantified by HDR Calthorpe in its scenario analysis. As the policies of the growth management framework are weakened, the benefits of the Growth Plan for the region may be reduced. | Reviewed at April 1 LUSC To be reviewed by TAG on April 9 |

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|--|---|--|---|---|
| <p>2. Defining Regional Significance/ REF considerations</p> | <p>Regional significance occurs when growth is of a scale that may benefit or impact two or more municipal members of the Region.</p> <p>ASPs and ARPs are currently defined to have regional significance when they are larger than 8 lots or 20 acres of employment and 50 new dwelling units. These plans must be submitted through the REF.</p> | <p>8 lots or 20 acres of employment and 50 new dwelling units is too low</p> | <p>Further discussion with the TAG around the REF will be required. These considerations are outlined in the REF agenda item found in this agenda.</p> <p>Given the feedback received, the following approach is recommended:</p> <p>ASP and ARPs located in Preferred Growth Areas could plan for higher levels of growth before they become regionally significant if they are consistent with the Growth Plan and the relevant MDP. Growth in Preferred Growth Areas that is consistent with the policies of the Growth Plan is strongly encouraged in both the draft Growth Plan and the draft Servicing Plan. Growth in these locations is strongly encouraged because it leads to greatest regional benefit.</p> <p>The proposed criteria of 8 lots and 20 acres of employment and 50 new dwelling units is recommended for areas located outside of Preferred Growth Areas.</p> <p>Specific criteria for regional significance (i.e.- dwelling units</p> | <p>Reviewed at April 1 LUSC</p> <p>To be reviewed by TAG on April 9</p> |
|--|---|--|---|---|

| Issue | Current Growth Plan Proposal | Feedback | Recommendation | Status |
|---|---|---|--|---|
| | | | and/or acreages) will be furthered refined with TAG. Examples of employment area sizes/acreages are provided as an attachment for reference. | |
| 3. Defining Regional Significance/ REF considerations | <p>All statutory plans (IDP, MDP, ASP, ARPs) and plan amendments may have regional significance</p> <p>Member to non-member IDPs are proposed to be excluded from REF reviews</p> | ASPs or ARPs that focus on infill and intensification should not be reviewed by the Board | <p>No revision is proposed. ARPs and other statutory plans that propose regionally significant growth should be reviewed through REF.</p> <p>The criteria for when statutory plans become regionally significant may be amended. It is recommended that the criteria for when a statutory plan becomes regionally significant be different if an ARP is located in a Preferred Growth Area versus one located outside a Preferred Growth Area.</p> | <p>Reviewed at April 1 LUSC</p> <p>To be reviewed by TAG on April 9</p> |

| Issue | Current Growth Plan Proposal | Feedback | Recommendation | Status |
|---|--|---|--|---|
| 4. Defining Regional Significance/ REF considerations | All statutory plans (IDP, MDP, ASP, ARPs) and plan amendments may have regional significance | Statutory plans or plan amendments that achieve a municipal objective that do not affect an adjoining municipality and align with the goals and objectives of the Growth Plan should not be reviewed by the Board | <p>No revision is proposed. Clear criteria (e.g. 20 acres / 50 dwelling units) for when development becomes regionally significant is required and has general support from TAG. Simple criteria to determine regional significance that are easy to understand, create fairness, and build trust in the process.</p> <p>The specific criteria for regional significance may be amended as part of finalizing the Growth Plan and the REF.</p> | <p>Reviewed at April 1 LUSC</p> <p>To be reviewed by TAG on April 9</p> |

| Issue | Current Growth Plan Proposal | Feedback | Recommendation | Status |
|--------------------------|--|--|--|--|
| 5. Existing ASPs or ARPs | Area Structure Plan or Area Redevelopment Plan amendments outside of a Preferred Growth Area shall not increase the overall projected population within the plan area. | The intensification of existing ASPs or ARPs should be permitted to infill outside of Preferred Growth Areas provided it meets the overall goals of the plan | No revision is proposed. Infill and intensification outside of Preferred Growth Areas increases the number of residents living in areas that may not have access to a high level of services, including recreation, alternative modes of transportation, utility services, and so on. In essence, it may not move the region towards greater use of the Preferred Placetypes, a key goal of the Growth Plan and a key source of regional benefit. The intensification of existing ASPs and ARPs does not necessarily meet with the overall purpose and intent of the growth management policies. Linking growth areas to services is a core element of the draft Growth and Servicing Plans. If an existing ASP or ARP was proposed for significant infill and intensification, it could be approved through Section 3.1.10 Exceptions to the Policy if the ASP or ARP could not be amended to align with the policies of the Growth Plan. | Reviewed at April 1 LUSC To be reviewed by TAG on April 9 |

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| <p>6. Joint Planning Areas</p> | <p>Growth Plan recommends four Joint Planning Areas, two of which are in the south Aldersyde area</p> | <p>There should be no south Joint Planning Areas as the Aldersyde area is already planned and the costs and benefits of regional services are already shared under intermunicipal agreements.</p> | <p>Joint Planning Areas undertake two key functions of regional planning as proposed in the draft Growth Plan: they are a preferred growth area <i>and</i> they are a location where regional collaboration is critical. These two functions cannot be separated and thus a Joint Planning Area should not be removed because one component (e.g. intermunicipal collaboration) is present but the second JPA function is still required for the benefit of the Region and fulfillment of the goals and objectives of the Growth Plan (as well as the mandate of the Regulation to identify growth areas).</p> <p>Joint Planning Areas provide an opportunity to coordinate the efficient delivery of regional services, including sharing costs and benefits. They are areas with overlapping municipal interests that require a higher level of servicing to support the development of Preferred Placetypes. These areas should be in a JPA and benefit from the development of a Context Study.</p> | <p>Reviewed at April 1 LUSC</p> <p>To be reviewed by TAG on April 9</p> |
|--------------------------------|---|---|---|---|

Table 2: Areas for Further Consideration – Growth Management (Items 7 to 12 For Discussion at April 15 Committee meeting)

| Issue | Current Growth Plan Proposal | Feedback | Recommendation |
|------------------------|---|--|--|
| 7. Hamlet Growth Areas | New/additional Hamlet Growth Areas require Board approval | New/additional Hamlet Growth Areas should not require Board approval | <p>No change is proposed. Growth management is a central element of the draft Growth and Servicing Plans. Hamlet Growth Areas are Preferred Growth Areas, and the location of new Hamlet Growth Areas has regional significance. Services must be provided in an efficient and cost-effective way to align with the goals of the Growth and Servicing Plans.</p> <p>Given the status of Hamlet Growth Areas as Preferred Growth Areas, other member municipalities may be requested to support the delivery of collaborative regional services. For this reason, the Board should be involved in the approval of new Hamlet Growth Areas. New JPAs require Board approval for the same reasons.</p> <p>Board approval of new Hamlet Growth Areas prior to a REF review reduces the risk that a new Hamlet Growth Area will not be approved during the REF process.</p> |

| Issue | Current Growth Plan Proposal | Feedback | Recommendation |
|------------------------|--|---|---|
| 8. Hamlet Growth Areas | Specific densities for Placetypes in Hamlet Growth Areas are identified within the Growth Plan | Densities are not appropriate for the rural context | No revision is proposed. The densities for Hamlet Growth Areas have already been reduced by the consultant based on municipal feedback about needing to ensure contextuality. Further reduction of the densities in Hamlet Growth Areas may not lead to the quality of development that meets the goals and objectives of the Growth Plan, for example mixed-use more compact development with services provided locally. |

| Issue | Current Growth Plan Proposal | Feedback | Recommendation |
|-------------------------------------|---|---|--|
| <p>9. Rural and Country Cluster</p> | <p>The Rural and Country Cluster Residential Placetype is encouraged to be developed in a country cluster residential pattern to a maximum of 80 dwelling units, in locations where infrastructure and services can be provided.</p> <p>It can be proposed in any rural municipality.</p> | <p>The low unit count and high open space requirements provide no development incentive to cover the costs of piped regional water and wastewater systems. Increase the maximum number of lots.</p> <p>Suggested policy change:</p> <ul style="list-style-type: none"> • maximum of 1.5 gross units/ac, • a minimum lot size of 0.3 acre, and • at least 50%, of the land (not including roads), be devoted to, and preserved as, open space. <p>Remove the Country Cluster Placetype as it is not financially viable.</p> | <p>Country Cluster residential developments are not a Preferred Placetype in the draft Growth Plan. If increased to allow for a maximum of 200 dwelling units, Country Cluster residential developments would be home to approx. 500 people. While the Growth Plan identifies the need for a range of housing types, these residents would not have local access to services and must drive to meet their needs. This is contrary to the goals of the draft Growth Plan.</p> <p>If the maximum number of lots for Country Cluster were increased or were removed, evidence of market demand and locational criteria should be added to the Placetype requirement in the draft Growth Plan.</p> |

| Issue | Current Growth Plan Proposal | Feedback | Recommendation |
|---|--|---|---|
| 10. Employment Areas | <p>Employment Area Placetypes* must be located in Preferred Growth Areas</p> <p>(Policies for Local Employment Areas have been added to the draft Plan to accommodate smaller-scale employment opportunities in rural areas)</p> | <p>Employment Area Placetypes should be located where there is a market demand</p> <p>Employment Area Placetypes should be located outside Preferred Growth Areas where there is need</p> | <p>No revision is proposed. Locating opportunities to live and to work in proximity to each other is a core objective of the draft Growth Plan. This reduces commute times, lowers carbon emissions, increases the livability of urban areas, increases the financial viability of areas where a high level of services is provided, increases the opportunity to provide transit services, and other benefits.</p> |
| <p>*Employment Area Placetype is defined in the draft Growth Plan, March 17 version, as an Employment development 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.”</p> | | | |

| Issue | Current Growth Plan Proposal | Feedback | Recommendation |
|---|--|---|--|
| <p>11. Expand the Harmony Hamlet Growth Area in RVC</p> | <p>The draft Growth Plan identifies a range of opportunities for residential and employment growth in RVC:</p> <ul style="list-style-type: none"> • three Hamlet Growth Areas (Bragg Creek, Langdon, and Harmony) • two large JPAs • ability to create Local Employment Areas that are not subject to REF and can be located where needed (current proposal is under 20 ha in area). <p>In the draft Growth Plan, Hamlet Growth Areas are Preferred Growth Areas and can include Employment Areas (definition provided above in #10).</p> | <p>Expand Harmony Hamlet Growth Area to acknowledge the significance of the Springbank Airport and the Highway 1 corridor. There is significant development pressure in this area and a need for employment opportunities around the airport.</p> <p>RVC has provided a map of the proposed expanded Hamlet Growth Areas opportunity.</p> | <p>Committee discussion is requested. The proposed growth areas for RVC in the draft Growth Plan generally align with the forecasts used by HDR C to develop the draft Growth Plan. Creating an expanded Hamlet Growth Area for Rocky View County may be viewed by some members as unfair or not in alignment with the goals and objectives of the Growth Plan.</p> <p>However, public engagement has identified that there is significant development pressure for further employment opportunities along Highway 1 and around the Springbank Airport. CMRB Administration is available to investigate potential options with HDR Calthorpe and TAG if the Board is willing to consider an exception to the draft Growth Plan policies consistent with draft Policy 3.1.10.1 Exception to the Policy.</p> |

| Issue | Current Growth Plan Proposal | Feedback | Recommendation |
|-----------------------------------|---|---|--|
| <p>12. Local Employment Areas</p> | <p>Local Employment Areas are defined as being smaller than 20 acres as these developments do not have any anticipated transportation impacts</p> <p>Local Employment Areas cannot be located adjacent to an urban municipality (recommended distance of 2km)</p> <p>There is no requirement for Local Employment Areas to be serviced with utility servicing</p> | <p>Local Employment Areas should be larger in size or have no size limitations</p> <p>Employment Areas should be allowed outside Preferred Growth Areas</p> | <p>The concept of Local Employment Areas was added to the draft Growth Plan based on municipal feedback received; however, there remain concerns.</p> <p>The following approach is recommended:</p> <ul style="list-style-type: none"> • Work with TAG to best define Local Employment Areas, including a maximum size, on April 9. Examples of employment area sizes/acreages are provided in an appendix for reference. • If the size of Local Employment Areas is expanded, additional policy would be needed to ensure Local Employment Areas remain consistent with the goals and objectives of the Growth Plan. These considerations could include: additional criteria/requirements about quality of development, and locational criteria limiting the ability to develop larger local employment areas adjacent to urban municipalities or other employment areas. <p>This approach would balance the feedback that more flexibility is required around Local Employment Areas with the growth management goal to create workplace destinations that are easily accessible by surrounding residential development and transit, where possible, that include supporting uses for workers.</p> |

5.2 Other Areas for Further Consideration

HDR|Calthorpe has advised the CMRB that the core purpose of this inaugural Growth Plan should be growth management and the efficient use of land. That said, HDR|Calthorpe acknowledges that there are important considerations needed to complement the growth management strategy.

The following table outlines key areas for further discussion where direction from the Committee is requested. Considerations may be added to Table 3 as they are identified.

Note that there are other additional technical policy revisions to the Growth Plan that will need to be addressed at future TAG meetings. These meetings are identified in the Schedule of Meetings to June 1, 2021.

Table 3: Areas for Further Consideration – Other Areas

| Issue | Current Proposal | Feedback | Proposed Revision |
|-----------------------------|--|---|--|
| Truth and Reconciliation | There is no specific statement on Truth and Reconciliation in the Growth Plan | Suggestion to acknowledge Truth and Reconciliation in the Growth Plan and chart a path to exploring how the Board would further address Truth and Reconciliation Commission Calls to Action at the regional scale | Given the feedback received, the following approach is recommended: Add a statement on Truth and Reconciliation to the Growth Plan, to be developed with TAG. |
| Transition from IREF to REF | As outlined in the Regulation, the Growth Plan and REF come into effect when ministerial approval is received. The IGP will remain in effect until ministerial approval. | There will be statutory plans submitted to the Board for approval between the approval of the Growth Plan by the Board and prior to approval by the Minister. Statutory Plans should be reviewed for their consistency with the Growth Plan once the Growth Plan has been approved by the Board. | This item will be the subject of a future Committee meeting agenda after discussion with TAG on April 9. |

6. Recommendation

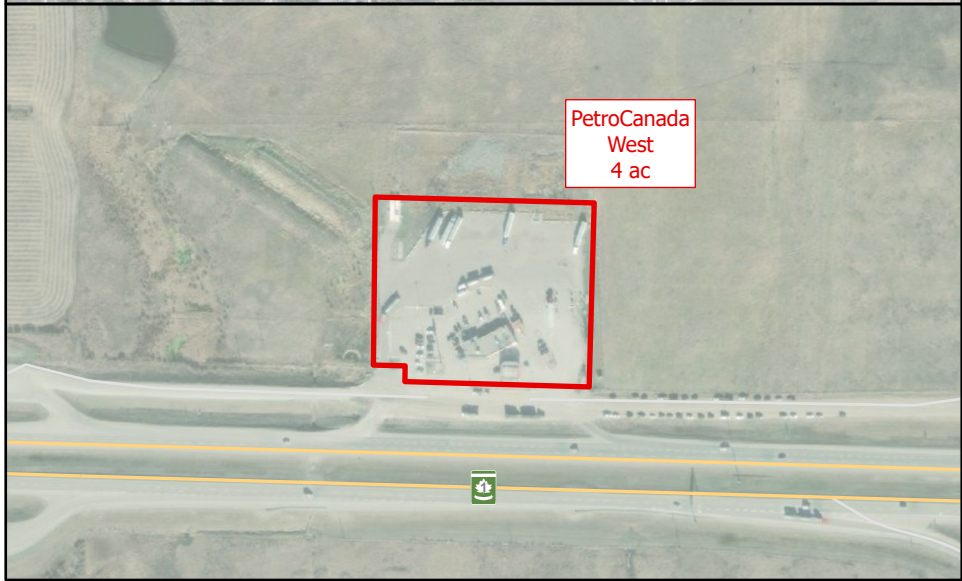
Motion that the Committee provide feedback on and receive for information the Growth Plan Areas for Further Consideration.

CMRB Proposed timeline to June 1

| Date | Group | Topics of Discussion |
|---------------------------------------|---------------------------------------|---|
| March 4 | Board | Visioning |
| March 19 | Board | Visioning |
| March 26 | Transportation, Water Table TAG | Review Rev2SP (circulated March 19) for content |
| April 1 | LUSC | Phase 3 Public Engagement Update Draft Regional Evaluation Framework (REF) Draft Servicing Plan Growth Plan – begin discussion on areas of disagreement |
| April 8 | None | Phase 3 Public Engagement closes |
| April 8 | Governance | Draft Dispute Resolution and Appeal Bylaw |
| April 9 | LU TAG | REF feedback from LUSC Apr 1, direction to HDRC Servicing Plan feedback from LUSC April 1, direction to HDRC Growth Plan identify and discuss the substantive policy technical issues in the draft plan |
| April 12 CANCELLED, NOT NEEDED. | Water Table TAG | Servicing Plan water sections detailed review of v3SP, if required. |
| April 15 | Add LUSC meeting | Continue discussion of points of disagreement, finalize resolution to these points. |
| April 16 | LU TAG | Line by line tweaks of the Growth Plan Discussion of No-Go REF items |

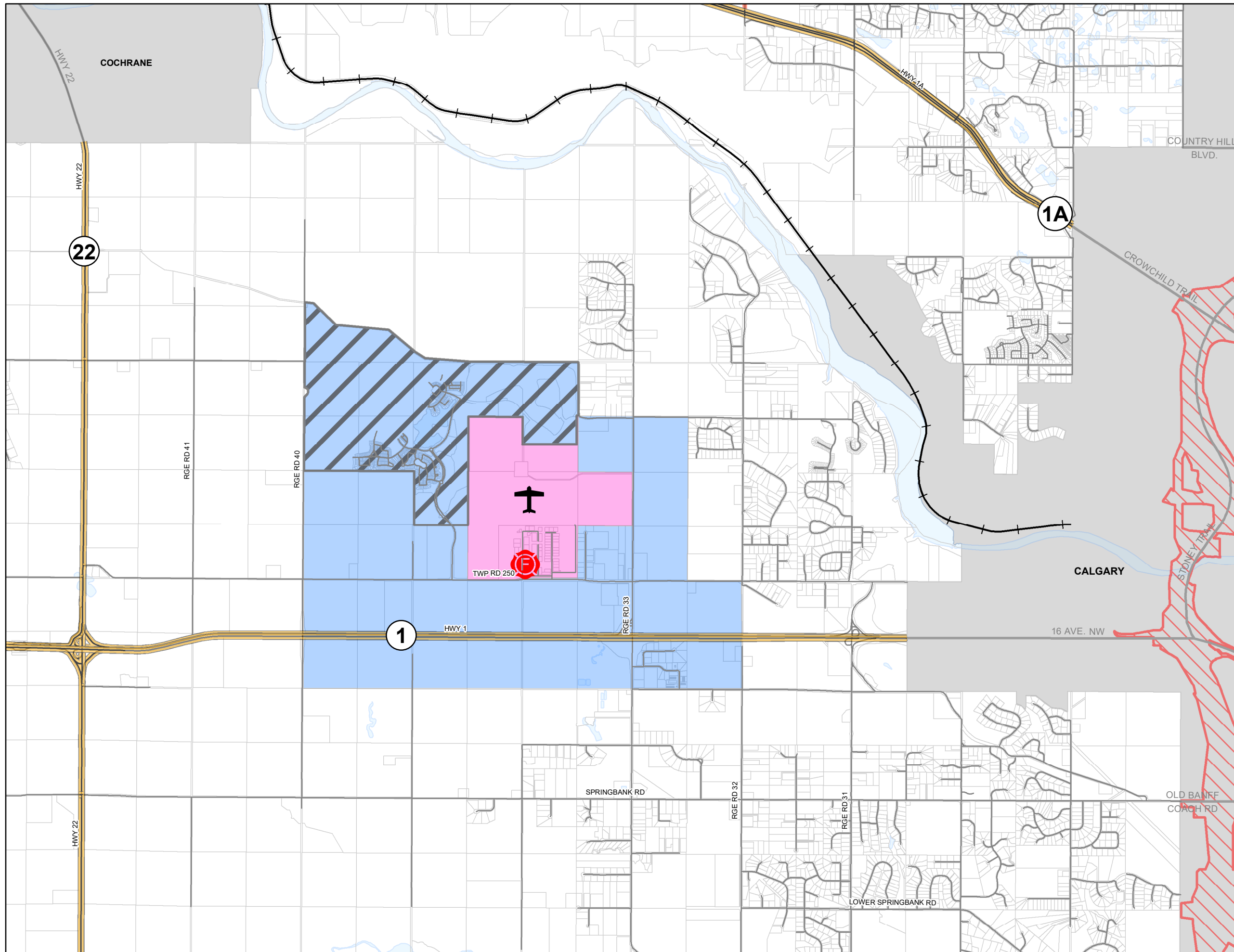
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|-----------------|--------------------------|--|
| | | Review of Servicing Plan - identify and discuss substantive issues in the draft plan, if applicable |
| April 23 | Board Meeting | Update Board on policy refinement. Close Growth Plan, Servicing Plan and REF |
| April 30 | LU TAG | Close technical issues for Growth Plan Close technical issues for Servicing Plan |
| May 6 | Convert to Board meeting | Vote on Growth Plan by Policy Section (multiple votes) Finalize discussions on Servicing Plan, if required |
| May 13 | Governance | Draft Dispute Resolution and Appeal Bylaw |
| May 14 | Board | Vote on Growth Plan by Policy Section (multiple votes) Finalize discussions on Servicing Plan, if required |
| May 7-20 | Council | Individual municipalities review final draft Growth Plan, final draft Servicing Plan and final draft REF |
| May 21 | Add Board meeting | Vote of the Board on approval of the Growth Plan, Servicing Plan and REF for submission to Minister |
| May 28 | Board | Vote of the Board on approval of the Growth Plan, Servicing Plan and REF for submission to Minister (if necessary) |

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 Select Site

Harmony/Springbank Hamlet Growth Area



- Fire Hall
- Springbank_Airport
- Highways**
- ClassType**
- Regional Mobility Corridor
- SECONDARY HWY
- Existing Hamlet
- Hamlet Growth Area with Supporting Employment
- Airport Boundary
- Transportation and Utility Corridor

- Existing Harmony hamlet is shown hatched.
- Municipal Development Plan and existing North Springbank ASP identifies area around Springbank Airport and Highway 1/Range Road 33 intersection for employment uses.
- Area already has some existing and approved business uses, but ASP needs updating to maximize opportunities from the Airport and Hwy 1.
- Intention is to support expansion of the existing hamlet and to acknowledge supporting employment uses around the hamlet and Airport.

Agenda Item 6iii Attachment

