

Calgary Metropolitan Region Board

Agenda – April 23, 2021

9:30-12:30

Go-To Meeting/Call-In

Meetings are recorded and live-streamed

- | | | | |
|---|--------------|--------------------|-----------|
| 1. Call to Order & Opening Remarks | | Clark | |
| 2. Adoption of Agenda
For Decision: <i>Motion to adopt and/or revise the agenda</i> | | All | |
| 3. Review and Approve Minutes
For Decision: <i>Motion that the Board review and approve the Minutes of the February 26, 2021 meeting</i> | (Attachment) | All | 3 |
| 4. Closed Session (pursuant to Section 21 and 17 of FOIP Act)
a) HR Item
b) Intergovernmental Relationships

Return to open session | | | |
| 5. COVID Update
For Information: <i>Motion to receive for information a COVID update from the Government of Alberta</i> | (Verbal) | Beesley | |
| 6. Phase 3 of Public Engagement
For Discussion: <i>Motion that the Board receive for information an update on Phase 3 of Public Engagement on the Draft Growth Plan</i> | (Attachment) | Harding | 10 |
| 7. 2020 Audited Financial Statements
For Decision: <i>Motion that the Board approve the Audited Financial Statements</i> | (Attachment) | Avail | 26 |
| 8. Growth Plan Areas for Further Consideration
For Decision: <i>Motion that the Board approve each of the suggested changes to the draft Growth Plan document</i> | (Attachment) | Copping/
Tipman | 49 |
| 9. Growth Plan Modelling Appendix
For Decision: <i>That the Board approve the draft modelling work and results to be included in the Growth Plan as an appendix</i> | (Attachment) | Copping/
HDRC | 59 |

10. Draft Servicing Plan (Attachment) Graves **70**
For Information: Motion that the Board provide feedback on and
 and receive for information the draft Servicing Plan
11. Roundtable All
12. Next Meeting: Thursday May 6, 2021 @ 9AM
13. Adjournment Clark

Upcoming Meetings:

Land Use & Servicing Committee/ Indigenous Awareness Workshop	Thursday June 3 @ 9:00	GoTo Meeting
Board Meeting	Thursday May 6 @ 9:00 Friday May 14 @ 9:00 Friday May 21 @ 9:00 Friday May 28 @ 9:00	GoTo Meeting
Governance Committee	Thursday May 13 @ 9:00	GoTo Meeting
Advocacy Committee	TBD	GoTo Meeting

Delegates in Attendance

Mayor Peter Brown – City of Airdrie
Mayor Naheed Nenshi/Councillor Gian-Carlo Carra – City of Calgary
Mayor Marshall Chalmers – City of Chestermere
Mayor Jeff Genung – Town of Cochrane
Reeve Suzanne Oel – Foothills County
Mayor Craig Snodgrass – High River
Mayor Bill Robertson - Town of Okotoks
Reeve Dan Henn – Rocky View County
Mayor Pat Fule/Councillor Bob Sobol – Town of Strathmore
Reeve Amber Link – Wheatland County
Dale Beesley/Monte Krueger, Municipal Affairs

CMRB Administration:

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

1. Call to Order & Opening Comments

Called to order at 9:33 AM. Chair Clark and Vice Chair Genung took a moment to thank Chair Sheard for his service and contributions to CMRB over the past 3 years. Jordon Copping also expressed his gratitude for Chris' guidance, steadiness, and endless pursuit of perfection.

2. Approval of Agenda

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

M 2021-27

Motion: That the Board approve the agenda of the February 26, 2021 meeting, adding a discussion on the Province of Alberta's Budget for 2021-22 under Roundtable.

Motion carried unanimously.

3. Review and Approve Minutes

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

M 2021-28

Motion: That the Board approve the Minutes of the January 29, 2021 meeting.

Motion carried unanimously.

4. COVID Update

Dale Beesley updated the Board on public health orders, isolation hotels, vaccination programs, and details of the Town Hall meeting hosted by the Premier and Minister McIver. In response to a question on the lapse of the Public State of Health Emergency, Dale endeavoured to provide a response through Jordon to the Board. A link was provided to a Blue Cross website for information on pharmacies giving vaccinations.

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

M 2021-29

Motion: That the Board receive for information a COVID update from the Government of Alberta.

Motion carried unanimously.

5. Growth Plan Review Process

Members discussed the outstanding areas of disagreement table in the brief. Some members felt the table was not complete, and Jordon encouraged members to send him any additions. A member questioned the list of items in "Additional Considerations" and whether those are out of scope or are required elements of the Growth Plan. A concern was highlighted around alignment of the "Additional Considerations" and the extension letter from Minister McIver.

Peter Calthorpe from HDRC provided a presentation on regional scenarios, mixed use and masterplans vs. subdivisions, preferred growth areas, feedback on initial draft and modifications and clarification to the Plan.

During this portion of the meeting there was an interruption of the internet and the live-streaming was affected. Members discussed whether the meeting should be terminated, however since it was being recorded on the GoTo platform, a decision was made to continue and post the recorded meeting on the website immediately following the meeting.

Motion Arising:

Moved by Mayor Genung and accepted by Chair.

M2021-30

Motion: That the Board continue the meeting despite the internet interruption and post the recording on the CMRB website immediately following the meeting.

Motion carried unanimously.

Motion:

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

M2021-31

Motion: That the Board receive for information a process for resolving outstanding areas of disagreement related to the Growth Plan.

Motion carried unanimously.

6. Growth Plan

Jordon Copping introduced this item and confirmed that moving forward to conduct public engagement on this version of the Growth Plan still allows for edits and incorporation of the additional public engagement feedback before the final document is drafted. The current version is based on written feedback from member administrations, verbal feedback at TAG and Board meetings and through council presentations.

Concerns around going to public consultation with the current Draft Plan were identified, specifically without the REF and Servicing Plan to accompany it.

The Board discussed this item and requested that TAG:

- Complete a line-by-line review of the draft plan for small errors, awkward phrasing, clarity and organization, rather than content, prior to public engagement.
- Have a substantive discussion of REF and regional significance.
- Consider coming into force date of Plan. There have been some differing opinions as to when the Growth Plan will come into effect and when plans will start being reviewed against the policies of the Growth Plan.

Members discussed how the Plans will meet the requirements of the Regulation and whether economic viability has played a role in determining the policies. A member requested that there be a strong statement about source water protection in the Plan. Stephen Power of HDRC noted that a detailed evaluation of source water protection should be added as a follow-up item to the Growth Plan.

Motion Arising:

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

M 2021-32

Motion: Motion that this draft of the Growth Plan be referred to TAG for a review to take place next week and the decision to release the draft Plan for public engagement be decided by electronic vote after the TAG.

Following discussion on the motion, an amendment was proposed to remove “and be decided by electronic vote after the TAG” which was accepted by the mover. An addition was also suggested to include “and be released for public engagement” at the end. This was also accepted by the mover.

Motion: Motion that this draft of the Growth Plan be referred to TAG for a review to take place next week and be released for public engagement.

Motion carries.

Motion Arising A:

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

M2021-33

Motion: Motion that the draft Servicing Plan and REF process be reviewed by TAG and released for public engagement along with the Growth Plan.

The Chair asked for feedback from CMRB Administration on the possibility of including the REF process and Servicing Plan in the next round of public engagement. Jordon Copping advised that further discussions and work are required on the REF and Servicing Plan by TAG before they are ready for circulation, and that this timeline would be difficult to meet given the next round of public engagement is scheduled to start in mid-March.

Motion Arising B:

M2021-34

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

Motion: Motion to sever the motion into two parts:

- a) Motion that the REF be reviewed by TAG and released for public engagement along with the Growth Plan.
- b) Motion that the draft Servicing Plan be reviewed by TAG and released for public engagement along with the Growth Plan.

Motion fails.

Return to vote on Motion Arising A:
Motion fails.

7. Phase 3 of Public Engagement

Anne Harding presented this item and answered questions.

While one member asked if specific entities could be allowed to present directly to the Board, others felt in the interest of equity for all, the Board could not grant an audience to a specific few. Anne Harding advised there is a virtual open

house scheduled specifically for the developer industry and that others could be arranged. Jordon also noted that a Communications & Engagement TAG group was developed early in 2020 that includes BILD, CREB, NAIOP and others that are updated on a bi-weekly basis. As a result of those meetings, direct feedback from that TAG group was presented to the Board in January 2021.

With regard to the virtual open houses, Anne asked members to identify key stakeholder groups for direct outreach or a specific invitation to attend a session to discuss key elements of the plan and invite their specific input (for example: chambers of commerce, indigenous groups, developer community). She identified an equity element of the process in asking the same questions to all groups to ensure fairness.

Members discussed compressing the timeline, reducing consultation from 4 weeks to 3 in order to integrate feedback into the Plans. There was agreement to reduce the engagement period from March 19-April 12.

Anne agreed to contact Board members to share ideas and best practices to get residents engaged.

M 2021-35

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

Motion: That the Board receive for information and provide feedback on Phase 3 of public engagement of the Draft Growth Plan.

Motion carried.

Mayor Fule, Mayor Snodgrass and Mayor Chalmers left the meeting.

Due to time constraints, and members leaving the meeting, the following motion was made:

M 2021-36

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

Motion: That the Board defer items #8, #10 and #11 to a future meeting, and discuss agenda item #9.

Motion withdrawn.

M 2021-37

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

Motion: That the Board adjourn the meeting and reconvene at 12:30 PM on Thursday March 4, 2021.

Motion carried.

Meeting adjourned at 12:52 PM.

Meeting resumed on March 4, 2021 at 12:30 PM.

8. Q4 Actuals

M 2021-38

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

Motion: That the Board review and receive for information the Q4 Actual and Year End.

Motion carried unanimously.

9. Foothills County Requested Agenda Item

Reeve Oel brought forward this agenda item and members discussed.

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

M 2021-39

Motion: That CMRB member municipalities calculate their in-kind contributions provided in 2020 and January 2021 (13 months) towards the development of the Growth & Servicing plans and the Regional Evaluation Framework. Member municipalities are to provide this calculation to CMRB administration for distribution to all CMRB members.

Motion fails.

10. Roundtable

Members discussed the recent provincial budget and how it affects CMRB funding, Disaster Relief Program, Bill 52 legislation, International Day for Elimination of Racial Discrimination and EMS services.

There was agreement to bring the Disaster Relief Program and Bill 52 legislation items to a future Board meeting. This was noted by CMRB Administration.

11. Closed Session

Moved into closed session at 1:14 PM.

Motion to return to open session at 1:43 PM moved by Mayor Robertson, Seconded by Mayor Genung.

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

M 2021-40

Motion: Motion that the Board direct the Growth Plan consultant to provide the information on the modelling work and the results of the modelling work for inclusion as an appendix in the Growth Plan.

Motion carried unanimously.

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

M 2021-41

Motion: Motion that the Board review and receive for information an update on the HDRC delivery of contracted services.

Motion carried unanimously.

12. Next Meeting

Board Visioning Friday March 19, 2021.

13. Adjournment at 2:00 PM.

Greg Clark, Chair

Agenda Item	6
Submitted to	Board
Purpose	For Information
Subject	Phase 3 Public Engagement Update
Meeting Date	April 23, 2021
<i>Motion that Board receive for information an update on Phase 3 of Public Engagement on 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. • The Board authorized public engagement on the March 17th version of the draft Growth Plan. • The goal of Phase 3 was to inform the public about the draft Growth Plan while gathering feedback to understand potential impacts, benefits, and levels of support in communities. • 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. • Phase 3 of Public Engagement was open from March 18 to April 8, 2021. Three virtual open houses were held, and a variety of engagement tools were used on the engagement website. • HDR C will present themes that emerged from the results of Phase 3 of public engagement. A What We Heard Report will follow. 	
<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 ran from March 18 to April 8, 2021. The goal for this phase of the engagement process was 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 Growth Plan in 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 | 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%

Phase 3| Early Themes - Survey Responses

Related to the draft plan

- The plan is unfair to rural and has a strong urban bias (74)
- The plan impedes growth in rural regions (35)
- Keep rural rural (30)
- Not supportive of the plan (28)
- Supportive of the plan (27)
- Concerned plan will cause tax increase / be costly (26)
- Stop urban sprawl (24)
- Let growth happen organically – be market driven (19)
- The plan needs to do a better job of respecting the character and uniqueness of the region (16)
- The plan needs to include increased protection of agricultural land and uses (16)
- Rocky View County needs better coordinated and more thoughtful development than current practices (16)

Phase 3 | Early Themes - Survey Responses

Related to CMRB Governance

- Leave it to each municipality to figure out their own plans (91)
- Calgary should not have a veto (52)
- Land owners should get to decide for themselves what happens on their land (35)
- CMRB should be eliminated (26)
- Collaborative approach in the region is needed and costs need to be shared (26)
- Having the CMRB creates more red tape (22)
- Foothills County has its own growth management plan and should be allowed to make its own decisions (22)
- Need a fairer voting structure that reflects the rural voice (21)

Phase 3| Early Themes - Survey Responses

Related to the engagement process

- Public engagement needed more promotion, needed to allow more voices to be heard and should have had more opportunities for ideas versus just responding to what was presented (25)
- Listen to all the voices of your stakeholders – some are missing from this process and some are not being heard (16)

Phase 3 | Sample Comments from Discussion Forum

- Although I am not an expert on planning, overall, it is a reasonable document from a top-down approach. However, from a bottom-up approach it places the less-influential (I.e. rural) partners at a disadvantage.
- A regional approach is key to identifying areas which are best-suited for protection as reservoirs of natural biodiversity...Consideration of wildlife habitat connectivity is missing in County approvals for ASPs. Wetland protection is a policy priority, but in practice seems to be set aside for compensation payments for projects that are implemented elsewhere. A commitment to the Regional Growth Plan would address these concerns.
- We live in the broader CMR. It seems to me that too many of us are unwilling to do the collaborative work to make life better for everyone, we seem to think life is a zero-sum game. This Growth plan appears to try and find the balance between individual need and an overarching opportunity for regional health.
- That the Highway 1 area west of Calgary, which already benefits from the Harmony development, the Edge Sports School, Commercial Court, the Springbank Airport and commercial area, and soon the Bingham Crossing development is not recognized as a 'high growth' area by this consultant and therefore not included as a Joint Planning Area proves that this proposal is seriously flawed.

Phase 3 | Sample Comments from Discussion Forum

- This growth plan is desperately needed...The Joint Planning Areas will help Rocky View create denser commercial and industrial in more concentrated areas, a big win. To all those who see Calgary as the bully with the ability to dictate over the other 9 municipalities, give your heads a shake. Calgary's growth options are limited by the CMRB and the city has its own plan that will make it denser so that the rurals don't have to worry so much about annexation.
- This is an excellent plan! I fully support it, as do most residents in the outlying municipalities. Unfortunately residents in Foothills County are being told by the County to oppose this plan as it will be detrimental for our communities and for taxpayers (see Foothills County's website). Nothing could be further from the truth. This growth plan ensures sustainable future developments, which protects residents as opposed to continuing to put them at risk (which has been done for far too long). We applaud the board for this excellent growth plan.
- I don't know one rural land owner who supports this plan. The survey results don't support your conclusion. Any plan that restricts personal or financial freedoms need to be rethought. Forcing people to live a certain way under the guise sustainability is a form of slavery. Alberta is a mostly rural province. We live here because of the wide open spaces and the freedom to live the life we choose. This plan will take that away from my children and grandchildren.

Phase 3 | Sample Comments from Discussion Forum

- It's absolutely astonishing that this concept is even being considered. All I see here is expense, red tape, and a deterrent for much needed investment.
- This growth plan is very biased towards the needs and wants of the City of Calgary and seems that city would take control over what happens in the surrounding municipalities. Rural needs and wants are considerably different to those of the City and control of these should not be taken over by the city. Many residents of the surrounding areas have chosen to live outside the city for those reasons.
- As young urban professionals, my husband and I are both in favour of this plan! Calgary and the surrounding areas cannot go on with business as usual. We simply cannot afford it. We are increasing costs for diminishing value and this is one way we can counteract a complete decline of our competitive global advantage! Transportation is a great way to kick start connections between our communities.

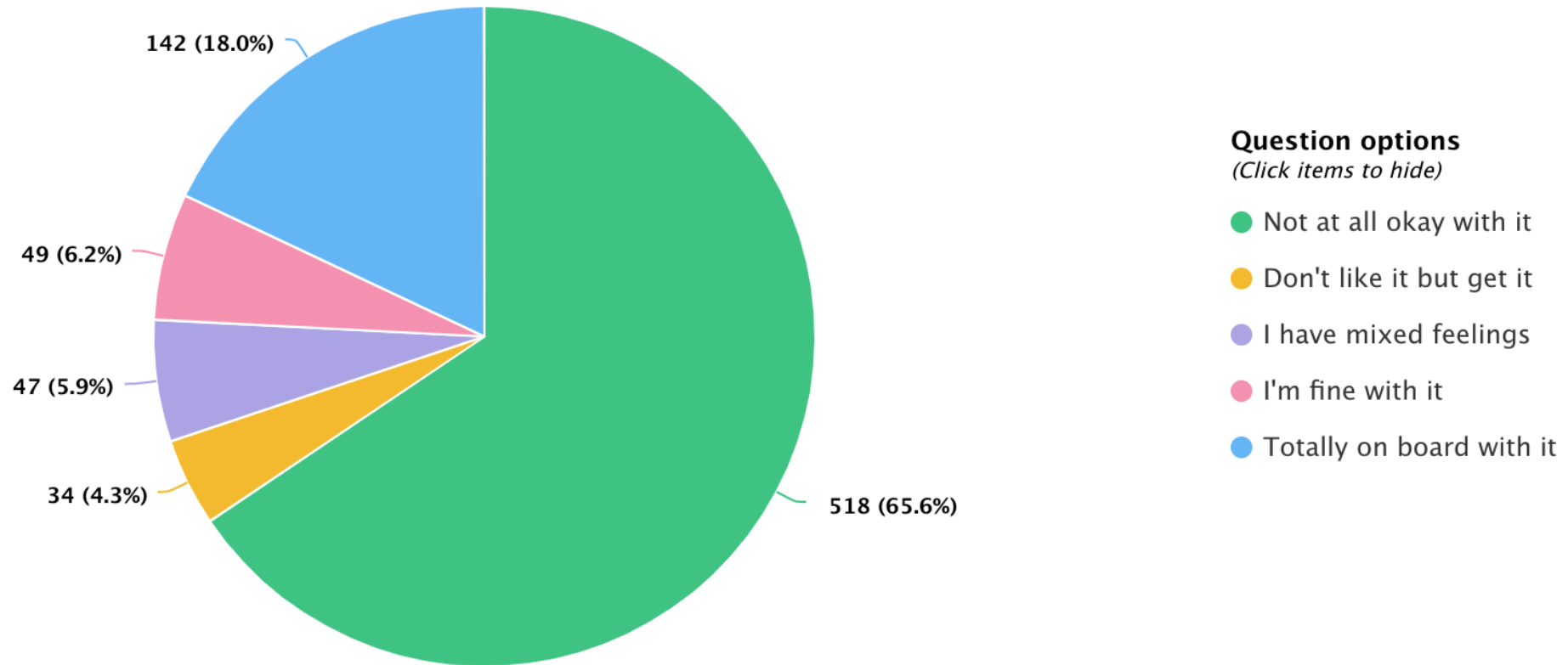
Phase 3 | Sample Comments from Discussion Forum

- I think the regional board is absolutely essential to the managing the environmental sustainability of the incredible area that we live in. Adding homes and infrastructure to support another 1 million people could easily result in urban sprawl like my home town Toronto. We have an opportunity to be smarter and ensure we keep our natural landscape for all to enjoy.
- The impact of extensive urban development in Balzac, Cochrane, Langdon, Springbank that is opposed by most of their residents, has definite impacts on Calgary, Cochrane, Okotoks etc. people need to work together and understand their impact on water, resources, roads infrastructure. Planning that brings groups together to share resources when possible and efficient is smart planning.
- Without being able to develop future non-residential developments in any identified lands outside of JPAs, sounds like the rural land owners will really see a potential decline in their land values for potential future zoning limitations!

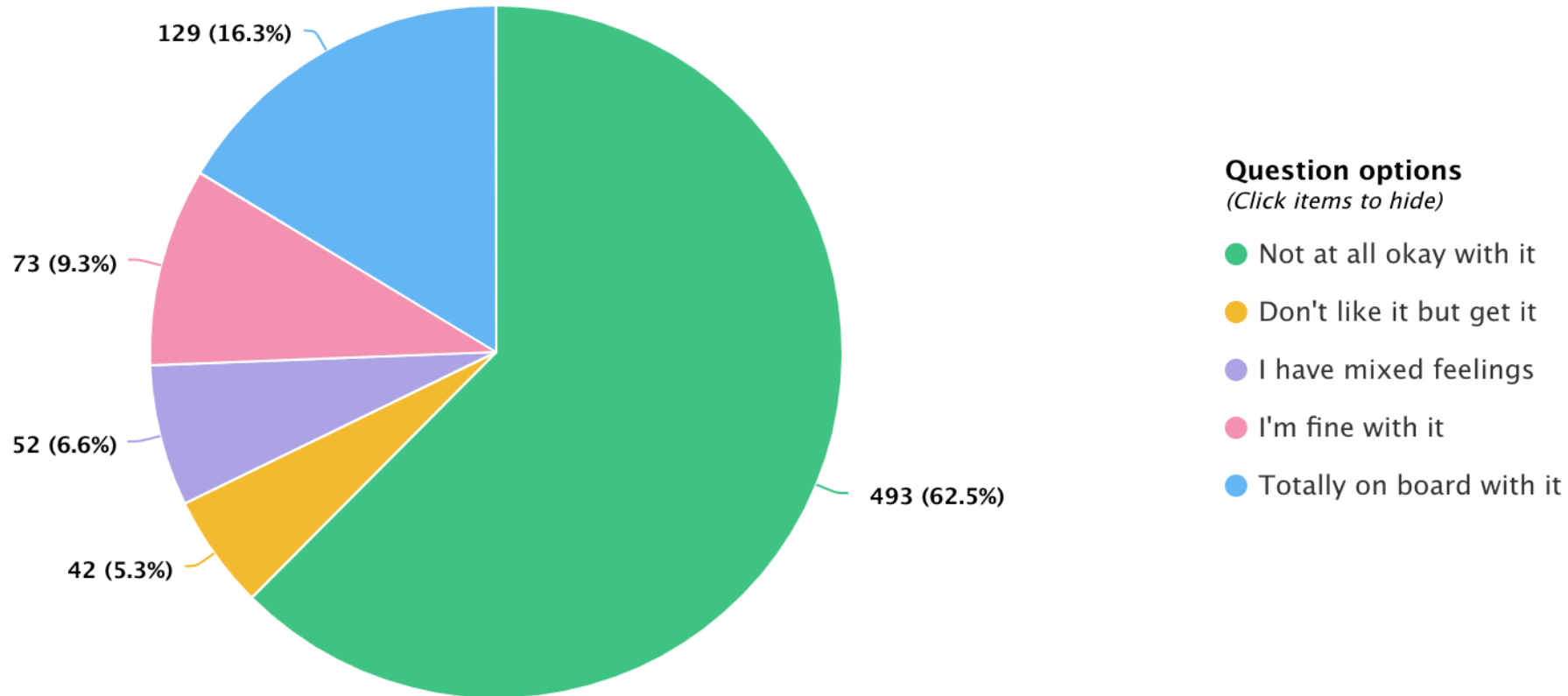
Preliminary Survey Results*

* 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

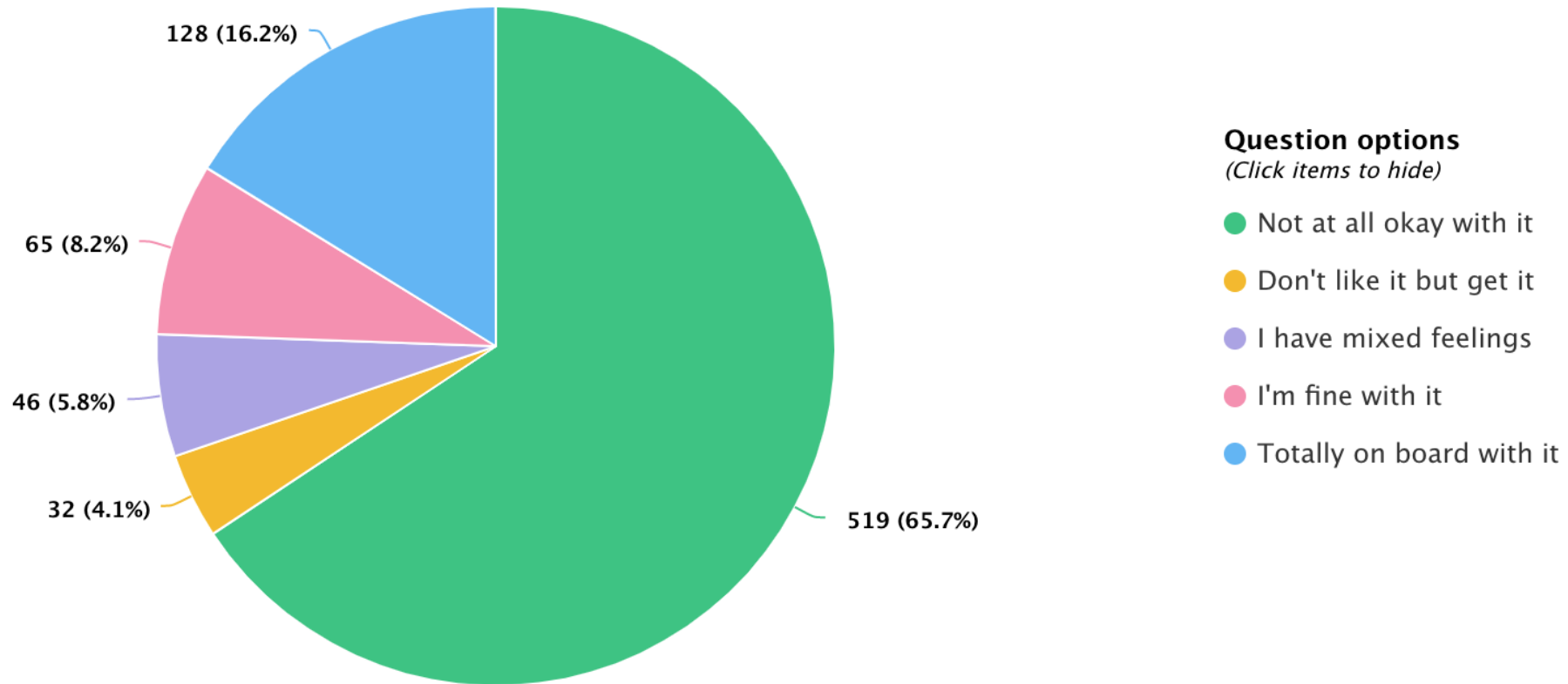
Q1 How comfortable are you with making a choice to have “preferred growth areas” if it results in the benefits shown above?



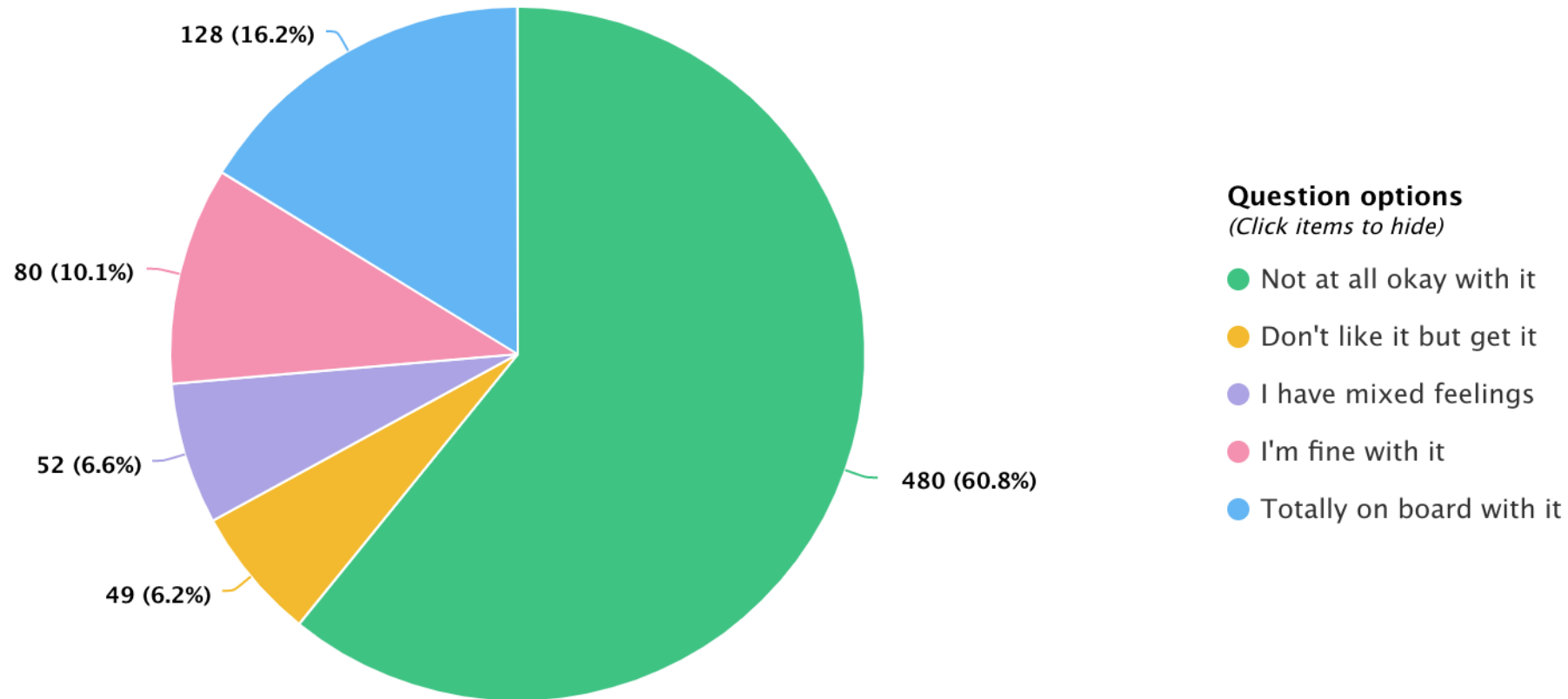
Q2 How comfortable are you with making the choice to focus development on these three preferred placetypes if it results in the benefits shown above?



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?



Agenda Item	7
Submitted to	Board
Purpose	For Decision
Subject	2020 Draft Audited Financial Statements
Meeting Date	April 23, 2021
<i>That the Board approve the Audited Financial Statements</i>	
<p>Background</p> <ul style="list-style-type: none"> • Audited financial statements are required as part of the annual report which the CMRB is mandated to provide to the Minister of Municipal Affairs. • Avail Chartered Accountants presented the draft Audited Financial Statements for 2020 to the Governance Committee on April 8, 2021. • The Governance Committee reviewed the draft Audited Financial Statements and recommended approval to the Board. 	
<p>Attachments: 1. Avail Audit Letter 2. Draft Financial Statements for 2020 3. Post Audit Letter</p>	

1. Introduction

Audited financial statements are required to be provided to the Minister of Municipal Affairs. Avail Chartered Accountants presented the draft Audited Financial Statements for 2020 to the Governance Committee on April 8, 2021. The Governance Committee reviewed the draft Audited Financial Statements and recommended approval to the Board.

2. Recommendation

That the Board approve the Audited Financial Statements.

March 19, 2021

Board of Directors
Calgary Metropolitan Region Board
602 - 11 Ave SW, Unit 305
Calgary, AB T2R 1J8

Ladies and Gentlemen:

We have completed our audit of the financial statements of the Calgary Metropolitan Region Board for the year ended December 31, 2020. Our audit included consideration of internal control relevant to the preparation of the financial statements to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of internal control. Accordingly, our review of any given control was limited and would not disclose all weaknesses in the system or all matters which an in-depth study might indicate. As you know, the maintenance of an adequate system of internal controls is the responsibility of the Board of Directors.

During the course of our audit for the year ended December 31, 2020, we identified no significant matters which may be of interest to the Board.

This communication is prepared solely for the information of the Board members and management of the Calgary Metropolitan Region Board and is not intended for any other purpose. We accept no responsibility to a third party who uses this communication.

We would like to thank Jordon and Shelley for their assistance during our audit. Thank you for the continuing opportunity to be of service to your organization and we look forward to serving you in the future. If you have any questions or concerns regarding our audit or any other issues with which you may require our assistance, please do not hesitate to contact us.

Thank you.

Yours truly,

AVAIL LLP

Calvin Scott, CPA, CA

CALGARY METROPOLITAN REGION BOARD

FINANCIAL STATEMENTS

For the year ended December 31, 2020



CALGARY METROPOLITAN REGION BOARD

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For the year ended December 31, 2020

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INDEPENDENT AUDITOR'S REPORT



To: The Board of
Calgary Metropolitan Region Board

Opinion

We have audited the financial statements of the Calgary Metropolitan Region Board which comprise the statement of financial position as at December 31, 2020, and the statements of operations, change in net financial assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the board as at December 31, 2020, its results of operations, change in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the board in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the board's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the board or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the board's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

INDEPENDENT AUDITOR'S REPORT, continued

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the board's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the board's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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DRAFT

Lethbridge, Alberta

April 8, 2021

Chartered Professional Accountants

DRAFT

MANAGEMENT REPORT

The financial statements are the responsibility of the management of the Calgary Metropolitan Region Board.

These financial statements have been prepared from information provided by management. Financial statements are not precise since they include certain amounts based on estimates and judgments. Management has determined such amounts on a reasonable basis in order to ensure that the financial statements are presented fairly, in all material respects.

The Board maintains systems of internal accounting and administrative controls that are designed to provide reasonable assurance that the financial information is relevant, reliable and accurate and that the Board's assets are properly accounted for and adequately safeguarded.

The elected Board of the Calgary Metropolitan Region Board is responsible for ensuring that management fulfils its responsibilities for financial statements. The Board carries out its responsibility principally through the Governance committee.

The Board meets annually with management and the external auditors to discuss internal controls over the financial reporting process, auditing matters and financial reporting issues, and to satisfy itself that each party is properly discharging its responsibilities. The Board also considers the engagement or re-appointment of the external auditors. The Board reviews the monthly financial reports.

The Board's financial statements have been audited by Avail LLP Chartered Professional Accountants, the external auditors, in accordance with Canadian generally accepted auditing standards on behalf of the Board. Avail LLP has full and free access to the Board members.

Chief Officer

CALGARY METROPOLITAN REGION BOARD
STATEMENT OF FINANCIAL POSITION
As at December 31, 2020

	2020	2019
Financial assets		
Cash and cash equivalents	\$ 944,921	\$ 394,301
Short term investments (note 3)	1,932,336	2,625,125
Accounts receivable	13,305	14,292
GST receivable	32,842	31,432
	2,923,404	3,065,150
Liabilities		
Accounts payable and accrued liabilities	253,111	130,926
Deferred revenue (note 4)	703,255	992,061
	956,366	1,122,987
Net financial assets	1,967,038	1,942,163
Non-financial assets		
Prepaid expenses	6,109	6,109
Tangible capital assets (schedule 1)	4,717	10,689
	10,826	16,798
Accumulated surplus (note 5, schedule 2)	\$ 1,977,864	\$ 1,958,961

Commitments (note 10)

Approved on behalf of the board:

Member _____

Member _____

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CALGARY METROPOLITAN REGION BOARD
STATEMENT OF OPERATIONS
For the year ended December 31, 2020

	Budget (unaudited)	2020	2019
Revenue			
Alberta Municipal Affairs	\$ 1,750,000	\$ 2,038,805	\$ 2,258,861
Interest	40,000	25,617	60,555
	1,790,000	2,064,422	2,319,416
Expenses			
Consulting fees	1,452,000	978,281	1,141,440
Wages and benefits	762,000	776,548	780,397
Board chair remuneration	140,000	87,199	104,878
Rent	80,000	78,861	70,928
Meeting costs	130,000	54,765	93,796
Professional fees	30,000	21,443	26,870
Dues and subscriptions	-	15,965	15,379
Office and administration	36,000	7,737	9,579
Professional development	-	6,278	3,538
Insurance	-	5,680	5,480
Travel and accommodation	45,000	4,010	20,242
Utilities	-	1,956	1,663
Interest and bank charges	-	790	810
Freight and delivery	-	34	429
Advertising and promotion	-	-	775
Amortization	5,972	5,972	5,972
	2,680,972	2,045,519	2,282,176
(Deficiency) excess of revenue over expenses	(890,972)	18,903	37,240
Accumulated surplus, beginning of year	1,958,961	1,958,961	1,921,721
Accumulated surplus, end of year	\$ 1,067,989	\$ 1,977,864	\$ 1,958,961

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CALGARY METROPOLITAN REGION BOARD
STATEMENT OF CHANGE IN NET FINANCIAL ASSETS
For the year ended December 31, 2020

	Budget (unaudited)	2020	2019
(Deficiency) excess of revenue over expenses	\$ (890,972)	\$ 18,903	\$ 37,240
Acquisition of tangible capital assets	15,000	-	-
Amortization of tangible capital assets	5,972	5,972	5,972
	20,972	5,972	5,972
Net change in prepaid expenses	-	-	5,934
Change in net financial assets	(870,000)	24,875	49,146
Net financial assets, beginning of year	1,942,163	1,942,163	1,893,017
Net financial assets, end of year	\$ 1,072,163	\$ 1,967,038	\$ 1,942,163

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CALGARY METROPOLITAN REGION BOARD**STATEMENT OF CASH FLOWS**

For the year ended December 31, 2020

	2020	2019
Operating transactions		
(Deficiency) excess of revenue over expenses	\$ 18,903	\$ 37,240
Adjustments for items which do not affect cash		
Amortization of tangible capital assets	5,972	5,972
	24,875	43,212
Net change in non-cash working capital items		
Accounts receivable	987	5,439
GST receivable	(1,410)	(21,354)
Prepaid expenses	-	5,934
Accounts payable and accrued liabilities	122,185	39,777
Deferred revenue	(288,806)	(258,860)
	(142,169)	(185,852)
Cash applied to operating transactions	(142,169)	(185,852)
Investing transactions		
Change in short-term investments	692,789	199,875
	550,620	14,023
Increase in cash and cash equivalents	550,620	14,023
Cash and cash equivalents, beginning of year	394,301	380,278
Cash and cash equivalents, end of year	\$ 944,921	\$ 394,301



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1. Nature of operations

Calgary Metropolitan Region Board is constituted under the Municipal Government Act and was approved by the Minister of Municipal Affairs on January 1, 2018 for the purpose of promoting long term sustainability, ensuring environmentally responsible land-use planning, growth management and efficient land use, developing policies regarding the coordination of regional infrastructure investment and service delivery, and promoting economic well-being and competitiveness of the region.

The members of the Board are as follows; City of Airdrie, City of Calgary, City of Chestermere, Town of Cochrane, Town of High River, Town of Okotoks, Town of Strathmore, Rocky View County, Municipal District of Foothills, and Wheatland County.

The Board is exempt from income taxation under Section 149 of the Canada Income Tax Act.

2. Significant accounting policies

The financial statements are prepared in accordance with Canadian public sector accounting standards and reflect the assets, liabilities, revenues and expenses, and change in the financial position of the Board. Significant aspects of the accounting policies adopted by the Board are as follows:

- (a) Cash and cash equivalents
Cash and cash equivalents consists of cash on deposit and are recorded at cost.
- (b) Short term investments
Short term investments consists of term deposits with original maturities of greater than one month at the date of acquisition and are recorded at cost.
- (c) Revenue recognition
Revenues are recognized in the period in which the transactions or events occurred that gave rise to the revenues. All revenues are recorded on an accrual basis, except when accruals cannot be determined with a reasonable degree of certainty or when their estimation is impracticable.

Restricted investment income is recognized in the year in which the related expenses are incurred. Unrestricted investment income is recognized as revenue when earned.

Government transfers are recognized in the period when the related expenses are incurred, services performed, or the tangible capital assets acquired.

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2. Significant accounting policies, continued

(d) Non-financial assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the normal course of operations. The change in non-financial assets during the year, together with the excess of revenues over expenses, provides the consolidated Change in Net Financial Assets for the year.

(i) Tangible capital assets

Tangible capital assets are recorded at cost which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets is amortized on a straight-line basis over the estimated useful life as follows:

	Years
Furniture and fixtures	10
Buildings	5
Computer equipment	3

The full amount of the annual amortization is charged in the year of acquisition and none in the year of disposal.

(ii) Contributions of tangible capital assets

Tangible capital assets received as contributions are recorded at fair value at the date of receipt and also are recorded as revenue.

(iii) Leases

Leases are classified as capital or operating leases. Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as capital leases. All other leases are accounted for as operating leases and the related lease payments are charged to expenses as incurred.

(e) Use of estimates

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expense during the period. Where measurement uncertainty exists, the financial statements have been prepared within reasonable limits of materiality. Actual results could differ from those estimates.

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CALGARY METROPOLITAN REGION BOARD
NOTES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2020

3. Short term investments

Short term investments consists of Guaranteed Investment Certificates (GICs) that have effective interest rates of 0.20% to 1.95% and mature between March to August 2021.

4. Deferred revenue

	2019	Received	Recognized	2020
Alberta Municipal Affairs	992,061	1,750,000	2,038,806	703,255

Deferred revenue consists of the unspent portion of the Alberta Municipal Affairs conditional start-up and core operations grant.

5. Accumulated surplus

Accumulated surplus consists of internally restricted and unrestricted amounts and equity in tangible capital assets as follows:

	2020		2019	
Unrestricted surplus	\$	1,973,147	\$	1,948,272
Equity in tangible capital assets (note 6)		4,717		10,689
	\$	1,977,864	\$	1,958,961

6. Equity in tangible capital assets

	2020		2019	
Tangible capital assets (schedule 1)	\$	22,633	\$	22,633
Accumulated amortization (schedule 1)		(17,916)		(11,944)
	\$	4,717	\$	10,689

7. Financial instruments

The Board's financial instruments consist of cash and cash equivalents, short term investments, accounts receivables, and accounts payable and accrued liabilities. It is management's opinion that the Board is not exposed to significant interest or currency risks arising from these financial instruments.

The carrying value of these financial instruments approximates their fair value.



8. Economic dependence

The Board is economically dependent on Alberta Municipal Affairs, as Alberta Municipal Affairs provides the Board with a substantial portion of its revenues.

9. Local authorities pension plan

Employees of the Board participate in the Local Authorities Pension Plan (LAPP), which is one of the plans covered by the Alberta Public Sector Pensions Plans Act. The plan serves about 274,000 people and 420 employers. The LAPP is financed by the employer and employee contributions and by investment earnings of the LAPP Fund.

Contributions for current service are recorded as expenditures in the year in which they become due.

The Board is required to make current service contributions to the LAPP of 9.39% of pensionable earnings up to the year's maximum pensionable earnings under the Canada Pension Plan and 13.84% on pensionable earnings above this amount. Employees of the Board are required to make current service contributions of 8.39% of pensionable salary up to the year's maximum pensionable salary and 12.84% on pensionable salary above this amount.

Total current service contributions by the Board to the LAPP in 2020 were \$71,901 (2019 - \$71,897). Total current service contributions by the employees of the Board to the LAPP in 2020 were \$65,783 (2019 - \$65,783).

At December 31, 2019, the LAPP disclosed an actuarial surplus of \$7.9 billion.

10. Commitments

The Board has entered into operating leases for a building and a digital printer. The Board's total obligation under these leases are \$83,807.

Payments over the next five years are as follows:

2021	\$	29,697
2022		33,132
2023		20,978
	\$	83,807

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CALGARY METROPOLITAN REGION BOARD
NOTES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2020

11. Approval of financial statements

These financial statements were approved by Board and Management.

12. Budget amounts

The 2020 budget was approved by the Board and has been reported in the financial statements for information purposes only. The budget amounts have not been audited, reviewed, or otherwise verified.

In addition, the approved budget did not contain an amount for amortization expense. In order to enhance comparability, the actual amortization expense has been included as a budget amount.

Budgeted deficit per financial statements	\$ (890,972)
Less: Capital expenditures	(15,000)
Add: Amortization	5,972
Transfers from reserves	900,000
<hr/>	
Equals: approved budgeted surplus	\$ -
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13. COVID-19

Events have occurred as a result of the COVID-19 (coronavirus) pandemic that have caused economic uncertainty. The duration and impact of the COVID-19 pandemic, as well as the effectiveness of government responses, remain unclear at this time.

Some of the key impacts include, but are not limited to, interruptions of production and supply chains, unavailability of personnel, reductions in revenue, decline in value of financial investments, disruptions or stoppages in non-essential travel, and the closure of facilities and businesses.

The company has developed policies to ensure the safety of employees is maintained. Management is not aware of any material impairments that will impact the financial assets or liabilities of the company due to the pandemic.

The situation is continually changing and the future impact on the entity is not readily determinable at this time.

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CALGARY METROPOLITAN REGION BOARD
SCHEDULES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2020

Schedule of tangible capital assets	Schedule 1				
	Buildings	Furniture and fixtures	Computer equipment	2020	2019
Cost:					
Balance, beginning of year	\$ 5,285	\$ 3,719	\$ 13,629	\$ 22,633	\$ 22,633
Balance, end of year	5,285	3,719	13,629	22,633	22,633
Accumulated amortization:					
Balance, beginning of year	2,114	744	9,086	11,944	5,972
Annual amortization	1,057	372	4,543	5,972	5,972
Balance, end of year	3,171	1,116	13,629	17,916	11,944
Net book value	\$ 2,114	\$ 2,603	\$ -	\$ 4,717	\$ 10,689
2019 net book value	\$ 3,171	\$ 2,975	\$ 4,543	\$ 10,689	

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CALGARY METROPOLITAN REGION BOARD
SCHEDULES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2020

Schedule of changes in accumulated surplus

Schedule 2

	Unrestricted	Equity in tangible capital assets	2020	2019
Balance, beginning of year	\$ 1,948,272	\$ 10,689	\$ 1,958,961	\$ 1,921,721
excess of revenue over expenses	18,903	-	18,903	37,240
Annual amortization expense	5,972	(5,972)	-	-
Change in accumulated surplus	24,875	(5,972)	18,903	37,240
Balance, end of year	\$ 1,973,147	\$ 4,717	\$ 1,977,864	\$ 1,958,961

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March 19, 2021

Board of Directors
Calgary Metropolitan Region Board
602 - 11 Ave SW, Unit 305
Calgary, AB T2R 1J8

Ladies and Gentlemen:

RE: 2020 ANNUAL AUDIT OF CALGARY METROPOLITAN REGION BOARD

We are pleased to provide the following report relating to our audit of the financial statements of Calgary Metropolitan Region Board for the year ending December 31, 2020.

During the course of our audit we identified matters which may be of interest to the Board. The objective of an audit is to obtain reasonable assurance whether the financial statements are free of material misstatement and it is not designed to identify matters that may be of interest to the Board in discharging its responsibilities. Accordingly an audit would not usually identify all such matters.

The matters identified are included in this report which has been prepared solely for the information of the Board and is not intended for any other purpose. As such, we accept no responsibility to a third party who uses this report. Should any member of the audit committee or equivalent wish to discuss or review any matter addressed in this letter or any other matters related to financial reporting, please do not hesitate to contact us at any time.

Our report is intended to assist the Board in fulfilling its obligation with respect to the 2020 financial statements. We have also attached a separate communication regarding the role of the Board and our recommendations for the Board of the Board.

We would be pleased to further discuss any of the issues addressed in the report or any other issue which may be of interest or concern to the Board.

Yours truly,

AVAIL LLP

Calvin Scott, CPA, CA
Enclosure

I. Purpose and Scope of Examination

We refer you to our communication dated February 4, 2021, which outlines the purpose and scope of our examination.

II. Results of Examination

As a result of our examination, we report that, in our opinion, the financial statements as at December 31, 2020 present fairly, in all material respects, the financial position of the Board in accordance with Canadian public sector accounting standards.

Throughout the course of our examination, we received full co-operation from Board officials and employees. No restrictions were imposed on the method or extent of our examination. We were given access to all records, documents and other supporting data and were furnished all information and explanations we required. In addition, we had the opportunity to discuss accounting matters with Board officials.

III. Communication with Board

In accordance with the auditing standard "communications with those having oversight responsibility for the financial reporting process", the following matters are recommended to be communicated to the Board.

Matters to be Communicated	Reference/Comment
1. Significant Deficiencies in Internal Controls	During our audit, we did not encounter any significant deficiencies in internal controls.
2. Illegal Acts and Fraud	An audit conducted in accordance with generally accepted auditing standards does not provide assurance about an entity's compliance with the laws and regulations that may affect it. These standards include, however, a requirement that the nature, extent and timing of the auditors' procedures should be designed so that, in the auditors' professional judgment, the risk of not detecting a material misstatement in the financial statements is reduced to an appropriately low level. However, due to the nature of illegal acts, an auditor conducting an audit in accordance with generally accepted auditing standards may not detect an illegal act, or recognize an act as being illegal, even if the effect of its consequences on the financial statements is material. Based on the results of our testing, we did not identify any illegal, improper or questionable payments or acts nor any acts committed with the intent to deceive, involving either misappropriation of assets or misrepresentation of financial information.

3. Significant Accounting Principles and Policies	We refer you to note 2 to the financial statements for a summary of significant accounting policies adopted by the Board.
4. Management's Judgments and Accounting Estimates	<p>There were no disagreements between management and ourselves regarding management's judgments and accounting estimates.</p> <p>Going Concern Assumption - It is now a requirement that management make an assessment each year regarding the Board's ability to continue as a going concern. This assessment requires management to make certain judgments about the Board's ability to meet its obligations in the foreseeable future.</p> <p>Management has advised that they are aware of no events or conditions that cast doubt upon the Board's ability to continue as a going concern in the foreseeable future, and there is no intention to liquidate the Board's assets or otherwise cease operations.</p>
5. Written Representation from Management	As requested, management has provided us written representations that it has fulfilled its responsibility for the preparation of the financial statements and that it has provided us with the required information for us to complete our audit.
6. Other Information in Documents Containing Audited Financial Statements	Should the Board issue any report during the year that includes the audited financial statements, we will be required to read the unaudited information in the report prior to its release to ensure consistency with the information presented in the financial statements.
7. Disagreements with Management	There were no disagreements between management and ourselves with respect to the Board's accounting policies or presentation and disclosure in the financial statements.
8. Difficulties Encountered in Performing the Audit	The full co-operation of management and other personnel was received during our examination.
9. Financial Statement Disclosure	There were no contentious financial statement disclosure issues.
10. Other Matters	No other matters were noted.
11. Emerging Issues	<p><u>FUTURE ACCOUNTING CHANGES</u></p> <p>The Public Sector Accounting Board has issued the following accounting standards:</p> <p><u>PS 1000 Financial Statement Concepts (effective fiscal years beginning April 1, 2022)</u></p> <p>This section has been amended to allow recognition of purchased intangibles as assets. This amendment is supported by new public sector guideline PSG-8 "Purchased Intangibles". Earlier adoption is permitted.</p>

	<p><u>PS 3450 Financial Instruments</u> <u>(effective fiscal years beginning April 1, 2022)</u></p> <p>Adoption of this standard requires corresponding adoption of PS 2601 Foreign Currency Translation, PS 1201 Financial Statement Presentation, and PS 3401 Portfolio Investments in the same fiscal period. These standards provide guidance on: recognition, measurement and disclosure of financial instruments; standards on how to account for and report transactions that are denominated in a foreign currency; general reporting principles and standards for the disclosure of information in financial statements; and how to account for and report portfolio investments.</p> <p><u>PS 3280 Asset Retirement Obligations</u> <u>(effective fiscal years beginning April 1, 2022)</u></p> <p>This standard provides guidance on how to account for and report a liability for retirement of tangible capital assets. Early adoption of this section may be mandated by the Government of Alberta, pending recommendations from the ARO working group.</p> <p><u>PS 3400 Revenue</u> <u>(effective fiscal years beginning April 1, 2022)</u></p> <p>This standard provides guidance on how to account for and report on revenue, and specifically, it addresses revenue arising from exchange and non-exchange (unilateral) transactions.</p> <p><u>OTHER PROPOSED CHANGES</u></p> <p>The Public Sector Accounting Board has issued an exposure draft that has not yet been finalized:</p> <p><u>PS 1202 – Financial Statement Presentation</u> <u>(proposed implementation date of April 1, 2024)</u></p> <p>A new standard has been proposed to replace PS 1201 Financial Statement Presentation and is intended to provide an improved financial reporting framework.</p> <p>Some of the key proposed changes are:</p> <ul style="list-style-type: none"> • liabilities will be separated into two categories: financial and non-financial • the Statement of Financial Position will be restructured to present total assets followed by total liabilities to arrive at net assets • the net debt indicator will be removed from the Statement of Financial Position and will be shown on a separate statement “Statement of Net Financial Assets or Net Financial Liabilities” • the requirement to present a Statement of Changes in Net Financial Assets (Debt) will be removed • other minor changes are proposed to the Statement of Cash Flows and budgeted information
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Calgary Metropolitan Region Board
 Unadjusted Financial Statement Misstatements
 For the year ended December 31, 2020

Unadjusted Financial Statement Misstatements	Proposed Adjustments Dr (Cr)				
			Balance Sheet		
	Opening Equity	Income Statement	Assets	Liabilities	Closing Equity
Carryforwards					
City of Airdrie	\$ (17,937)	\$ 17,937	\$ -	\$ -	\$ -
Subtotal	(17,937)	17,937	-	-	-
Income taxes	-	-	-	-	-
Total	\$ (17,937)	\$ 17,937	\$ -	\$ -	\$ -

Agenda Item	8
Submitted to	Board
Purpose	For Decision
Subject	Growth Plan – Areas for Further Consideration
Meeting Date	April 23, 2021
<i>Motion that the Board approve each of the suggested changes to the draft Growth Plan document</i>	
<p>Summary</p> <ul style="list-style-type: none"> • The Land Use and Servicing Committee (Committee) and the Land Use Technical Advisory Group (TAG) have discussed policies and directions of the Growth Plan and around the priorities of the Board where further direction, decisions, or discussions are necessary. • The discussions with Committee and TAG have attempted to resolve outstanding concerns about the draft Growth Plan. Although full consensus may not have been achieved on every item, a respectful dialogue has been undertaken. • Comments and questions from the public engagement process have been considered in the recommendations, where applicable. • The recommendations or options provided to the Board are intended to provide direction to CMRB Administration and HDR Calthorpe on how to finalize the Growth Plan in ways that best reflects the goals of the Board. 	
<p>Attachments</p> <ul style="list-style-type: none"> • Attachment 1: Board Values • Attachment 2: Growth Plan Goals, Directions and Priorities • Attachment 3: Summary of Key Growth Plan Policy Tools 	

1. Background

There are remaining areas of the draft Growth Plan where further direction, decisions, or discussions are necessary to resolve outstanding concerns. As part of moving towards approval of the Growth Plan and REF, CMRB Administration requests direction in areas where consensus has not been reached.

The recommendations provided in this agenda item reflect discussions had with the Committee and TAG. The feedback from the third round of the public engagement

process has also informed the proposed Growth Plan policy updates when possible.

Although full consensus may not have been achieved on every item, a respectful dialogue has been undertaken. Recommendations have been provided by the Growth Plan consultant that reflect the sentiments expressed during these conversations.

2. Request for Decision

The following table lists outstanding areas of concern that have been identified through Committee and TAG discussions. It includes a proposed change to the draft policies and the rationale for undertaking the change. In some cases, no change is recommended.

CMRB Administration requests that the Board confirm these changes so they may be incorporated into the draft Growth Plan. The noted existing policies are taken from the March 17 draft version of the Growth Plan.

It is requested that the Board decide on each of the matters contained in the table below.

Table 1: Proposed Changes to the Draft Growth Plan

	Overview	Existing	Proposed Change	Rationale
1.	Identifying the Impacts of Development on Agriculture	<p>3.1.5.3 Statutory plans shall identify the impacts, including fragmentation of farmland, of Greenfield Development on land used for agricultural purposes. Strategies to mitigate the identified impacts should also be included.</p> <p>3.1.5.5 Country Cluster development patterns should address preservation of wildlife corridors and conservation of environmental areas</p>	<p>Wording/Intent of 3.1.5.3 should remain the same, but the policy should be moved to another location of the Growth Plan such that it applies to all statutory plans for all Greenfield Developments</p> <p>Working/Intent of 3.1.5.3 should be updated to also refer to adjacent agricultural land</p> <p>Wording/Intent of 3.1.5.5 should remain the same, but the policy should be moved to another location of the Growth Plan such that it applies to all statutory plans for all Greenfield Developments</p>	<p>Reflects a request that certain policies in the Rural Area Development section of the Growth Plan should apply to all statutory plans for Greenfield Development</p>
2.	Existing ASPs and ARPs	<p>3.1.8.2 Area Structure Plan or Area Redevelopment Plan amendments within a Preferred Growth Area shall not decrease the overall Density of residential development or reduce the ratio of Preferred Placetypes within the Area Structure Plan or Area Redevelopment Plan.</p>	<p>No changes proposed.</p>	

	Overview	Existing	Proposed Change	Rationale
3.	Joint Planning Areas	3.1.7.5 Within one year, the participating municipalities shall adopt Terms of Reference to govern the development of the Context Study, which includes a process for dispute resolution and a timeframe for completion.	<p>New Policy: Within three (3) years of the adoption of the Growth Plan by the Minister of Municipal Affairs, participating municipalities shall complete a Context Study for each Joint Planning Area</p> <p>Update 3.1.7.5: Within one year of the adoption of the Growth Plan by the Board, the participating municipalities shall adopt a Terms of Reference for each Context Study to govern the development of the Context Study, which includes a process for dispute resolution.</p>	<p>Added the timeframe for completion of Context Studies back in as per comments from member municipalities concerned that there is not an impetus to get the studies done in a timely fashion.</p> <p>Also addresses the need to proceed with Terms of Reference prior to Ministerial approval.</p>

	Overview	Existing	Proposed Change	Rationale
4.	<p>Hamlet Growth Areas</p>	<p>3.1.6.1 Hamlet Growth Areas shall be identified as follows:</p> <p>(a) within Rocky View County, a minimum of three Hamlet Growth Areas shall be established and are listed as Harmony, Bragg Creek and Langdon with boundaries shown on Schedule 1 – Regional Growth Structure;</p> <p>(b) within Foothills County, a minimum of three Hamlet Growth Areas shall be established at a future time by Foothills County in accordance with the criteria for establishing new Hamlet Growth Areas;</p>	<p>Update 3.1.6.1 b) to the following:</p> <p>(b) within Foothills County, a minimum of three Hamlet Growth Areas shall be established at a future time by Foothills County in accordance with the criteria for establishing new Hamlet Growth Areas;</p> <p>(i) Foothills County does not require Board approval for the location of the three Hamlet Growth Areas provided the locations meet the criteria for new Hamlet Growth Areas established in the Plan. Once the three Hamlet Growth Area locations are established by Foothills County they will be considered as Preferred Growth Areas in accordance with the Plan.</p>	<p>An attempt to address the concern expressed by Foothills that Board approval would be required for the new three Hamlet Growth Areas.</p>
5.	<p>Requirements for Use of Statutory Plans</p>	<p>4.1.1.1 CMR member municipalities shall use Area Structure Plans and Area Redevelopment Plans for all of the following types of development:</p> <p>(a) Employment Areas greater than eight hectares (20 acres); and (b) any residential or mixed-use development with greater than 50 dwelling units.</p>	<p>Remove policy in Growth Plan. Further details about what “regional significance” means in context will be added to the next iteration of the REF document.</p>	<p>Policy 4.1.1.1 was too constraining on municipal planning processes and did not achieve the desired outcome of ensure regionally significant plans are reviewed by the Board.</p>

	Overview	Existing	Proposed Change	Rationale
6.	<p>Definition of Regionally Significant</p>	<p>Regionally Significant means: Of a scale and significance such that it may benefit or impact two or more municipal members of the Region by virtue of: adjacency, land-use, infrastructure, and/or servicing requirements. A resource, service, development or opportunity may be <i>regionally significant</i> where:</p> <ul style="list-style-type: none"> i. it can reasonably be assumed to benefit or impact the wider regional membership, and ii. impact to it by natural or human disturbance and disruption could have an adverse effect on the growth and prosperity of the Region. <p>Proximity to <i>regionally significant corridors</i> and reliance on <i>regional infrastructure</i> may affect the <i>regional significance</i> of a proposed development.</p>	<p>Add to Growth Plan.</p>	<p>A definition of regional significant is necessary in the Growth Plan. This definition was used in the Interim Growth Plan. Further details about what “regional significance” means in context (the criteria for how to interpret regional significance) will be added to the next iteration of the REF document.</p>

5.2 Recommendation

Motion that the Board approve each of the suggested changes to the draft Growth Plan document

Attachment 1: 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.

Attachment 2: 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.*

Attachment 3: Summary of Key Growth Plan Policy Tools

HDR|Calthope 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|Calthope 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).
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)

Agenda Item	9
Submitted to	Board
Purpose	For Decision
Subject	Growth Plan Modelling Appendix
Meeting Date	April 23, 2021
<i>Motion that the Board approve the draft modelling work and results to be included in the Growth Plan as an appendix</i>	
<p>Summary</p> <ul style="list-style-type: none"> • At the February 26, 2021 Board meeting, which was continued on March 4, the Board passed a motion instructing the Growth Plan consultant to provide additional information on the modelling work that informed the scenario development and policies in the Growth Plan. • During the Board meeting, it was agreed that this information should form an appendix in the Growth Plan. • The motion passed by the Board stated <i>That the Board direct the Growth Plan consultant to provide the information on the modelling work and the results of the modelling work for inclusion as an appendix in the Growth Plan.</i> • HDR Calthorpe has produced a draft appendix, attached, in response to the Board's motion. • Note that figure numbers are intentionally labeled 'X' at this time. 	
<p>Attachments</p> <ul style="list-style-type: none"> • Draft CMRB Scenario Appendix, HDR Calthorpe 	

1. Introduction

At the February 26, 2021 Board meeting, which was continued on March 4, 2021, the Board directed the Growth Plan consultant to provide information on inputs to the modelling work done to create the Growth Plan scenarios and the results of the modelling work. The Board requested that this information form an appendix to the Growth Plan.

2. Recommendation

That the Board approve the draft modelling work and results to be included in the Growth Plan as an appendix

CMRB Scenario Appendix

Over the past several decades, Peter Calthorpe has created and refined regional planning models that quantifies the cost of growth and its impact on the environment. This plan is a proactive approach to guiding future decisions in the most environmentally sustainable manner possible. The status quo or business-as-usual approach, will result in the least favourable outcome based on environmental impacts and costs to residents. Although the Business as Usual scenario is identified, it is not recommended. The modelling done in support of this plan, clearly demonstrates that a new approach to planning is needed to reduce costs of development and lower environmental impact.

Exploring Scenarios for Growth

Over the next 30 years, the Calgary Metro Region is expected to grow by one million residents and add about half a million new jobs.¹

The majority of this growth is expected to occur within the City of Calgary. The Regional Growth Plan is based on these forecasts, which are based on validated research. The Plan addresses the regional needs to better identify opportunities and efficiencies to reduce the costs of growth, attract investment to the region, and realize sustained prosperity. Most importantly, it also provides an opportunity to counter carbon emissions through coordination of land use and services in a more efficient manner.

Scenarios are map-based illustrations that tell stories about potential futures. Scenarios were used in the planning process to identify different land use changes and transportation system improvements that will reduce the cost of growth if implemented appropriately. Land use changes included accommodating expected growth in different parts of the planning area or in different types of development, such as the amount of mixed use or single-family development. Transportation options included varying assumptions about the level of transit service, roadway expansion, and incentives connected to alternative mode usage.

Envision Tomorrow, a scenario planning software, was used to illustrate four growth scenarios for the Calgary Metro Region that reflect employment and population numbers for expected growth in the region. The scenarios demonstrate a range of growth options for the coming decades. The information gathered from each scenario illustrates potential outcomes of choosing certain policies and strategies in comparison to other options. The scenario evaluation process provided the structure for this policy document, which will provide guidance for growth.

Evaluating Scenarios

Envision Tomorrow

Envision Tomorrow (ET) is a suite of scenario planning and analysis tools used to analyze a region's growth patterns and decisions impacting future growth. ET measures various impacts, including public health, fiscal resiliency, and environmental sustainability. The analysis tools allow users to analyze aspects of their current

¹ Rennie population forecast and Applications Management employment forecast

community using accessible GIS data, including taxation and Census data. The scenario painting tool allows users to "paint" alternative future development scenarios on the landscape and compare scenario outcomes.

ET provides a sketch-level glimpse of the possible impacts of policies, development decisions and current growth trajectories, and is used by communities to develop a shared vision of a desirable and attainable future. The input information is enhanced with local information regarding development, utility usage, and costs.

Figure X Envision Tomorrow Development Process Option1

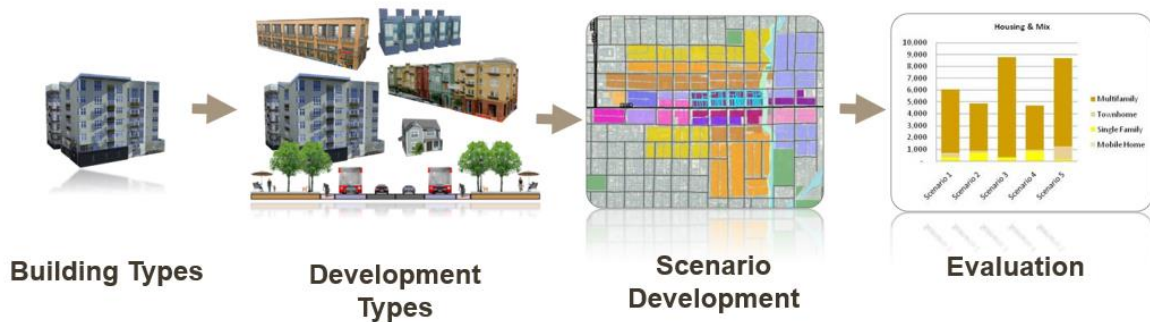
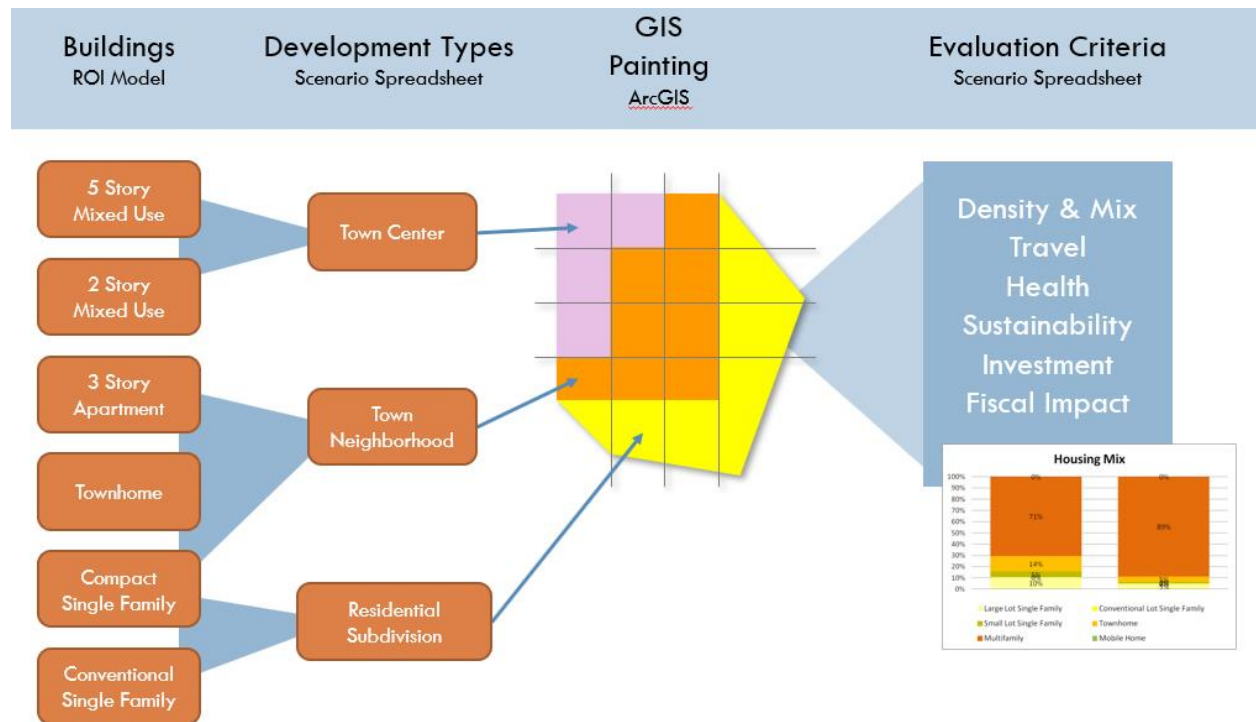


Figure X Envision Tomorrow Development Process Option2



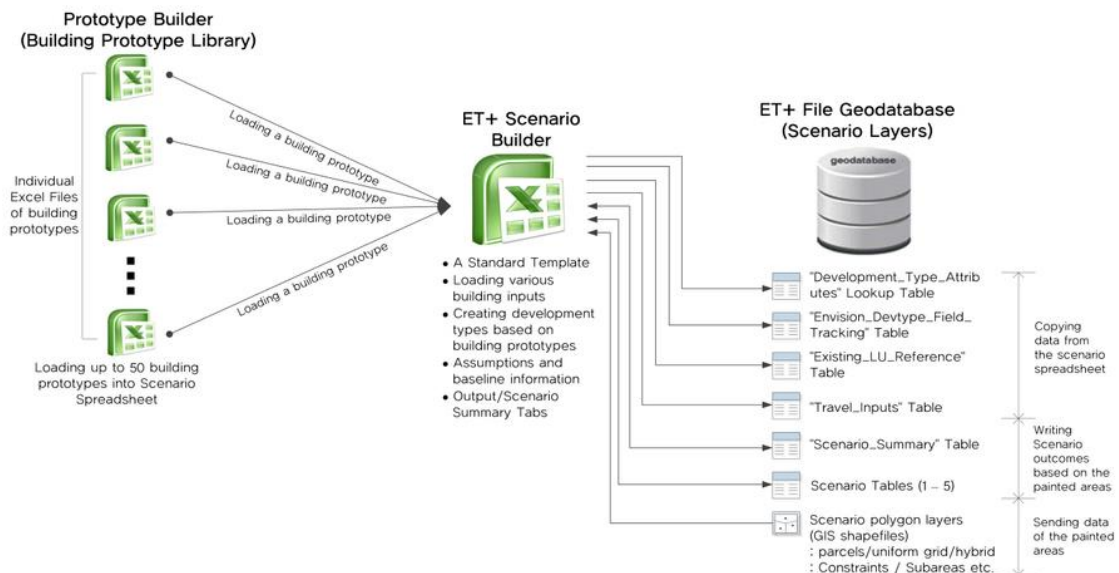
Buildings are the smallest unit of analysis in the scenario process. Individual buildings are modeled in a template spreadsheet called a Prototype Builder. This template spreadsheet is a simplified, planning-level pro

forma. The Prototype Builder includes physical attributes of buildings, such as height, landscaping, travel behavior, as well as financial attributes such as construction costs, land costs, and rent.

The Prototype Builder serves as the template for creating a library of building types. CMRB’s Prototype Library includes 32 general building types ranging from multiple types of single-family homes to industrial sites to mixed use buildings. The building library is loaded into the Scenario Spreadsheet.

The Scenario Spreadsheet represents a dynamic link to the painted scenario within GIS. The spreadsheet takes local information and combines it with the scenario as designed in GIS to inform indicators. The information fed into the spreadsheet is based on information collected from the CMRB itself including regional water consumption, a blend of recent detailed design and construction projects in the Calgary area, and annual electricity use by household type via Energy Efficiency Alberta.

Figure X Envision Tomorrow Components



The scenarios themselves are painted within ArcGIS. The GIS layer holds information on existing conditions including existing land use, demographics on population and housing characteristics, and employment numbers. Envision Tomorrow includes specific land use categories. The land uses are listed in the table below.

Existing Land Use Classification	EX_LU GIS Name
Mixed-Use	MU
Multifamily	MF
Townhome	TH
Single Family Small Lot*	SF_SM

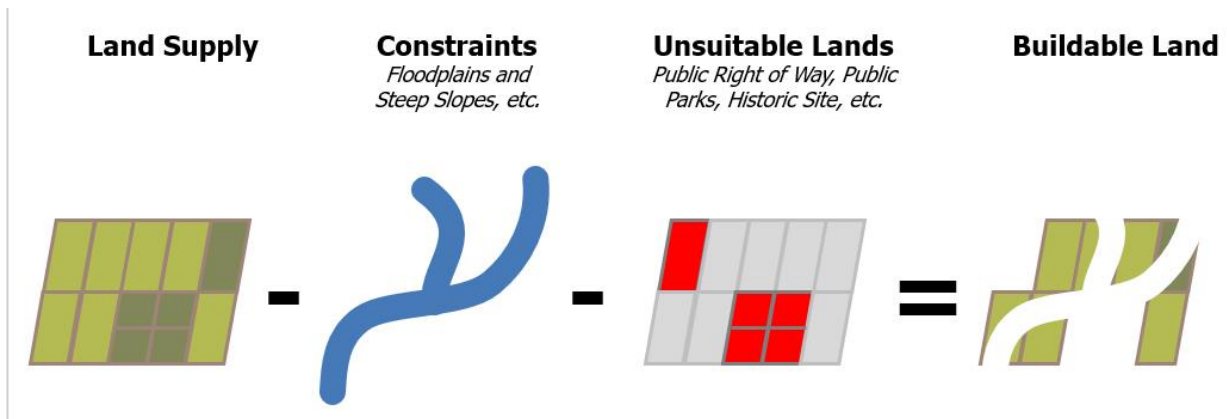
Single Family Conventional Lot	SF_MD
Single Family Large Lot	SF_LRG
Mobile Home	MH
Retail	RET
Office	OFF
Industrial	IND
Public / Civic	PUB
Educational	EDU
Hotel / Hospitality	HOTEL
Utilities / Infrastructure	UTIL
Commercial Parking	PKG
Agricultural	AG
Open Space	OS
Vacant	VAC
Unknown	NONE

CMRB’s DEAL data set, Bing (Microsoft) building footprint as well as aerial imaging and Street View by Google Maps were used to determine land use for each parcel within the region.

The scenario layer handles demographic and employment data similar to existing land use. Housing units and employment numbers are added for each sub type by parcel. Housing and population information from the Census are equally assigned to the unique land uses by dissemination area. The same is done for the individual employment mixes by transportation area zone (TAZ).

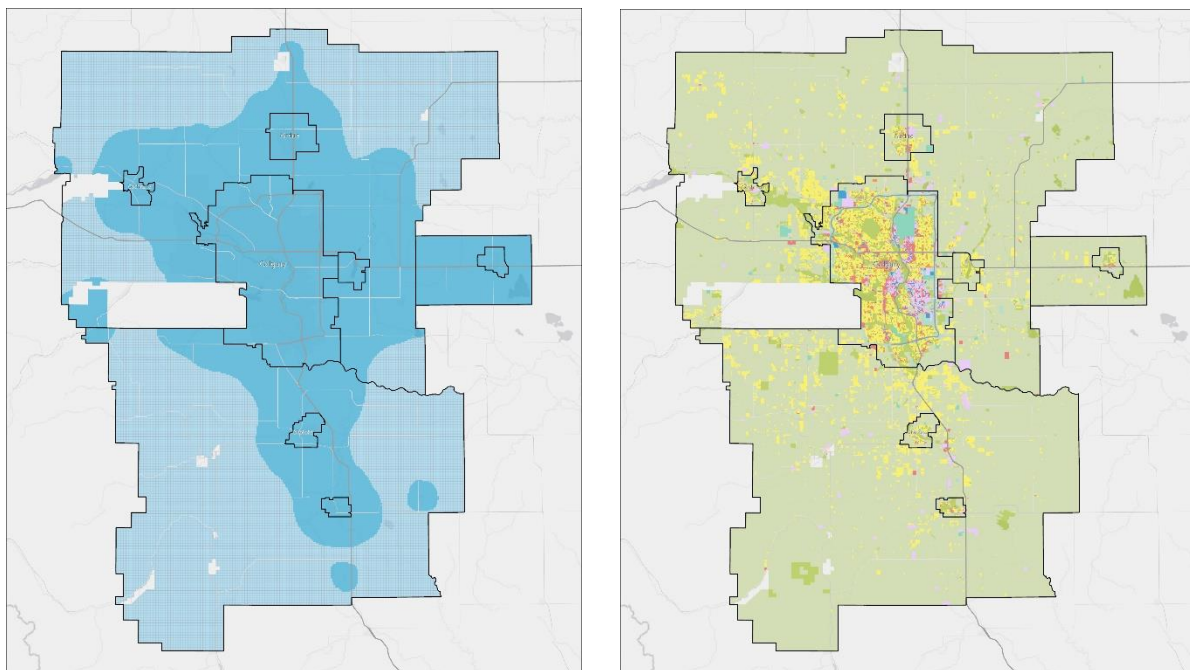
Envision Tomorrow works off land acreage. It calculates the amount of land painted multiplied by the assigned density for the future land use. Envision Tomorrow does this by summarizing the amount of buildable vacant land and development land within the GIS Layer and pushing this information into the Scenario Spreadsheet. Envision Tomorrow relies on two primary GIS fields to quantify the amount of buildable land for each polygon. The VAC_ACRE field is a numeric acreage field where the amount of vacant, buildable (not constrained) land is quantified. The DEVD_ACRE field is a numeric field where the amount of currently developed, but redevelopable land is quantified. The constrained land for the region is kept very basic to water bodies, streams, parks, and floodways. The “hard” environmental constraints are removed from the developable lands within a scenario layer. “Soft” constraints, on the other hand, may not explicitly restrict growth but to test policy options in a scenario. Soft constraints are used as a guide and include natural lands made up by wetlands, floodplains, and wildlife habitat.

Figure X Schematic of Buildable Land Analysis



The last step in the scenario setup is the selection of the planning geography. The Calgary Metropolitan Region stretches over 5,000 km². For processing purposes, a larger scenario polygrid was selected. Parcel data was allocated to a 5 acre grid for populated more urban areas and 20 acre grid for further out areas.

Figures X and XX Scenario Polygrid and Allocated Existing Land Use



The scenario painting itself happens in ArcGIS. Multiple aspects are used to guide this process. Besides workshop input by stake holders and public, environmental constraints as mentioned above, aerial imaging, Google Map's Street View, and existing conditions future planning layers were used for guiding the scenarios. This covers but is not limited to the DEAL coverage. Existing Area Structure Plans were studied. All scenarios take into account layouts and predicted housing units for the individual Area Structure Plans.

Scenarios

Two alternative growth scenarios were initially created as a result of a workshop with the project team and representatives from the ten member municipalities in October 2019. These results and ideas from the workshop were then used to create a business-as-usual and two alternative scenarios that illustrate a range of different futures for the region. A third alternative, the Synthesis scenario was later developed, building on the lessons learned from the business-as-usual and alternative growth scenarios.

Business-as-Usual (BAU)

The BAU scenario shows how growth would occur if today's planning direction based on the current mix of land uses and densities continue and there is no major expansion of transit in the region. Within the three counties, residential growth is more scattered, employment growth is concentrated to current employment areas, and towns and cities experience continuous growth. This scenario has the lowest redevelopment rates of all the scenarios and uses the most undeveloped land. It is the most inefficient scenario with the highest long-term costs to current and future generations.

Compact Growth

The Compact Growth scenario shows how growth would happen if much more of the future growth is infill development, creating higher density development, particularly in urban centres like Calgary. The choices reflected in this scenario are about aggressive higher density development in key urban areas, and minimal new development in areas of the region that are not currently developed. As with the other scenarios, this scenario accounts for currently planned suburban developments, has the highest redevelopment rates of existing land, and is the most stringent on land consumption. The challenge with this scenario is that it focuses on intensification (growing up) and limits connectivity between the 10 municipalities as a result.

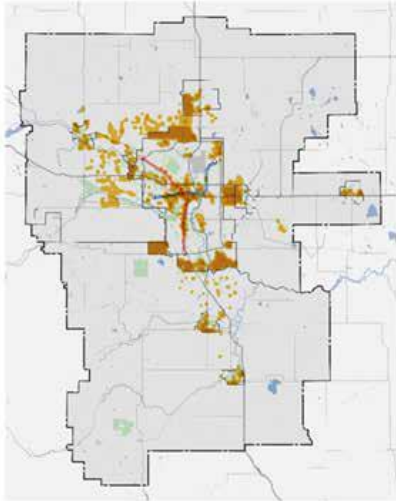
Transit Oriented Development (TOD)

The TOD scenario demonstrates how growth could happen in higher density clusters around future transit stations and city or town centres. This scenario requires major regional transit extensions (bus rapid transit or light rail transit) to Airdrie, Chestermere, Cochrane, and Rocky View County. The choices reflected in the TOD scenario are about spreading higher density development out across expanded transit networks in the region. This scenario uses a redevelopment rate that is higher than BAU, but lower than the Compact Growth scenario. New land is consumed at higher densities, especially for areas situated new transit stations.

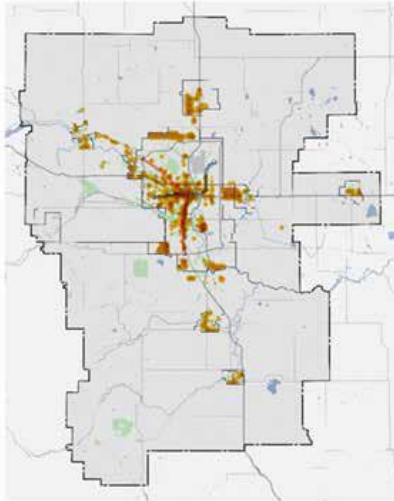
Synthesis

The final scenario is based on evaluating other scenarios, individual meetings with the ten municipalities making up the Calgary metropolitan region, and public input collected through the public engagement process in Fall of 2020. It includes elements of all three scenarios. It blends the Compact Growth and TOD scenarios, and retains a focus on more compact development and more redevelopment of existing land than has been done in the past, but with a less aggressive approach than in the Compact Growth scenario and less reliance on transit expansion than the TOD scenario. The scenario assisted in creating the Regional Growth Structure map.

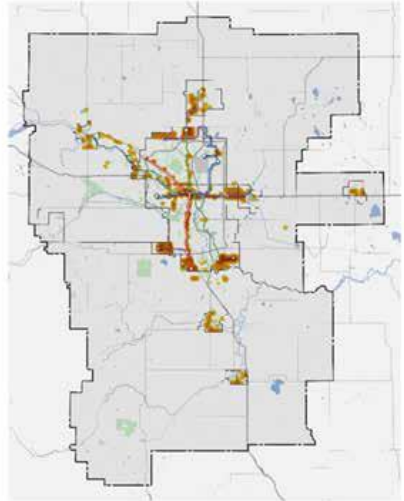
Figure X Preliminary Scenarios - Population



Business-as-Usual

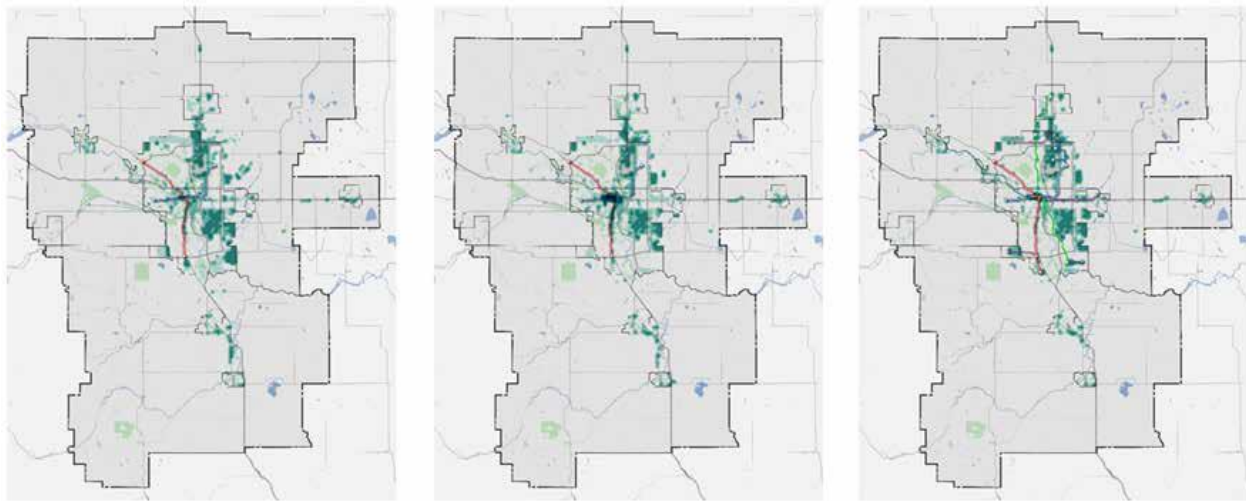


Compact Growth



TOD

Figure X Preliminary Scenarios – Employment



Business-as-Usual

Compact Growth

TOD

Figure X Scenario Indicators

	Business as Usual	Compact	TOD	Synthesis
Land Consumption per household (hectare)	0.14	0.09	0.07	0.08
Vehicle km traveled per household	47	31	32	33
Road and Infrastructure Cost per household*	\$119,000	\$71,000	\$74,000	\$76,000
Water Consumption per household (liters/day)*	661	499	505	507
Electricity Cost per household (annual)* **	\$534	\$427	\$431	\$432
Natural Gas Cost per household (annual)* **	\$301	\$252	\$254	\$254
Total Carbon per household (metric ton/year)*	9.91	7.00	7.18	7.19

* Numbers are based on local input (CMRB reports, regional transportation studies, local utility costs and consumption rates by household type);

**Excludes fees

Lessons from the Scenarios

Each of the scenarios demonstrates different ways to accommodate future growth. Each scenario's performance was calculated and compared, such as greenfield land consumption, road and infrastructure cost, water usage, energy costs, and carbon production for households.

1. **High Calibre Development Matters.** Scenarios showed a dramatic range of future implications, both positive and negative, directly influenced by choices of density, new local streets, housing type, open space preservation, and overall impervious surface added.
2. **Location Matters.** The cost to future homebuyers, renters, taxpayers, and utility rate payers will vary based on where new development occurs, with higher density, masterplan, and town-style growth being most cost-efficient.
3. **Change Matters** A constellation of province and local laws, policies, and practices need to limit unconstrained and costly lower density growth to achieve the Region's goal of prosperity.
4. **Prosperity Requires Density.** Business-as-Usual develops the most vacant land and uses precious natural resources that enhance the life of all residents within the region. The other three scenarios have a much lower rate of greenfield development. The TOD scenario shows the highest residential density on greenfield developments as it adds multiple high-density transit developments on currently undeveloped land. Building on greenfield can increase auto travel and the output of CO₂, in addition to adding cost for roads and infrastructure. Choosing to develop at higher densities reduces the impacts of these factors. Compact development shows the highest reduction by concentrating development within existing centres. Synthesis offers similar benefits as Compact and TOD while considering desired development practices by the public and the ten municipalities.

Agenda Item	10
Submitted to	Board
Purpose	For Information
Subject	Draft Servicing Plan
Meeting Date	April 23, 2021
<p><i>That the Board provide feedback on and receive for information the draft Servicing Plan.</i></p>	
<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 	

1. Background

The attached 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. Priorities and Pillars

The Servicing Plan focuses on five servicing priorities where the optimization of the service 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.

To realize the Servicing Plan objectives, the following three pillars form 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 and collaborative 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 cost-effective strategies and collaborative approaches to solve the Region's most pressing servicing challenges and opportunities.

4. Assumptions

The CMRB Regulation directs the Servicing Plan to support the Growth Plan. The Servicing Plan was drafted to utilize the tools and definitions set out in the Growth Plan. At the April 15 meeting of the Land Use and Servicing Committee, the high level assumptions were tested to ensure that the Servicing Plan direction is on the right track. Overall, the Committee was supportive that:

1. Preferred Growth Areas identified in the Growth Plan are priority servicing locations.
2. Member municipalities commit to come to the table as potential service providers in pursuit of the best servicing option for future planned growth that is in alignment with the Growth Plan.

3. The order in which the Board responds to collaborative servicing priorities will be driven by market demand in alignment with context studies for JPAs and demonstrated need in other Preferred Growth Areas (Hamlet Growth Areas and Urban Municipalities).

5. Guiding Principles of Working Groups

TAG recommended that high level principles be established in order to guide the future actions identified in the Servicing Plan. These high level guiding principles would apply to the working groups. A draft was reviewed and discussed by the TAG group and updates are currently under review.

6. 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. Municipalities are providing comments to the consultant on this version of the Servicing Plan and an updated version is expected for the May 6, 2021 Board meeting agenda package.

7. Recommendation

That the Board 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.

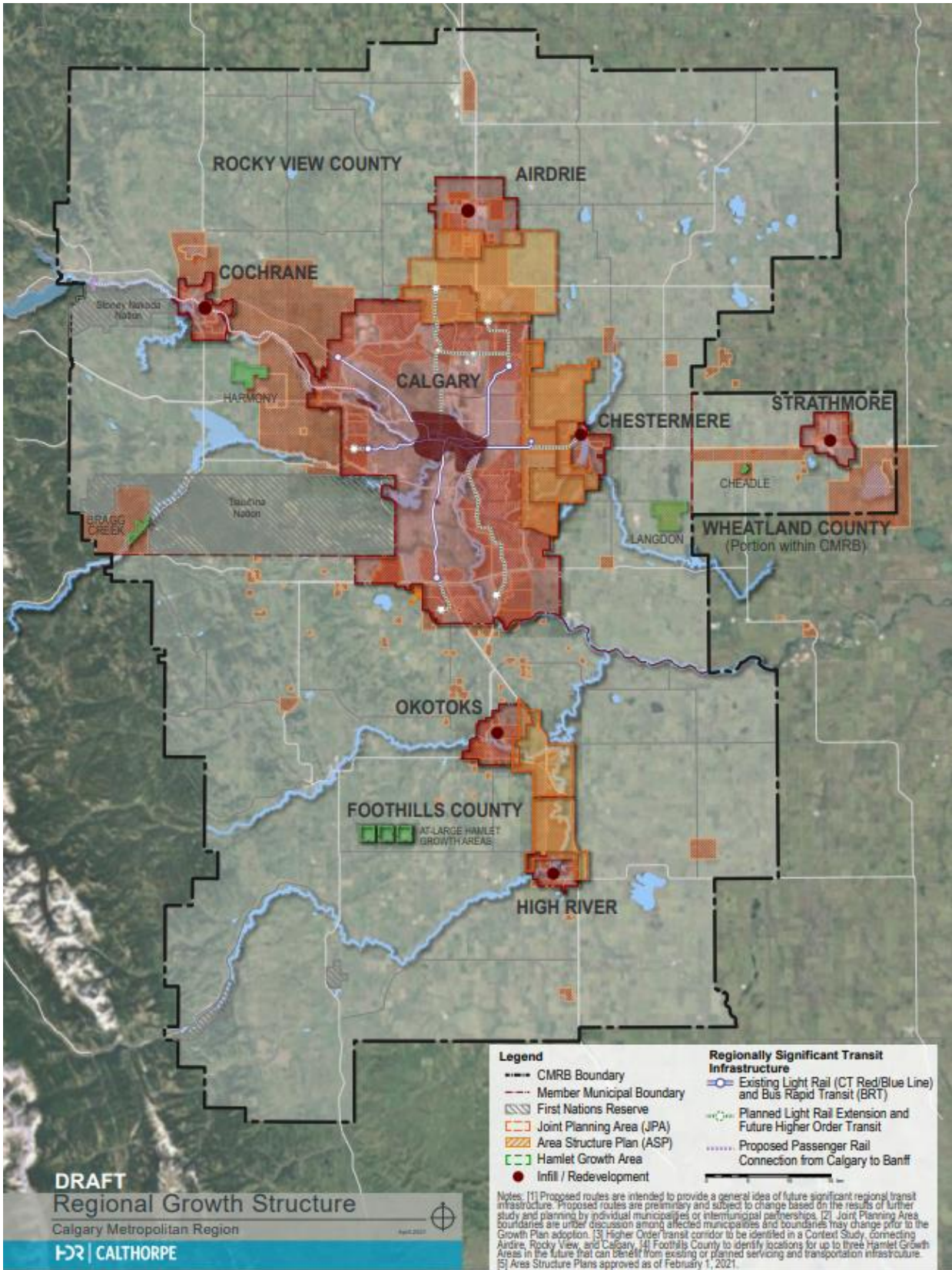


Figure 1: Growth Plan Regional Structure

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.

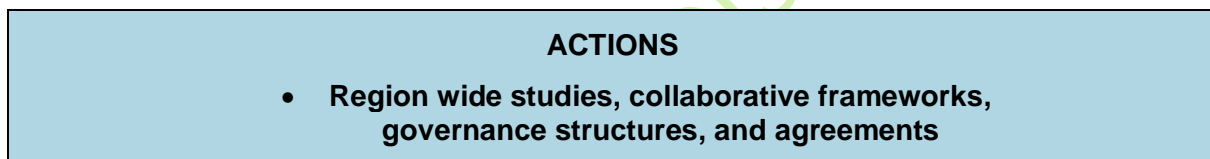
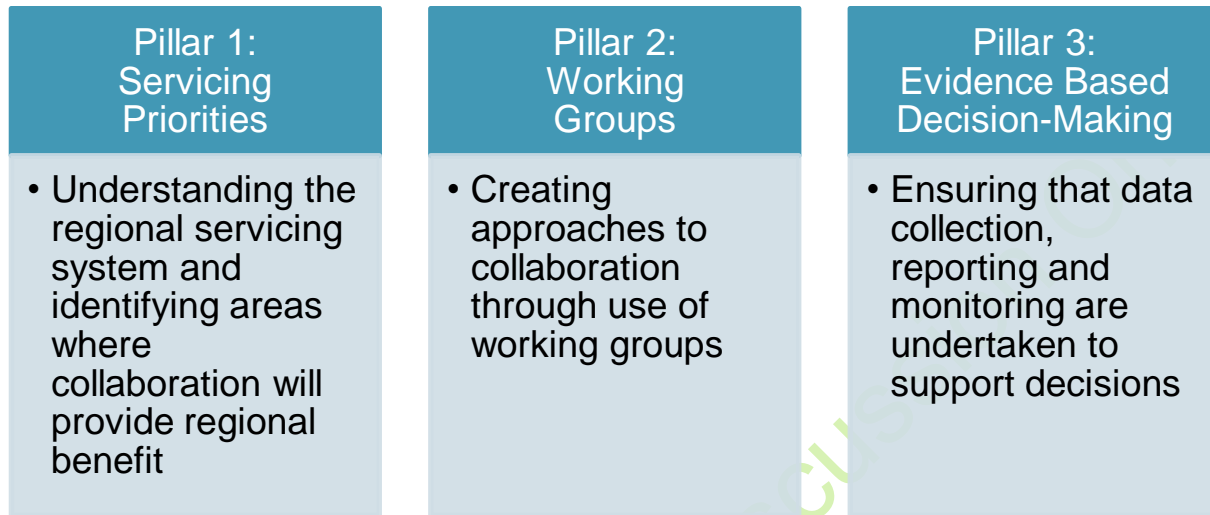
While additional services may be added in the future, these servicing priorities were deemed by the Board to be important for the inaugural Servicing Plan.

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 **Error! Reference source not found..**

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.

DRAFT - For TAG Discussion Only

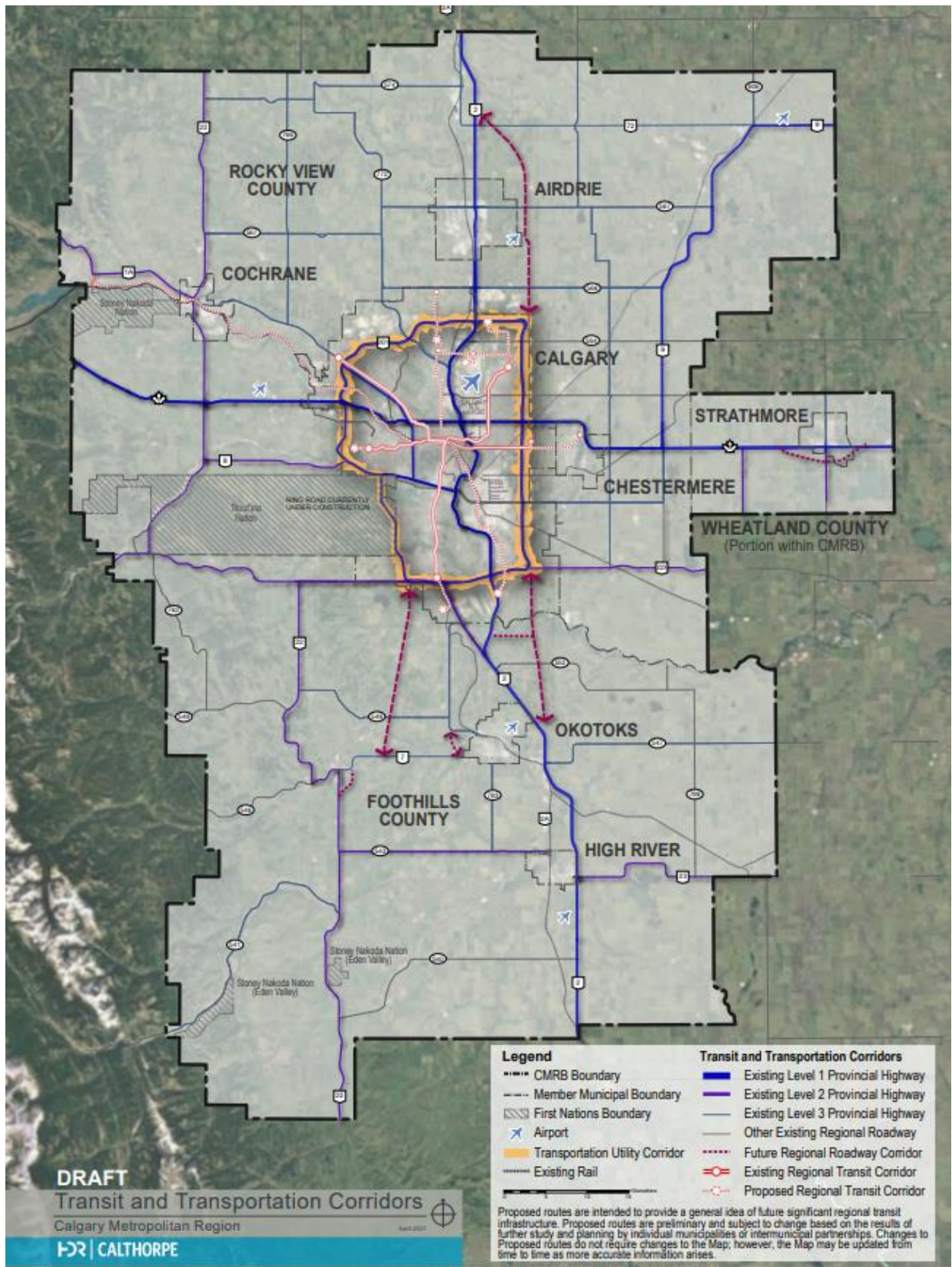
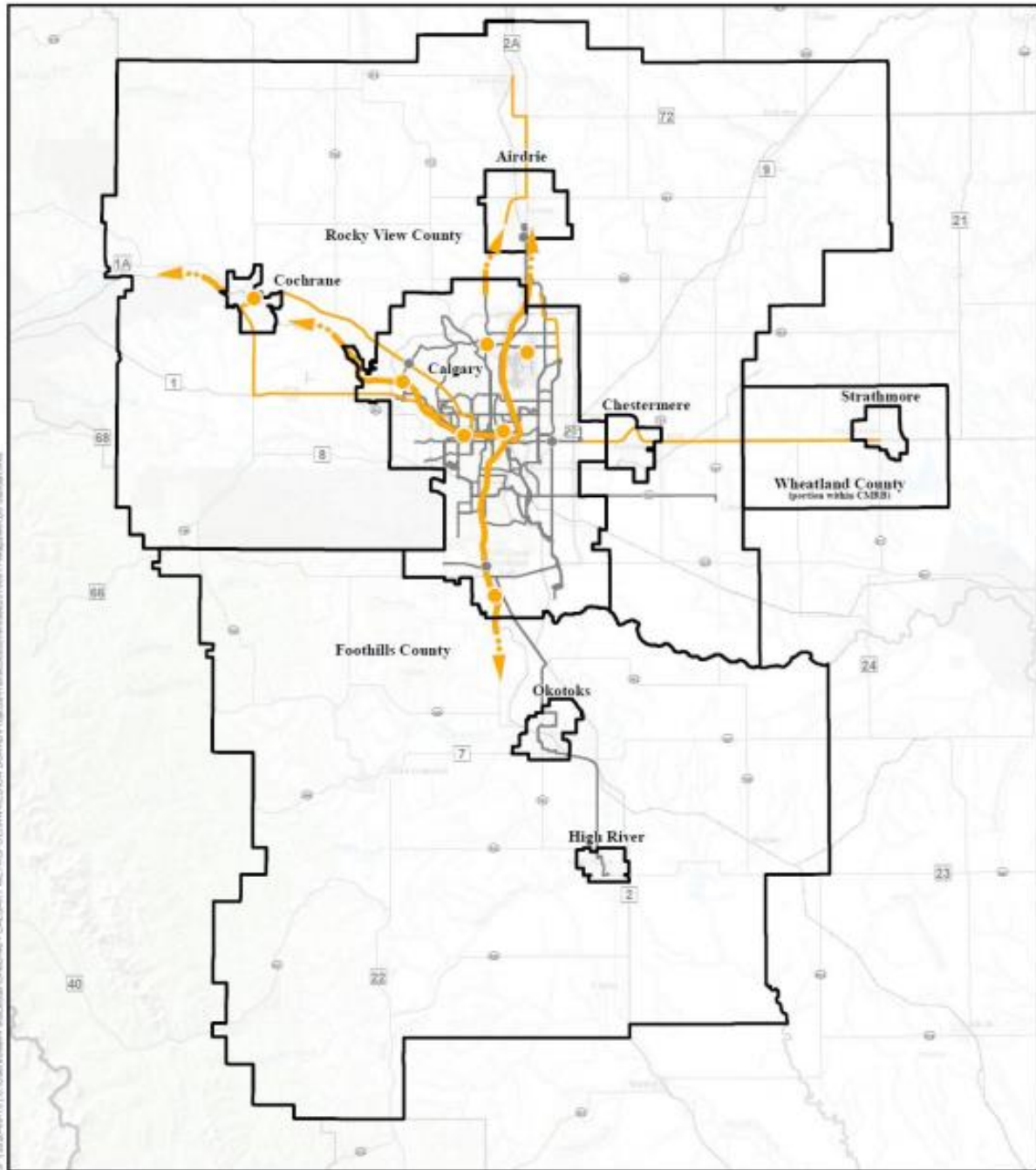


Figure 2: Regional Transit and Transportation Corridors



- | | | |
|---------------------------|-------------------------------------|-------------------|
| Potential Transit† | Existing and Planned Transit | |
| Bus | All modes | CMRB Municipality |
| LRT/Commuter Rail | Bus/LRT Station | |
| Bus/LRT Station | | |

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

Calgary Metropolitan Region Board

Potential Future Regional Transit Service in the CMRB

0 5 10 20 km

Data Sources: CMRB municipal members, Atlas IS
Map Created: 2020-05-15
We are for where we live. The CMRB provides an advisory role and does not make any decisions on behalf of any of its members, municipalities, or individual citizens.

Figure 3: Potential Future Regional Transit Service in the CMRB
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.

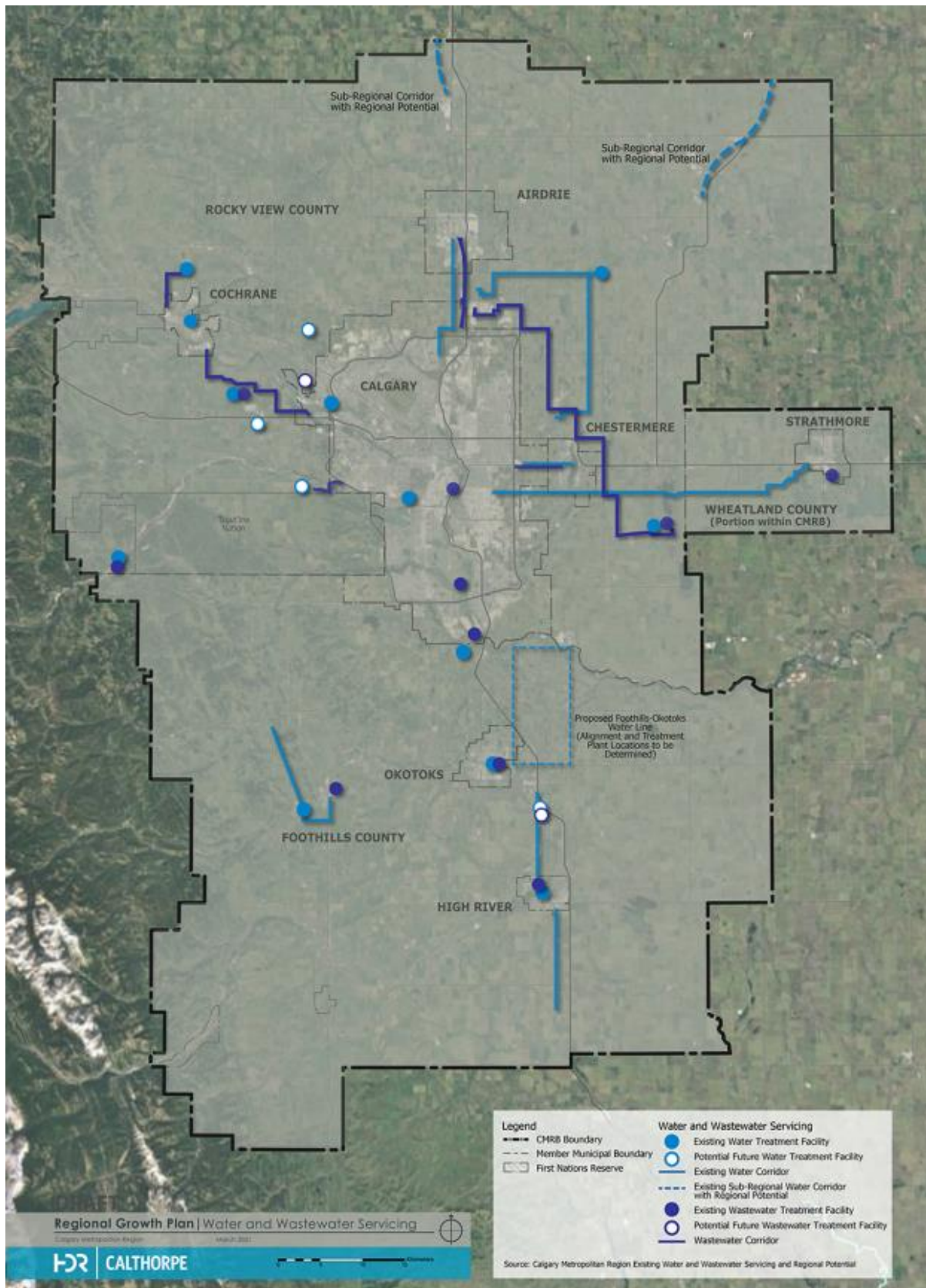


Figure 4: Regional Water and Wastewater Utility Corridors

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.

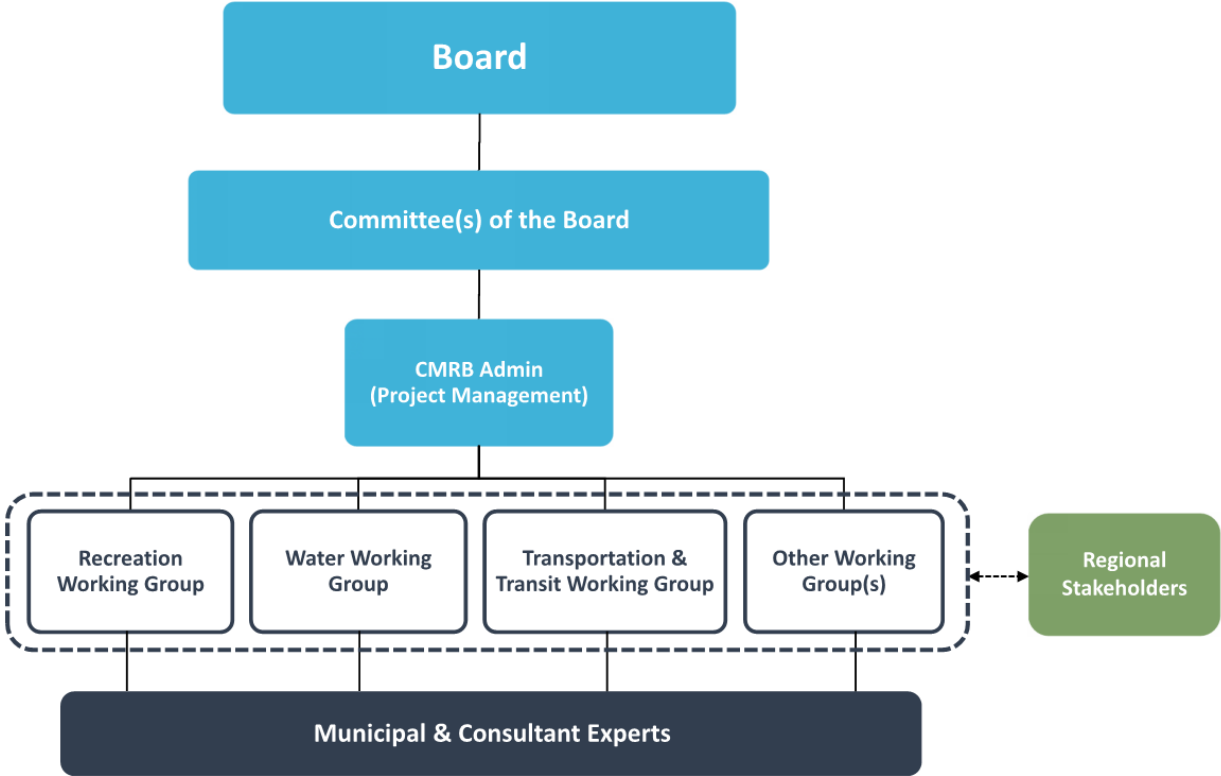


Figure 5: Administrative Structure for Servicing Plan

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.