

Calgary Metropolitan Region Board

Agenda – May 6, 2021

9:00-12:30

Go-To Meeting/Call-In

Meetings are recorded and live-streamed

- | | | | |
|----|---|-------------------------------|-----------|
| 1. | Call to Order & Opening Remarks
<i>CMRB Admin will utilize the recording function on GoToMeeting as a backup recording in case an internet connection is lost and CMRB's YouTube account is unable to record the meeting. When the recording function is enabled, you will hear an audio prompt notifying that the meeting is being recorded</i> | Clark | |
| 2. | Adoption of Agenda
For Decision: Motion to adopt and/or revise the agenda | All | |
| 3. | Review and Approve Minutes (Attachment)
For Decision: Motion that the Board review and approve the Minutes of the April 23, 2021 meeting | All | 3 |
| 4. | Growth and Servicing Plan Voting Process (Attachment)
For Information: Motion that the Board receive for information the voting schedule for the Growth and Servicing Plans | Beesley/
Copping/
Clark | 6 |
| 5. | Board Vision (Attachment)
For Decision: Motion that the Board approve the Vision Documents as contained in the agenda package | Clark/
Copping | 9 |
| 6. | Phase 3 Public Engagement What We Heard Report (Attachment)
For Decision: Motion that the Board approve the Phase 3 What We Heard Report | Harding | 22 |
| 7. | Proposed Growth Plan Changes (Attachment)
For Decision: Motion that the Board approve each of the suggested changes to the Draft Growth Plan document | Tipman/
Copping | 40 |
| 8. | IREF to REF (Attachment)
For Decision: Motion that the Board discuss and approve one of the four options proposed for the transition of the IREF to REF | Tipman/
Copping | 59 |

9. Growth Plan Modelling Appendix (Attachment) Copping/ HDRC **66**
For Decision: *That the Board approve the draft modelling work and results to be included in the Growth Plan as an appendix*
10. Draft Final Servicing Plan (Attachment) Graves/ Copping **76**
For Information: *Motion that the Board provide feedback on and and receive for information the final draft final Servicing Plan*
11. Dispute Resolution and Appeal Bylaw (Attachment) Copping **112**
For Decision: *Motion that the Board approve the Dispute Resolution and Appeal Process Bylaw*
12. Roundtable All
13. Next Meeting: Thursday May 14, 2021 @ 9AM
14. Adjournment Clark

Upcoming Meetings:

Land Use & Servicing Committee/ Indigenous Awareness Workshop	Thursday June 3 @ 9:00	GoTo Meeting
Board Meeting	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 – City of Calgary
Mayor Marshall Chalmers – City of Chestermere
Mayor Jeff Genung – Town of Cochrane (Vice Chair)
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 – Town of Strathmore
Reeve Amber Link – Wheatland County
Dale Beesley - Municipal Affairs

CMRB Administration:

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

1. Call to Order & Opening Comments

Called to order at 9:30 AM.

2. Approval of Agenda

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

M 2021-42

Motion: That the Board approve the agenda of the April 23, 2021 meeting.

Motion carried unanimously.

3. Review and Approve Minutes

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

M 2021-43

Motion: That the Board approve the Minutes of the February 26, 2021 meeting.

Motion carried unanimously.

4. Closed Session

The Board entered a closed session at 9:35 AM and returned to the public session at 11:30 AM. Chair Clark noted that a question was raised about Board

Alternates attending closed sessions. This topic will be put on the agenda at an upcoming Governance Committee meeting.

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

M 2021-44

Motion: That the Chair provide feedback regarding 2021 goals and performance review to the Chief Officer.

Motion carried unanimously.

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

M 2021-45

Motion: To amend the agenda to skip the COVID Update and Phase 3 Public Engagement and go straight to agenda item #7: 2020 Audited Financial Statements.

Motion carried unanimously.

5. 2020 Audited Financial Statements

Calvin Scott from Avail LLP reviewed the Financial Statements including the Auditor's Report, financial results and financial notes. He indicated CMRB had a clean audit and the statements are being presented fairly in accordance with Canadian public sector accounting standards.

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

M 2021-46

Motion: That the Board approve the Audited Financial Statements.

Motion carried unanimously.

6. Growth Plan Areas for Further Consideration

Members discussed Table 1 as set out in the agenda package and the following motions were made.

Item 1. Identifying the Impacts of Development on Agriculture

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

M2021-47

Motion: That the Board adopt the proposed changes to Section 3.1.5.3 and 3.1.5.5 Identifying the Impacts of Development on Agriculture.

Motion carried unanimously.

Item 2. Existing ASPs and ARPs

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

M2021-48

Motion: That the Board accept the proposal of no changes to 3.1.8.2 Existing ASPs and ARPs.

Motion carried unanimously.

Item 3. Joint Planning Areas

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

M2021-49

Motion: That the Board accept the proposed changes to 3.1.7.5.

Recorded vote requested: In favour: Airdrie, Calgary, Chestermere, Cochrane, High River, Strathmore, Okotoks. Opposed: Foothills, Rocky View, Wheatland.

Motion carries.

Item 4. Hamlet Growth Areas

The Board discussed this item and asked for clarification from CMRB Administration. A recorded vote was requested.

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

M2021-50

Motion: That the Board accept proposed changes to 3.1.6.1 b) Hamlet Growth Areas.

Motion withdrawn.

The Board agreed that further discussion by TAG and clarification was needed before this item could be voted on.

Due to time constraints, the balance of the agenda items were not completed and will go forward to the next Board meeting.

7. Next Meeting

Board Friday May 6, 2021 @ 9 AM.

8. Adjournment at 12:30 PM.

Greg Clark, Chair

Agenda Item	4
Submitted to	Board
Purpose	For Information
Subject	Growth and Servicing Plan Voting Process
Meeting Date	May 6, 2021
<i>Motion that the Board receive for information the voting schedule for the Growth and Servicing Plans</i>	
<p>Summary</p> <ul style="list-style-type: none"> • The Calgary Metropolitan Region Board Regulation requires the delivery of Growth and Servicing Plans to the Minister no later than December 31, 2020. • The Board has been granted an extension to June 1, 2021 to deliver these plans to the Minister. • In addition, an updated REF process will need to be voted on, and will be sent to the Minister after Board approval. 	
<p>Attachments</p> <ul style="list-style-type: none"> • Growth and Servicing Plan Voting Process timeline 	

1. Timeline

May 6

- Voting on changes to specific policies of the Growth Plan
- Providing feedback on the most recent version of the Servicing Plan

May 14

- Voting on changes to specific policies of the Growth Plan
- Providing feedback on the most recent version of the Servicing Plan
- Providing feedback on the updated Regional Evaluation Framework

May 21

- Voting on the Growth Plan by policy area
- Voting on the Growth Plan as an entire document
- Voting on the Servicing Plan as an entire document
- Voting on the Final Regional Evaluation Framework

May 28 (if necessary)

- Voting on the Growth Plan by policy area
- Voting on the Growth Plan as an entire document
- Voting on the Servicing Plan as an entire document
- Voting on the Final Regional Evaluation Framework

2. Recommendation

That the Board receive for information the voting schedule for the Growth and Servicing Plans

Growth and Servicing Plan Voting Process

May

Vote on changes to specific policies of GP,
Provide feedback on most recent version of SP

5/6/2021

Vote on changes to specific policies of GP,
Provide feedback on recent version of SP,
Provide feedback on updated REF

5/14/2021

Vote on GP by policy area,
Vote on GP as entire document,
Vote on SP as entire document,
Vote on final REF

5/21/2021

Vote on GP by policy area,
Vote on GP as entire document,
Vote on SP as entire document,
Vote on final REF

5/28/2021

Week 1

2

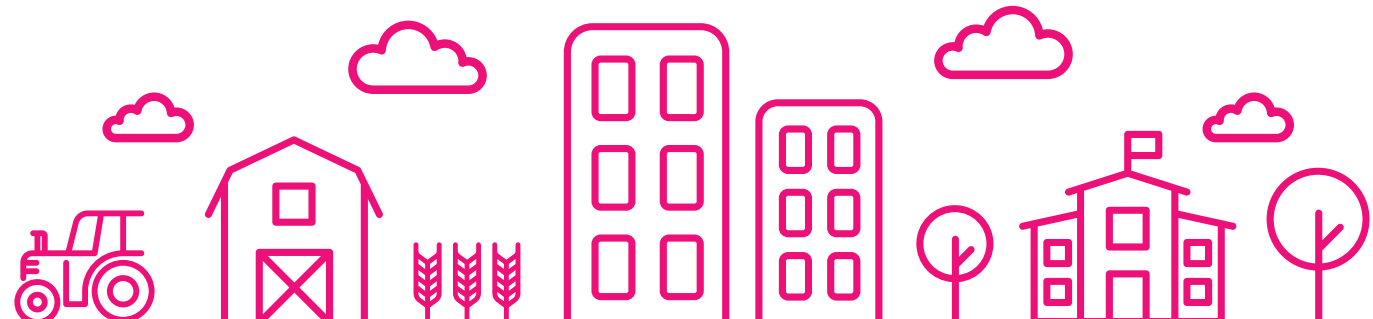
3

4

2021

Agenda Item 4i

GP – Growth Plan
SP – Servicing Plan
REF – Regional Evaluation Framework



Agenda Item	5
Submitted to	Board
Purpose	For Decision
Subject	Board Vision Documents
Meeting Date	May 6, 2021

That the Board approve the Vision Documents as contained in the Agenda package

Background

- CMRB began work on a vision for the Board and the Region in December 2018. This dialogue formed part of the discussion during the first workshop with HDR|C in October, 2019.
- A proposed Vision statement was brought forward in Q1 2020, as part of the CMRB Messaging Platform, however the Board did not feel it was appropriate, and it was not passed.
- A consultant was engaged to do further work with the Board to finalize the Vision work, however the onset of the Covid-19 pandemic eliminated the ability to meet in person. In consultation with the consultant, Administration decided to postpone this work, concerned that the virtual format would not be conducive to finalizing the project.
- As part of the motion to request to extend the deadline to submit the Growth and Servicing Plans to June 1, 2021, the Board directed Administration to finalize the vision work.
- Given the long period of working in the virtual format, the consultant and Administration were confident that the visioning work could be finalized in this format.
- Two workshops were held on March 4th and 18th 2021, and two documents were created from these workshops
 - CMRB Regional Vision and CMRB Corporate Vision
- These two documents were discussed and finalized during a brief third workshop held on April 23, 2021.

Attachments: 1. CMRB Regional Vision
2. CMRB Corporate Vision

1. Recommendation

That the Board approve the Vision Documents as contained in the Agenda package.

Agenda Item 5

Regional Vision 2051

Brief and Purpose

The CMRB Regional Vision describes our vision for the region to 2051. Along with the Regulatory Mandate and Corporate Vision it forms the underpinning for the growth plan, serving plan and other CMRB plans and initiatives. It ensures alignment on the CMRB Board, Committee and sub-Committee Members, CMRB Staff and contractors.



CMRB Regional Vision:

The Vision statement answers the “Why” question, an enduring cause or higher purpose for the region itself. It provides the strategic direction that guides regional development toward 2051.

Our Regional Vision is:

“Building on thousands of years of history,
we welcome everyone to join us in living happy, healthy and
prosperous lives in a spectacular natural environment.

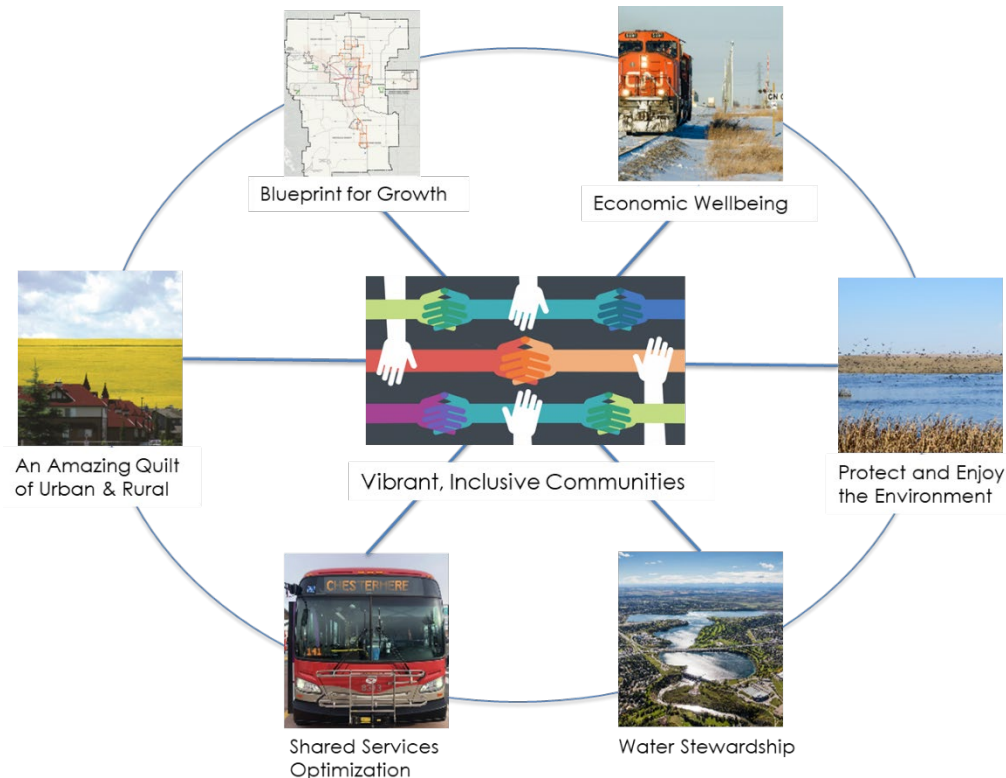
We are a world leading region built on hard work, resilience, helping
others and a deep respect for nature.

We use our land wisely, share our services and care for our wildlife, air
and water.

We grow together.”

Elements of our Vision:

Our Vision is further described by the following seven elements which add greater clarity and direction:



▪ **Vibrant Inclusive Communities**

- Our residents enjoy some of the best quality of life in the world. They are safe, supported and free to pursue their hopes and dreams.
- People have the opportunity to live affordably close to where they work and play.
- The Calgary Metropolitan Region is known for its strong, diverse, well run and united communities

▪ **An Amazing Quilt of Rural & Urban**

- The Calgary Metropolitan Region is known globally for having the best of both urban and rural life successfully thriving side-by-side to everyone's benefit.
- Our residents are proud of each of the unique parts of the region and the opportunities this diversity provides. It is at the heart of our quality of life and prosperity.
- Our municipalities have well defined boundaries and planned transitions that provide a strong unique identity and a sense of arrival.

▪ **Blueprint for Growth**

- Our clear vision and policies allow member municipalities to develop their lands in a way that meets their needs and capitalizes on opportunities.
- We successfully use our commitment to preferred place-types and specified growth areas to accomplish our vision while reducing water consumption, vehicle mileage, carbon emissions, land consumption and the cost of infrastructure.
- The region is built on a backbone of excellent integrated multi-modal transportation which ensures efficient and effective movement of people and goods.

▪ **Economic Wellbeing**

- The Calgary Metropolitan Region is a globally recognized economy, attracting the best and brightest in a variety of economic sectors to support regional prosperity and a high quality of life.
- The Calgary Metropolitan Region has a strong and coordinated approach to regional economic growth.
- The members of the region support each other and embrace that members share in regional prosperity.

▪ **Protect and Enjoy the Environment**

- We enjoy and protect our spectacular natural environment which has been a source of our quality of life and prosperity for thousands of years.
- The Calgary Metropolitan Region is a global leader in minimizing the undesirable impacts of development on our natural environment including land, water, air and wildlife.
- The members of the region work proactively with each other and our neighboring regions to ensure our vision is shared and achieved.

▪ **Water Stewardship**

- We work together to ensure our scarce fresh water is shared in a way that meets the needs of our current and future residents and our ecosystem. Our strategy works even in times of drought and flood.
- The members of the Calgary Metropolitan Region work together to manage fresh water, wastewater and stormwater in a way that minimizes waste and provides safe and healthy water for our growing region.
- The members of the region work proactively with each other and our neighbors to ensure flood prone areas are understood and proactively managed.

▪ **Shared Services Optimization**

- Residents of the Calgary Metropolitan Region experience borderless delivery of essential services based on a fair cost-benefit model.
- The members of the region work proactively with each other and our neighboring regions to deliver services in a more efficient and sustainable way.
- The members of the Calgary Metropolitan Region are able to do more with less by finding ways to stretch every capital and operational dollar.

Taken together these elements describe our aspirations for the Region to 2051!

Brief and Purpose

The Corporate Vision document describes the key elements required to define the purpose and culture of the CMRB. It forms the underpinning for all CMRB activity and ensures alignment on the CMRB Board, Committee and sub-Committee Members CMRB Staff and contractors.

All aspects of CMRB are governed by its mandate as defined in the Municipal Government Act (Alberta Regulation 190/2017):

The Calgary Metropolitan Region Board supports the long-term sustainability of the Calgary Metropolitan Region by:

- Ensuring environmentally responsible land-use planning, growth management and efficient use of land;
- Developing policies regarding the coordination of regional infrastructure investment and service delivery;
- Promoting the economic wellbeing and competitiveness of the Calgary Metropolitan Region;
- Developing policies outlining how the Board shall engage the public in consultation.

CMRB Corporate Purpose:

The Purpose statement answers the “Why” question, an enduring cause or higher purpose. It provides strategic direction and describes what the organization wants to achieve in the more distant future.

Our Purpose is:

“Grow a resilient and inspiring region with great quality of life and opportunity for all. Together.”

Our Primary Customer:

Although CMRB has many significant stakeholders, our primary customer is defined as:

“Current and future residents of the region.”

This is a cornerstone of our work and ensures we always focus on our primary customer as we listen carefully to all of our stakeholders.

CMRB Corporate Mission:

A mission is a high-level description of the tangible, real-world operational efforts your organization will undertake to achieve its goals. The CMRB's mission also provides a clear and concise way of communicating the organization's mandate, tailored specifically for public consumption. It describes "How" the organization will progress toward its Vision and further answers the question "What business are we in?"

Our mission statement is:

"The CMRB supports the long-term economic, environmental and social wellbeing of the Calgary Metropolitan Region by facilitating collaborative regional planning practices, optimizing shared services and land use, and fostering sustainable growth."

Values:

Organizational values help shape and guide how you work, act and operate. They serve as a barometer for decision making and form the basis of who CMRB is and what it stands for as an organization. Our values are:

- **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.

Critical Success Factors:

Critical Success Factors are the key attributes of the CMRB that will ensure it is successful in fulfilling its purpose and mission. They are:

- **Start with why**

We must focus on the end state we are creating by keeping a keen eye on our purpose and the regional vision. This focus will prevent us from being distracted and help us achieve remarkable results more quickly and efficiently. It will also be a great tool to help us overcome the challenges we will face.

We must also keep in tune with the needs and aspirations of our residents who are our primary customer and bring those to the table in our roles as Board members and staff.

- **Listen**

We must listen well and recognize it entails receiving, understanding, considering and then incorporating information from many, often diverse, perspectives.

Listening is essential to building and maintaining trust and is an absolute requirement to be successful in working together to fulfill our purpose and work toward our vision.

- **Live our values**

We must not only know our values but our behaviour must bring them to life. This builds trust and accountability which are essential to our success.

We must use our values to test our intentions and decisions. If they do not pass the values test we should reevaluate them.

Although all of our values are equally important, three specific values were discussed in depth in identifying critical success factors:

- **Collaboration - Work Together** – We must work together in a trusting environment to support the needs and aspirations of our residents. What is good for one community will generally be good for all if we work towards win-win solutions. Working toward our Regional Vision will require teamwork.
- **Respect** – Like trust, respect is foundational. We must always behave in a respectful manner that recognizes our diversity and commitment to our vision.
- **Diversity - Celebrate Uniqueness** – We must strive for fair and equitable results that allow for the diversity across our region. We must empower each member municipality to be able to achieve success as a result of what we do as the CMRB.

- **Make tough Choices wisely**

As an organization we will be faced with many proactive and reactive decisions which require trade-offs. We must use the best information available and our Purpose, Mission, Values and Regional Vision to help us make these choices in a timely manner.

We recognize that at times we will have only incomplete or uncertain information. We must not be paralyzed nor irresponsible and instead use open and honest conversations to make the wisest choices. This will require a thoughtful approach that uses the available information, considers urgency and balances risk and reward.

- **Plan the work, work the plan**

We must strive to be proactive, well organized and well planned in our work. This entails a clear understanding of our priorities, objectives, timelines, scope approach and resources.

We build a multi-year strategic plan and renew it annually to ensure all our work is aligned, prioritized and visible. The strategic plan should be integrated with the Growth and Servicing plans to form the basis of all our initiatives.

- **Excellent CMRB Board, CMRB Staff and CAO relationships**

The board, staff, member councils and their administrations must all work together to pursue the vision for the region. Each group has an essential role to play that must be respected and empowered.

The CMRB Board must set the tone and direction for the region. It must clearly state why the organization exists, what the organization wants to achieve and the role it will take in pursuing each outcome.

The CMRB staff provides the technical skills to analyze information, present recommendations to the board and then execute based on the role defined by the board.

Proactive engagement of the councils and administrations of the member municipalities is essential to our success. Ultimately much of the work required to attain the Regional Vision must be executed by them using their resources. This engagement must be done in an organized and respectful manner through the appropriate board member or CMRB staff.

- **Be good role models**

To be successful we must take our fiduciary roles as board members seriously and conduct ourselves in a way that sets a positive example for our councils and residents.

If we are models to the behavior and culture we are trying to create, this will get back to the residents the community and organizations we serve. We can heavily influence perceptions based on what we report, so we must be committed to report positive opportunities and progress as well as areas where work has yet to be done.

Our stakeholders and other regional organizations should see CMRB as an example of excellence in best practices and professionalism with an excellent culture and track record.

Decision Making Rules:

Our decision-making rules guide board decision making beyond the strict voting structure defined in the regulation. They embody the organizational culture and build on the vision, mission, values and critical success factors described above. Our decision making rules are:

1. **Be prepared**

We must come prepared to participate by reading relevant materials, protecting the time required and being ready to listen and participate.

2. **Focus on matters at hand**

When making a decision, we must focus on the matter at hand and avoid getting distracted by other matters, personalities or circumstances.

3. **Fact-based discussions and merit-based decision making**

Decisions should be made based on facts and the merit of the case. This means using the best information available and our Purpose, Mission, Values and Regional Vision to guide our decisions.

4. **Open dialogue, open mind**

Excellent decision making requires open, honest and respectful dialogue where members truly listen and understand a wide variety of perspectives. The views of each board member and each member community needs to be heard and understood so that we are working together to a more complete regional understanding. Members should be prepared to alter their views to accommodate new information and learning.

5. **Transparent and defensible to the customer**

The basis and rationale for our decisions must be transparent to our customers and stakeholders. This means adequate consultation and explaining the underlying facts, process and the reasoning for decisions made. This is a high level of accountability to our primary customer and stakeholders.

6. Strive for consensus, don't focus on the voting structure

Although a formal voting structure is required in any organization, it should be viewed as safety net and not as the primary mechanism for making decisions. The board should work to build consensus which results in decisions that all are able to support and implement, even if they vote against the motion.

Using the formal voting structure as a way to force a decision, or as an excuse not to build consensus results in poor decisions, breaks down trust and erodes the culture of the organization.

Consensus means everyone is heard and that everyone can "live with" the decision that is made.

7. Once the Board makes a decision – stick to it unless new data

Once a decision is made, the board should not re-open discussions on the same matter unless there is new information that materially affects the decision. This is at the discretion of the Chair who may seek a motion to reconsider a decision to be passed by the board.

This rule also applies to informal "re-litigation" of the decision by members during or between board meetings.

We recognize that there will be rare occasions where the decision of the board is formally disputed by one or more members. The use of the formal dispute resolution process is encouraged to bring final closure in these cases.

We should also keep in mind that the CMRB has the ability to influence its own future and continuously improve its methods of operation. These suggestions should be brought forward to the board for support and implemented as required.

Degree of Control

The CMRB will play various roles with different degrees of control depending on the situation and the nature of the initiative. Understanding the role is essential to operating effectively, building trust and adding value to the current and future residents as well as the member municipalities.

CMRB Roles



- **Observe:** In this role, the CMRB is monitoring progress and information with the goal of being well informed in areas of interest to the board and its members and stakeholders.
- **Enable:** In this role, the CMRB is providing resources and information to its members or stakeholders to support their needs, priorities and initiatives. These members and stakeholders act independently of the CMRB in utilizing these resources.
- **Facilitate:** In this role, the CMRB actively works with members and stakeholders to provide resources, information, and facilitation of processes to advance initiatives of interest to the CMRB and its members. The CMRB may assemble teams, organize, and lead meetings, coordinate communications and other roles meant to make collaboration across parties easier, faster and more effective. The work itself is done by the members of stakeholders.
- **Assist:** In this role, the CMRB is actively involved with the content and work. This may include any of the previously discussed roles but is unique in that the CMRB is an active contributor of expertise and content.
- **Approve:** In this role, the CMRB has formal final approval. The CMRB may or may not have also participated in any of the previous roles prior to reaching the approval state.

The CMRB staff will subsequently undertake to more fully define the role that the CMRB fulfils in each of the initiatives in question.


A draft of this analysis can be found in Attachment 1.

Attachment 1



<p>Proactive</p> <p>“Create the Future”</p>	<ul style="list-style-type: none"> - GoA Municipal Affairs activity - Communication to member councils - Simple JPA work 	<ul style="list-style-type: none"> - Data Sharing (Geospatial, economic, environmental) - IDPs - Flood area mgmt. 	<ul style="list-style-type: none"> - Task Force (limited time working committees) - TAG activity - CMRB member relations - Emergency Management - Complex JPA work 	<ul style="list-style-type: none"> • Board member preparation • Water* • Transportation • Cooperation • Lobbying • Public engagement • Agricultural Land planning 	<ul style="list-style-type: none"> - Vision - Growth Plan - Servicing Plan - KPI's - Context Studies - JPAs - Hamlet Growth areas - ASP & ARP (regionally significant)
<p>Reactive</p> <p>“Respond to an immediate need”</p>	<ul style="list-style-type: none"> - GoA updates - EMRB activity - Communications between member municipalities 	<ul style="list-style-type: none"> - Data Sharing 	<ul style="list-style-type: none"> - Resolve disputes among members - Technology usage 	<ul style="list-style-type: none"> - Rapid Communication between municipalities 	<ul style="list-style-type: none"> - Lobbying

* Part of Servicing Plan, how will board have influence over the fiduciary responsibilities of the license holders and their work.

Agenda Item	6
Submitted to	Board
Purpose	For Decision
Subject	Phase 3 Public Engagement What We Heard Report
Meeting Date	May 6, 2021
<i>Motion that the Board approve the Phase 3 Public Engagement What We Heard Report</i>	
<p>Summary</p> <ul style="list-style-type: none"> • The HDR Calthorpe Public Engagement Plan was approved by the Board in February 2020 which involved two phases of public engagement. • HDR Calthorpe conducted Phase 1 of Public Engagement for the Growth and Servicing Plans between July 24 and September 4, 2020. HDR Calthorpe conducted Phase 2 of Public Engagement for the Growth and Servicing Plans between November 5 and November 27, 2020. The What We Heard Report for Phase 1 and 2 were approved by the Board in November 2020, and January 2021, respectively. These reports are available on the CMRB website. • 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 Calthorpe has provided a draft What We Heard Report for Phase 3 of Public Engagement for the draft Growth Plan suitable for public release. • The Land Use & Servicing Committee received an update on Phase 3 of Public Engagement at the April 15, 2021 meeting. 	
<p>Attachments</p> <ul style="list-style-type: none"> • Draft Phase 3 What We Heard Report, HDR Calthorpe • Phase 3 Public Engagement What We Heard Report Appendices, HDR Calthorpe <p> Board Agenda 2021 05 06 6ii reducedAppendix CMRB Phase 3 WWH - FINAL DRAFT.pdf</p>	

1. Introduction

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

2. Recommendation

That the Board approve the Phase 3 Public Engagement What We Heard Report.

Public Engagement - Phase 3

We're planning for the next million residents in the Calgary Metro Region. Check out the draft growth plan and tell us what you think between March 18 and April 8.



What We Heard Report

Introduction	2
Summary	2
Key Themes	4
Promotion	5
Engagement Outcomes	7
What Comes Next	10
Engagement Results	11
Survey Results	11
Question 1	14
Question 2	14
Question 3	15
Question 4	15
Question 9	16
Discussion Forum Results	16
Quick Polls	17
Discussion	18

Agenda Item 6i Attachment

Introduction

The ten municipalities in the Calgary Metropolitan Region are working together to develop a long-term plan for managed, sustainable growth in the region. In 2020, nearly 5,000 community members took the time to learn more about the growth planning process and shared their views through the first two phases of public engagement. The "What We Heard" Reports from the first two phases of public engagement are available at calgarymetroregion.ca/reports-studies.

As the draft growth plan was developed in February 2021, the Board wanted input from the public as another stream of information to use when making their final decision on the plan, so a third phase of public engagement was launched. Between March 18 and April 8, 2021 the growth plan engagement website was visited over 4,000 times by nearly 3,000 different visitors. Additionally, there were over 200 registrants and nearly 150 attendees at three virtual open houses that happened during the engagement period. As with previous phases of public engagement for the growth plan, Phase 3 engagement activities occurred entirely online due to the COVID-19 global pandemic.

The opportunities for participants to share their views in the third phase of public engagement were more specific than previous phases of engagement, as they were asked to comment on the specific choices that had been made in the draft growth plan. In Phase 3, participants were invited to learn about the draft growth plan, then comment on some of the key elements of the draft growth plan, such as the concepts of Preferred Placetypes and Preferred Growth Areas.

This report includes a summary of what was heard during Phase 3 by sharing key themes and outputs from both qualitative and quantitative responses. Verbatim responses from the survey, discussion forums, and direct correspondence can be found in the Appendix to this report.

To learn more about the Calgary Metropolitan Region Board (CMRB) and its mandate, visit www.calgarymetroregion.ca.

Summary

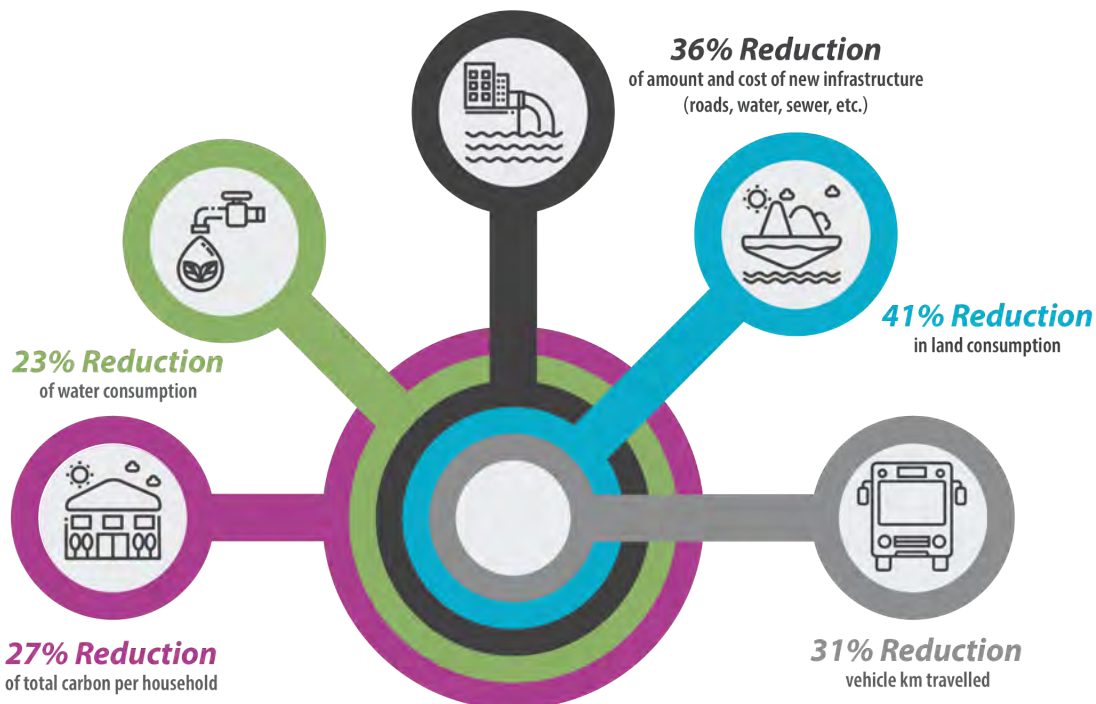
Between March 18 and April 8, 2021 there were 4,100 visits to the engagement website and 140 attendees among three virtual open houses. Visitors to the website were asked to learn about the specific choices that had been made in the draft growth plan and share their views through a survey, in discussion forums, and through quick polls. Additional comments and questions were received through a session with 30 members of organizations that are part of the CMRB External Technical Advisory Group (TAG), and another 17 unsolicited responses were received via the CMRB website or by direct email.

The goal of the third phase of public engagement was to inform the public about the draft growth plan while gathering feedback to understand potential impacts, benefits, and levels of support in communities within the CMRB. During the engagement period, there were 2,839 aware visitors (made at least one visit to the page), 1,660 informed visitors (clicked on something on the page), and 867 engaged visitors (made a contribution to an online tool). There were 226 registrants for the three open houses, 140 of whom attended the sessions live (note: some people attended more than one session).

Visitors to the engagement website site were not required to register or share their email address, which decreased barriers to participate and allowed participants to maintain anonymity. In Phase 3, 19% of responses to the survey were received from participants at the same IP address, so quantitative responses are presented both in aggregate and with duplicates removed.

In sharing the draft growth plan with participants, a number of benefits were listed (see Figure 1 below), based on HDR|Calthorpe’s analysis of outcomes of the draft growth plan when compared to outcomes of growth in the Region continuing to happen in the way it has previously (a “business as usual” scenario). Participants were told that in order to achieve these benefits on a regional scale, growth would need to be managed differently than it has been in the past. The key features of the draft growth plan that were highlighted for participants were *Preferred Placetypes* and *Preferred Growth Areas*. Participants were invited to learn more about what was proposed and to share their views.

Figure 1: Graphic Depiction of Projected Benefits from Draft Growth Plan



The participation in Phase 3 of public engagement differed from participation in previous phases (see Table 1). A key difference was the geographic distribution of responses, which reflected significantly more engagement from residents of Foothills County, Rocky View County, Okotoks, and High River and significantly less engagement from residents of the City of Calgary when compared with both population distribution in the Region and participation in previous phases of engagement. This is likely due to concerted efforts by Foothills County and Wheatland County that encouraged residents to participate and share their opposition to the draft growth plan and the CMRB (see Appendix F for media and publication excerpts).

The key themes that emerged through qualitative responses in the third phase of public engagement about the draft growth plan are below. A significant number of responses received were not specific to the draft growth plan, but rather addressed the existence of the CMRB and its governance structure. While comments related to the CMRB itself are outside the scope of this public engagement process, they are reflected in the Appendix for the reader's information.

Key Themes

- Concern that the plan does not appropriately reflect rural interests
- Appreciation for a collaborative regional approach in which costs are shared
- Concern that the plan will result in increased costs and higher taxes
- Desire for a decrease in urban sprawl
- Desire for increased protection of agricultural land and uses
- Appreciation that the plan will bring more thoughtful development across the region
- Supportive of the plan
- Opposed to the plan

Public input will be considered by the Board as it works to finalize the Regional Growth Plan. Additional inputs to the Board's decision-making will include guidance and feedback from technical advisory groups, member municipalities, and common goals and interests that have been identified by member municipalities of the CMRB.

Promotion

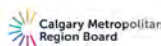
All three phases of public engagement relied heavily on existing promotional channels from member municipalities to get the word out about the opportunity to participate. Given pandemic-related restrictions, physical advertising was limited and no physical signage was put in place for Phase 3. Visually appealing graphics were created for municipalities to use on Twitter, Instagram, Facebook, and municipal webpages. The engagement process was also promoted through the Calgary Metropolitan Region's website and Twitter feed, and through two Facebook ad campaigns, as well as through direct email to those who subscribed for updates.

The first Facebook ad promoted the engagement process itself, while the second ad focused on the opportunity to learn more through the three virtual open houses. Results of the ad campaign are below:

- 81,388 Impressions
- 34,586 Reached
- 657 Clicks

The third phase of public engagement was launched with a media release from the CMRB, resulting in three media articles. Throughout the engagement process, municipalities continued to promote the opportunity for participation through local media outlets, resulting in additional media exposure in the region.

Figure 2: sample graphics from phase 3 of the public engagement process



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Figure 2: sample graphics from phase 3 of the public engagement process



Engagement Outcomes

The goal of the third phase of public engagement was to inform the public about the draft growth plan while gathering feedback to understand potential impacts, benefits, and levels of support in communities within the Calgary Metropolitan Region (CMR). The Board requested this third phase of public engagement to make sure that residents in the CMR knew what was being proposed and to offer the chance for community members to share if they are comfortable with the direction the CMRB is heading. Unlike previous phases of engagement, the input gathered in Phase 3 was more about testing the ideas that were proposed in the draft growth plan rather than generating new ideas.

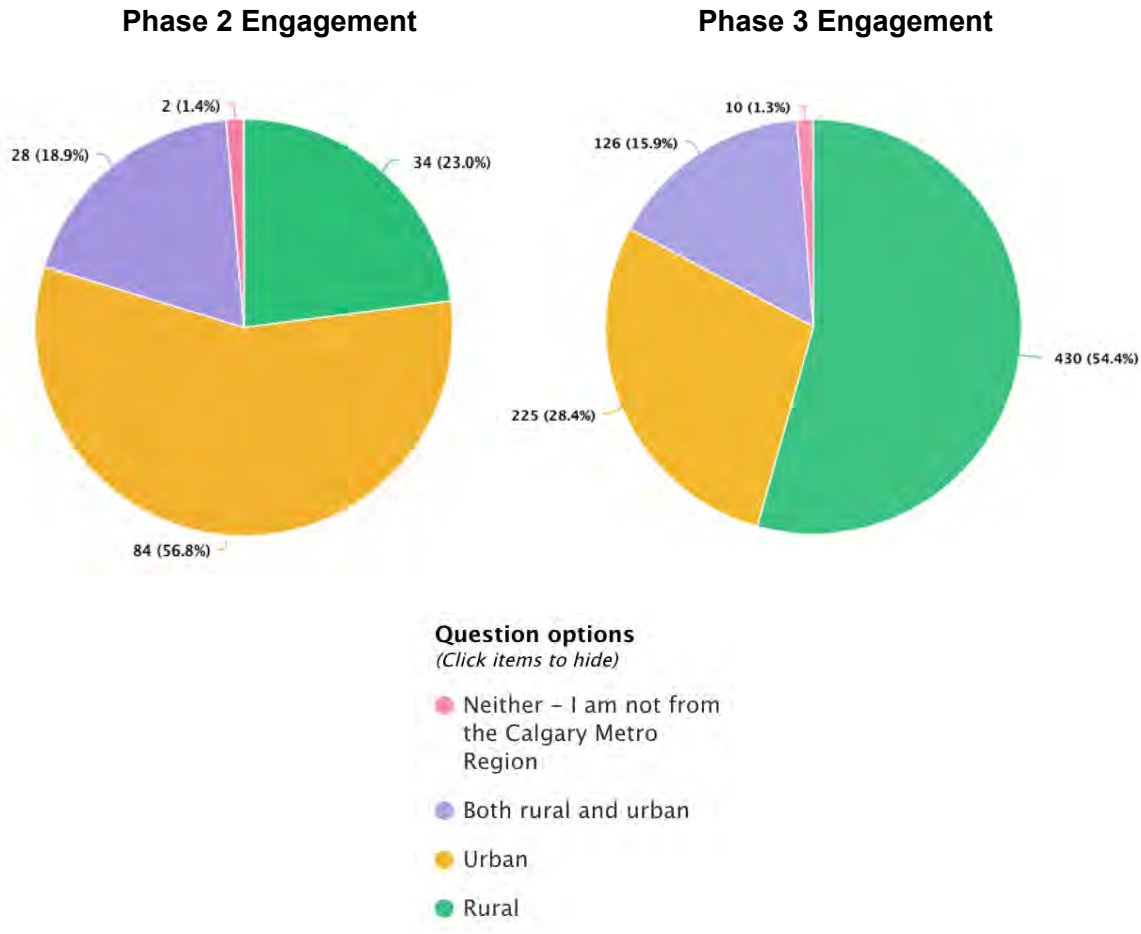
All three phases of engagement used the postal codes from survey responses as a proxy for regional participation, because the decision was made to reduce barriers to participation by not requiring participants to register for the engagement site and share their location. The third phase of engagement resulted in overall higher levels of participation than previous phases and a distribution of responses that is not reflective of the geographic distribution of people in the region (see Table 1).

Table 1: Public Engagement Participation by Regional Distribution

Municipality	% of Regional Population	% of Participants in Phase 1	% of Participants in Phase 2	% of Participants in Phase 3
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%

Furthermore, the proportion of participants in Phase 3 with a rural perspective (70.3%) outweighed the involvement of those with an urban perspective (44.3%) (see Figure 3). These numbers differ significantly from Phase 2, which had 75.7% of participants with an urban perspective and 41.9% of participants with a rural perspective.

Figure 3: Responses to the question: “We’re looking to receive input from all parts of the Calgary Metro Region. Please share which term best describes where you are from.”



The geographic distribution of participant responses is notable when considering the engagement outcomes because it does not reflect the geographic distribution of communities in the CMR. Therefore, the results of the input received in Phase 3 should not be interpreted as being reflective of views of the region as a whole.

Unlike previous phases of public engagement, there was a concerted effort made by two municipalities in Phase 3 to have their residents participate in the engagement process in a particular way. Early in the engagement process, Foothills County and Wheatland County issued a “call to action” for their residents to review the materials posted on County websites, then respond to the questions in the engagement materials with a strong message (see Figure 4 below).

Figure 4: Excerpts from Foothills County “Call to Action” Document

Foothills County’s Concerns

THE CURRENT DRAFT PLAN:

- Shuts the door on rural opportunity;
- Limits economic development for rurals;
- Creates red tape and economic uncertainty;
- Involved insufficient public engagement;
- Is biased against rural municipalities creating an unlevel playing field;
- Will cost taxpayers money.

Call to Action

Please help us send a strong message to the CMRB and to the Provincial Government that this plan is harmful to Foothills County and its residents!

What you can do:

1. Have your say by participating in the CMRB online public engagement at <https://www.calgarymetroregion.ca/> (open only until April 8, 2021)

The responses that were received through the survey, discussion forum, and in direct emails to the CMRB indicated that Foothills County residents took up the call and shared the messages from that municipality.

Not surprisingly, the survey results showed a majority of participants who were “not at all okay” with the key elements of the draft growth plan (see survey results below). While comments in the discussion forum offered a bit more of a balanced perspective on the draft growth plan, it is clear that the majority of people who participated in Phase 3 are not supportive of the draft growth plan.

What Comes Next

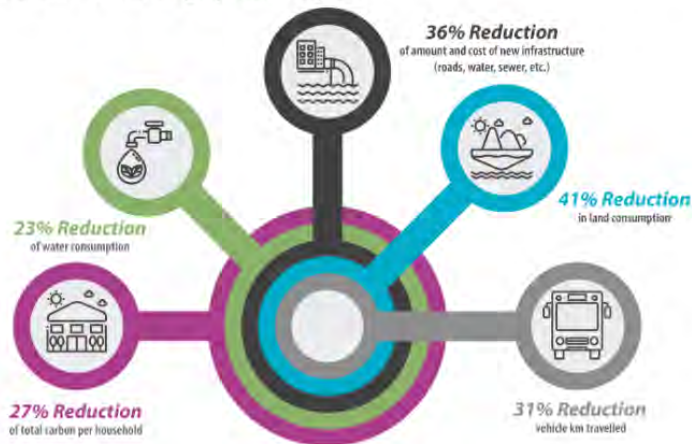
Public input will be considered by the Board as it works to finalize the Regional Growth Plan, which will be submitted to the Province by June 1, 2021. Additional inputs to the Board’s decision-making will include guidance and feedback from technical advisory groups, member municipalities, and common goals and interests that have been identified by member municipalities of the CMRB. This report and the final Regional Growth Plan and Servicing Plan will be shared on the CMRB website and sent to those who subscribe for updates on the engagement website.

Engagement Results

Survey Results

Participants were asked four questions related to key elements of the draft growth plan. The four main questions that were asked are shown below:

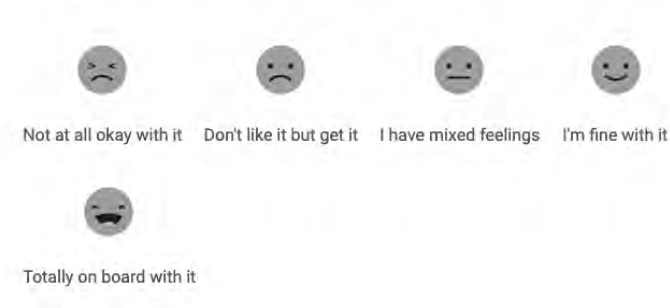
1. The choices in the **draft plan** are expected to result in the following benefits for the Calgary Metro Region:



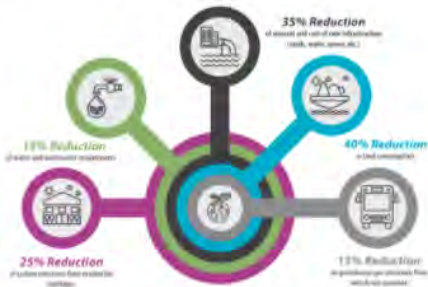
One of those choices is to **prescribe where development happens in 'preferred growth areas'** rather than allowing development to happen in an **entrepreneurial way across the region.**

This means that those areas that are not "preferred" (which are all in rural municipalities) are not likely to see the development that municipalities and community members may have been hoping and planning for.

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



2. The choices in the draft plan are expected to result in the following benefits for the Calgary Metro Region:



The **draft plan** provides guidance on the type of development to happen through "**preferred placetypes**" that guide the density and type of development in a given area.

One of the choices in the plan is to **focus new development on three preferred placetypes** ([click here](#) to read the full recommendation):



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

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

3. The choices in the draft plan are expected to result in the following benefits for the Calgary Metro Region:



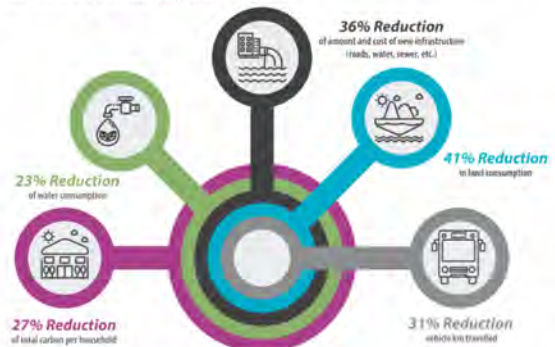
The **draft plan** provides guidance on the type of development to happen through "**preferred placetypes**" that guide the density and type of development in a given area.

One of the choices in the plan is **focus development in rural areas to "Hamlet Growth Areas"** in order to: align jobs with parts of the region that have greater potential for public transit; to focus growth in areas with adequate infrastructure, circulation, and services; and to preserve agricultural lands.

This means that the development of new "Employment Areas" in rural municipalities will be limited, which raises concerns about the potential economic impact within those communities.

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

4. The choices in the **draft plan** are expected to result in the following benefits for the Calgary Metro Region:



One of those choices is to have designated "**Joint Planning Areas (JPAs)**" that require **neighbouring municipalities to work together to create new plans** that address issues like how they can equitably share costs and receive benefits associated with shared services like fire, police, recreation, transportation (including transit) and utilities.

This means that more municipal resources will need to be invested in JPA Context Studies and revisions may need to be made to current plans, which may redirect municipal resources away from other priorities.

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

There were 791 responses to the survey, 153 of which were from duplicate IP addresses. The use of an IP address for multiple survey responses could be explained by multiple people within a household filling out the survey, or by a single person filling out the survey for friends and family who do not have access to a computer. Multiple responses from the same IP address could also be explained by a single person filling out the survey multiple times in an effort to skew results in a particular direction.

Because a significant number of responses came from duplicate IP addresses, two sets of charts are shown below for survey responses: one that shows aggregated results from the 791 responses and one that shows results with the 153 duplicate IP addresses removed.

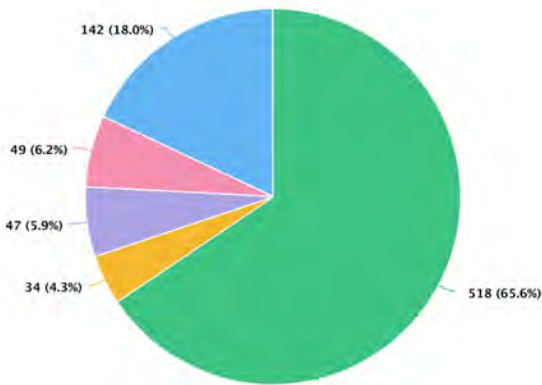
Given the disproportionate participation from municipalities in the CMR, Appendix D includes a breakdown of responses to each of the four survey questions by municipality. This further analysis shows that responses from Foothills County, Okotoks, and Strathmore were overwhelmingly (over 75%) negative toward the key elements of the draft growth plan, while responses from other municipalities were more balanced.

For all four main survey questions, the response options were the same, and can be read with the legend below:

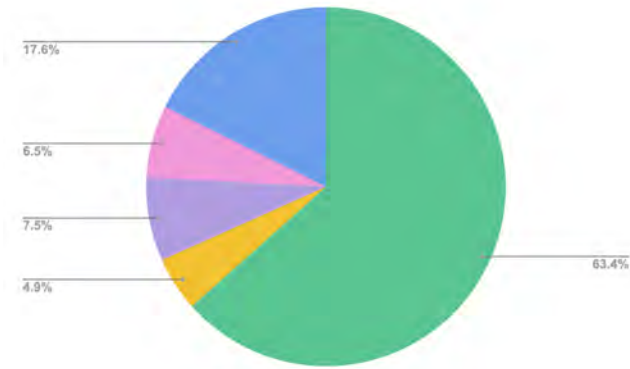
- Question options**
(Click items to hide)
- Not at all okay with it
 - Don't like it but get it
 - I have mixed feelings
 - I'm fine with it
 - Totally on board with it

Question 1: How comfortable are you with making a choice to have “preferred growth areas” if it results in the benefits shown above?

Aggregated Responses

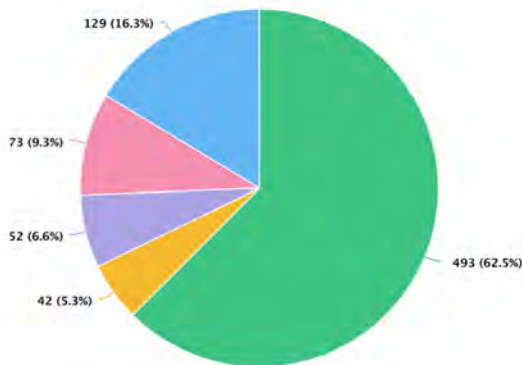


Duplicate Responses Removed

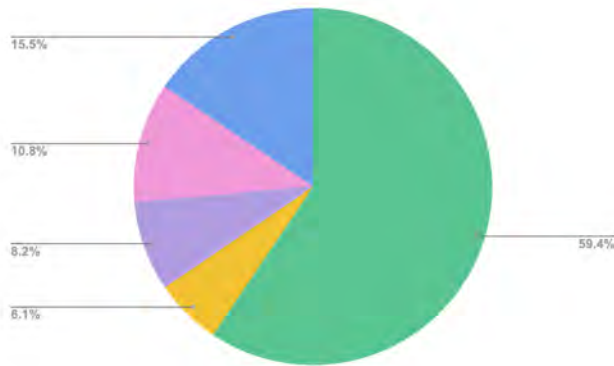


Question 2: How comfortable are you with making the choice to focus development on these three preferred placetypes if it results in the benefits shown above?

Aggregated Responses

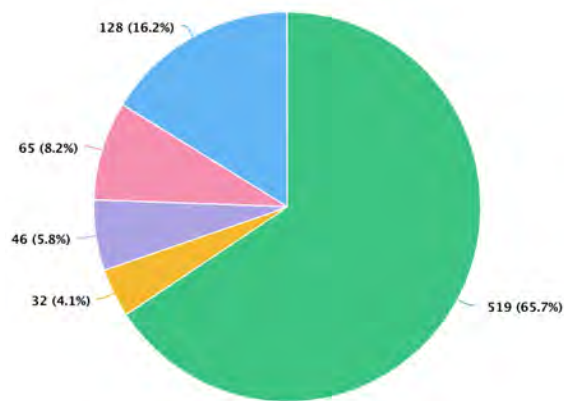


Duplicate Responses Removed

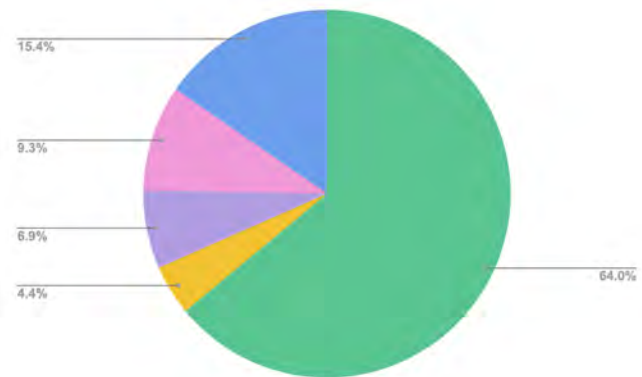


Question 3: How comfortable are you with making the choice to focus rural development in Hamlet Growth Areas, if it results in the benefits shown above?

Aggregated Responses

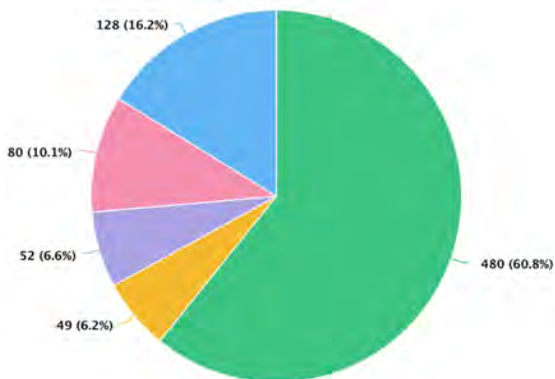


Duplicate Responses Removed

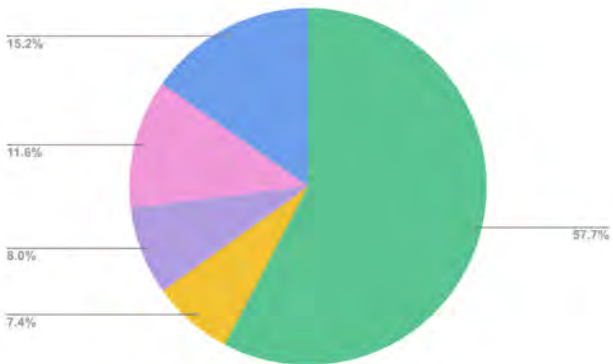


Question 4: How comfortable are you with making the choice to have “Joint Planning Areas”, if it results in the benefits shown above?

Aggregated Responses



Duplicate Responses Removed



Question 9: What else would you like the Calgary Metro Region Board to know as they work toward a final Regional Growth Plan?

The 549 responses to this open-ended question were analyzed for common themes. As has been noted, many of the responses did not relate to the draft growth plan itself but rather were about the existence of the CMRB and its governance structure. The tables below show the key themes that emerged that relate to the draft growth plan. The Appendix includes all verbatim responses to this question, including those outside the scope of this engagement process.

Key Themes	Number of Comments
Concern that the plan does not appropriately reflect rural interests	155
Concern that the plan will result in increased costs and higher taxes	26
Desire for a decrease in urban sprawl	24
Appreciation that the plan will bring more thoughtful development across the region	16
Desire for increased protection of agricultural land and uses	16
Opposed to the plan	28
Supportive of the plan	27

Discussion Forum Results

There were five discussion forum topics related to different experiences and interests of participants. All discussion forum questions asked “What do you see as the potential benefits and drawbacks of the draft plan for your community and the broader Calgary Metro Region?”

The five discussion forums related to:

- Rural Municipalities;
- Hamlets, Towns, and Cities;
- The City of Calgary;
- The Business Community; and
- Environmental Sustainability.

There were 105 discussion forum responses from 51 participants and 226 visitors. The responses were analyzed for common themes, and those that relate to the draft growth plan are shown in the table below. Appendix B includes all discussion forum responses, including those relating to the existence of the CMRB and its governance structure.

Themes	Number of Comments
Concern that the plan does not appropriately reflect rural interests	13
Appreciation that the plan will bring more thoughtful development across the region	6
Concern that the plan hurts business and competition in the region	2
Desire for more housing choices that are affordable	1
Appreciation for transportation systems that connect communities	1
Appreciation for taking a regional approach to reduce carbon emissions	1

Quick Polls

The Phase 3 engagement process also included “quick polls” on the engagement website because in previous rounds of engagement, these opportunities to provide feedback without a lot of time increased participation in the process. This was an effective way to gather useful input in the first round of engagement because the polls asked participants about their personal preferences, which can be responded to without a lot of time invested in understanding the complexities of regional planning.

While there were three quick polls included in Phase 3 in an attempt to get participants “in the door” to spend more time learning about the draft growth plan, it was identified by member municipalities that these tools were not likely to lead to meaningful input unless participants also spent time on the website to understand the complexities of the draft growth plan. Therefore, in Phase 3, the quick polls were used more as a promotional tool to get participants interested in learning more, rather than as a vehicle for meaningful input due to their limitations in terms of providing appropriate context about the complexity of the questions.

There were 764 responses to the three quick polls used in Phase 3 - the results of these responses are shown in Appendix E, but have not been reflected in this report due to their limitations in offering meaningful input.

Discussion

Public engagement is an important part of decision-making processes, through which those affected by decisions have an opportunity to be part of the decision-making process¹. An important part of any public engagement process is the role of decision-makers to demonstrate a genuine interest in community members having the chance to share their own views and experiences about a decision or outcome.

This third phase of public engagement on the draft regional growth plan for the CMRB included a number of external influences by decision-makers that decreased the effectiveness of the engagement process as a vehicle for meaningful input into decision-making. Well-intentioned efforts to increase involvement in the process included strong positions of multiple member municipalities in the media. Furthermore, members of the public were encouraged by municipalities to provide feedback on items that were not part of the decision-making process, such as the existence and governance structure of the CMRB, which may have led the public to think that they had the opportunity to exert influence when they did not.

There is a significant risk to the effectiveness of an engagement process when decision-makers take a public position before a decision has been made, especially when they advocate for members of the public to share that position. Furthermore, decision-makers advocating for a specific outcome may also have led members of the public to believe that decision-makers had already made up their minds, thereby decreasing trust in current and future public engagement efforts.

¹ *Core Values for the Practice of Public Participation*, International Association for Public Participation (<https://www.iap2canada.ca/foundations>)

Agenda Item	7
Submitted to	Board
Purpose	For Decision
Subject	Proposed Growth Plan Changes
Meeting Date	May 6, 2021

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

Summary

- A third round of public engagement was conducted on the Growth Plan, version dated March 17.
- The March 17 version of the Growth Plan has been updated to reflect input from Land Use and Servicing Committee (Committee) and TAG, and to reflect the public engagement outcomes, where applicable.
- The attached version of the Growth Plan is the “final draft” version, dated April 28. This agenda item provides a general overview of the changes that have been made to the Plan.
- Information tables have been provided on key changes to the Growth Plan that require Board direction. Table 1 identifies proposed changes for Board decision on May 6. Table 2 identifies proposed changes for Board decision on May 14 as these items require further work with TAG. Table 3 provides a list of previously discussed outstanding areas of concern and how they were handled by the Board.
- Although full consensus on policy directions may not have been achieved on every item, a respectful dialogue has been undertaken. In areas where a general consensus of TAG has not been achieved, the various perspectives have been identified.
- 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 reflect the goals of the Board.

Attachments

- Attachment 1: Board Values
- Attachment 2: Growth Plan Goals, Directions and Priorities
- Attachment 3: Summary of Key Growth Plan Policy Tools
- Attachment 4: Harmony Hamlet Expansion/Employment Area
- Attachment 5: Final Draft Growth Plan, April 28 Version
[Link to Final Draft Growth Plan, April 28 Version](#)

1. Background

There are remaining areas of the draft Growth Plan where further direction from the Board is necessary to finalize the policies of the Growth Plan. The recommendations provided in this agenda item consider discussions had with the Committee and TAG and consider input from the third round of public engagement. The focus of recent TAG meetings has been to recommend a single policy approach to the Board that resolves outstanding areas of concern. Where TAG was not able to reach consensus and provide a single recommendation to the Board, the diversity of opinions held at TAG is outlined in the tables below. Although full consensus may not have been achieved on every item, a respectful dialogue has been undertaken.

2. Final Draft of the Growth Plan, version dated April 28

With feedback from the Committee, Board, TAG, and as provided through public engagement, a “final draft” of the Growth Plan has been developed. The final draft Growth Plan is dated April 28. The previous version of the Plan reviewed by the Board was the public engagement version dated March 17.

The following is an overview of changes made to the March 17 version of the Growth Plan:

- Edited for grammar, spelling, formatting, awkward language, and other housekeeping matters
- Updated mapping to reflect CMRB Administration and TAG feedback
- Reorganized policies in the Growth Management section in response to feedback
- Made an amendment to JPA 4 boundary as agreed to by Foothills County and Town of High River
- Made an amendment to the Bragg Creek hamlet boundary to reflect approved planning documents and available servicing as agreed to unanimously at TAG
- Added region-wide policies on collaboration
- Added a Truth and Reconciliation statement as unanimously agreed to at TAG

Further discussion is continuing at TAG around the following areas, with recommended updates to the final draft Growth Plan to follow:

- Country residential policies
- Policies for existing ASPs and ARPs
- Truth and Reconciliation policy
- Additional housekeeping matters with the final draft Growth Plan, if required.

To finalize the Growth Plan, further Board direction is required on proposed policy changes as outlined in below and in Tables 1 and 2. Table 3 outlines past decision of the Board.

3. Request for Decision

CMRB Administration requests that the Board confirm proposed changes to the final draft Growth Plan so they may be incorporated if approved.

- Table 1 lists proposed changes to the draft Growth Plan. CMRB Administration, TAG, and HDR|Calthorpe have been working to provide recommended policy directions for Board review. Table 1:
 - Includes the policies provided in the Public Engagement version of the Growth Plan (dated March 17) and the proposed revision provided in the Final Draft version of the Plan (dated April 28).
 - Provides the rationale for undertaking the change. Areas where no general consensus could be reached at TAG are noted.

CMRB Administration requests Board direction on the matters presented in Table 1 at the May 6 Board meeting.

- Table 2 lists proposed changes to the draft Growth Plan to be presented for Board direction at the May 14 Board meeting. CMRB Administration, TAG, and HDR|Calthorpe have been working to provide recommended policy directions for Board review, but items in Table 2 require further discussion at TAG before presentation to the Board.
- Table 3 outlines the previous discussions and decisions of the Board on outstanding areas of concern. In some cases, no decision was made, and this is noted in the Table.

It is requested that the Board decide on each of the matters contained in Table 1 below.

Table 1: Proposed Changes to the Draft Growth Plan – May 6 Board Meeting

	Overview	Existing (Public Engagement Version, March 17)	Proposed Change (Final Draft Version, April 28)	Rationale
1.	Requirements for Use of Statutory Plans	<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>	Removed policy	Policy 4.1.1.1 does not work as it was intended. TAG agrees that this policy is too constraining on municipal planning processes, both in urban and rural municipalities. This policy was intended to inform the REF but did not achieve the desired outcome. CMRB Administration requests Board support for removal of this policy.
2.	Definition of Regionally Significant	None proposed	<p>Added to Glossary of Terms</p> <p>Regionally Significant means:</p> <p>(a) 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, impact on a wider regional membership, natural systems, infrastructure, and/or servicing requirements; and/or</p> <p>(b) with proximity and impact to regionally significant transit and transportation corridors, regional energy corridors and regional utility corridors, natural systems and/or reliance on regional infrastructure that it may affect the regional significance of a proposed development.</p>	A definition of regionally significant is necessary in the Growth Plan. This definition has been modified from the Interim Growth Plan to better reflect the schedules and policies within the Growth Plan.

	Overview	Existing (Public Engagement Version, March 17)	Proposed Change (Final Draft Version, April 28)	Rationale
3.	<p>Providing for Small Employment Areas</p>	<p>3.1.4.1 Municipalities shall comply with the following locational criteria when designating areas for Placetypes:</p> <p>(a) Preferred Placetypes shall only be located in Urban Municipalities, Hamlet Growth Areas, or Joint Planning Areas;</p> <p>(b) new Employment Areas shall only be located in Preferred Growth Areas, with the exception of resource extraction and Agriculture-related business including Processors, Producers and other Agribusiness, which have no location criteria ... (continued)</p>	<p>Replace 3.1.4.1 with 3.1.6.1</p> <p>3.1.6.1 Municipalities shall comply with the following locational criteria when designating areas for Placetypes:</p> <p>(a) Preferred Placetypes shall only be located in Urban Municipalities, Hamlet Growth Areas, or Joint Planning Areas;</p> <p>(b) Employment Areas should only be located in Preferred Growth Areas, except the following, which have no locational criteria:</p> <ul style="list-style-type: none"> i) resource extraction and energy development; ii) Agriculture-related business including Processors, Producers, and other Agri-business and related accessory uses; iii) home-based business; and iv) Small Employment Areas less than eight hectares (20 acres) and not within two kilometres of a neighbouring municipality unless otherwise stated by an Intermunicipal Development Plan. 	<p>Discussion at the Committee and TAG identified a need to clarify that small employment areas should be allowed within the Plan.</p> <p>The proposed policy allows for additional flexibility for employment growth in areas outside of Preferred Growth Areas while continuing to direct most employment growth to Preferred Growth Areas.</p> <p>Local Employment Areas were renamed to acknowledge that the discussion is about the size of the areas not the market they serve.</p> <p>(See further discussion on Small Employment Areas below)</p>

	Overview	Existing (Public Engagement Version, March 17)	Proposed Change (Final Draft Version, April 28)	Rationale
4.	<p>Identifying size criteria for Small Employment Areas</p>	<p>3.1.5.4 Local Employment Areas that comply with the following criteria shall not be subject to the Regional Evaluation Framework approval process: (a) the proposed Employment Area does not exceed eight hectares (20 acres); (b) The proposed Employment Area is not contiguous to an Urban Municipality, with a recommended minimum distance of two kilometres</p>	<p>Replace 3.1.5.4 with 3.1.6.1.b)iv</p> <p>3.1.6.1b) Employment Areas should only be located in Preferred Growth Areas, except the following, which have no locational criteria: i) resource extraction and energy development; ii) Agriculture-related business including Processors, Producers, and other Agri-business and related accessory uses; iii) home-based business; and iv) Small Employment Areas less than eight hectares (20 acres) and not within two kilometres of a neighbouring municipality unless otherwise stated by an Intermunicipal Development Plan.</p>	<p>In the March 17 Growth Plan, Local Employment Areas (now renamed to Small Employment Areas) were allowed by being exempted from REF review in Growth Plan policies. Discussion with TAG indicated that it would be better and less confusing to provide a policy approach to Small Employment Areas. Under the current draft of the REF, Small Employment Areas would be exempt from REF review.</p> <p>The size of the Small Employment Areas continues to be a concern at TAG.</p> <ul style="list-style-type: none"> a. Some members feel there should be no size limit. b. Some members have indicated that 20 acres is necessary to provide flexibility. c. Some members have indicated that 20 acres is too large and 10 acres is a more appropriate requirement. <p>Employment areas larger than 20 acres would be defined as "Employment Areas" and should be directed to Preferred Growth Areas</p> <p>(See further discussion on Employment Areas below).</p>

	Overview	Existing (Public Engagement Version, March 17)	Proposed Change (Final Draft Version, April 28)	Rationale
5.	<p>Employment Areas Outside a Preferred Growth Area</p>	<p>3.1.2.3 Employment Area Placetypes should be directed to Preferred Growth Areas where infrastructure, servicing and transportation is available. In addition, they should be located in areas close to a population centre that can provide opportunities for short commutes and are located where transportation infrastructure can provide for efficient movement of goods.</p> <p>3.1.4.1 Municipalities shall comply with the following locational criteria when designating areas for Place-types: (a) Preferred Placetypes shall only be located in Urban Municipalities, Hamlet Growth Areas, or Joint Planning Areas; (b) new Employment Areas shall only be located in Preferred Growth Areas, with the exception of resource extraction and Agriculture-related business including Processors, Producers and other Agri-business, which have no location criteria; ... <i>(policy continues)</i></p>	<p>Keep policy 3.1.2.3 (now 3.1.3.3) and Add policy 3.1.3.4</p> <p>Keep policy 3.1.4.1 a) (now policy 3.1.6.1 a)</p> <p>3.1.3.4 Employment Areas may be considered outside of Preferred Growth Areas in circumstances where: (a) the applicant municipality provides rationale as to why the Employment Area cannot be located within a Preferred Growth Area; (b) the location can provide a transportation network suitable for the scale of the proposed development; (c) the development is compact and makes efficient use of land, infrastructure and services; (d) the applicant municipality has demonstrated collaboration with all municipalities within two kilometres, including consideration of cost and benefit sharing between these adjacent municipalities.; and (e) the development has existing or planned services of water, wastewater and/or stormwater servicing with a preference for the potential for full municipal servicing.</p>	<p>The March 17 Growth Plan indicated that Employment Area Placetypes both shall and should be directed to Preferred Growth Areas. There was a contradiction in the March 17 Growth Plan that requires resolution.</p> <p>As there were no policies to guide what would happen if an Employment Area was not directed to a Preferred Growth Area, TAG discussed the need to provide direction on the location and character of Employment Areas outside of Preferred Growth Areas. Policy 3.1.3.4 to address this gap.</p> <p>Members of TAG have expressed concern about the cost and benefit sharing indicated in 3.1.3.4 d) because an Employment Area outside a Preferred Growth Area might be too far away from another member municipality to warrant cost and benefit sharing. This concern was partially addressed by adding a two-kilometre requirement.</p>

	Overview	Existing (Public Engagement Version, March 17)	Proposed Change (Final Draft Version, April 28)	Rationale
6.	<p>Approving new ASPs in JPAs Prior to Approval of a Context Study</p>	<p>3.1.8.3 Statutory plan amendments in Joint Planning Areas may continue to be adopted prior to completion of Context Studies, subject to the policies of the Growth Plan.</p>	<p>Keep policy 3.1.8.3 (now 3.1.8.10) and Add policy 3.1.9.5</p> <p>3.1.9.5 New Area Structure Plans or new Area Redevelopment Plans may be approved prior to completion of a Context Study unless a Terms of Reference adopted by all municipalities within the Joint Planning Area does not allow for new Area Structure Plans to be approved prior to completion of the Context Study.</p>	<p>The March 17 Growth Plan did not provide guidance on the approval of new ASPs prior to the completion of a Context Study. Members of TAG offered differing approaches:</p> <ul style="list-style-type: none"> a. New ASPs can be adopted prior to approval of a Context Study because holding back development approvals for several years is not appropriate. A timeframe of three years for completion of the Context Studies was added to ensure timely completion. b. Approval of new ASPs should not be allowed prior to approval of a Context Study. New ASPs should reflect the results of the Context Studies and not allowing new ASPs until Study completion would promote its timely completion. c. The Terms of Reference for each Context Study should outline if new ASPs can be approved prior to completion of the Context Study

	Overview	Existing (Public Engagement Version, March 17)	Proposed Change (Final Draft Version, April 28)	Rationale
7.	<p>Harmony/ Springbank Employment Area</p>	<p>No Employment Area was identified around the Springbank Airport or Highway 1 West area in the March 17 Growth Plan.</p> <p>The existing Harmony hamlet is identified as a Hamlet Growth Area. Harmony was designed as a complete community with opportunities to live, work, and play, including employment opportunities.</p>	<p>As presented by RVC for addition to the Growth Plan: Expand the employment opportunities around the Springbank Airport and Highway 1 corridor to acknowledge the regional significance of the Springbank Airport and Highway 1. There is significant development pressure in this area and a need greater for employment opportunities.</p> <p>In the final draft Growth Plan, policy tools available to contemplate this employment opportunity could be:</p> <ul style="list-style-type: none"> Expand the Harmony Hamlet Area as it is a Preferred Growth Area and can include Employment Areas Identify a new Employment Area outside of a Preferred Growth Area Make an exception to the Growth Plan consistent with the exceptions policy 3.1.11. <p>RVC has provided a map of the subject area, which identifies development pressures and existing and approved development plans in place.</p>	<p>For discussion of the Board: Input from land developers garnered in the third phase of public engagement noted that there is significant development pressure for employment land uses in this area.</p> <p>The RVC proposed expansion of the Harmony/Springbank Employment Area is significant in size and scale.</p> <p>The proposal may meet the requirements for Employment Areas outside of Preferred Growth Areas (see Policy 3.1.3.4 as noted above in item #45 in Table 1).</p> <p>The proposal does not likely meet the requirements for expansion of a Hamlet Growth Area as per policy 3.1.7.6 of the final draft Growth Plan.</p>
8.	<p>Transition IREF to REF</p>	<p>The March 17 Growth Plan is silent on when policies and timelines for completion of studies and updates would begin (transition from IGP to GP and from IREF to REF).</p>	<p>This discussion is presented in another item within this agenda package.</p>	<p>Several policies in the final draft Growth Plan rely on Board direction around how the Board wishes to transition from IGP to GP and from IREF to REF.</p>

Table 2: Proposed Changes to the Draft Growth Plan – May 14 Board Meeting

	Overview	Existing (Public Engagement Version, March 17)	Proposed Change	Rationale
1.	Country Residential Policies	<p>3.1.5. 2 The Rural and Country Cluster Placetype in rural areas should be characterized by larger lot sizes, lower density, and single-detached housing. This Placetype may include country cluster patterns that configure housing development in a focused area and preserves remaining land for open space.</p> <p>(a) The Rural and Country Cluster Residential Placetype is encouraged to be developed in a country cluster residential pattern to a maximum of 80 dwelling units, in locations where infrastructure and services can be provided.</p> <p>(b) The maximum Density is 1.2 dwelling units/hectare (0.5 dwelling units/acre) overall which can be clustered onto areas with no more than 80 dwelling units, and an average residential Density of 7.5 gross dwelling units/hectare (3 dwelling units/acre).</p>	To be further discussed with TAG on April 29 and presented at a future Board meeting	Significant concern has been expressed about the country residential policies at TAG. CMRB Administration and HDR Calthorpe continue to work with TAG to develop options for presentation to the Board.
2.	Existing ASPs and ARPS	3.1.8.4 Area Structure Plan or Area Redevelopment Plan amendments outside of a Preferred Growth Area shall not increase the overall projected population within the plan area.	To be further discussed with TAG on April 29 and presented at a future Board meeting	There was unanimous agreement at TAG that policy 3.1.8.4 of the March 17 version was too restrictive and not practically viable. CMRB Administration and HDR Calthorpe continue to work with TAG to develop options for presentation to the Board.

	Overview	Existing (Public Engagement Version, March 17)	Proposed Change	Rationale
3	Truth and Reconciliation	The March 17 Growth Plan is silent on Truth and Reconciliation	<p>Statement added to page iii A statement on Truth and Reconciliation has been added to the final draft Growth Plan for consideration of the Board</p>	<p>For Discussion of the Board In addition to a statement, a policy could be added to the Growth Plan at the direction of the Board. This would require moving the statement into the policy section of the Growth Plan.</p> <p>Sample policies have been prepared by HDR C that will be reviewed by TAG on April 29:</p> <ul style="list-style-type: none"> a. The CMRB will engage with Indigenous Nations and communities in and around the Region in meaningful and mutually beneficial ways over the long-term b. The CMRB will seek to build meaningful and mutually beneficial long-term relationships with Indigenous Nations and communities in and around the Region

Table 3: Decisions of the Board - April 23 Board Meeting

	Overview	Existing	Proposed Change	Rationale	Board Decision
1.	<p>Identifying the Impacts of Development on Agriculture</p>	<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>Wording/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>	<p>Approved</p>

	Overview	Existing	Proposed Change	Rationale	Board Decision
2.	Existing ASPs and ARPs	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.	No changes proposed.		Approved
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>	Approved

	Overview	Existing	Proposed Change	Rationale	Board Decision
4.	Hamlet Growth Areas	<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>... (policy continues)</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 three new Hamlet Growth Areas.</p>	<p>Motion Withdrawn.</p> <p>Referred back to TAG for further discussion</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.

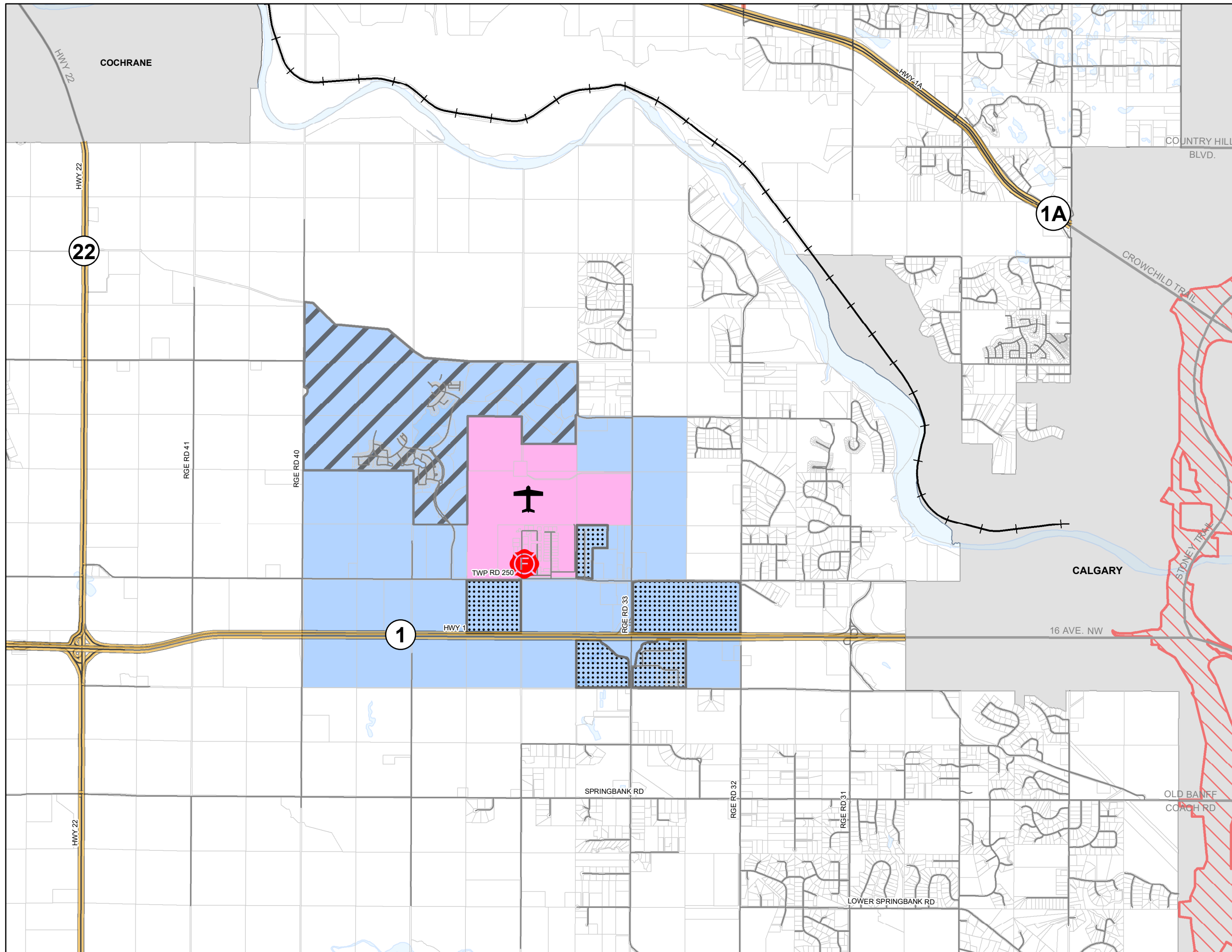
HDR|Calthope has recommended that, given the values of the Board and the requirements of the CMRB Regulation, the CMRB should make growth management and efficient use of Land the substantial focus of the Growth Plan. HDR|C has identified the benefits to the CMRB, its members, and ratepayers, of moving 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.

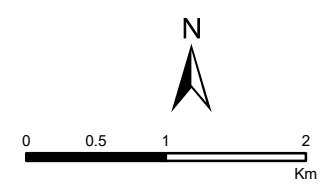
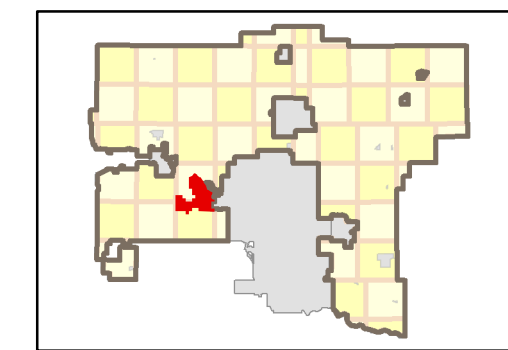
Growth Management Framework (Location and Scale of Growth)	
Purpose	To establish the location and scale of preferred growth areas for all member municipalities
Description	Growth management creates clear expectations about where growth is preferred and how much growth can be expected in specific locations. 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)

Springbank Proposed Employment Area Consideration



- Springbank Airport
- Fire Hall
- Highways**
- ClassType**
- Regional Mobility Corridor
- Secondary Highway
- Existing Hamlet
- Designated for Employment Uses through existing ASP, Local Plans and/or Land Use Approvals
- Land with Development Approvals, Interests, or Pressures
- Airport Boundary
- Transportation and Utility Corridor



This map is conceptual in nature. No measurements or area calculations should be taken from this map.

Agenda Item	8
Submitted to	Board
Purpose	For Decision
Subject	IREF to REF
Meeting Date	May 6, 2021
<i>Motion that the Board discuss and approve one of the four options proposed for the transition of the IREF to REF</i>	
<p>Summary</p> <ul style="list-style-type: none"> • The Growth Plan, Servicing Plan and REF must be submitted to the Minister of Municipal Affairs by June 1, 2021. • The Growth Plan and REF are approved through Ministerial Order. The Servicing Plan is to be filed with the Minister. • As noted in the CMRB Regulation, the Growth Plan and the REF come into force once approved by the Minister of Municipal Affairs. This leaves an interim period where the Board has approved a REF process and Growth Plan but will legally be approving statutory plans under the Interim Growth Plan (IGP) policies through the Interim Regional Evaluation Framework (IREF) process. • Statutory plans may be brought forward through IREF during the interim period following June 1, 2021 that are not consistent with the policies of the Growth Plan. 	
<p>Attachments</p> <ul style="list-style-type: none"> • Excerpts from CMRB Regulation • Excerpts from Municipal Government Act (Mar 2021) 	

1. Background

The Growth Plan must be submitted to the Minister of Municipal Affairs by June 1, 2021. As noted in the CMRB Regulation, the Growth Plan and the REF come into force once approved by the Minister of Municipal Affairs (see Appendix A). This leaves an 'interim period' where the Board has approved a Growth Plan, and it will legally be approving policies under the Interim Growth Plan. Statutory plans may be brought forward through IREF during this interim period that are not consistent with the policies of the Growth Plan (GP).

This discussion is intended to gain input of the Board to make an informed choice about how to proceed during the interim period. This interim period could be substantial in length. The EMRB approved its second Growth Plan on October 13, 2016. The Minister approved the Growth Plan on October 26, 2017; therefore, it was more than a year between when the new EMRB GP was submitted and the previous EMRB GP was repealed.

2. CMRB Regulation, MGA and draft Growth Plan Policies

The CMRB Regulation does provide some guidance on the coming into effect of the REF and the Growth Plan. See Appendix 1 for additional detail.

The Municipal Government Act (MGA) states:

Conformity with growth plan

708.14 (1) (current version of the MGA)

The council of a participating municipality must amend every statutory plan and bylaw as necessary to conform with a growth plan no later than the date specified by the growth management board.

Based on this section of the MGA, the Board should establish an agreement on the transition from IREF to REF.

Under all options presented below, **the IREF is the legal instrument to approve plans during the interim period.** However, the first option is that the Board **may forward-cast the date by which all plans must conform** to the Growth Plan as the date of the ministerial order. The other option is the Board **may back-cast the date by which all plans must conform** to the Growth Plan.

Draft Growth Plan (Version April 29)

Policy 3.1.9.1 of the draft Growth Plan states that ASPs and ARPs adopted in accordance with the MGA or under the IREF prior to the Growth Plan coming into force remain in effect. Policy 3.1.10.1 of the draft Growth Plan sets out a period of time in which member municipality MDPs must comply with the policies of the Growth Plan (three years).

Section 3.1.9 Existing Area Structure Plans and Area Redevelopment Plans

3.1.9.1 Existing Area Structure Plans and Area Redevelopment Plans adopted in accordance with the Municipal Government Act prior to the date this Growth Plan comes into force, will remain in effect.

Section 3.1.10 Municipal Development Plan Updates

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

- (a) create an alignment table between the regional Placetypes defined in the Growth Plan and land uses or typologies in the Municipal Development Plan; or

- (b) develop an overlay map showing the locations of Preferred Placetypes and Employment Areas within the municipality; and, if relevant
- (c) undertake other revisions which incorporate the findings and agreements arrived at in the Context Study process.

3. Options and Rationale

3.1. Option A

Statutory Plans are reviewed and approved under the IGP in the interim period.

Under Option A, Statutory Plans and Statutory Plan Amendments will continue to be reviewed and approved under the IGP, as is current practice. Once the communication from the Minister is received that the REF and Growth Plan are approved, the REF would be used as the legal framework for approving statutory plans. This would include ASPs and ARPs.

Benefits	Drawbacks
Allows some time for an education initiative for municipal staff, development industry and other stakeholders to familiarize with the requirements of the Growth Plan and REF	While waiting for the order in council indicating the Minister's approval of the Growth Plan, there may be developments and statutory plans coming forward through the IREF that are measured against the IGP that are not consistent with the GP.
Provides certainty to municipalities and developers. If an approval is given under the IREF, the approval will stand after the GP is approved.	Does not allow the Board to begin using the GP and REF once approved by the Board.
Is clear and straightforward in terms of implementation. Any changes made by the Minister to the Growth Plan will not affect REF approvals made between June 1, 2021 and the approval of the Growth Plan by the Minister.	

3.2. Option B

Statutory Plans are reviewed and approved under the IGP in the interim period.

Under Option B, Statutory Plans and Statutory Plan amendments adopted between June 1, 2021 and when the Minister of Municipal Affairs approves the Growth Plan through a Ministerial Order must align to the Growth Plan by June 1, 2022 (or date established by the Board). This would include ASPs and ARPs approved after June 1, 2021.

Benefits	Drawbacks
Allows the Board to establish a reasonable time frame for when plans approved under the IREF in the 'interim period' after Board approval and before Ministerial approval must align with the GP	May create confusion or concern in the development industry and/or member municipalities
Allows Municipalities to continue to submit plans under the IREF and IGP but sets a clear expectation that the Growth Plan is anticipated as the key guiding plan into the future	Difficult if the Minister makes significant changes to the Growth Plan
Clarifies expectations and encourages alignment to the Growth Plan in the interim period with both developers and municipalities	
Encourages Municipalities to begin to align to the Growth Plan as plans are being developed as opposed to grandfathering new ASPs and MDPs that may not align.	

3.3. Option C (Hybrid Option)

Statutory Plans are reviewed under the policies of both the IGP and GP, but they are approved under the IGP until the Minister of Municipal Affairs approves the Growth Plan. This affords the Board the opportunity to make decisions about the approval of a statutory plan in consideration of its consistency with both the IGP and the GP.

Benefits	Drawbacks
Allows some time for an education initiative for municipal staff, development industry and other stakeholders to familiarize with the requirements of the Growth Plan and REF	Does not allow the Board to begin using the GP and REF once approved
Gives the Board an opportunity to review the proposed statutory plan from the perspective of the IGP and the GP and make an informed decision.	Allows the Board decisions to be informed by the policies of both the IGP and the GP
	Does not create as much certainty for developers and municipalities about how the Board will review and approve plans if a plan does comply with the IGP but does not comply with the Growth Plan.
	May result in a municipality filing statements of dispute triggering the appeal process

3.4. Option D (Second Hybrid Option)

Statutory Plans are reviewed under the policies of both the IGP and GP, but they are approved under the IGP until the Minister of Municipal Affairs approves the Growth Plan. This affords the Board the opportunity to make decisions about the approval of a statutory plan in consideration of its consistency with both the IGP and the GP. The third party review process would be augmented to formally report on consistencies and inconsistencies with both the IGP (IREF) and the Growth Plan (REF).

Benefits	Drawbacks
Allows some time for an education initiative for municipal staff, development industry and other stakeholders to familiarize with the requirements of the Growth Plan and REF	Adds complexity and cost to the review process. Third party reviewers would be completing essentially two reviews per submission.
Gives the Board an opportunity to review the proposed statutory plan from the perspective of the IGP and the GP and make an informed decision.	Does not allow the Board to begin using the GP and REF once approved
	Allows the Board decisions to be informed by the policies of both the IGP and the GP
	Does not create as much certainty for developers and municipalities about how the Board will review and approve plans if a plan does comply with the IGP but does not comply with the Growth Plan.
	May result in a municipality filing statements of dispute triggering the appeal process

4. Recommendation

CMRB Administration does not have a recommendation for presentation in the May 6 Board agenda meeting.

At the April 16th meeting of TAG, no consensus position was found. Consequently, CMRB Administration would appreciate discussion by, and direction from, the Board on this matter.

Attachment 1: Excerpts from CMRB Regulation

Definitions

1 In this Regulation,

(e) "Growth Plan" means an integrated growth management plan for the Calgary Metropolitan Region, including any amendments to that plan, approved by the Minister under section 708.1 of the Act;

Part 3 Approval of Statutory Plans

Application of Part

11 This Part applies to a statutory plan only after a Regional Evaluation Framework is approved by the Minister under section 12.

Regional Evaluation Framework

12 (1) The Board shall prepare and submit to the Minister a Regional Evaluation Framework containing

(a) criteria to be used to determine whether a statutory plan must be submitted for approval under section 13(1),

(b) procedures for submitting statutory plans for approval under section 13(1), and

(c) the criteria and procedures to be followed by the Board for the objective evaluation and approval of statutory plans in relation to the Growth Plan and the Servicing Plan

(2) The Minister may, by order, approve, reject or amend a Framework.

(3) The Framework has no effect until it is approved by the Minister.

(4) If the Board fails to provide a Framework, the Minister may, by order, establish a Framework.

(5) Subject to subsections (3) and (4), if the Minister establishes or approves a Framework, the Minister shall provide a copy of it to each participating municipality.

(6) The Framework is not a regulation within the meaning of the Regulations Act.

Approval of statutory plan

13 (1) Statutory plans to be adopted by a participating municipality that meet the criteria set out in the Framework must be submitted to the Board for approval.

13(6) This section applies only to statutory plans to be adopted by a participating municipality after the establishment of the Framework.

Attachment 2: Excerpts from MGA (Mar 2021)

Plan prevails

708.13 Despite any other enactment, but subject to section 708.14(5), a growth plan prevails in the event of a conflict or inconsistency between the growth plan and a statutory plan, bylaw, resolution or municipal agreement of a participating municipality.

Conformity with growth plan

708.14(1) The council of a participating municipality must amend every statutory plan and bylaw as necessary to conform with a growth plan no later than the date specified by the growth management board.

(2) If the council of a participating municipality fails to amend a statutory plan or bylaw in accordance with subsection (1), the statutory plan or bylaw is deemed to be invalid to the extent that it conflicts or is inconsistent with a growth plan.

(3) The Minister may, in respect of a municipal agreement entered into by a participating municipality that conflicts or is inconsistent with a growth plan, require the council of the participating municipality, to the extent possible under the terms of the municipal agreement,

(a) to amend the municipal agreement so that it conforms to the growth plan, or

(b) to terminate the municipal agreement.

(4) If the council of a participating municipality fails to amend or terminate a municipal agreement when required to do so by the Minister under subsection (3), the municipal agreement is deemed to be invalid to the extent that it conflicts or is inconsistent with the growth plan.

(5) Except as otherwise provided in the regulation establishing the growth management board of which the participating municipality is a member, section 708.13 and this section apply to statutory plans adopted, bylaws made, resolutions passed and municipal agreements entered into before or after the coming into force of that regulation.

Agenda Item	9
Submitted to	Board
Purpose	For Decision
Subject	Growth Plan Modelling Appendix
Meeting Date	May 6, 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

Agenda Item 9

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

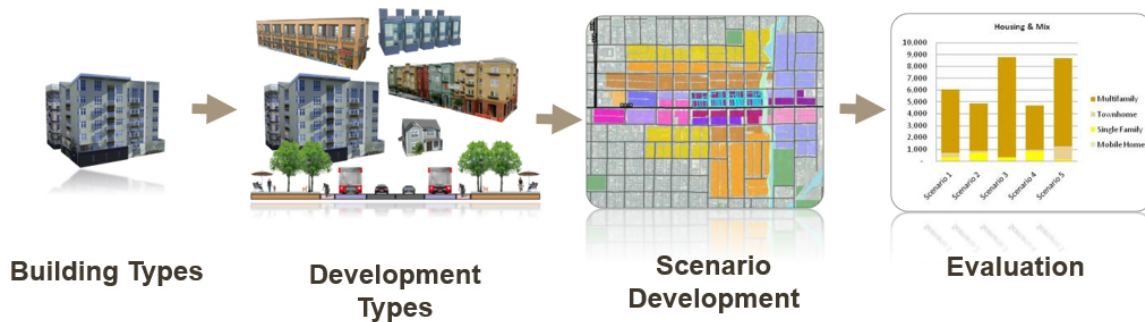
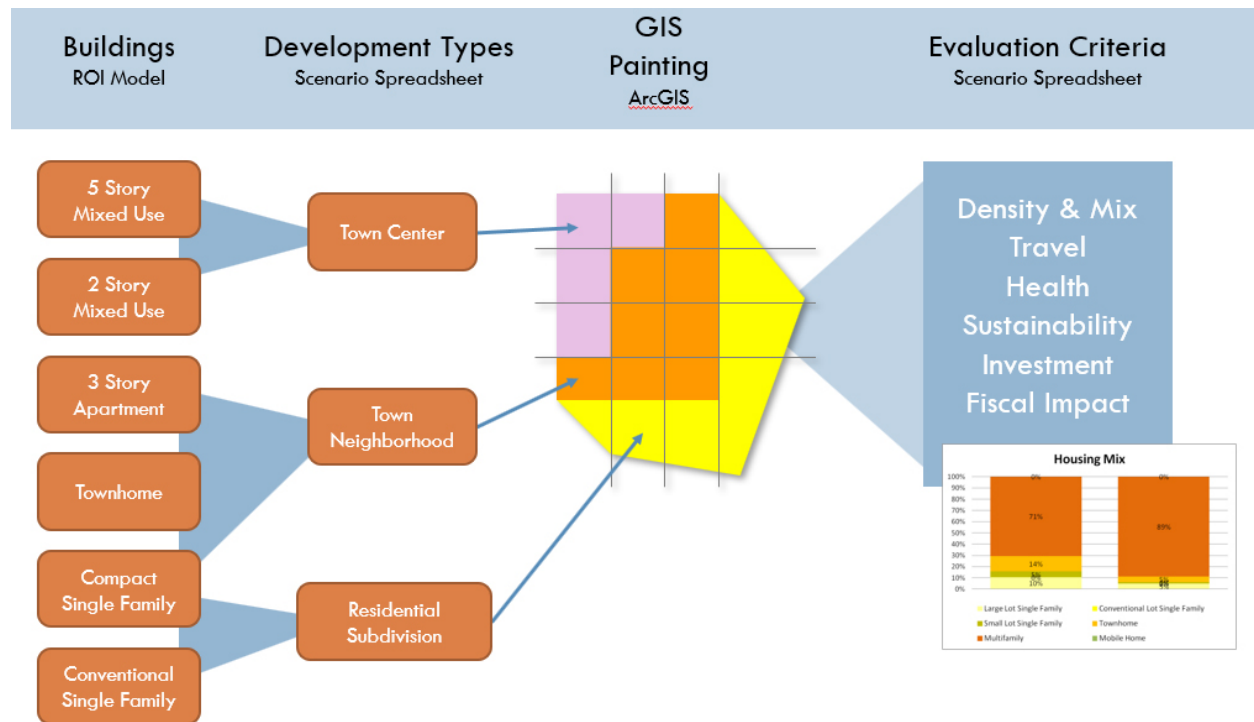


Figure X Envision Tomorrow Development Process Option2



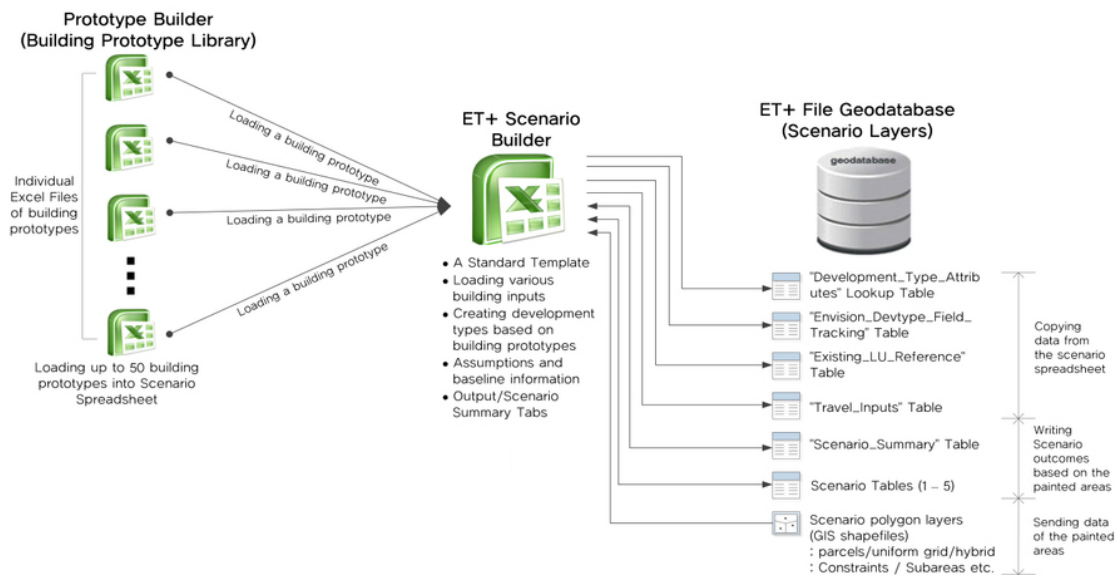
Buildings are the smallest unit of analysis in the scenario process. Individual buildings are modeled in a template spreadsheet called a Prototype Builder. This template spreadsheet is a simplified, planning-level pro

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

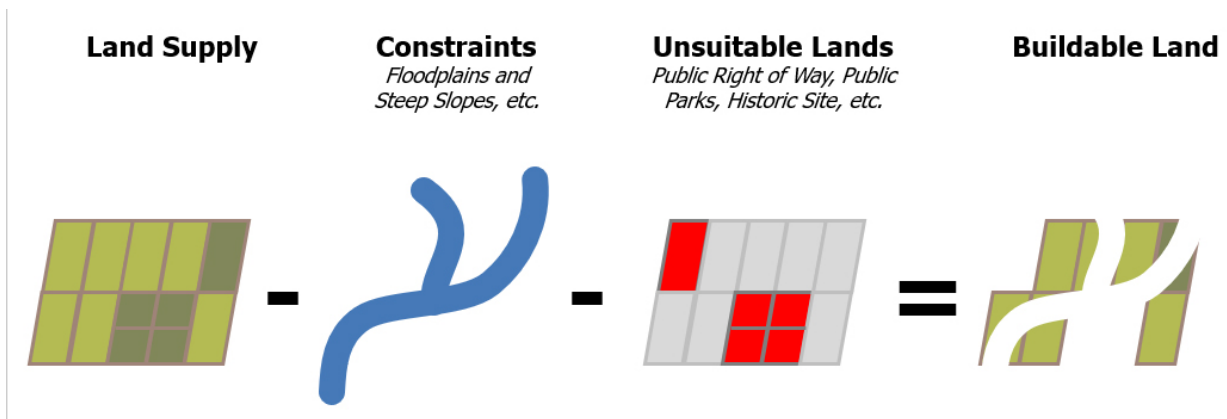
Single Family Conventional Lot	SF_MD
Single Family Large Lot	SF_LRG
Mobile Home	MH
Retail	RET
Office	OFF
Industrial	IND
Public / Civic	PUB
Educational	EDU
Hotel / Hospitality	HOTEL
Utilities / Infrastructure	UTIL
Commercial Parking	PKG
Agricultural	AG
Open Space	OS
Vacant	VAC
Unknown	NONE

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).

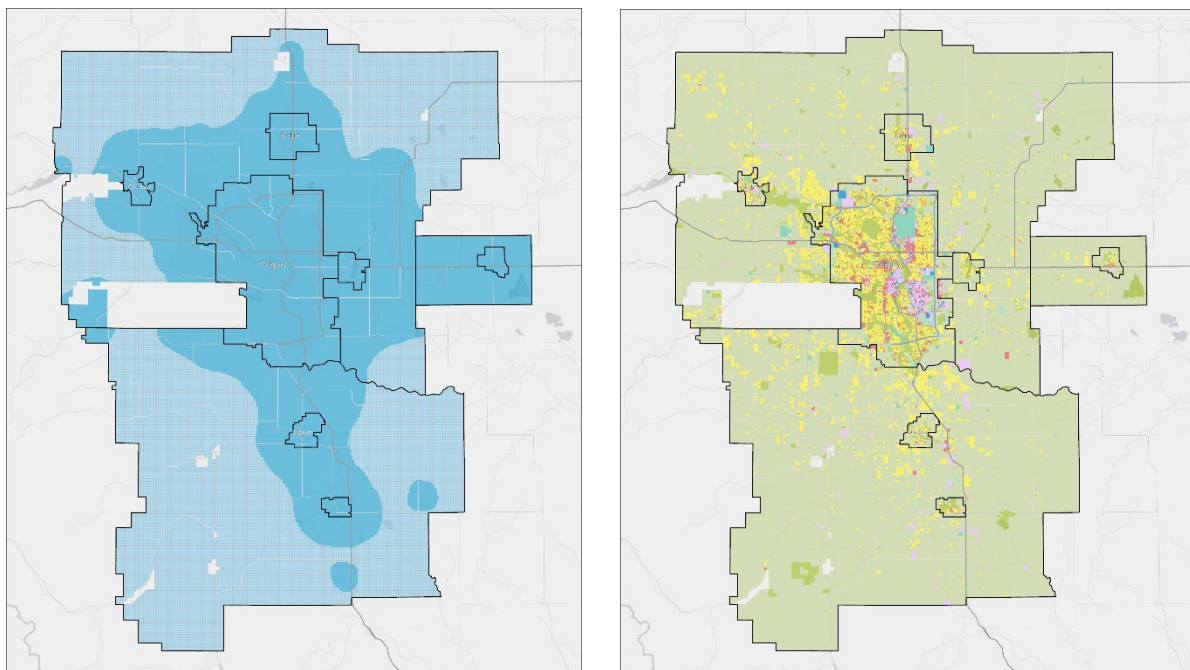
Envision Tomorrow works off land acreage. It calculates the amount of land painted multiplied by the assigned density for the future land use. Envision Tomorrow does this by summarizing the amount of buildable vacant land and development land within the GIS Layer and pushing this information into the 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 ae 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.

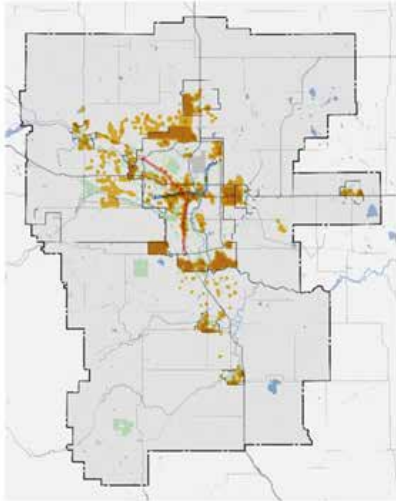
Transit Oriented Development (TOD)

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.

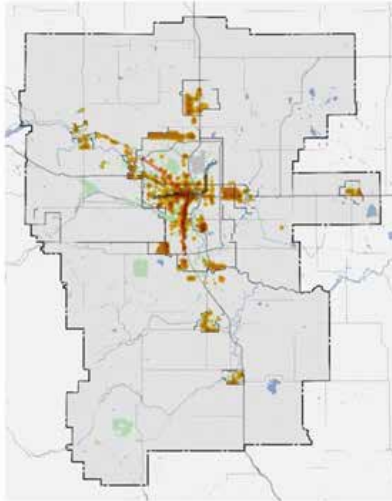
Synthesis

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.

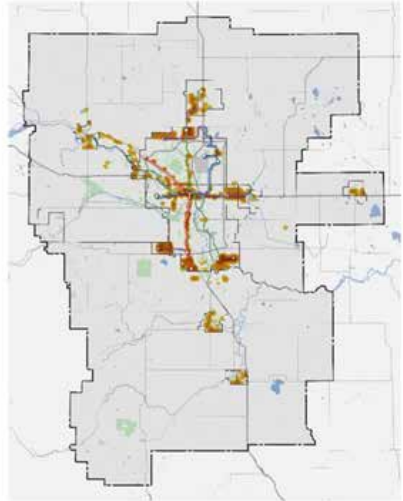
Figure X Preliminary Scenarios - Population



Business-as-Usual

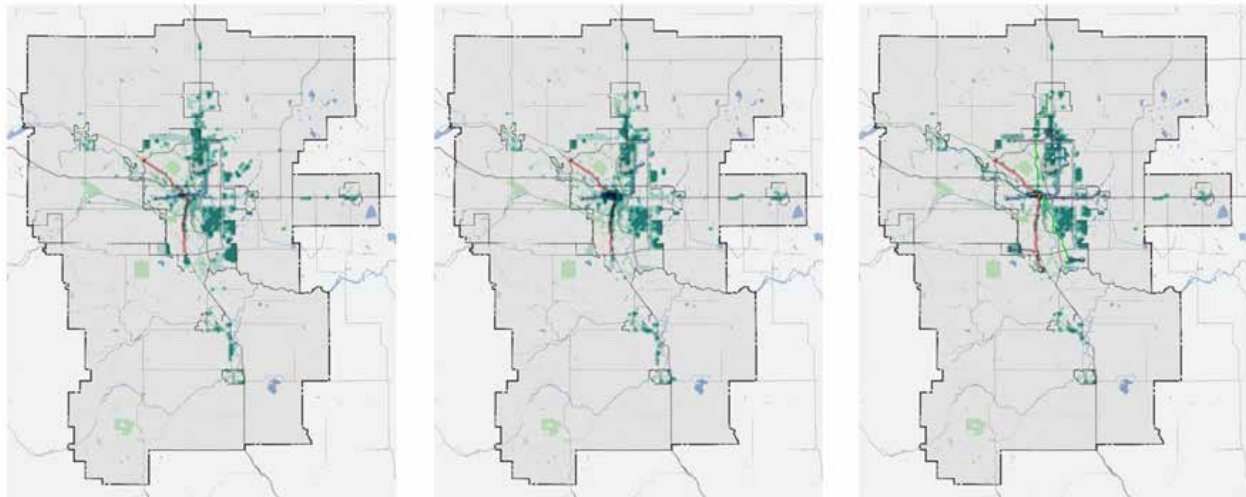


Compact Growth



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	Final Draft Servicing Plan
Meeting Date	May 6, 2021
<i>That the Board provide feedback on and receive for information the final draft Servicing Plan</i>	
<p>Summary</p> <ul style="list-style-type: none"> • The draft Servicing Plan is based on background reports and studies to-date, draft Growth Plan policies and discussions and feedback from the Board, Committee and TAGs. • A preliminary working draft was brought to the Land Use and Servicing Committee (LUSC) on February 4, 2021. The working draft did not meet the requirements of the regulation and was sent back for a new approach. • An annotated draft Servicing Plan outline was created and circulated to TAG on March 5, 2021. TAG met with HDR C to review the annotated draft Servicing Plan structure on March 12, 2021. Overall, TAG was supportive of the outline and gave additional feedback for consideration by HDR C. That feedback was incorporated while creating the content of the draft document. • The Servicing Plan content draft was released in March, and has since been revised in consideration of feedback from member municipality administrations. 	
<p>Attachments</p> <ul style="list-style-type: none"> • Final Draft Servicing Plan 2021-04-29, 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

Agenda Item 10

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. What's New?

Key additions to this version of the Servicing Plan include:

1. Adding that Preferred Growth Areas identified in the Growth Plan are priority servicing locations;
2. Adding that 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. Adding working group principles to guide the future servicing working groups; and
4. Adding TAG recommendation to explore collaborative servicing opportunities on a case by case basis for statutory plans adopted before the growth plan.

3. Next Steps

Municipalities provided feedback resulting in the revised version attached for the May 6, 2021 Board meeting. 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.

4. Recommendation

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

Calgary Metropolitan Region Servicing Plan CONTENT DRAFT

Revised April 29, 2021

~~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~~

Agenda Item 10i Attachment

Contents

1	INTRODUCTION	1
1.1	Links to the Growth Plan	1
1.2	Regulatory Framework	4
2	SERVICE PILLARS	5
2.1	Plan Hierarchy	5
2.2	Board Goals	5
2.3	Focus of the Servicing Plan	5
2.4	Servicing Plan Pillars	5
3	TRANSPORTATION AND TRANSIT	8
3.1	Background and Intent	8
3.2	Servicing Priorities	8
3.3	Working Groups	10
3.4	Evidence-Based Decision-Making	10
3.5	Actions	11
4	LONG-TERM WATER STRATEGY	14
4.1	Background and Intent	14
4.2	Servicing Priorities	15
4.3	Working Groups	16
4.4	Evidence Based Decision Making	16
4.5	Actions	17
5	WATER AND WASTEWATER SERVICING	18
5.1	Background and Intent	18
5.2	Servicing Priorities	18
5.3	Working Groups	19
5.4	Evidence Based Decision Making	20
5.5	Actions	20
6	STORMWATER MANAGEMENT	22
6.1	Background and Intent	22
6.2	Servicing Priorities	23
6.3	Working Groups	24

6.4	Evidence Based Decision Making	24
6.5	Actions.....	24
7	RECREATION	25
7.1	Background and Intent.....	25
7.2	Servicing Priorities	25
7.3	Working Groups.....	25
7.4	Evidence-Based Decision Making.....	26
7.5	Actions.....	26
8	IMPLEMENTATION.....	27
8.1	Working Groups Guiding Principles	27
8.2	Data Collection and Monitoring	28
8.3	Plan Update and Review.....	28

Figures

Figure 1: Growth Plan Regional Structure	3
Figure 2: Regional Transit and Transportation Corridors.....	12
Figure 3: Potential Future Regional Transit Service in the CMR Source: CMRB Transit Background Report, 2020	13
Figure 4: Regional Water and Wastewater Utility Corridors.....	21
Figure 5: Administrative Structure for Servicing Plan.....	27

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.

1 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.

Key components of the Servicing Plan include:

- Recognizing that Preferred Growth Areas identified in the Growth Plan are priority servicing areas; and
- A commitment from member municipalities to find cost-effective and efficient servicing solutions together that align with the Growth Plan.

1.1 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.

DRAFT - For TAG Discussion Only

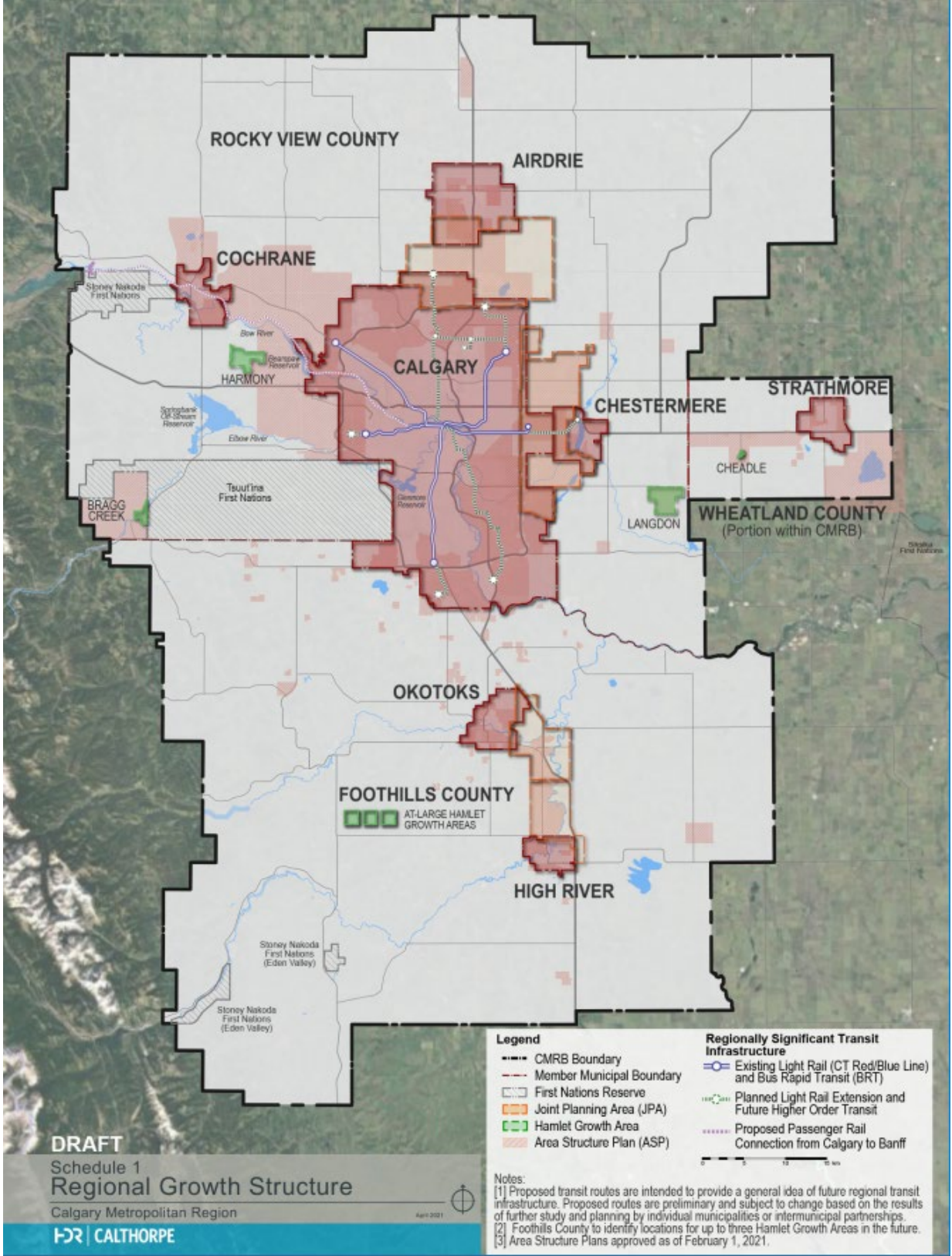


Figure 1: Growth Plan Regional Structure

1.2 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.

2 Service Pillars

2.1 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.

2.2 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.

2.3 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.

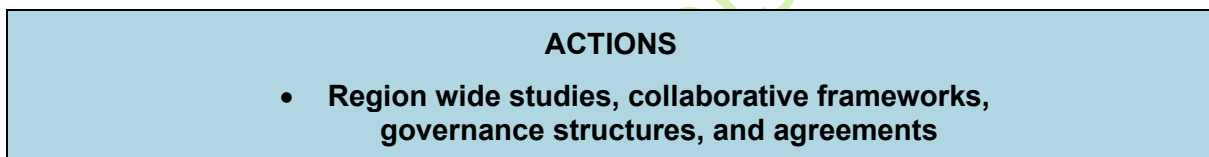
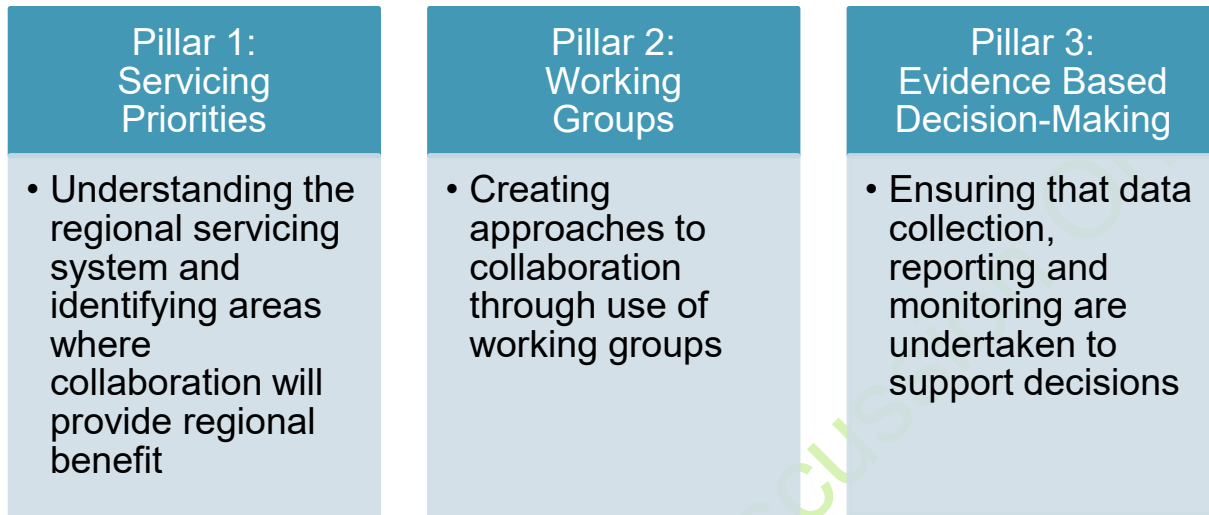
While additional services may be added in the future, these servicing priorities were deemed by the Board to be important for the inaugural Servicing Plan.

2.4 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 cost-effective 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 cost-effective service delivery to the benefit of every citizen.

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 cost-effective service delivery for citizens. 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 cost-effective 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.

3 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.

3.1 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.

3.2 Servicing Priorities

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

3.2.1 Region-Wide Priorities

3.2.1.1 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.

3.2.1.2 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.

3.2.1.3 TRANSPORTATION AND UTILITY CORRIDORS

- **Optimize the use of major transportation corridors by co-locating other utilities and services where appropriate.**

The Growth Plan highlights the need for coordination between services and the importance of the multi-use of corridor to for a variety of services. While this priority can be applied to corridors primarily used by other services, transportation corridors offer the best opportunity for co-location of services.

3.2.2 Preferred Growth Areas Priorities

3.2.2.1 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 Preferred Growth Areas and transportation.

3.2.2.2 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.

3.3 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 RTTMP, 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.

3.4 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.

3.5 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.

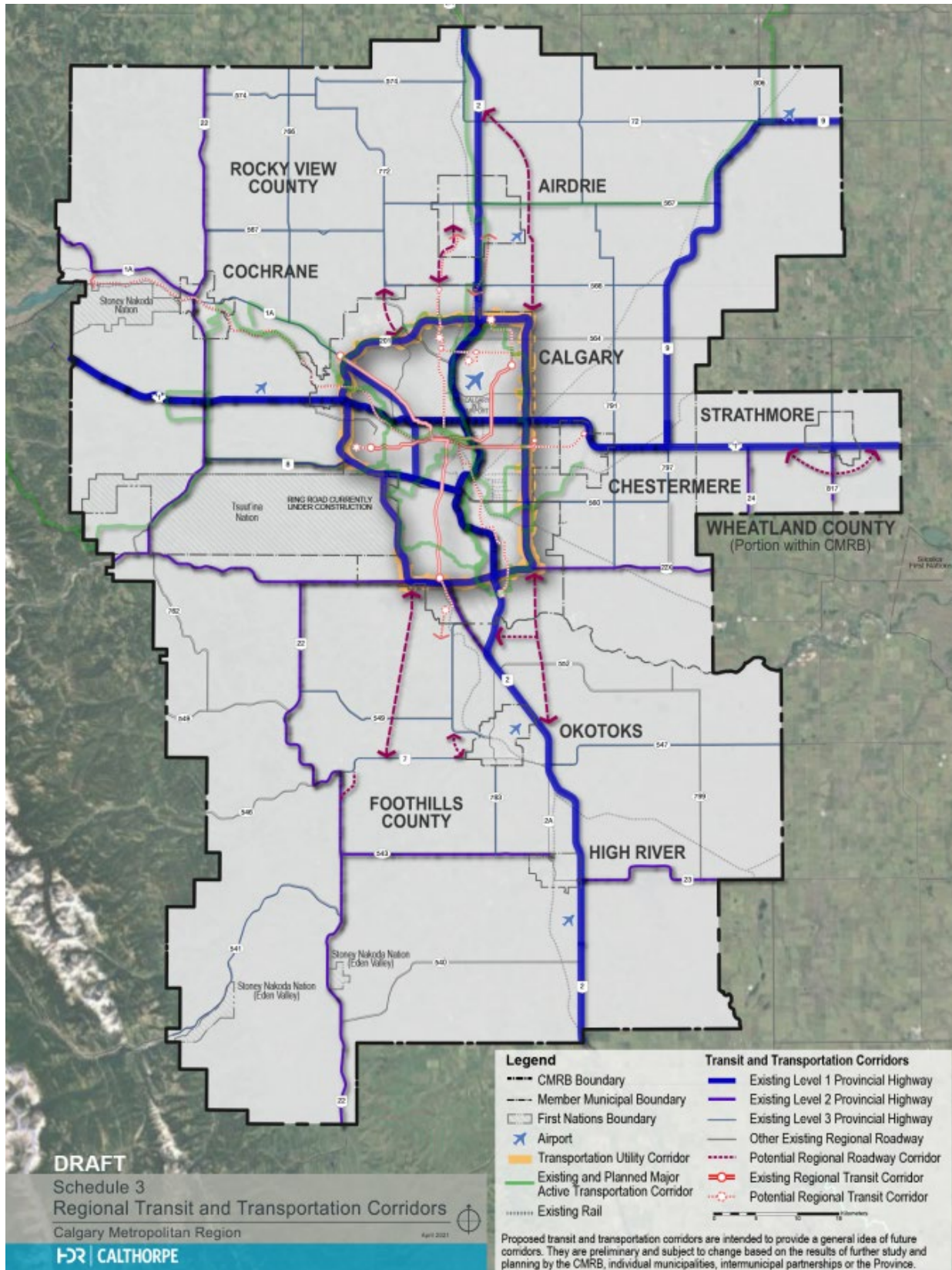
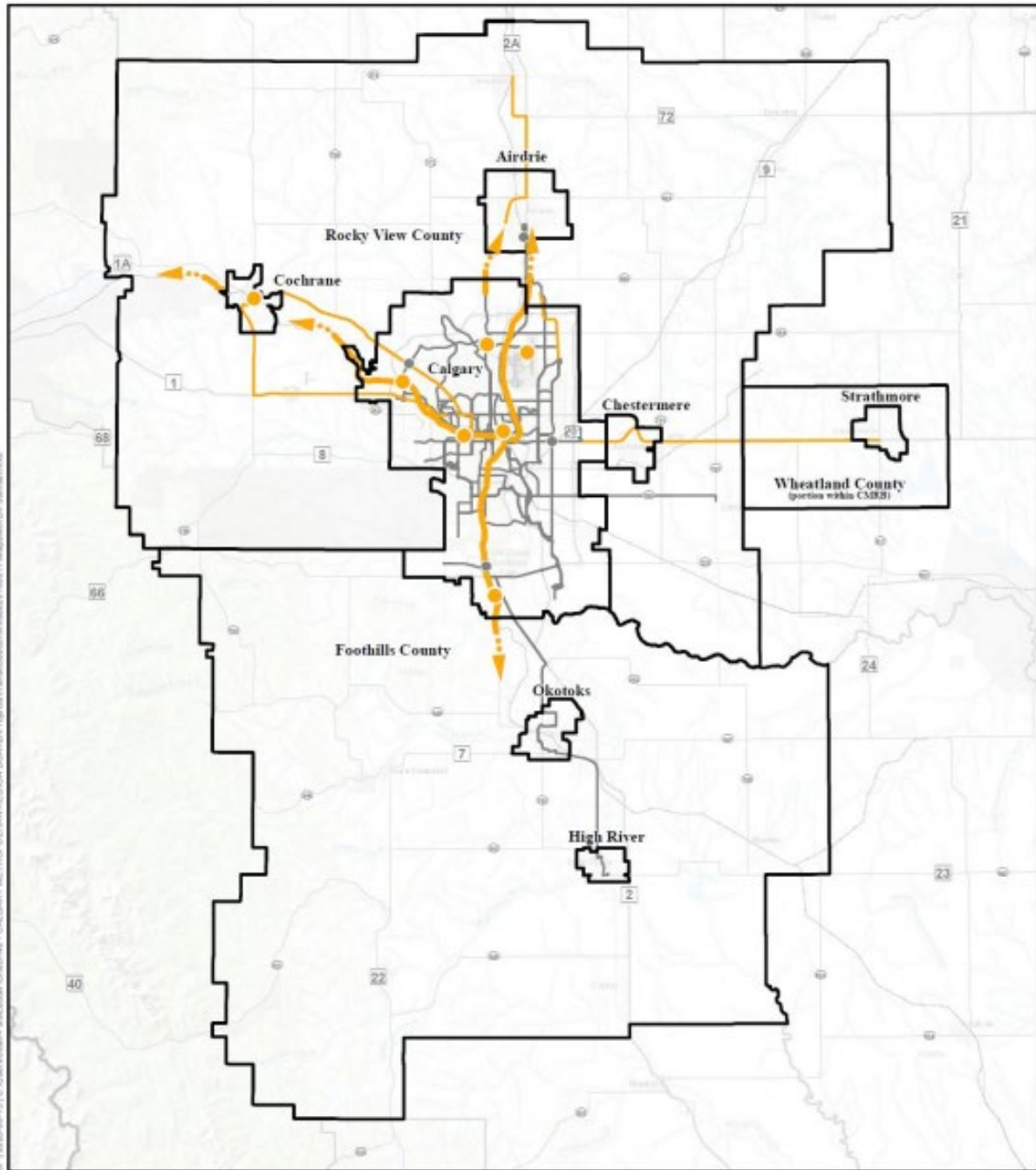


Figure 2: Regional Transit and Transportation Corridors



- | | | |
|---------------------------|-------------------------------------|-------------------|
| 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/lines (i.e., not approved in an official municipal planning document)

Calgary Metropolitan Region Board
Potential Future Regional Transit Service in the CMR

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

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

4 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.

4.1 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.

4.2 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 strategy is necessary to ensure the future supply of water for the region and the health of the watershed. These two considerations are intricately linked.

4.2.1 Region-Wide Priorities

4.2.1.1 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.

4.2.1.2 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.

4.2.1.3 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.

4.2.2 Preferred Growth Areas Priorities

4.2.2.1 OPPORTUNITY FOR LEARNING

- **Incorporate lessons learned through planning in the Joint Planning Areas into the region's long-term water 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.

4.3 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 the Water 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.

4.4 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.

4.5 Actions

- Update the Water Road Map 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.

5 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.

5.1 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.

5.2 Servicing Priorities

5.2.1 Region-Wide Priorities

5.2.1.1 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.

5.2.2 Preferred Growth Areas Priorities

5.2.2.1 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.

5.3 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 in Joint Planning Areas and associated discussions on water servicing. Similarly, where there is a need for water or wastewater servicing in other Preferred Growth Areas (Hamlet Growth Areas and Urban Municipalities), municipalities with capacity to provide services to these Preferred Growth Areas are required to jointly review potential servicing strategies with the municipality requiring servicing.

Through collaboration, all municipalities are encouraged to supply water and wastewater services in the most cost-effective manner possible, while ensuring negative consequences to the environment are avoided.

5.4 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.

5.5 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.

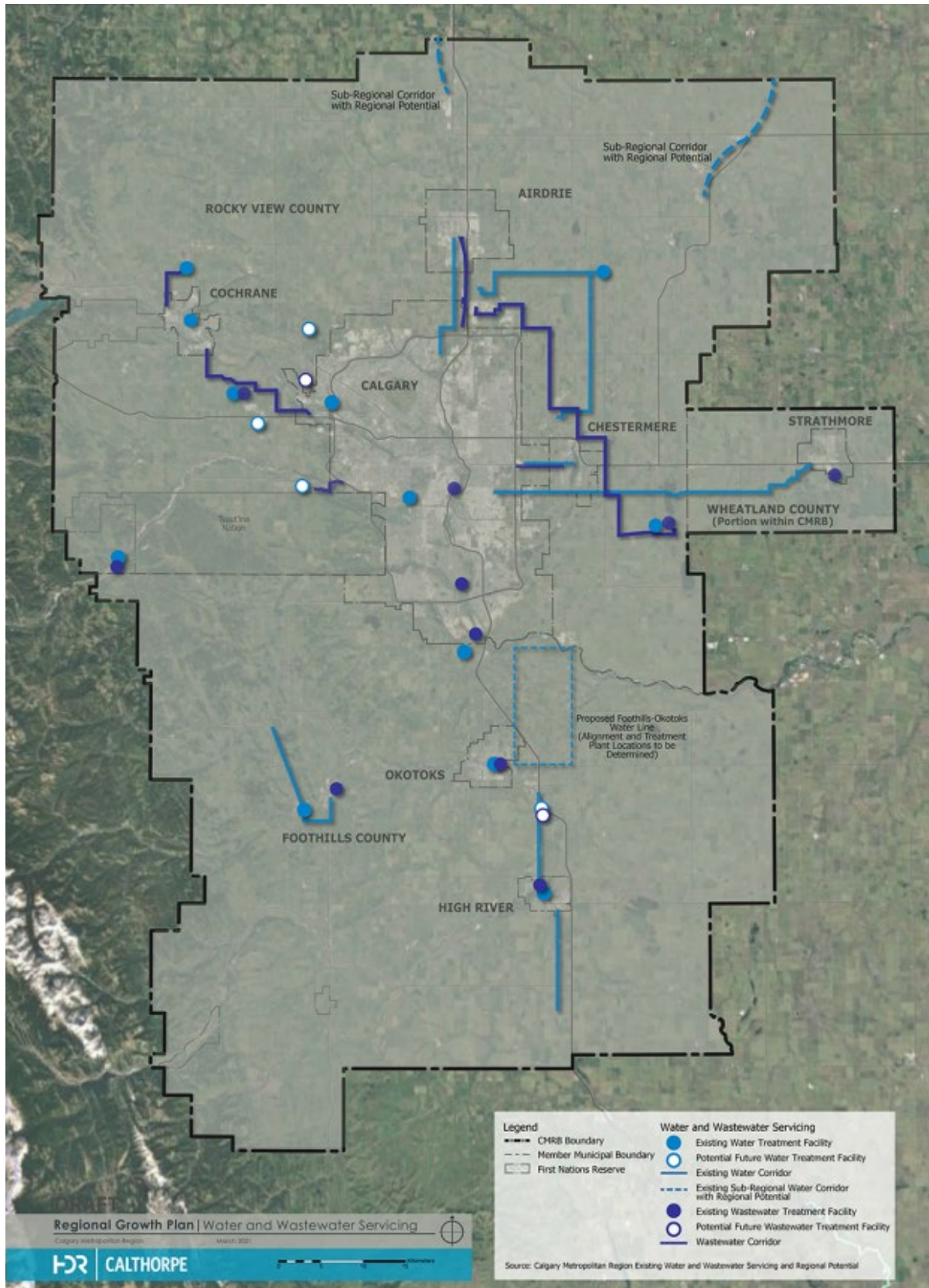


Figure 4: Regional Water and Wastewater Utility Corridors

6 Stormwater Management

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

6.1 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 stormwater use where appropriate, 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.

6.2 Servicing Priorities

6.2.1 Region-Wide Priorities

6.2.1.1 STORMWATER USE AND WATER REUSE

- **Advocate for stormwater 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 use becomes an attractive solution with wide ranging benefits. Key challenges around stormwater use in the CMRB include:

- incomplete provincial direction regarding stormwater use;
- 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.

6.2.1.2 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

6.2.1.3 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 Studies.

6.3 Working Groups

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

6.4 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.

6.5 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.

7 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.

7.1 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.

7.2 Servicing Priorities

7.2.1 Region-Wide Priorities

7.2.1.1 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.

7.3 Working Groups

A Recreation Working Group will identify regional or sub-regional priorities on a voluntary 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.

7.4 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.

7.5 Actions

- Establish a Recreation Working Group.
- Provide advice on recreation servicing for Context Studies.

8 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.

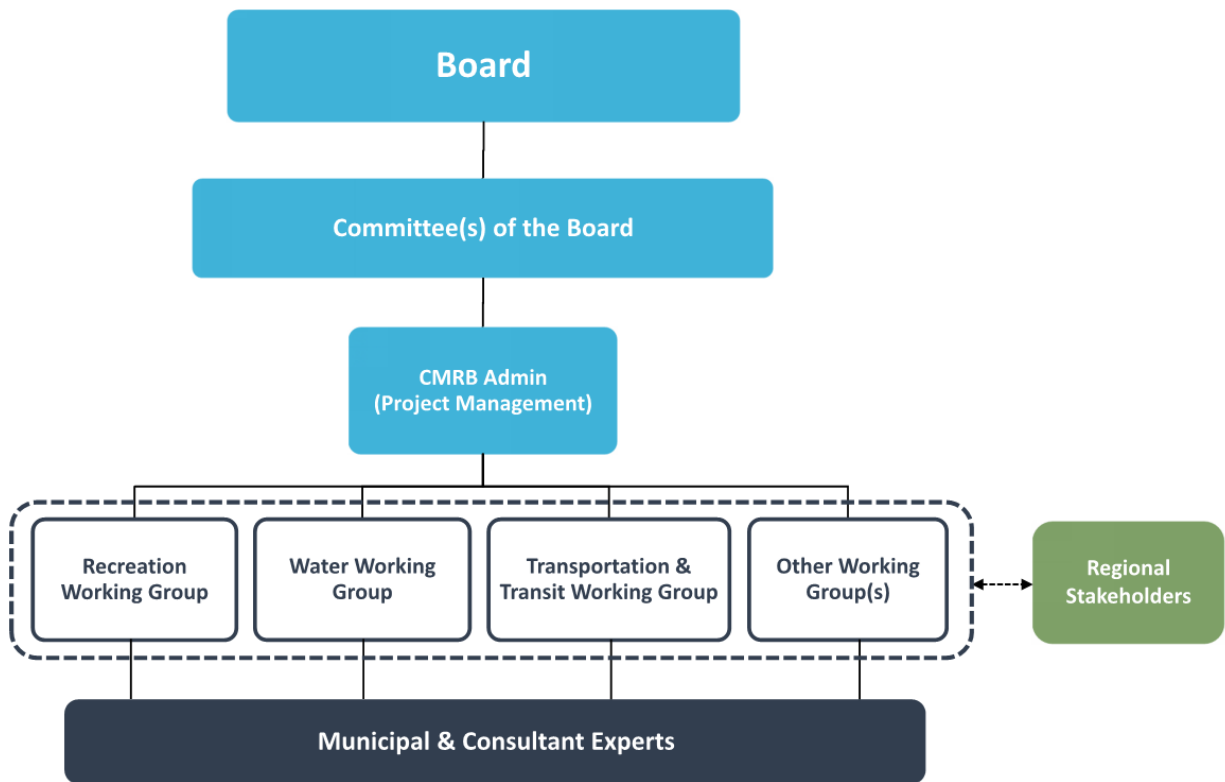


Figure 5: Administrative Structure for Servicing Plan

8.1 Working Groups Guiding Principles

The following principles will guide the future work of all Working Groups:

- Actively seek opportunities for efficient service provision and equitable sharing of costs and benefits.
- Work with a Regional mindset that considers the collective good of our citizens.
- Pursue innovative research, technology, and best practices.
- Build, collect, and openly share regionally relevant data, information and knowledge in a timely way.

- Support regionally scaled service investments informed by evidence regarding customer, fiscal and environmental outcomes.
- Prioritize sub-regional service initiatives that align with the Growth Plan.
- Recognize the autonomy and individuality of municipalities and how this influences service delivery.
- Prioritize the provision of safe and reliable services to citizens and businesses in the CMR.
- Act and advocate in a regional manner with a unified voice.

8.2 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.

8.3 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:

- Planning for regional multi-use corridors including, but not limited to, transportation, utility, communications, and active transportation
- 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.

Agenda Item	11
Submitted to	Board
Purpose	For Decision
Subject	CMRB Draft Dispute Resolution and Appeal Bylaw
Meeting Date	May 6, 2021

That the Board review and approve the Dispute Resolution and Appeal Process Bylaw

Summary

- The *Municipal Government Act (MGA)* requires the CMRB to approve an appeal mechanism or dispute resolution mechanism by bylaw for the purposes of resolving disputes arising from actions taken or decisions made by the growth management board.
- In response to a request of all ten municipalities by the Chair, Rocky View County submitted a proposal detailing potential mechanisms to be explored by the CMRB.
- At its May 2018 meeting, the Governance Committee provided the following direction to CMRB Administration, *“Convene a workshop of member CAOs, providing them with resources needed -including legal if necessary, in order to make a recommendation to the Board regarding a dispute resolution mechanism or appeal process that will satisfy the requirements of the legislation and provide a workable mechanism for the Board in the future.”*
- CAO workshops were held on July 11, September 11, and December 5, 2018. These meetings were productive and led to a consensus position among the CAOs that there is need to develop a dispute resolution mechanism. This mechanism would be used to mediate disagreements between municipalities in the event a challenge is filed against a recommendation of approval of an IREF application by CMRB Administration.
- At the September 2019 Board meeting, the Governance Committee recommended Proposed Option 2 of the CMRB Dispute Resolution Mechanism for approval by the Board.
- At the October 2019 meeting of the Board, this issue was referred back to the Governance Committee for further discussion.
- At the February 21, 2020 meeting of the Governance Committee the following direction was given to Administration:
 - Eliminate option “Appeal to the Minister of Municipal Affairs”.
 - Administration to consult with Municipal Government Board to ask if they would consider creating a review track specific to CMRB.

- Consider discussion on IREF process and whether the Board should be removed from that decision.
- Bring back to Governance Committee meeting for additional vetting before going to the Board.
- At the July 2, 2020 meeting of the Governance Committee a two-track appeal mechanism was put forward by Administration, as well as the possibility of working with the Edmonton Metropolitan Region Board on a possible appeal mechanism.
 - The Governance Committee was not ready to support recommending a two-stream appeal mechanism to the Board at the time and the City of Calgary and Foothills County requested time to provide further input into the development of the mechanism.
 - CMRB Administration continued to work with the EMRB to explore areas of joint interest and possible cooperation.
- At the October 2020 meeting of the Governance Committee, the committee approved using a two-track appeal mechanism. One track was for appeals pertaining only to REF decisions and the other track was for reconsideration pertaining to non-REF decisions. Administration was asked to explore the details of the REF decision appeals and also Non-REF decision reconsiderations to include the option for mediation.
- **REF Decisions:** At the December 2020 meeting, the majority of feedback indicated that utilizing a three step **REF Appeal** process was preferable and that the final step utilize a fully external panel to render a final decision. CMRB Administration received confirmation from the MGB that they could be utilized as the final step. Consequently, as the final step utilizes an existing body with its own set of bylaws and processes, there is no need for a CMRB Appeal Committee to administer the third step in the process. Consequently, the Appeal Committee will not be struck by the Board.
- **Non-REF Decisions:** At the December 2020 meeting, the majority of feedback indicated that utilizing a two step **Non-REF Decision Reconsideration** process was preferable. The steps are to include facilitated discussions and mediation. The outcome of the two steps included recommendations made to the Board on the Notice of Dispute.
- At the February 2021 meeting of the Governance Committee, the Committee approved the dispute resolution framework. The Committee also approved the REF Appeal Process, and the non-REF Reconsideration Process (both with amendments discussed in the meeting) and directed CMRB Administration to draft a Bylaw.
- At the April 2021 meeting of the Governance Committee, the Committee recommended approval to the Board of the Dispute Resolution and Appeal Process Bylaw as amended, and the Dispute Resolution Committee Terms of Reference, as amended.
- The amendments requested by the Governance Committee have been made.

Attachments:

- Process Diagram: REF Decision Appeal Process
- Process Diagram: Non-REF Reconsideration Process

- Draft Dispute Resolution and Appeal Bylaw
- Draft TOR Dispute Resolution Committee

Introduction

The MGA requires the creation of an appeal or dispute resolution mechanism. There are several dispute mechanisms which could be considered by the Board including, but not limited to: mediation, arbitration, mediation-arbitration, referral to an adjudicative body or referral to the courts.

However, Section 13 of the CMRB Regulation states:

(4) Subject to an appeal or dispute resolution mechanism established under section 708.23(1) of the *Act* or as otherwise provided in the Framework, a participating municipality has no right to a hearing before the Board in respect of its approval or rejection of a statutory plan.

(5) Subject to section 708.23(1) of the *Act*, a decision of the Board under this section is final and not subject to appeal.

(6) This section applies only to statutory plans to be adopted by a participating municipality after the establishment of the Framework.

It is important to note that the Regulation recognizes the supremacy of the Board in approving statutory plans which are reviewed under the Interim Region Evaluation Framework (IREF).

Background

The full text of the pertinent section of the MGA and of the CMRB Regulation is as below.

Municipal Government Act

708.23(1) A growth management board must at its inception establish by bylaw an appeal mechanism or dispute resolution mechanism, or both, for the purposes of resolving disputes arising from actions taken or decisions made by the growth management board.

(2) Section 708.08(2) and (3) apply to a bylaw made under this section as if the bylaw were made under that section

CMRB Regulation

Approval of statutory plan

13(1) Statutory plans to be adopted by a participating municipality that meet the criteria set out in the Framework must be submitted to the Board for approval.

- (2) In accordance with the Framework, the Board may approve or reject a statutory plan.
- (3) A statutory plan referred to in subsection (1) has no effect unless it is approved by the Board under subsection (2).
- (4) Subject to an appeal or dispute resolution mechanism established under section 708.23(1) of the *Act* or as otherwise provided in the Framework, a participating municipality has no right to a hearing before the Board in respect of its approval or rejection of a statutory plan.
- (5) Subject to section 708.23(1) of the *Act*, a decision of the Board under this section is final and not subject to appeal.
- (6) This section applies only to statutory plans to be adopted by a participating municipality after the establishment of the Framework.

2.1. Top Tier Decisions

By member suggestion, and agreed upon by the Governance Committee, it is recommended that the Board consider separating decisions into 'Top Tier' decisions and other decisions. Top Tier decisions would include decisions such as passing the Growth and Servicing Plans, and ideally, would be passed by consensus of the entire membership of the Board. Top Tier decisions would not be subject to an appeal process.

Other decisions, which would not require consensus, would fall into two categories. The two categories are REF decisions and non-REF decisions.

2.2. Applicability of the Appeal Mechanism to REF Decisions versus Non-REF Decisions

The CMRB has been enabled to provide coordinating functions to member municipalities in the Region. The Regulation provides significant latitude in the range of endeavours the Board can direct Administration to undertake as long as those endeavours are focused on benefiting the members of the Region. One key role of the Region is to develop the Growth and Servicing Plans, the policies necessary to implement these plans, and the Regional Evaluation Framework necessary to ensure member municipalities are meeting the agreed upon commitments made in Growth and Servicing Plans.

The Board has the authority to determine which Board decisions will be subject to an appeal mechanism. At the October 2020 meeting of the Governance Committee, it was agreed that the Appeal Mechanism be applicable only to REF decisions of the Board. A separate reconsideration mechanism is to be applicable to non-REF decisions and is to be established through bylaws adopted by the Board.

2.3. Work of the Edmonton Metropolitan Region Board

EMRB is currently working on creating an appeal mechanism or dispute resolution mechanism as directed in section 708.23 of the MGA. Similar to the work previously done in the CMRB, the EMRB has a CAO Working Group to develop this process. One potential solution which has been raised in the Edmonton Metropolitan Region is the creation of a roster of knowledgeable individuals who would be able to hear appeals from the EMRB.

To enact this idea, the Board would create a pool of individuals who are knowledgeable regarding the MGA, Statutory Plans who would serve on a roster to hear appeals of decisions made by the CMRB. The Governance Committee supported CMRB Administration exploring this option at the October 2020 meeting. This avenue offers a number of benefits for the CMRB:

- Requires no regulatory change
- Allows the CMRB to maintain control of the process
- Allows the CMRB to control timing and cost
- Is an outside body, which addresses concerns raised by some members

Borrowing elements of the work products developed by the EMRB, CMRB Administration propose the attached three (3) staged process to a REF Decision Appeal.

3.0 Two Stream Process

The Governance Committee supported a two-stream process, one addressing REF decisions and one addressing other decisions of the Board. A Dispute Resolution Committee would be part of the process for both streams, and the TOR of that committee forms part of this agenda item.

It is noted that Foothills County raised concerns over the creation of a separate committee and felt that one of the existing committees of the Board could serve this purpose. However, other members of the Governance Committee did not agree with that position.

3.1 Proposed REF Appeal Process

This process has three stages of potential resolution, each with escalating level of effort and cost, encouraging the parties to come to agreement. Those stages are:

Stage 1: Facilitated discussion (Dispute Resolution Committee and facilitator)

Stage 2: Mediation (Dispute Resolution Committee and mediator)

Stage 3: Appeal (Municipal Government Board (MGB))

This proposed process involves creation of one committee. An internal Dispute Resolution Committee of the Board would be struck for the purposes of administering facilitated discussion and, failing that, mediations on behalf of the Board and making

recommendations to the Board regarding Notices of Dispute. Draft Terms of Reference are attached.

At the December 2020 meeting of the Governance Committee, the preference of the members was to utilize a fully external panel to render a final decision. Since that meeting, at the direction of the Governance Committee, CMRB Administration has been in discussions with the MGB. The MGB is able to act in this capacity for the CMRB. As the MGB is an existing entity with existing procedures, there is no need for a separate committee of the Board to administer the third stage of the process.

The MGB will adjudicate a hearing, failing the previous two steps of facilitated discussions and mediation, with respect to Notices of Dispute and render a binding decision.

The process is outlined in the REF Decision Appeal Process diagram attachment.

3.2 Appeal to the Municipal Government Board

The MGB is undergoing a transformation to become the Land and Property Rights Tribunal (LPRT). Alberta Government Bill 48 (2020) established the *New Land and Property Rights Tribunal Act* to legislatively combine 4 boards (Municipal Government Board, New Home Buyer Protection Board, Land Compensation Board, Surface Rights Board) into a single public agency. The LPRT is scheduled to come into existence on June 1, 2021.

Regulations for the new organization are currently being drafted and staff from Municipal Affairs have agreed to ensure that the LPRT will be granted the authority to hear appeals from Growth Management Boards (GMB), should a GMB choose to utilize these services.

As a larger organization, the LPRT will have greater capacity to hear appeals of REF decisions from the CMRB.

3.3 Proposed Non-REF Reconsideration Process

For Board decisions that are not related to REF, the Governance Committee wanted to establish a separate process for decisions lacking an established agreement to measure against (as is the case for REF decisions). This proposed process has two stages of potential resolution, each with escalating level of effort and cost, encouraging the parties to come to agreement. The stages are:

Stage 1: Facilitated discussion (Dispute Resolution Committee and facilitator)

Stage 2: Mediation (Dispute Resolution Committee and mediator)

At the December 2020 meeting of the Governance Committee, the committee was overall in favour of striking the Dispute Resolution Committee (DRC) to administer a portion of the proposed REF Appeal process. The proposed DRC would then also administer the Non-REF Decision reconsideration process and make recommendations

to the Board regarding Notices of Dispute in accordance with the Terms of Reference (draft attached).

The process is outlined in the attached process diagram, entitled Non-REF Decision Reconsideration Process.

4. Suggested Edits from Municipal CAOs

As was discussed with the Governance Committee at the April 8, 2021 meeting, the Draft Bylaw and Terms of Reference for the Appeal Committee were circulated to member CAOs for feedback. The below chart captures the proposed changes and how they were addressed.

Table 1: Proposed Changes to the Dispute Resolution and Appeal Bylaw

	Administrative Changes from Municipalities	Proposed Change	Rationale
1.	Remove Section 3.4 this provision is redundant since 3.1 and 3.2 already say the same thing	Section 3.4 be removed	The section is redundant.
2.	Section 3.5 – this provision needs adjustment. It is not necessary to say that “notwithstanding section 3.2(b) and 3.3” since those provisions do not conflict with 3.5. This should be deleted 3.5. Notwithstanding Section 3.2(b) and 3.3 of this Bylaw, Decisions of the Board on applications submitted pursuant to the Regional Evaluation Framework are subject to the dispute resolution and appeal process set out in this Bylaw provided that one or more of the grounds set out in Section 3.1 of this Bylaw are satisfied.	No Change	The current language provides greater certainty to participating municipalities.
3.	Section 4.5 – It is not necessary to say “The CO of the Board, or their designate – since this has already been set out in 1.4. I recommend they	Changes made with the exception of 4.6 because it applies to the CO and the Chair.	The definition was added in after and the corresponding changes were missed in the body of the bylaw.

	just refer to "The CO" in 4.5, 4.5(b), 4.6, 4.7		
4.	8.1 for clarity should add "Subject to Section 3.4 of this Bylaw" to make clear that REF decisions can only be made for breach of process or procedural fairness	No Change	Current language provides clarity
5.	8.4, 8.5 – Appellant and Respondent are capitalized – they may want to capitalize these words in 8.2 and 8.3 for consistency	Changed for consistency	Consistency in the document
6.	8.6 – Question about this one - Is this the right cross reference, to 3.5 – I think it might actually be 3.6. If so, change it to "Subject to Section 3.6 of this Bylaw...." 8.6. Without limitation to Section 3.5 of this Bylaw, a decision by the Appeal Committee is final, and not subject to further dispute or appeal.	Changed to suggested cross-reference.	The incorrect section was cited in the original cross reference.

7.	<p>10.1 should be revised for clarity</p> <p>10.1. Participation in the dispute resolution and appeal procedures set out in this Bylaw is mandatory if a Participating Municipality wishes to dispute a decision of the Board. Subject to Section 6.8(b) of this Bylaw, a Complainant must participate in each stage of the dispute resolution or appeal procedure before proceeding to the next stage, unless otherwise agreed upon by the Complainant and the Board</p>	Change made	Provides greater clarity to the section.
Substantive Changes from Municipalities		Proposed Change	Rationale
8.	<p>3.1</p> <p>(b) Discriminatory treatment, which for the purpose of this Bylaw shall mean a failure to treat Participating Municipalities equally where no reasonable distinction exists between the Participating Municipalities to justify the inconsistent treatment.</p> <p>Wonder if the word should be equally, or equitably or both.... This is a lightning rod issue currently and just wonder if some form of definition for equally/equitably may help</p>	Equitably added to the definition	Provides greater clarity for members

9.	Request adding a S. 3(c) to the bylaw that invites members to dispute all decisions of the Board.	No Change	Suggested edit is contrary to previous direction from Governance Committee
10	Include greater clarity around when you would use facilitated discussions versus mediation.	No Change	The Dispute Resolution Committee has the flexibility to determine the best course of action.
11	<p>Section 3.1 – Application of Bylaw - We believe that there should be a third bullet as grounds for appealing REF decisions: "C) Decisions contrary to CMRB Administration recommendation, which for the purposes of this bylaw shall mean a REF decision by the Board that was contrary to the recommendation by CMRB Administration."</p> <p>- This may be covered by the broad 'discriminatory treatment' referred to in B – in which case it does not hurt to make it explicit.</p> <p>- At the 2021-04-08 Governance Committee, elected members agreed that this was covered by discriminatory treatment, so it is not clear why they objected to including this clause, which provides greater clarity and certainty.</p>	No Change	The Governance Committee did not support a motion to make the proposed change at the meeting of April 8, 2021.

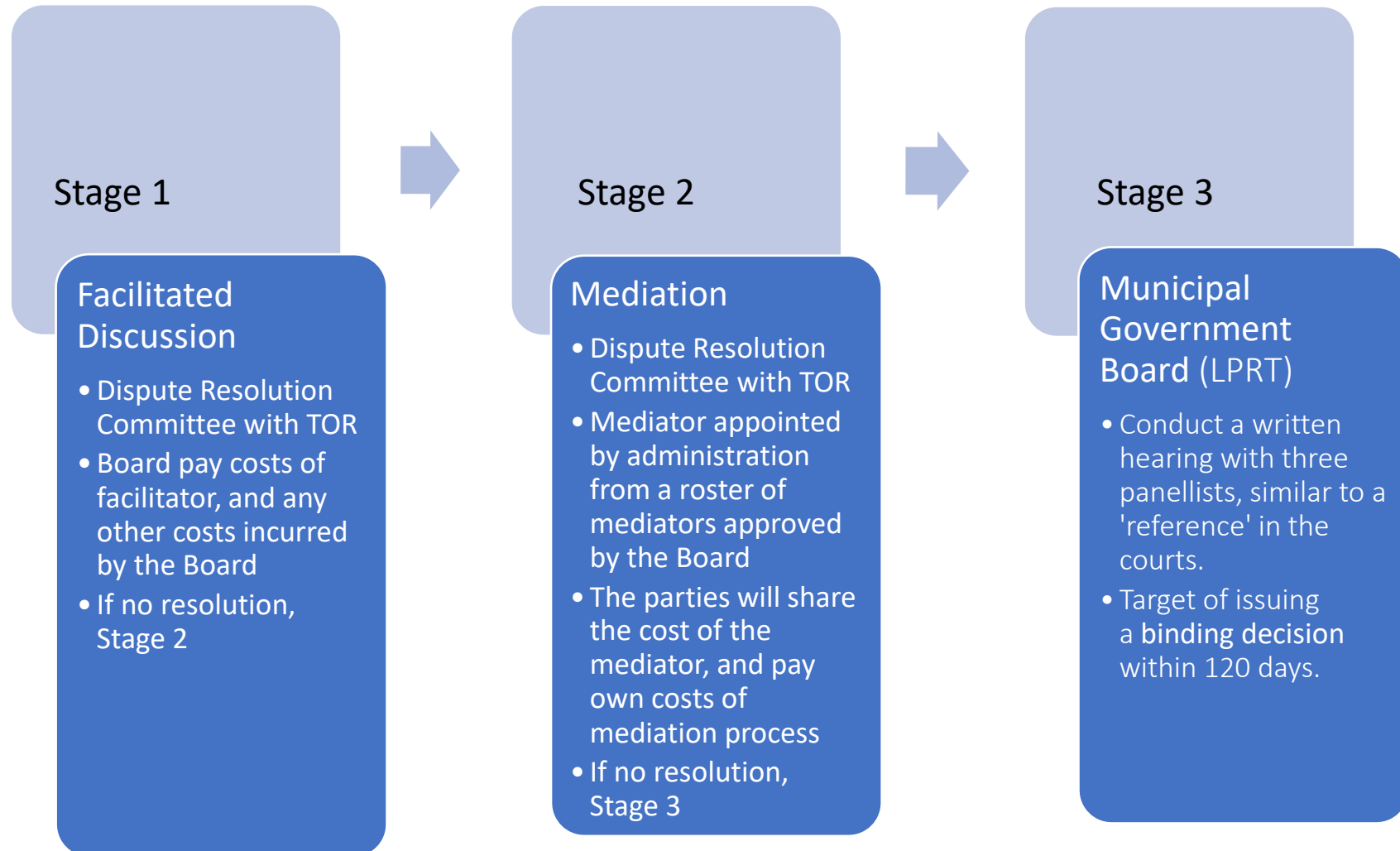
12	<p>Section 3.1 – Extend Applicability to Decisions Made Under IREF and Interim Growth Plan</p> <ul style="list-style-type: none"> - We believe that decisions made under the Interim Growth Plan and IREF should also be appealable. Would it be possible to add a clause to clarify and allow appeal for CMRB decisions made under IREF/IGP? - Otherwise, decisions made under the interim Growth Plan do not have means for recourse – contradicting Sec 708.23(1) of the MGA which specifies that the CMRB must have a functioning Dispute Resolution / Appeal Mechanism at its inception. 	Administration seeks guidance from the Board	<p>The regulation does not contemplate the Interim Growth Plan, it speaks solely to the Growth and Servicing Plans. The IGP was intended to be completed no later than Q1, 2018 to provide certainty to the development community.</p> <p>The legislation does not specify ‘functioning’ it states “...establish by bylaw an appeal mechanism or dispute resolution mechanism, or both, for the purposes of resolving disputes arising from actions taken or decisions made by the growth management board.”</p>
13	<p>Section 3.2 – Growth Plan, Servicing Plan and Regional Evaluation Framework Not Subject to Dispute Resolution Process</p> <ul style="list-style-type: none"> - It is not clear why these important decisions are excluded from the dispute resolution process. - If CMRB Administration wishes to put limitations on the appeal for reasons of timeliness, it may make sense to exclude the first iteration of the Growth Plan, Servicing Plan, and REF – but there may be occasions in the future where reasonable disputes on the next iterations of these could be resolved via facilitated discussion 	No Change Proposed	<p>The Board has been working to develop these documents since July, 2019, and actively discussing policies since Q4, 2020. Governance Committee has given direction with the agreement that these ‘Top Tier’ decisions would not be subject to the Dispute Resolution Process (See section 2.1, above). Engaging in a dispute resolution process is unlikely to yield a significantly different outcome.</p> <p>An appeal of these documents to the LPRT is significantly challenged as there is no measure against which to determine if a Participating Municipality has met the requirements as these documents set out the requirements.</p>

	<p>or mediation between some of the parties.</p> <p>- What is the rationale for exclusion? We would prefer to remove these limitations, or restrict them to the first iteration of the Plans/REF while allowing these tools to be used on future iterations/updates.</p>		
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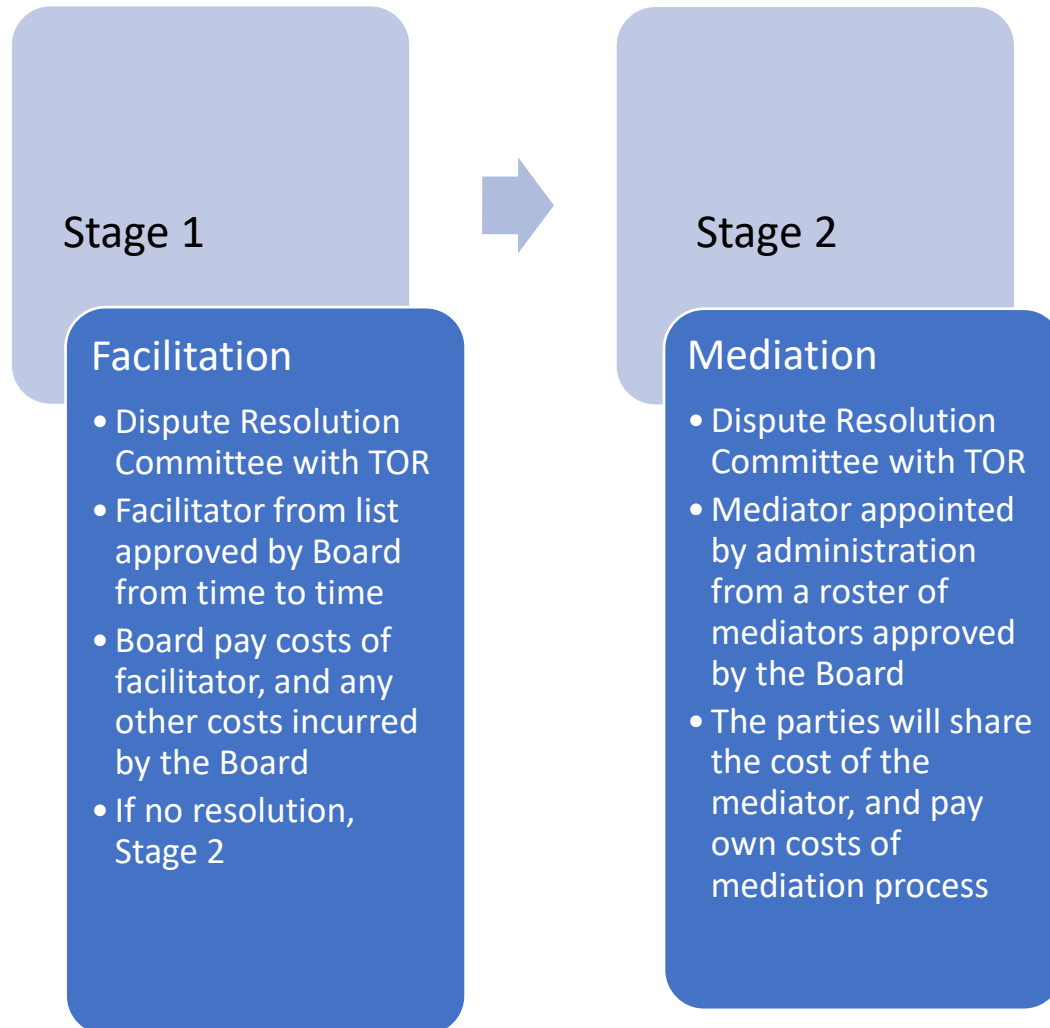
5. Recommendation

That the Board review and approve the Dispute Resolution and Appeal Process Bylaw.

REF Decision Appeal Process



Non-REF Decision Reconsideration Process



Agenda Item 11ii Attachment

CALGARY METROPOLITAN REGION BOARD DISPUTE RESOLUTION AND APPEAL BYLAW

WHEREAS the Calgary Metropolitan Region Board is a Growth Management Board established pursuant to Part 17.1 of the *Municipal Government Act*, RSA 2000, c. M-26 and the Calgary Metropolitan Region Board Regulation, AR 190/2017;

AND WHEREAS the Calgary Metropolitan Region Board is required, by s. 708.23(1) of the *Municipal Government Act*, to establish by bylaw an appeal and/or dispute resolution mechanism for the purpose of resolving disputes arising from actions taken or decisions made by the Board;

NOW THEREFORE the Calgary Metropolitan Region Board, duly assembled, hereby enacts as follows:

1. DEFINITIONS 1.1. This Bylaw may be referred to as the "Dispute Resolution and Appeal Bylaw".

1.2. In this Bylaw

- (a) "Administration" means the Administration of the Calgary Metropolitan Region Board
- (b) "Board" means the Calgary Metropolitan Region Board;
- (c) "Complainant" means a Participating Municipality that has submitted a Notice of Dispute in accordance with Part 4 of this Bylaw.
- (d) "Challenger" means a Participating Municipality which challenged CMRB Administration's recommendation of approval
- (e) "Dispute Resolution Committee" means the Committee established by the Board pursuant to Part 5 of this Bylaw for the purpose of participating in dispute resolution proceedings on behalf of the Board;
- (f) "Notice of Dispute" means a written notice of dispute filed with the Board in accordance with Part 4 of this Bylaw;
- (g) "Participating Municipality" has the meaning set out in the Calgary Metropolitan Region Board Regulation.
- (h) "Regional Evaluation Framework" means the Regional Evaluation Framework prepared by the Board and approved by the Minister pursuant to Section 12 of the Regulation.
- (i) "Regulation" means the Calgary Metropolitan Region Board Regulation, AR 189/2017, as amended from time to time.

1.3. For the purpose of this Bylaw a reference to a day shall be deemed to be a reference to a calendar day. If the time set out in this Bylaw for doing a thing expires or falls on a weekend or a holiday, as defined in the *Interpretation Act*, RSA 2000, c. I-8, the thing may be done on the day next following that is not a holiday.

1.4. For the purpose of this Bylaw a reference to the CO shall be deemed to be a reference to the CMRB's Chief Officer or their designate.

2. PURPOSE

2.1. The purpose of this Bylaw is to establish a dispute resolution and appeal process for resolving disputes arising from actions taken or decisions made by the Board, in accordance with the requirements of the *Municipal Government Act* and Regulation.

3. APPLICATION OF BYLAW

3.1. The grounds for submitting a decision of the Board to the dispute resolution and appeal process set out in this Bylaw are as follows:

(a) Breach of process or procedural unfairness, which for the purposes of this Bylaw shall mean a breach of the requirements of procedural fairness or the Board's established procedures, or;

(b) Discriminatory treatment, which for the purpose of this Bylaw shall mean a failure to treat Participating Municipalities equally and/ or equitably where no reasonable distinction exists between the Participating Municipalities to justify the inconsistent treatment.

Decisions which do not satisfy one or more of the grounds set out in Section 3.1 herein are final, and are not subject to the dispute resolution and appeal process set out in the Bylaw.

3.2. The following decisions of the Board are not subject to the dispute resolution and appeal process set out in this Bylaw:

(a) Decisions with respect to the preparation and submission of the Growth Plan, pursuant to s. 7(1) of the Regulation;

(b) Decisions with respect to the preparation and submission of the Regional Evaluation Framework, pursuant to s. 12(1) of the Regulation, and;

(c) Decisions with respect to the preparation and review of the Servicing Plan, pursuant to s. 14 of the Regulation

regardless of whether the grounds set out in Section 3.1 of this Bylaw are satisfied.

3.3. The following decisions of the Board are not subject to the appeal process set out Section 8 in this Bylaw:

(a) Any decisions or action taken outside of applications submitted pursuant to the Regional Evaluation Framework

3.5. Notwithstanding Section 3.2(b) and 3.3 of this Bylaw, decisions of the Board on applications submitted pursuant to the Regional Evaluation Framework are

subject to the dispute resolution and appeal process set out in this Bylaw provided that one or more of the grounds set out in Section 3.1 of this Bylaw are satisfied.

3.6. Nothing in this Bylaw shall limit a Participating Municipality's ability to seek judicial review of Board decisions or actions that are not subject to dispute resolution or appeal pursuant to this Bylaw or decisions of the Dispute Resolution Committee pursuant to Part 5 of this Bylaw.

4. NOTICE OF DISPUTE

4.1. A Participating Municipality may dispute a decision of the Board, in accordance with the requirements of Part 3 of this Bylaw, by filing a written Notice of Dispute with the Board within twenty-eight (28) days of the date of the decision being disputed.

4.2. The CO may extend the period referred to in Section 4.1 herein by a maximum of fourteen (14) days if, in the opinion of the CO, there are special or extenuating circumstances which warrant an extension. A Complainant may request an extension of the period referred to in Section 4.1 herein by submitting a request in writing to the CO, which request may be made prior to or after the expiry of the period referred to Section 4.1 herein.

4.3. The decision of the CO on a request for an extension made pursuant to Section 4.2 shall be provided in writing to the Complainant within five (5) business days of receipt of the request. If the CO refuses the request, the Complainant may seek a review of the CO's decision by the Board by submitting a written request for a review to the CO within ten (10) days of receipt of the written refusal.

4.4. A Notice of Dispute must include:

- (a) a description of the decision of the Board being disputed;
- (b) the grounds on which the decision is disputed;
- (c) reasons for the dispute, and;
- (d) a certified copy of a resolution of the Council of the Complainant authorizing the submission of the Notice of Dispute.

4.5. The CO must, within three (3) business days of receipt of a Notice of Dispute, determine whether the Notice of Dispute complies with the requirements of Section 4.4 herein, and;

(a) if the Notice of Dispute complies with the requirements of Section 4.4 herein, provide written acknowledgement of the complete Notice of Dispute to the Complainant, or;

(b) if the Notice of Dispute does not comply with the requirements of Section 4.4 herein, provide written notice to the Complainant that the Notice of Dispute is incomplete and requiring any outstanding documents and information to be submitted within five (5) business days of the written notice provided however that in determining whether the Notice of Dispute complies with the requirements of Section 4.4 herein the CO shall not make a

substantive determination as to whether the grounds set out in Section 3.1 of this Bylaw have been satisfied.

4.6. If the outstanding documents and information are provided within five (5) business days of a written notice issued in accordance with Section 4.5(b) herein, the Chair and CO of the Board, or their designates, shall provide written acknowledgment of receipt of the complete Notice of Dispute to the Complainant.

4.7. The CO, may reject a Notice of Dispute if the Complainant, after receiving written notice in accordance with Section 4.5(b) herein, fails to provide the outstanding documents and information within five (5) business days of said written notice, and shall advise with the Complainant in writing of the rejection.

5. ESTABLISHMENT OF A DISPUTE RESOLUTION COMMITTEE

5.1. The Board hereby establishes a Dispute Resolution Committee for the purpose of:

- (a) participating in Facilitated Discussions and Mediations on behalf of the Board, and;
- (b) making recommendations to the Board regarding Notices of Dispute,

pursuant to this Bylaw and in accordance with the Terms of Reference adopted by the Board from time to time.

6. FACILITATED DISCUSSIONS

6.1. The CO shall appoint a facilitator from a list of individuals approved by the Board from time to time and schedule a Facilitated Discussion between the Complainant and the Dispute Resolution Committee to occur within thirty (30) days of written acknowledgement of a complete Notice of Dispute.

6.2. The Complainant and the Dispute Resolution Committee shall participate in the Facilitated Discussion in good faith, with the objective of resolving the matters set out in the Notice of Dispute.

6.3. The CO may extend the period referred to in Section 6.1 herein by a maximum of fourteen (14) days if, in the opinion of the CO, there are special or extenuating circumstances which warrant an extension. A Complainant may request an extension of the period referred to in Section 6.1 herein by submitting a request in writing to the CO, which request may be made prior to or after the expiry of the period referred to Section 6.1 herein.

6.4. The decision of the CO on a request for an extension made pursuant to Section 6.3 shall be provided in writing to the Complainant within five (5) business days of receipt of the request. If the CO refuses the request, the Complainant may seek a review of the decision by the Board by submitting a written request for a review to

the CO which request for review must be submitted within ten (10) days of receipt of the refusal.

6.5. A Facilitated Discussion may be continued beyond time periods referred to in Sections 6.1 and 6.3 herein with the agreement of the Complainant and the Dispute Resolution Committee.

6.6. The Facilitated Discussion shall be conducted in accordance with the Terms of Reference for the Dispute Resolution Committee adopted by the Board from time to time.

6.7. Following the conclusion of the Facilitated Discussion, the Dispute Resolution Committee shall make a recommendation to the Board in accordance with its Terms of Reference, which shall include an assessment of whether or not the grounds for submitting a Notice of Dispute set out in Section 3.1 of this Bylaw have been satisfied, unless the Notice of Dispute is withdrawn in accordance with Part 9 of this Bylaw. The Board may accept, reject or modify the Dispute Resolution Committee's recommendation.

6.8. If a Notice of Dispute is not resolved to the Complainant's satisfaction following the Board's decision on the Dispute Resolution Committee's recommendation, the Complainant may

(a) request that the Notice of Dispute be submitted to Mediation in accordance with Part 7 of this Bylaw, or;

(b) elect to proceed directly to an appeal hearing in accordance with Part 8 of this Bylaw.

The Complainant's request or election must be made in writing to the Board within five (5) business days of the Board's decision.

6.9. The Board shall pay the costs of the facilitator and any other external or third-party costs incurred by the Board with respect to the Facilitated Discussion. The Complainant shall be responsible for its own costs with respect to the Facilitated Discussion.

7. MEDIATION

7.1. The CO shall appoint a mediator from a list of individuals approved by the Board from time to time and schedule a Mediation between the Complainant and the Dispute Resolution Committee to occur within thirty (30) days of the Complainant's request in accordance with Section 6.8 herein.

7.2. The Complainant and the Dispute Resolution Committee shall participate in the Mediation in good faith, with the objective of resolving the matters set out in the Notice of Dispute.

7.3. The CO may extend the timeline referred to in Section 7.1 herein by a maximum of fourteen (14) days if, in the opinion of the CO, there are special or

extenuating circumstances which warrant an extension. A Complainant may request an extension of the period referred to in Section 7.1 herein by submitting a request in writing to the CO, which request may be made prior to or after the expiry of the period referred to Section 7.1 herein.

7.4. The decision of the CO on a request for an extension made pursuant to Section 7.3 shall be provided in writing to the Complainant within five (5) business days of receipt of the request. If the CO refuses the request, the Complainant may seek a review of the decision by the Board by submitting a written request for a review to the CO which request for review must be submitted within ten (10) days of receipt of the refusal.

7.5. Mediation may be continued beyond the time periods referred to in Sections 7.1 and 7.3 herein with the agreement of the Complainant and the Dispute Resolution Committee.

7.6. The Mediation shall be conducted in accordance with the Terms of Reference for the Dispute Resolution Committee adopted by the Board from time to time.

7.7. Following the conclusion of the Mediation the Dispute Resolution Committee shall make a recommendation to the Board in accordance with its Terms of Reference, unless the Notice of Dispute is withdrawn in accordance with Part 9 of this Bylaw. The Board may accept, reject or modify the Dispute Resolution Committee's recommendation.

7.8. If a Notice of Dispute is not resolved to the Complainant's satisfaction following the Board's decision on the Dispute Resolution Committee's recommendation, the Complainant may request that the Notice of Dispute be submitted to the Appeal Committee in accordance with Part 8 of this Bylaw. The Complainant's request must be made in writing to the Board within five (5) business days of the Board's decision.

7.9. The Board shall pay the costs of the mediator and any other external or third-party costs with respect to the Mediation. The Board and the Complainant shall each be responsible for their own costs with respect to the Mediation.

8. APPEAL

8.1. Participating Municipalities disputing a decision of the Board on applications submitted pursuant to the Regional Evaluation Framework may appeal the decision to the Land and Property Rights Tribunal.

8.2. In the event that a Participating Municipality is appealing a decision of the Board where CMRB Administration recommended refusal of an application pursuant to the Regional Evaluation Framework, CMRB Administration will be the Respondent in the appeal process.

8.3. In the event that a Participating Municipality is appealing a decision of the Board where CMRB Administration recommended approval of an application pursuant to the Regional Evaluation Framework, and one or more Participating Municipalities challenged Administration's recommendation, the Participating

Municipality(ies) who filed the challenge will be the Respondent(s) in the appeal process.

8.4. At the discretion of the Appellant either a written or an oral hearing may be requested from the Land and Property Rights Tribunal.

8.5. The Appellant and the Respondent(s) shall be responsible for their own costs with respect to the appeal process.

8.6. Without limitation to Section 3.6 of this Bylaw, a decision by the Appeal Committee is final, and not subject to further dispute or appeal.

9. WITHDRAWAL OF NOTICE OF DISPUTE

9.1. A Complainant may withdraw its Notice of Dispute at any time throughout the dispute resolution and appeal process set out in this Bylaw.

10. MANDATORY PARTICIPATION

10.1. Participation in the dispute resolution and appeal procedures set out in this Bylaw is mandatory if a Participating Municipality wishes to dispute a decision of the Board. Subject to Section 6.8(b) of this Bylaw, a Complainant must participate in each stage of the dispute resolution or appeal procedure before proceeding to the next stage, unless otherwise agreed upon by the Complainant and the Board.

11. GENERAL

11.1. This Bylaw shall come into force upon approval of the Minister in accordance with s. 708.08(2) of the *Municipal Government Act*.

11.2. The Board shall review this Bylaw within two years of the Bylaw coming into force in accordance with Section 11.1 herein.

11.3. If any provision of this Bylaw is deemed invalid by legislation or a court of competent jurisdiction, all other provisions of this Bylaw shall remain valid and enforceable.

TERMS OF REFERENCE DISPUTE RESOLUTION COMMITTEE

The Dispute Resolution Committee plays a key role in the dispute resolution process.

1. PURPOSE 1.1 The purpose of the Committee is to:

- (a) Make a determination whether the Notice of Dispute complies with the requirements as set out in the DISPUTE RESOLUTION AND APPEAL BYLAW
- (b) Participate in facilitated discussions and mediations with the Complainants regarding Notices of Dispute on behalf of the CMRB; and
- (c) Make recommendations to the CMRB regarding Notices of Dispute, including with respect to the validity of the Notice of Dispute and procedural and substantive matters.

2. COMMITTEE AUTHORITY

2.1. The Committee is an advisory body to the CMRB. Recommendations by the Committee to the CMRB will require a motion of the Committee.

3. MEMBERSHIP OF COMMITTEE

3.1. The membership of the Committee shall consist of three (3) representatives of participating municipalities or their designated alternates, appointed by the CMRB as follows:

- One (1) representative from a City;
- One (1) representative from a Town, and;
- One (1) representative from a County,

3.2. In addition to the above, the CMRB shall appoint three (3) alternate members, consisting of:

- (a) one (1) alternate representative from a City;
- (b) one (1) alternate representative from a Town, and;
- (c) one (1) alternate representative from a County,

that are not otherwise represented on the Committee.

3.3. An alternate shall participate as a member of the Committee only when a Committee member is the Complainant or when otherwise required to maintain the composition of the Committee set out in these Terms of Reference.

4. TERM

4.1. The CMRB will appoint Committee members for a term of two (2) years. The MRB may, but is not required to, appoint members for varying or staggered terms. Committee members shall be prepared to serve for a minimum term of two (2) years.

4.2. The CMRB will appoint new Committee members as required, including following municipal elections. The CMRB may remove a previously appointed Committee member if, in the opinion of the CMRB, it is appropriate to do so.

5. COMPOSITION OF COMMITTEE

5.1. The participating members of the Committee may be varied from time to time depending on the nature of a Notice of Dispute.

5.2. In the event that a member of the Committee represents the Complainant, the member shall not participate in any meetings regarding the Notice of Dispute and the alternate member shall participate as a member of the Committee for all purposes related to the Notice of Dispute. For further clarity, the alternate member shall represent the same type of municipality (i.e., City, Town or County) as the Complainant.

5.4. In the event that a Notice of Dispute is filed by Complainants who collectively constitute all of the Counties, Towns or Cities that are participating municipalities of the Board, the Committee shall be comprised of three (3) members appointed by the Board, in consultation with the Complainant(s), for the limited purpose of the Notice of Dispute in question, which may include individuals that are not regular members of the Committee or alternates.

6. FACILITATOR/MEDIATOR RESPONSIBILITIES

6.1. The appointed facilitator or mediator shall be responsible to:

- (a) open and adjourn facilitated discussion or mediation proceedings;
- (b) chair and otherwise conduct facilitated discussion or mediation proceedings, and;
- (c) preserve order and decorum in facilitated discussion or mediation proceedings.

7. COMMITTEE DUTIES AND RESPONSIBILITIES

7.1. The Committee shall meet and participate in facilitated discussions and mediations with the Complainant regarding the Notice of Dispute in accordance with the timelines established by the Bylaw.

7.2. The Committee may, with the agreement of the Complainant, hold one or more additional meetings for the purpose of continuing facilitated discussions or mediations with the Complainant.

7.3. The Committee shall provide a recommendation to the CMRB regarding a Notice of Dispute at the CMRB Meeting following the conclusion of the CMRB's facilitated discussion or mediation with the Committee. The Committee's recommendation shall be presented by the Committee to the Board, and shall include:

- (a) The Committee's assessment of whether or not the grounds for submitting a decision of the Board to the dispute resolution and appeal mechanism process (as set out in the Bylaw as amended from time to time) are satisfied;
- (b) The Committee's recommendation regarding any actions to be taken or decisions made by the CMRB in response to the Notice of Dispute, and;
- (c) Reasons for the Committee's assessment and recommendation.

8. QUORUM

8.1. Quorum is defined as all three of the participating members of the Committee.

9. DECISION MAKING

9.1. Members of the Committee and shall have one (1) vote each. A simple majority (50% plus one) of members in attendance is required to pass a motion.

9.2. In making its decisions, the Committee must consider the *Municipal Government Act*, Regulation, Bylaw, these Terms of Reference, and the best interests of the Calgary Metropolitan Region.

10. MEETING PROCEDURES

10.1. The Committee shall meet as necessary to fulfill its duties and responsibilities and otherwise as directed by the CMRB.

10.2. A Complainant is required to submit any materials its wishes to rely upon or refer to during a facilitated discussion or mediation a minimum of fourteen (14) business days prior to the commencement of a facilitated discussion or

mediation. The Complainant shall clearly identify, at the time of submission, any material that the Complainant believes should be exempt from disclosure pursuant to Division 2 of Part 1 of the *Freedom of Information and Protection of Privacy Act* ("FOIP").

10.3. Administration will endeavor to provide meeting agendas, reports, and supporting materials, and materials submitted by a Complainant (an "Agenda Package") to the facilitator or mediator, Committee members and Complainant in electronic format seven (7) days prior to scheduled facilitated discussions or mediations.

10.4. All information contained in an Agenda Package will be publicly available and is subject to disclosure, unless it contains material that cannot or should not be disclosed due to the application of FOIP. The determination of whether or not material is exempt from disclosure shall be made by Administration.

10.5. The Committee shall represent the Board during facilitated discussions and mediations. The Complainant shall be represented by its appointed representative, alternative, and CAO or designate. Additional persons may be present with the agreement of the parties. The parties are entitled to have legal counsel present during facilitation discussions and mediation.

10.6. The Committee is required to conduct its meetings in public unless a matter to be discussed is within one of the exceptions to disclosure in Division 2 of Part 1 of FOIP, pursuant to s. 708.04 of the *Municipal Government Act*. Meetings at which the Committee participates in facilitated discussions or mediation with a Complainant shall be closed to the public on the basis of legal (without prejudice) privilege in accordance with s. 27(1)(a) of FOIP, provided however that any opening statement or submissions made by the Complainant or on behalf of the Committee shall occur in the public portion of the meeting.

11. SUPPORT AND RESOURCES

11.1. The Committee shall be supported by the Chief Officer, and CMRB Administration and outside consultants and professionals as determined to be necessary and directed by the Chief Officer.

11.2. The Chief Officer shall engage the services of facilitators and mediators as required and in accordance with the Bylaw and these Terms of Reference. Facilitators and mediators shall be selected from a list of qualified individuals approved by the Board from time to time.

12. AMENDMENTS TO THE TERMS OF REFERENCE

12.1. The CMRB may, from time to time, consider changes to the Terms of Reference.