

Calgary Metropolitan Region Board
Agenda – May 14, 2021
9:00 AM -1:00 PM
Go-To Meeting/Call-In

Meetings are recorded and live-streamed

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|---|--------------|--------------------|-----------|
| 1. Call to Order & Opening Remarks | | Clark | |
| 2. Adoption of Agenda | | All | |
| <i>For Decision:</i> Motion to adopt and/or revise the agenda | | | |
| 3. Review and Approve Minutes | (Attachment) | All | 3 |
| <i>For Decision:</i> Motion that the Board review and approve the Minutes of the May 6, 2021 meeting | | | |
| 4. Growth Plan Modelling Appendix | (Attachment) | Copping/
HDRC | 9 |
| <i>For Decision:</i> That the Board approve the draft modelling work and results to be included in the Growth Plan as an appendix | | | |
| 5. Proposed Growth Plan Changes | (Attachment) | Tipman/
Copping | 19 |
| <i>For Decision:</i> Motion that the Board approve each of the suggested changes to the Draft Growth Plan document | | | |
| 6. Final Draft Servicing Plan | (Attachment) | Graves/
Copping | 39 |
| <i>For Information:</i> Motion that the Board provide feedback on and receive for information OR approve the final draft Servicing Plan | | | |
| 7. Regional Evaluation Framework (REF) | (Attachment) | Graves/
Tipman | 75 |
| <i>For Information:</i> Motion that the Board receive for information the CMRB Regional Evaluation Framework OR approve the CMRB Regional Evaluation Framework | | | |
| 8. Dispute Resolution and Appeal Bylaw | (Attachment) | Copping | 82 |
| <i>For Decision:</i> Motion that the Board approve the Dispute Resolution and Appeal Process Bylaw | | | |

9. Economic Development Workshop (Attachment) Copping **108**
For Decision: Motion that the Board approve proceeding with
 an economic development workshop

Closed Session as per Section 23 of FOIP

10. Board Chair and Chief Officer Goals (Attachment) Clark/Copping
Return to Public Session Circulated by separate email

11. Roundtable All

12. Next Meeting: Thursday May 21, 2021 @ 9AM

13. Adjournment Clark

Upcoming Meetings:

Land Use & Servicing Committee/ Indigenous Awareness Workshop	Thursday June 3 @ 9:00	GoTo Meeting
Board Meeting	Friday May 21 @ 9:00 Friday May 28 @ 9:00	GoTo Meeting
Governance Committee	TBD	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. Chair Clark noted that starting with the May 14 Board meeting, the agenda will be completed irrespective of time. The meeting invite will be extended until 1:00 pm, however in the event the meeting goes past 1:00 pm, he encouraged members to ensure a Board representative or well-briefed alternate be in attendance. He further reminded the Board that an absent vote is considered a vote in favour. Finally, he noted that because meetings are one week apart, the agenda packages may not come out a week in advance. Chair Clark addressed the subject of attendees at closed sessions by advising that this topic is going to Governance Committee agenda on May 13, 2021. In the interim, if a closed session comes up, attendees will be Board members as defined by the designate or alternate (only 1 speaker from each member). By default, the representative from Municipal Affairs and CMRB Chief Officer can be included on request.

2. Approval of Agenda

The Chair noted a recommendation from Administration to exclude agenda item #10 Draft Servicing Plan in order to fully review changes following a versioning issue.

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

M 2021-51

Motion: That the Board approve the agenda of the May 6, 2021 meeting, excluding agenda item #10 Servicing Plan which will go to the May 14 meeting.
Motion carried unanimously.

3. Review and Approve Minutes

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

M 2021-52

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

Motion carried unanimously.

Reeve Link asked that a reference to including the GOA representative (and not just alternates) be added in the statement made by Chair Clark about the closed sessions.

4. Growth and Servicing Plan Voting Process

Dale Beesley from Municipal Affairs answered questions and provided an update on the expectations of the Minister relating to the delivery of the Growth and Servicing Plans. A cross-ministry review will be conducted. The timing of a decision has not yet been determined but will likely be after municipal elections in October.

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

M 2021-53

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

Motion carried unanimously.

5. Board Vision

Members discussed the Board Vision documents and a member asked for consideration of changes in the "Blueprint for Growth" section, as well as clarification on the dispute mechanism. The Board agreed to receive the item for information, rather than for decision, to leave space for additional discussions prior to finalizing.

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

M 2021-54

Motion: That the Board receive for information the Board Vision documents.

Motion carried unanimously.

6. Phase 3 Public Engagement What We Heard Report

Ann Harding presented this item to the Board and answered questions. While there was some disagreement around the interpretation of the statements of the What We Heard Report, the majority of the members demonstrated support for the work done by Anne Harding and extended their thanks and appreciation for her professionalism.

Dale Beesley confirmed that all engagement documents would be provided in the review process by the Minister of Municipal Affairs, as well as to the cross-ministry review.

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

M 2021-55

Motion: That the Board approve the Phase 3 What We Heard Report.

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

Motion carried.

7. Proposed Growth Plan Changes

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

Item 1. Requirements for Use of Statutory Plans

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

M2021-56

Motion: That the Board adopt the proposed changes to Section 4.1.1.1 and remove the policy.

Motion carried unanimously.

Item 2. Definition of Regionally Significant

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

M2021-57

Motion: That the Board table this item for further refinement at TAG.

Motion carried unanimously.

Item 3. Providing for Small Employment Areas

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

M2021-58

Motion: That the Board accept the proposed change to replace 3.1.4.1 with 3.1.6.1 as set out in the Table.

Motion carried.

Item 4. Identifying size criteria for Small Employment Areas

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

M2021-59

Motion: That the Board accept 3.1.6.1b) iv) of the Growth Plan to read: Small Employment Areas less than four hectares (10 acres) and not within two kilometres of a neighbouring municipality unless otherwise stated by an Intermunicipal Development Plan.

After further discussion, including a suggestion that the policy read "Small Employment Areas less than eight hectares (20 acres) and not within five kilometres" would be more appropriate, the motion was withdrawn for further discussion at TAG.

Motion withdrawn.

Item 5. Employment Areas Outside a Preferred Growth Area

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

M2021-60

Motion: That the Board accept the proposed change as set out in the Table to keep policy 3.1.2.3 (now 3.1.3.3) and Add policy 3.1.3.4 and keep policy 3.1.4.1a) (now policy 3.1.6.1a).

Motion carried unanimously.

Item 6. Approving new ASPs in JPAs Prior to Approval of a Context Study

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

M2021-61

Motion: That the Board accept the proposed change as set out in the Table to keep policy 3.1.8.3 (now 3.1.8.10) and add policy 3.1.9.5.

Motion carried unanimously.

Item 7. Harmony/Springbank Employment Area

Motion Arising:

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

M2021-62

Motion: That the Regional Growth Plan incorporates policy to support the lands around the Springbank Airport as an employment area, outside of a preferred growth area, subject to meeting the existing criteria outlined in the draft Plan (policy 3.1.3.4).

After extensive discussion, and a request for an opportunity for additional analysis of the implications going forward, the motion was withdrawn with hesitation. However, strong support was given by the Board to support this area and to come up with language that can be agreed upon around the importance of it and what the future might look like.

Motion withdrawn.

Chair Clark noted that the items in Table 2 will come back to the May 14 Board meeting, after finalizing the information at TAG May 7.

8. IREF to REF

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

M2021-63

Motion: That the Board adopt Option A as set out in the agenda package.

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

Motion fails.

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

M2021-64

Motion: That the Board adopt Option B as set out in the brief.

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

Motion carried.

A suggestion was made to consider getting additional legal advice on this issue, or asking for clarification from Municipal Affairs.

9. Growth Plan Modelling Appendix

Stephen Power from HDRC introduced this item. Concerns were raised about the process, however due to time constraints the discussion will be carried forward to the May 14 Board meeting.

10. Dispute Resolution and Appeal Bylaw

Due to time constraints this item will come back to the May 14 Board meeting.

11. Next Meeting

Board Friday May 14, 2021 @ 9 AM.

12. Adjournment at 12:30 PM.

Greg Clark, Chair

DRAFT

Agenda Item	4
Submitted to	Board
Purpose	For Decision
Subject	Growth Plan Modelling Appendix
Meeting Date	May 14, 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 4

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

Agenda Item 4i Attachment

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

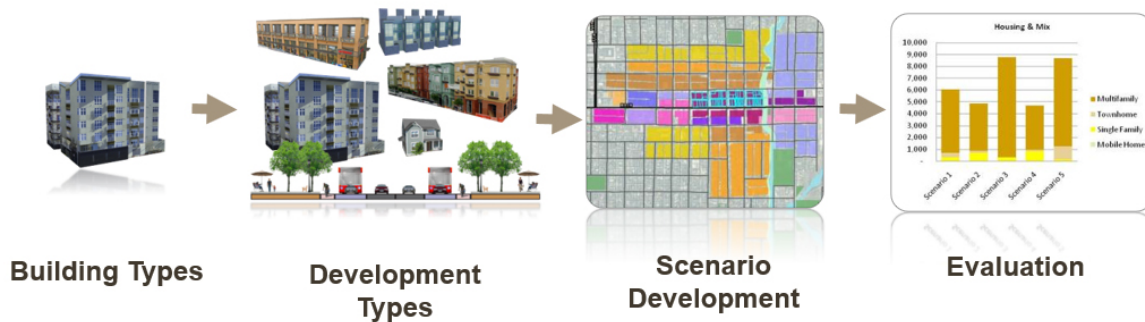
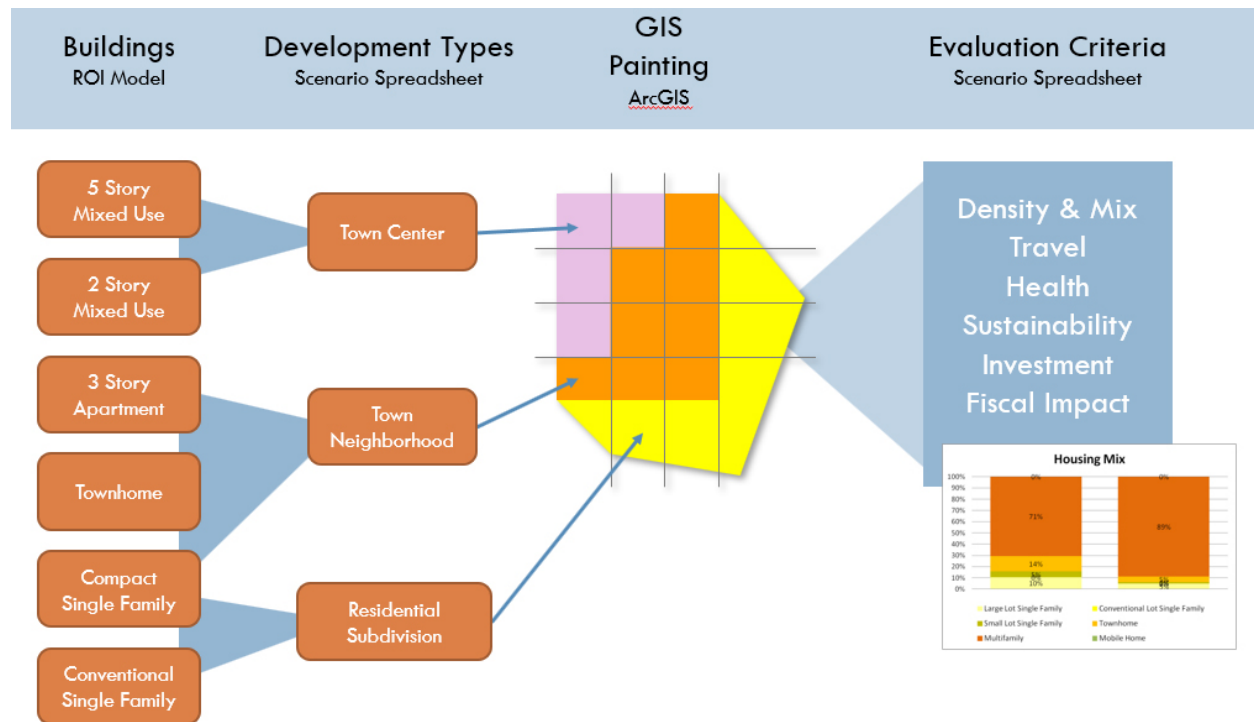


Figure X Envision Tomorrow Development Process Option2



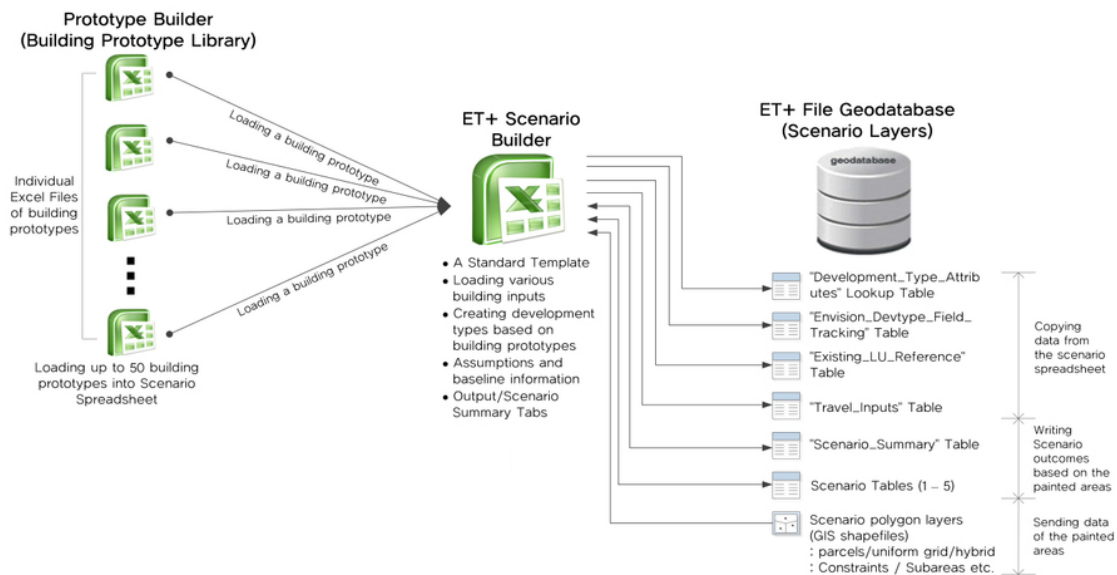
Buildings are the smallest unit of analysis in the scenario process. Individual buildings are modeled in a template spreadsheet called a Prototype Builder. This template spreadsheet is a simplified, planning-level pro

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

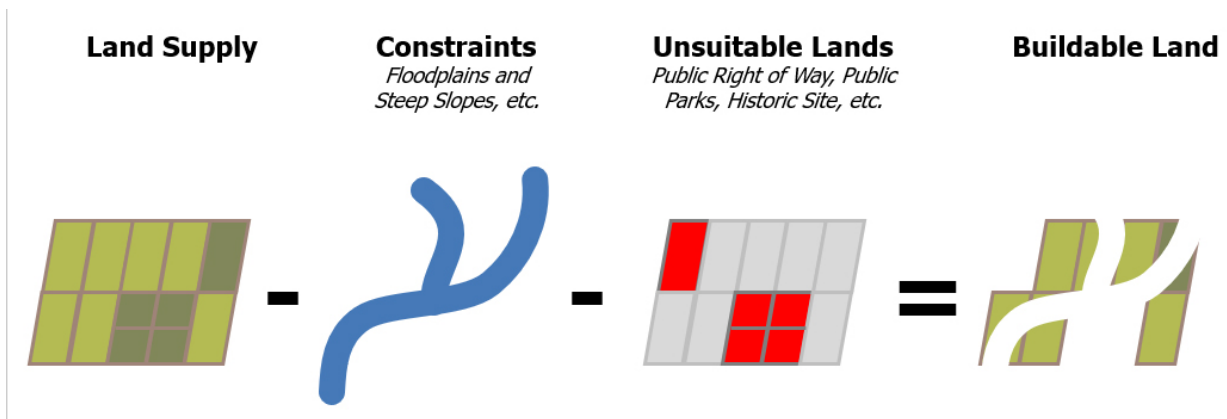
Single Family Conventional Lot	SF_MD
Single Family Large Lot	SF_LRG
Mobile Home	MH
Retail	RET
Office	OFF
Industrial	IND
Public / Civic	PUB
Educational	EDU
Hotel / Hospitality	HOTEL
Utilities / Infrastructure	UTIL
Commercial Parking	PKG
Agricultural	AG
Open Space	OS
Vacant	VAC
Unknown	NONE

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).

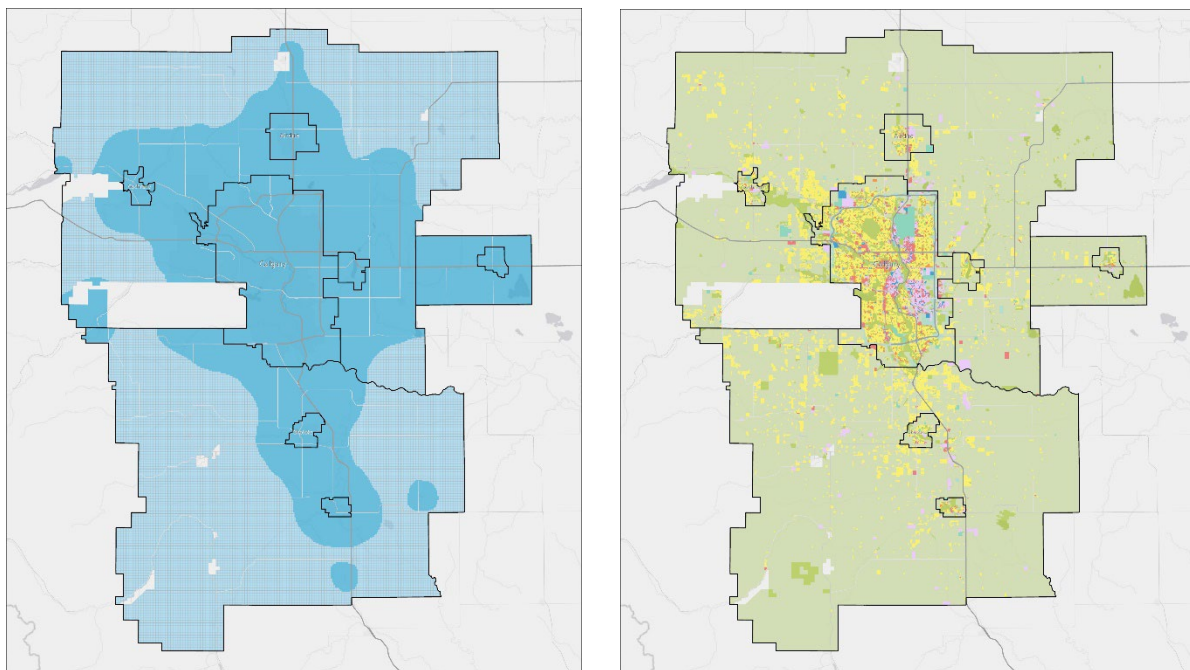
Envision Tomorrow works off land acreage. It calculates the amount of land painted multiplied by the assigned density for the future land use. Envision Tomorrow does this by summarizing the amount of buildable vacant land and development land within the GIS Layer and pushing this information into the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

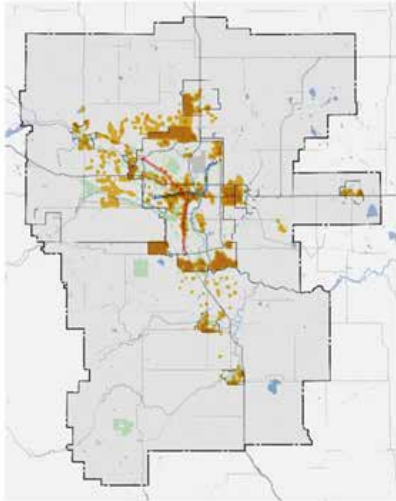
Transit Oriented Development (TOD)

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.

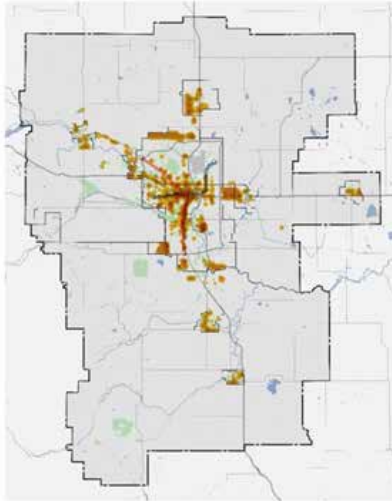
Synthesis

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.

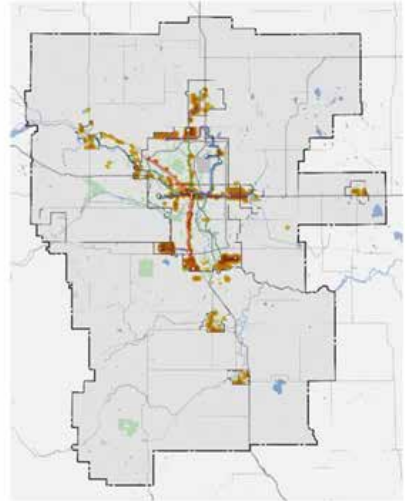
Figure X Preliminary Scenarios - Population



Business-as-Usual

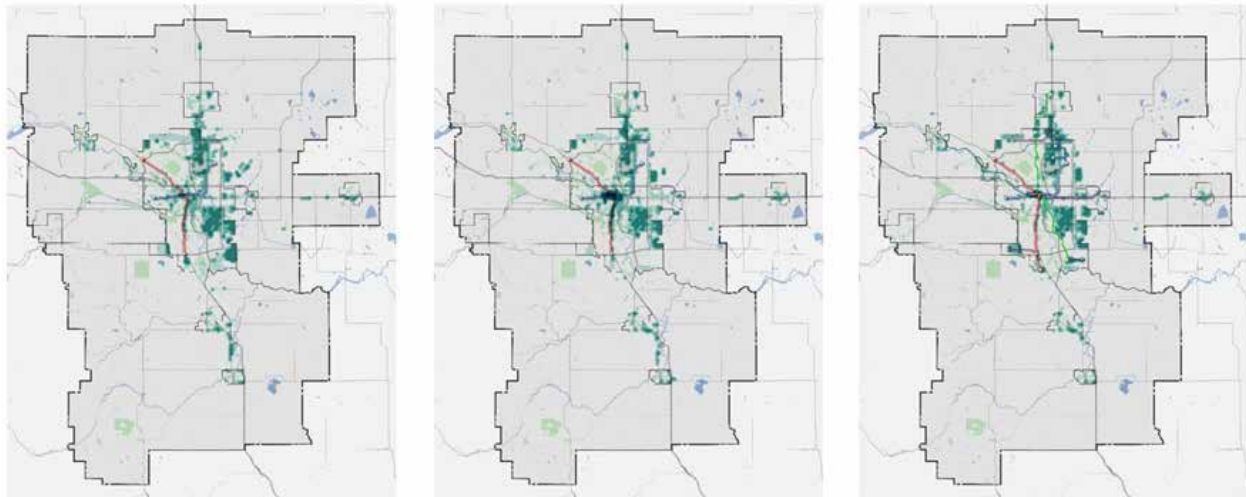


Compact Growth



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	5
Submitted to	Board
Purpose	For Decision
Subject	Proposed Growth Plan Changes
Meeting Date	May 14, 2021

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

Summary

- 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 14. In some cases, the items in Table 1 have been previously discussed by the Board and were referred back to TAG.
- Table 2 identifies items to be discussed at the May 21 Board meeting.
- 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: Small Employment Areas 2 km and 5 km buffer around urban municipalities and JPAs
- Attachment 6: 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 tables presented below provide a summary of the policies as presented in the public engagement version (March 17) of the Growth Plan and identify proposed changes. The proposed changes will be incorporated into the “proposed for approval” version of the Plan (May 21).

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. In some cases, the items included in Table 1 have been discussed by the Board and referred back to TAG for further work. These items were discussed at the May 7 TAG meeting and revised policy options are provided for further consideration of the Board.

- Table 2 identifies items for further discussion at the May 21 Board meeting.
- Table 3 outlines the previous discussions and decisions of the Board.

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 14 Board Meeting

	Overview	Existing (Public Engagement Version, March 17)	Proposed Change	Rationale
1.	Truth and Reconciliation	The March 17 Growth Plan is silent on Truth and Reconciliation	<p>Include a policy with the Truth and Reconciliation statement included on page iii of the April 28 version of the plan. Move the statement and policy to the policy section of the Growth Plan.</p> <p>Two policy options have been prepared by HDR C:</p> <p>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</p> <p>OR</p> <p>b. The CMRB will seek to build meaningful and mutually beneficial long-term relationships with Indigenous Nations and communities in and around the Region</p>	<p>A statement on Truth and Reconciliation was included in the April 28 Growth Plan on page iii. This statement was unanimously agreed to by TAG.</p> <p>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>

	Overview	Existing (Public Engagement Version, March 17)	Proposed Change	Rationale
2.	Existing ASPs and ARPS	<p>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.</p>	<p>Update the preamble to Section 3.1.9 for Existing ASPs and ARPs</p> <p>Remove Policy 3.1.8.4 and Add Policy 3.1.9.4 and Policy 3.1.9.5</p> <p>3.1.9.4 Area Structure Plan or Area Redevelopment Plan amendments within an Existing Fragmented Area outside of a Preferred Growth Area shall not increase the overall total dwelling units within the approved ASP or ARP more than a total of 25% over the lifetime of the Plan.</p> <p>3.1.9.5 Area Structure Plan or Area development Plan amendments not within an Existing Fragmented Area and outside of a Preferred Growth Areas may be amended to align with the Plan, but the amendments shall not increase the overall total dwelling units within the Approved Area Structure Plan or Area Redevelopment Plan by more than a total of 5% over the lifetime of the Plan.</p> <p>Add Definition to Glossary of Terms for Existing Fragmented Area</p> <p>Existing Fragmented Area means: lands that are mainly used for non-agricultural purposes and have existing country residential subdivision and development.</p>	<p>There was unanimous agreement at TAG that policy 3.1.8.4 of the March 17 version was too restrictive and not practically viable. The proposed policies aim to allow for additional flexibility for the amending of Existing ASPs in areas outside of Preferred Growth Areas while continuing to direct most growth to Preferred Growth Areas. Amended Plans would be required to align with the policies of the Growth Plan.</p> <p>New preamble to Section 3.1.9 would highlight the purpose of the new policies: <i>Two key objectives of the Growth Plan are limiting fragmentation of agricultural land and the efficient use of land for development purposes. Infill and redevelopment of existing fragmented country residential areas can achieve both of these objectives, if done appropriately and at a scale that it does not detract from the Region's efforts to move towards Preferred Placetypes within Preferred Growth Areas. Allowing moderate growth within Existing Area Structure Plans and Area Redevelopment Plans directs Rural and Country Cluster Placetypes to areas where development has already occurred with the goal of reducing the need for this Placetype in Greenfield areas.</i></p>

	Overview	Existing (Public Engagement Version, March 17)	Proposed Change	Rationale
4.	Definition of Regionally Significant	None was proposed	<p>Add to Glossary of Terms Regionally Significant means:</p> <ul style="list-style-type: none"> a) of a scale or scope that may impact or benefit two or more municipal members as the context may apply; and b) development of scale, scope, or proximity that it will benefit or have impact on regional transit and transportation corridors, energy corridors and utility corridors, natural systems and/or infrastructure. 	<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.</p> <p>At the May 6 Board meeting, the Board requested further review by TAG. The definition was reviewed on May 7 and a revised definition is proposed.</p>

	Overview	Existing (Public Engagement Version, March 17)	Proposed Change	Rationale
5.	<p>Hamlet Growth Areas</p>	<p>3.1.6.1 Hamlet Growth Areas shall be identified as follows:</p> <p>(a) within Rocky View County, a minimum of three Hamlet Growth Areas shall be established and are listed as Harmony, Bragg Creek and Langdon with boundaries shown on Schedule 1 – Regional Growth Structure;</p> <p>(b) within Foothills County, a minimum of three Hamlet Growth Areas shall be established at a future time by Foothills County in accordance with the criteria for establishing new Hamlet Growth Areas;</p> <p>... (policy continues)</p>	<p>Keep 3.1.6.1 b) and Add Sub-bullet i):</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>Keep 3.1.7.5, which would apply to all Hamlet Growth Areas including those in Foothills County.</p>	<p>The proposed policy is an attempt to address the concern expressed by Foothills County that Board approval would be required for the location three new Hamlet Growth Areas. This was presented to the Board at the April 23 Board meeting and the motion was withdrawn and referred back to TAG.</p> <p>TAG has reviewed the policy and does not have additional alternatives to present to the Board. The location of Hamlet Growth Areas in Foothills County would still be required to meet the test of policy 3.1.7.5 and growth with the Hamlet Growth Areas would continue to be reviewed by the Board as MDP amendments and new ASPs are reviewed through the REF process.</p> <p>Options for the Board include:</p> <ol style="list-style-type: none"> a. Incorporate the location exception for Foothills Hamlet Growth Areas. The Hamlet Growth Areas will still be required to meet all other policies of the Growth Plan including policy 3.1.7.5. b. Do not incorporate the location exception for the Foothills Hamlet Growth Areas. This means the proposed location of the HGAs in Foothills will require specific Board approval, in addition to other reviews required as part of the REF process.

	Overview	Existing (Public Engagement Version, March 17)	Proposed Change	Rationale
6.	<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:</p> <p>(a) the proposed Employment Area does not exceed eight hectares (20 acres);</p> <p>(b) The proposed Employment Area is not contiguous to an Urban Municipality, with a recommended minimum distance of two kilometres</p>	<p>Replace policy 3.1.5.4 with policy 3.1.6.1.b)iv</p> <p>3.1.6.1.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), not permitted within two kilometres of an Urban Municipality or a Joint Planning Area unless the location is within an area designated for employment area development within an adopted Intermunicipal Development Plan. <p>Add Policy 3.1.6.12</p> <p>3.1.6.2 If a Small Employment Area becomes greater than 20 acres in size, it shall be considered an Employment Area and shall be planned through an Area Structure Plan.</p>	<p>Small Employment Areas have been approved by the Board for inclusion in the Growth Plan. The size of Small Employment Areas and the locational criteria for them was referred back to TAG for further review. Upon further review at the May 7 TAG meeting:</p> <ul style="list-style-type: none"> • 20 acres is an appropriate size for a Small Employment Area given the rural context of these areas and other considerations. • 2km is an appropriate buffer area. Please see the attached map that outlines the difference between 2km and 5km in terms of impact. • The 2km buffer should apply to areas around Urban Municipalities and Joint Planning Areas as these are locations where concentrations of employment uses are anticipated and encouraged as they are Preferred Growth Areas. • An additional policy has been drafted to identify when a Small Employment Area would transition into an Employment Area, and that these more significant developments must be planned through an ASP that would be subject to the REF process.

	Overview	Existing (Public Engagement Version, March 17)	Proposed Change	Rationale
7.	Harmony/ Springbank Employment Area	No Employment Area was identified around the Springbank Airport or Highway 1 West area in the March 17 Growth Plan.	<p>Keep Policy 3.1.3.4 as approved by the Board and Add Policy 3.1.3.5 and 3.1.3.6</p> <p>3.1.3.5 Employment Areas outside of a Preferred Growth Area shall be identified as follows:</p> <ul style="list-style-type: none"> a) Springbank Airport Employment Area. <p>3.1.3.6 Planning for the Springbank Airport Employment Area shall comply with the policies of 3.1.3.4 and include a collaborative planning process.</p>	There is a general consensus that the Springbank Airport represents a regionally significant feature. To acknowledge the Springbank Airport in the Plan, the proposed policies name the Springbank Airport Employment Area and highlight the need for future planning to align with the Board direction provided in 3.1.3.4 and the need for a collaborative planning process to occur.

Table 2: Proposed Changes to the Draft Growth Plan – May 21 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>	<p>Currently being finalized based on discussions with TAG at the May 7 TAG meeting. An additional option will be proposed that:</p> <ul style="list-style-type: none"> • Provides an updated preamble • More clearly identifies the intended outcomes of the proposed policies • Sets a 50-lot maximum for new traditional, large-lot country residential developments • Provides policy support for infill clustered country residential development as a more efficient use of land • Sets a minimum of 50% open space (excluding roads) in clustered country residential developments • Maintains the 80-lot maximum for Greenfield clustered country residential development. • Clarifies that country residential developments of 50 units and under do not need to be planned through a statutory plan, at the direction of the member municipality 	To be provided

Table 3: Decisions of the Board - April 23 and May 6 Board Meeting

	Overview	Existing	Proposed Change	Rationale	Board Decision
1.	Identifying the Impacts of Development on Agriculture	<p>3.1.5.3 Statutory plans shall identify the impacts, including fragmentation of farmland, of Greenfield Development on land used for agricultural purposes. Strategies to mitigate the identified impacts should also be included.</p> <p>3.1.5.5 Country Cluster development patterns should address preservation of wildlife corridors and conservation of environmental areas</p>	<p>Wording/Intent of 3.1.5.3 should remain the same, but the policy should be moved to another location of the Growth Plan such that it applies to all statutory plans for all Greenfield Developments</p> <p>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>	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	Approved, April 23
2.	Existing ASPs and ARPs	<p>3.1.8.2 Area Structure Plan or Area Redevelopment Plan amendments within a Preferred Growth Area shall not decrease the overall Density of residential development or reduce the ratio of Preferred Placetypes within the Area Structure Plan or Area Redevelopment Plan.</p>	No changes proposed. Keep policy 3.1.8.2 as presented.		Approved, April 23

	Overview	Existing	Proposed Change	Rationale	Board Decision
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>Add 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, April 23
4.	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</p> <p>(20 acres); and (b) any residential or mixed-use development with greater than 50 dwelling units.</p>	Remove 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.	Approved, May 6

	Overview	Existing	Proposed Change	Rationale	Board Decision
5.	<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>Approved, May 6</p>

	Overview	Existing	Proposed Change	Rationale	Board Decision
6.	<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>	<p>Approved, May 6</p>

	Overview	Existing	Proposed Change	Rationale	Board Decision
7.	<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. <p>The Terms of Reference for each Context Study should outline if new ASPs can be approved prior to completion of the Context Study</p>	<p>Approved, May 6</p>

	Overview	Existing	Proposed Change	Rationale	Board Decision
8.	Transition IREF to REF	<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> <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>	<p>Statutory Plans are reviewed and approved under the IGP in the interim period. Under the Board-approved 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.</p>	<p>Discussed as part of Board Agenda Item 8 Transition from IREF to REF at the May 6 Board meeting.</p>	<p>Approved, May 6</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|Calthorpe completed a draft Growth Plan using the work plan approved by the Board. The process to develop the draft Growth Plan has included a modeling process, workshops with the Board and TAG groups, public engagement opportunities, stakeholder input, and ongoing document review and refinement. This agenda item refers to the March 17, 2021 version of the Growth Plan, which was reviewed by the public as part of the third round of public engagement.

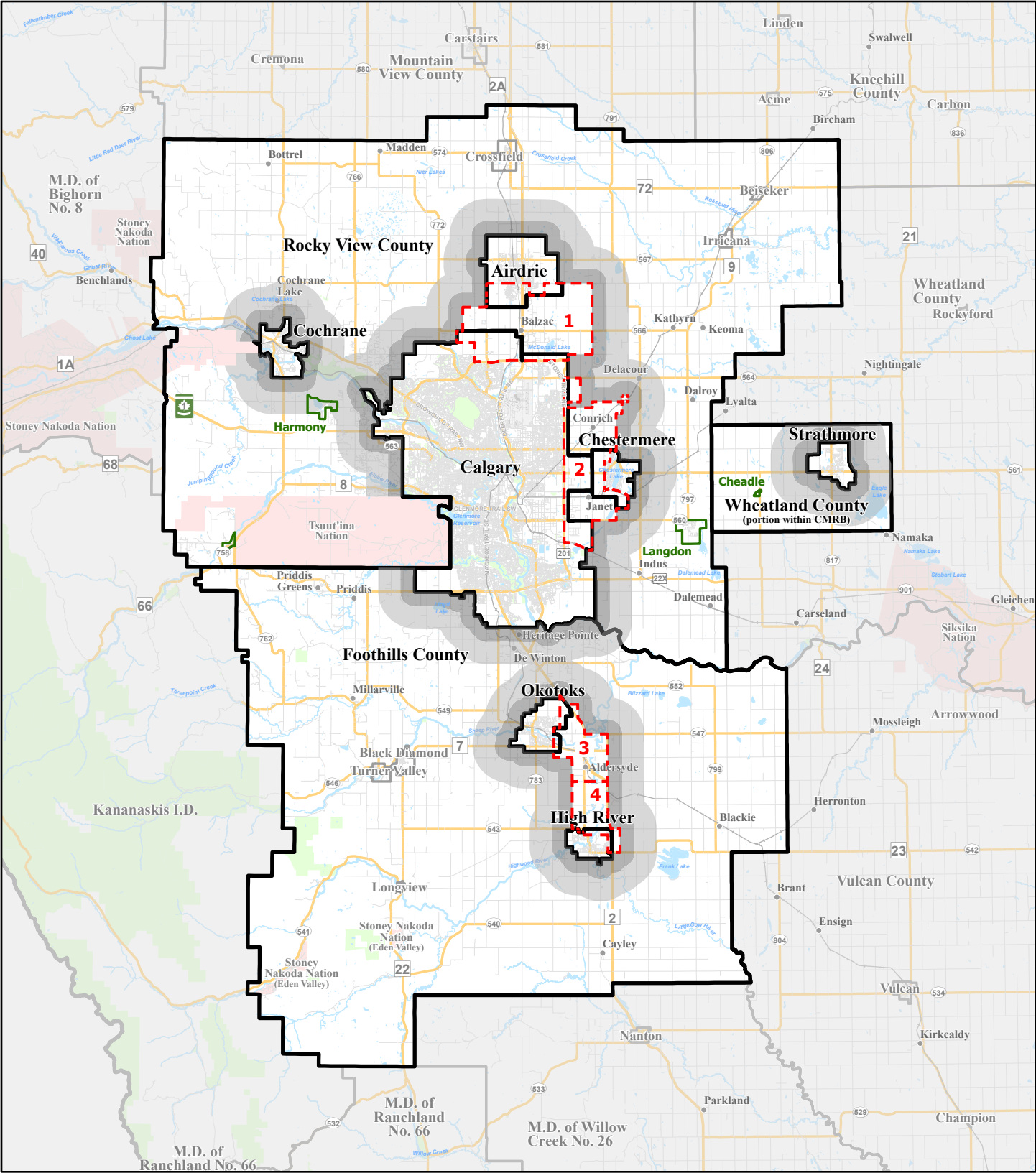
HDR|Calthorpe has recommended that, given the values of the Board and the requirements of the CMRB Regulation, the CMRB should make growth management and efficient use of Land the substantial focus of the Growth Plan. HDR|C has identified the benefits to the CMRB, its members, and ratepayers, of moving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






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

Growth Management Framework (Location and Scale of Growth)	
Purpose	To establish the location and scale of preferred growth areas for all member municipalities
Description	Growth management creates clear expectations about where growth is preferred and how much growth can be expected in specific locations. This reduces the amount of land consumed by development and creates opportunity to optimize service delivery to growth areas.

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

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-  CMRB Municipality
-  Hamlet Growth Area
-  Joint Planning Area
-  2 km
-  5 km



2 & 5 km Buffer around Urban Municipalities & Joint Planning Areas



Data Sources: AltaLIS, ESRI, HDR/C
Map Created: 2021-05-07

This map is for reference purposes only. The CMRB provides no warranty, nor accepts any liability arising from any incorrect, incomplete, or misleading information.

Agenda Item 5iv

Agenda Item	6
Submitted to	Board
Purpose	For Information or Approval
Subject	Final Draft Servicing Plan
Meeting Date	May 14, 2021
<i>That the Board provide feedback on and receive for information OR approve 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 first in March, and has since been revised in consideration of feedback from member municipality administrations. • Due to a versioning error, the draft final Servicing Plan was not discussed at the May 6 Board meeting. The corrected version is attached. 	
<p>Attachments</p> <ul style="list-style-type: none"> • Final Draft Servicing Plan 2021-05-07, HDR Calthorpe 	

1. Background

The attached draft Servicing Plan is based on background reports completed to date, conversations with the Committee, Board and TAGs and in consideration of the final draft Growth Plan.

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

2. What's New?

Key additions to this version of the Servicing Plan since the April 8, 2021 version 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;
4. Adding the priority to optimize major transportation corridors by co-locating other utilities and services, where appropriate; and
5. Edits to maps in alignment with TAG feedback.

3. Recommendation

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

Calgary Metropolitan Region Servicing Plan CONTENT DRAFT

Revised May 7, 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 6i Attachment

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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 “co-relation” 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.

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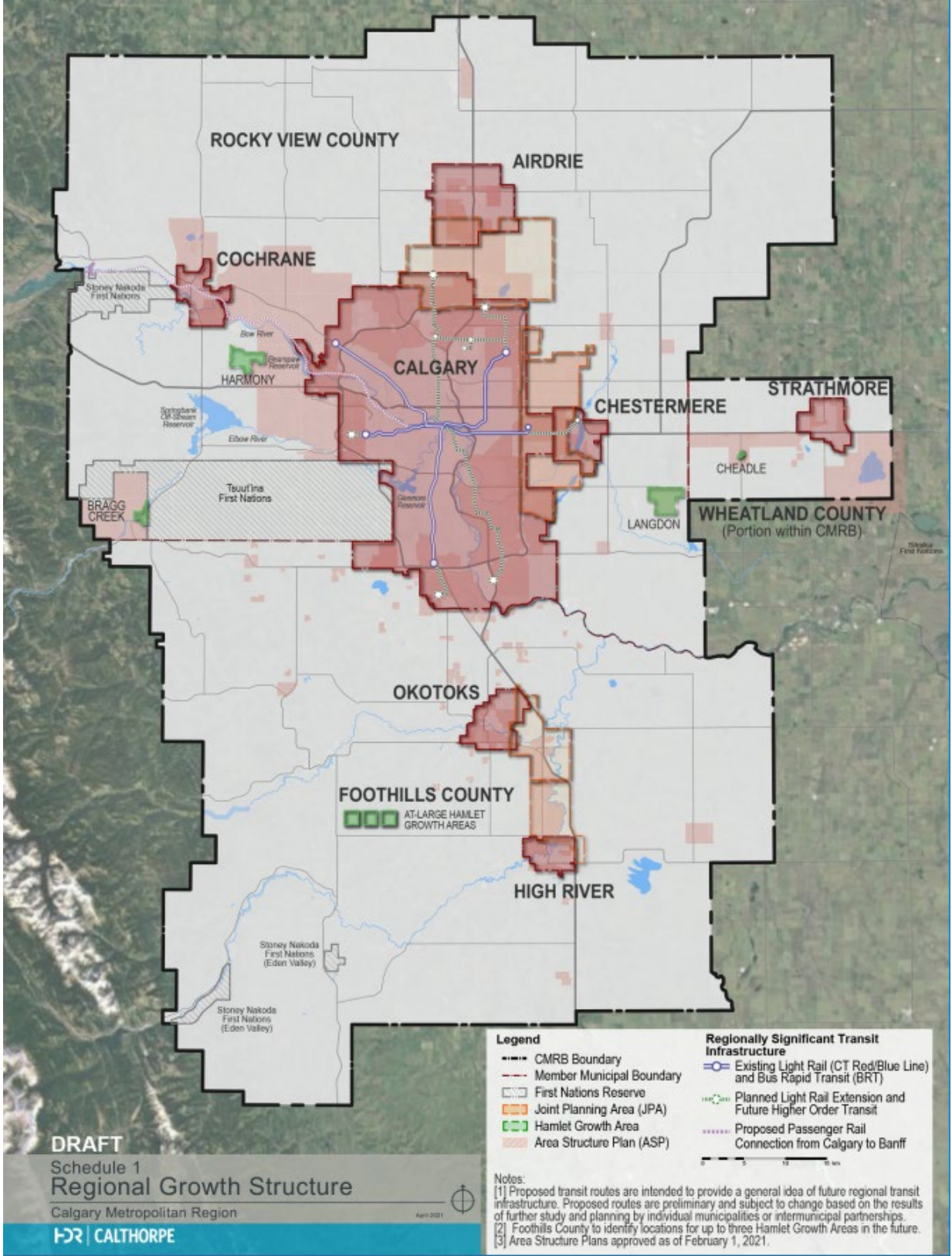


Figure 1: Growth Plan Regional Structure

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.

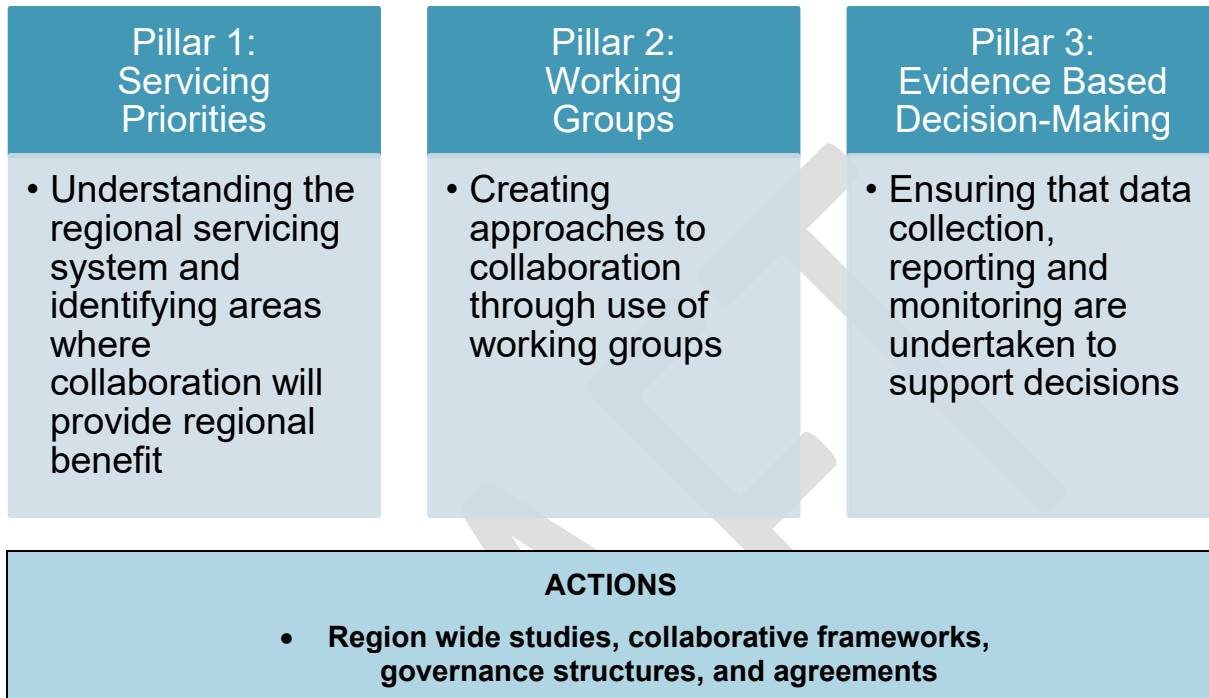
While additional services may be added in the future, these servicing priorities were deemed by the Board to be important for the inaugural Servicing Plan.

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

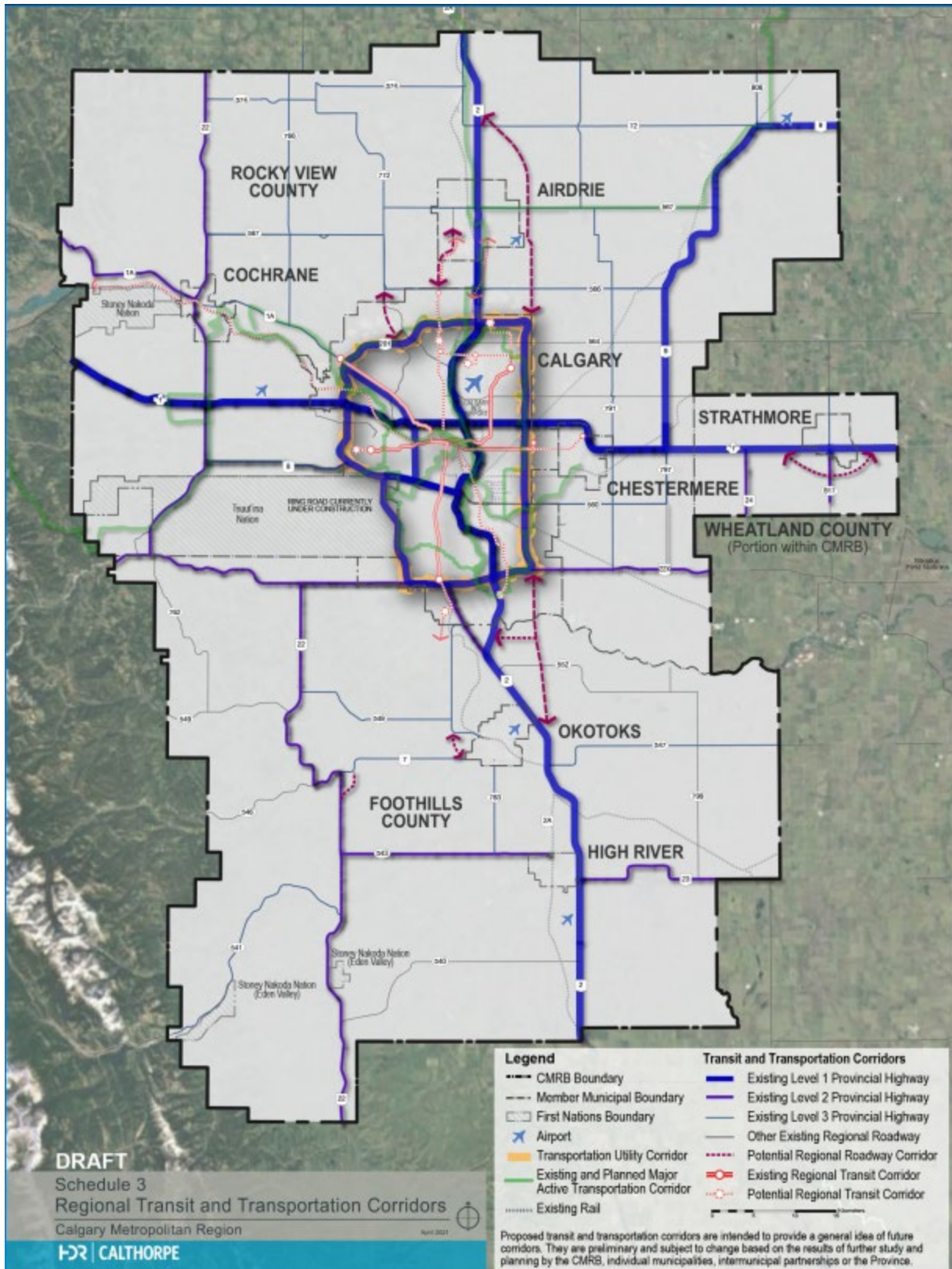
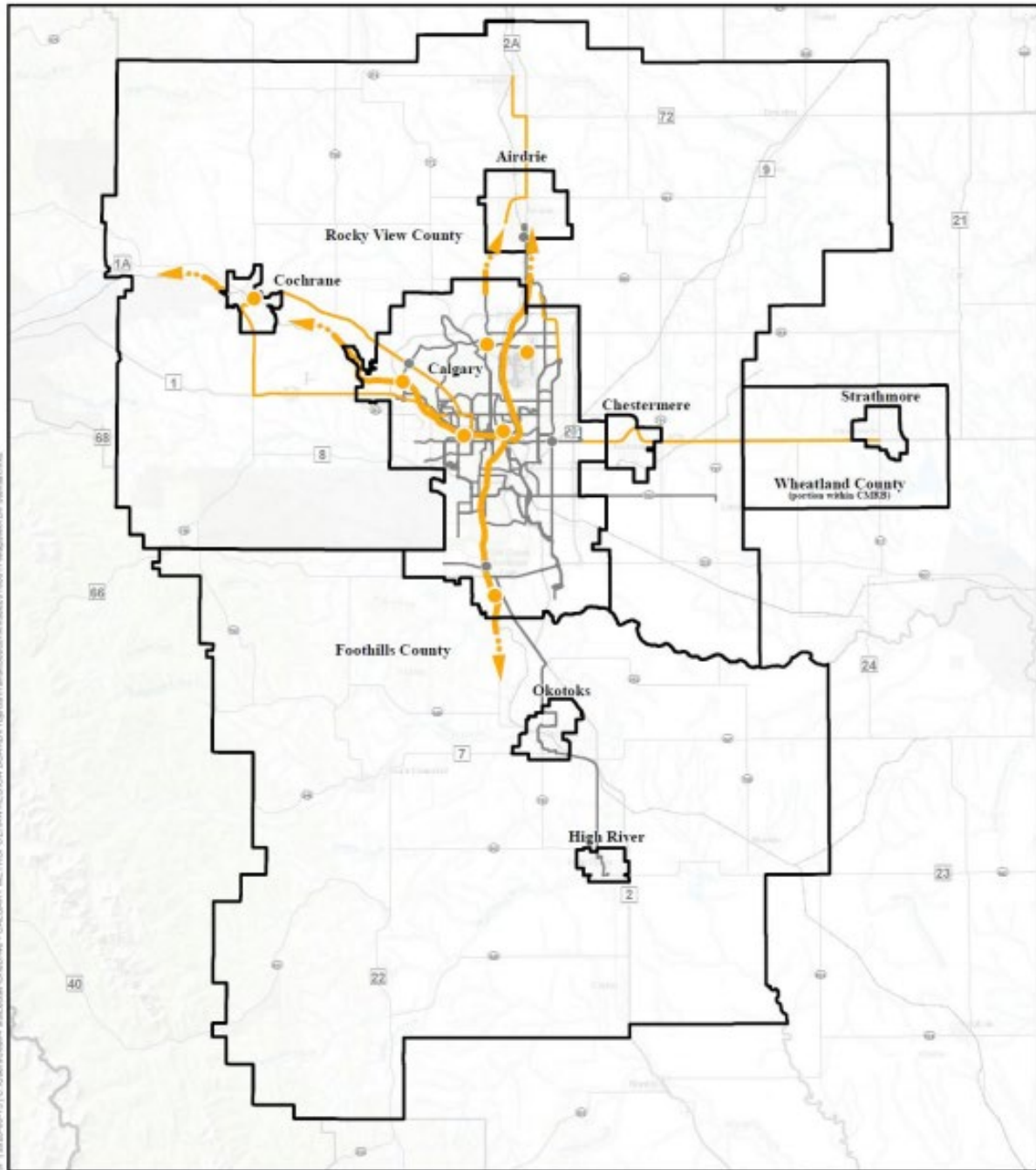


Figure 2: Regional Transit and Transportation Corridors



- | | | |
|---------------------------|-------------------------------------|-------------------|
| 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, Altalis
 Map Created: 2020-05-15
 Map use for reference purposes only. The CMRB provides no warranty nor accepts any liability arising from any inaccuracies, omissions, or misleading information.

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

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, continued conservation and efficiency efforts to further reduce per capita water use will be needed to align long-term growth with available licenses and to minimize the effects of water withdrawal from the region's watersheds.

4.2.1.3 ADVOCACY

- **Identify common regional issues for advocacy with the Province**

In alignment with the direction of the CMRB Advocacy Committee, the Water Working Group will determine a consensus position on working with the Province regarding regulatory barriers to

shared water servicing experienced in the region. Following this, the Water Working Group will recommend next steps to the Advocacy Committee on how best to proceed.

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.

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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.

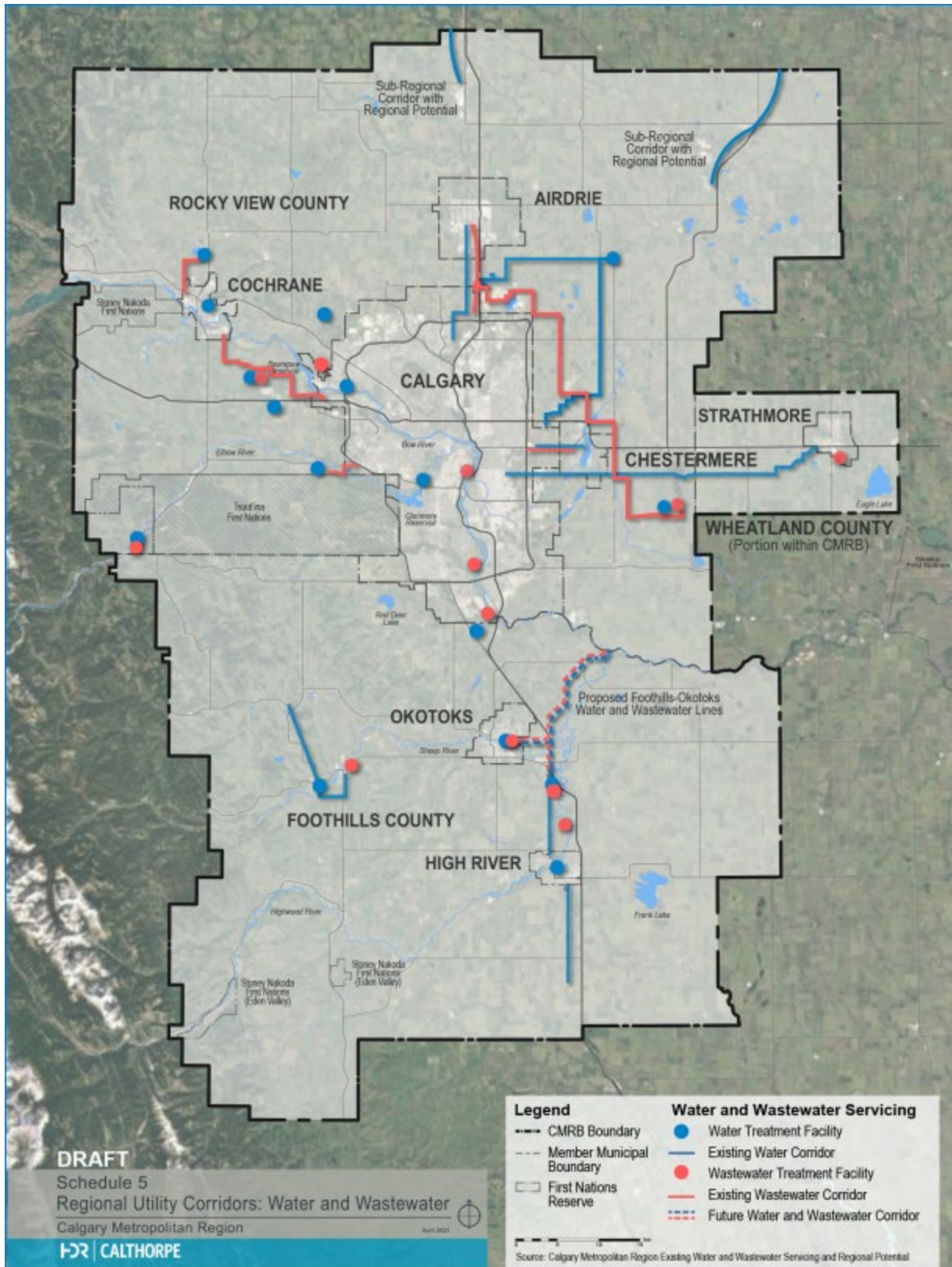


Figure 4: Regional Water and Wastewater Utility Corridors

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.

DRAFT

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.

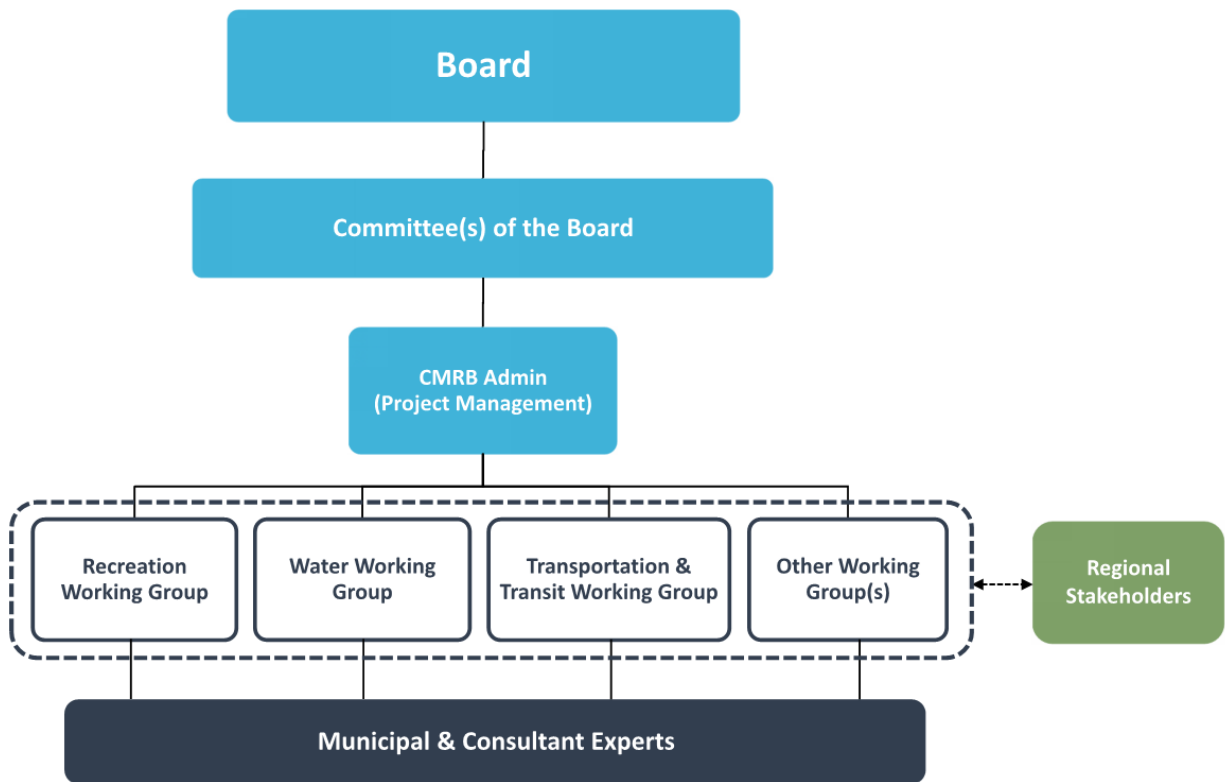


Figure 5: Administrative Structure for Servicing Plan

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	7
Submitted to	Board
Purpose	For Information or Approval
Subject	Final Draft REF
Meeting Date	May 14, 2021
<i>Motion that the Board receive for information the CMRB Regional Evaluation Framework OR approve the CMRB Regional Evaluation Framework</i>	
<p>Summary</p> <ul style="list-style-type: none"> • The Interim Regional Evaluation Framework (IREF) was developed as an interim process to review and approve statutory plans during the development of the Growth Plan. The IREF was intended as a learning opportunity for the REF. • To prepare for the drafting of the REF, CMRB Administration worked with TAG to update the IREF principles and IREF process and timeline. These elements of the REF did not require the draft Growth Plan to complete and will not form part of the Ministerial Order. These updates were approved by the Board in November 2020. The approved documents are attached. • As the final draft Growth Plan is now available, a REF document has been drafted. The approved version of this document will form the submission to the Minister of Municipal Affairs and form part of the Ministerial Order. • The REF has been developed collaboratively with TAG over multiple iterations of feedback, comment and discussion. • The REF was adjusted for clarity and to reflect the policies of the final draft Growth Plan, including the definition of Regional Significance and reference to Small Employment Areas. 	
<p>Attachments</p> <ul style="list-style-type: none"> • Attachment 1: Approved REF Principles • Attachment 2: Approved REF Application Review Process • Attachment 3: Final Draft REF 	

1. Introduction

There are several key parts to the REF:

- The REF principles that have supported the development of the REF (Attachment 1),
- The REF process and timeline (Attachment 2),
- The draft REF document that will be sent to the Minister and will form part of the Ministerial Order (Attachment 3),
- The Interpretation Guide that outlines how the REF operates, including how applications will be received by the CMRB, what the application packages should include, how applications will be processed by CMRB Administration, how recommendations to the Board will be made by CMRB Administration, and how the Board will review and approve applications. This will be updated upon completion and approval of the Growth Plan and REF.

Once approved by the Minister, the REF process will come into effect. Further work will occur around implementation practices and protocols over time.

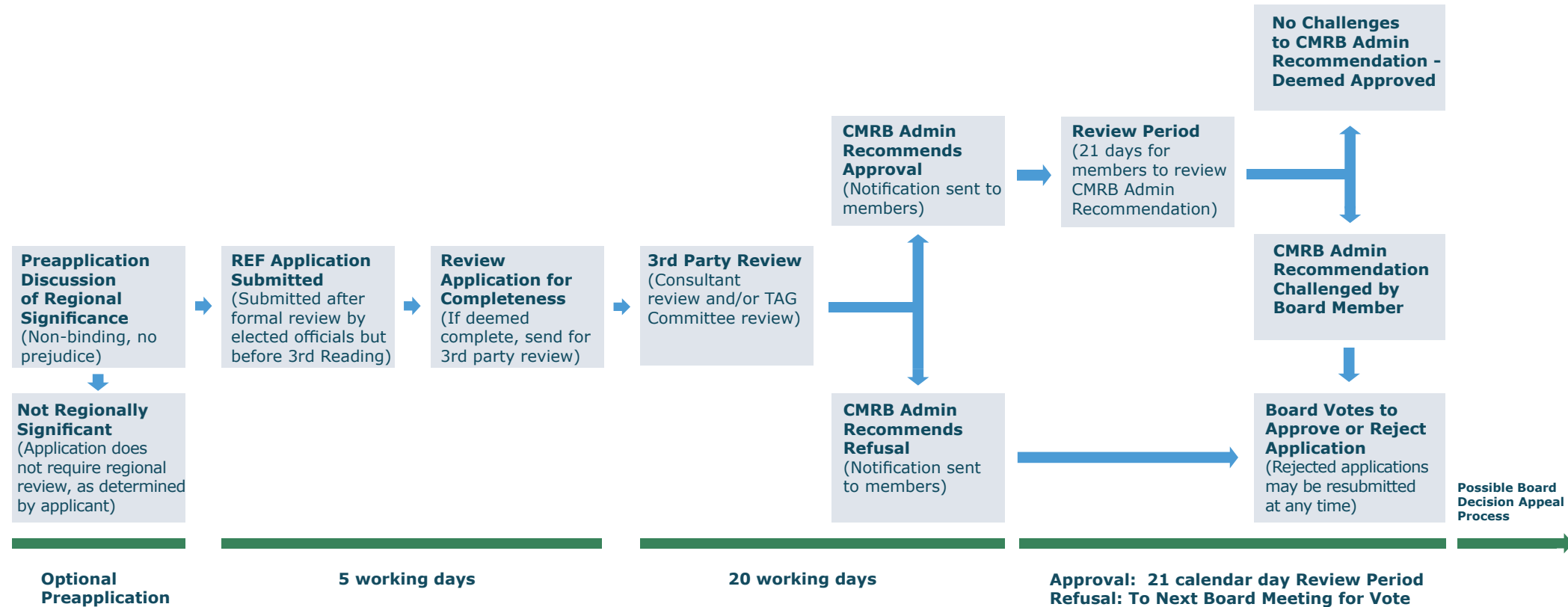
2. Recommendation

Motion that the Board receive for information the CMRB Regional Evaluation Framework OR approve the CMRB Regional Evaluation Framework.

Attachment 1: Approved REF Principles

	Proposed REF Principles	Objective
1	Certainty and Clarity of Process	All REF applications will be subjected to the same transparent process.
2	Efficiency	The process will be efficient and timely for the Applicant, the CMRB Administration, and the CMRB Members.
3	Respectfulness	All participants in the REF process will be treated, and will treat others, with respect.
4	Demonstrate Cooperation	The process will demonstrate cooperation amongst all ten municipalities.
5	Objectivity	CMRB administrative recommendations and decisions will be objective and respect the technical review process.

Proposed REF Application Review Process



- Agenda Item 7ii Attachment



FINAL DRAFT REGIONAL EVALUATION FRAMEWORK

VERSION: May 14, 2021

1 INTRODUCTION

The Calgary Metropolitan Region Board (CMRB) has been directed to implement the Calgary Metropolitan Region Growth Plan (Growth Plan) subsequent to its adoption by the Government of Alberta. The Regional Evaluation Framework provides the Board with the authority to evaluate and approve new Statutory Plans and amendments to existing Statutory Plans to ensure alignment with the goals, objectives, and policies of the Growth Plan.

2 PURPOSE

The purpose of the Regional Evaluation Framework is to provide member municipalities with criteria to determine when new municipal Statutory Plans and amendments to existing Statutory Plans shall be submitted to the Board for approval, and procedures for submission. Further, while every development must be consistent with the Growth Plan, the Regional Evaluation Framework provides direction on how the Board will review and approve Statutory Plans and amendments to ensure they are consistent with the long-term regional interests identified in the Growth Plan.

3 DEFINITIONS

- 3.1 In addition to the definitions contained in the CMRB Regulation, words defined in the Growth Plan shall be given the same meaning for the purposes of the Regional Evaluation Framework.

REGIONALLY SIGNIFICANT means

- a. of a scale or scope that may impact or benefit two or more municipal members as the context may apply; and
- b. development of scale, scope, or proximity that it will benefit or have impact on regional transit and transportation corridors, energy corridors and utility corridors, natural systems and/or infrastructure.

4 SUBMISSION CRITERIA

All Statutory Plans with the criteria identified in this section of the Regional Evaluation Framework must be referred to the Board. Statutory plans or Statutory Plan amendments given first or second reading by a Calgary Metropolitan Region (CMR) member must be referred to the Board prior to 3rd reading of a bylaw or bylaws. When evaluating a Statutory Plan or Statutory Plan amendment, the Board must consider whether approval and full implementation of the Statutory Plan or Statutory Plan amendment would result in development that is consistent with the Growth Plan.

- 4.1 A Municipality shall refer to the Board:
- a) A new Municipal Development Plan.
 - b) All amendments to the Municipal Development Plan.
 - c) All new Area Structure Plans and Area Redevelopment Plans
 - d) All new amendments to Area Structure Plans and Area Redevelopment Plans where the amendments include:
 - i. Employment Areas greater in size than a Small Employment Area; or
 - ii. Any residential or mixed-use development with greater than 50 dwelling units.
 - e) All new or amended member-to-member Intermunicipal Development Plans.
- 4.2 Notwithstanding section 5.1, municipalities are not required to submit proposed Statutory Plans and/or amendments to existing Statutory Plans in the following circumstances:
- a) Housekeeping amendments to correct or update clerical, technical, grammatical, and/or typographical errors and omissions that do not materially affect the Statutory Plan and/or amendments in principle or substance in accordance with the Municipal Government Act.
 - b) Amendments to existing Statutory Plans that are not substantive in effect, such as:
 - i. Small scale amendments to maps;
 - ii. Small scale text amendments;
 - iii. Small scale land use conversions; or
 - iv. Amendments that the member municipality in their discretion has determined not to be Regionally Significant.
 - c) A new sub-Area Structure Plan or sub-Area Redevelopment Plan that is subordinate to and consistent with its higher order Area Structure Plan or Area Redevelopment Plan.
 - d) New or amended Intermunicipal Development Plans that involve a CMR member and a non CMR member.
- 4.3 Where an Area Structure Plan or Area Redevelopment Plan amendment is proposed, the Regional Evaluation Framework shall only apply to the proposed amendments to the Area Structure Plan or Area Redevelopment Plan.

5 SUBMISSION REQUIREMENTS

- 5.1 The submission of a new Statutory Plan or amendment to an existing Statutory Plan referred by a municipality to the Board shall include:
- a) A Cover Letter, including Ministerial Order number, brief description of the proposed plan or plan amendment, request for approval, list of consultants contracted to develop the plan or plan amendment, and applicant contact information;
 - b) The proposed Statutory Plan or amendment bylaw;
 - c) A copy of the Statutory Plan without the proposed amendment;
 - d) The supporting Council report;

- e) Sufficient documentation to explain the Statutory Plan or amendment;
- f) Satisfactory information to ensure the new Statutory Plan or existing Statutory Plan amendment can be evaluated, such as applicable technical studies and other supporting documents;
- g) A summary letter that explains alignment with the Growth Plan;
- h) The corresponding GIS data set including, at minimum, the boundary of the new Statutory Plan, its land-use concept and a regional placetype alignment table; and
- i) Copies of letters provided by member municipalities as part of public hearing submissions.

5.2 New Area Structure Plans or Area Redevelopment Plans must include within the statutory plan document all mapping required by the policies of the Growth Plan.

5.3 Area Structure Plans or Area Redevelopment Plans amendments must include within the Regional Evaluation Framework application documentation all mapping required by the policies of the Growth Plan.

6 REVIEW

Procedures, protocols, and timelines pertaining to administrative and Board review and decision-making of Regional Evaluation Framework applications will be outlined in supporting documentation of the CMRB. Supporting documentation will also include a Regional Evaluation Framework submission checklist.

6.1 The Regional Evaluation Framework will be reviewed and updated simultaneously with the five year and ten year reviews of the Growth Plan, or at the request of the Board or the Minister.

Agenda Item	8
Submitted to	Board
Purpose	For Decision
Subject	CMRB Draft Dispute Resolution and Appeal Bylaw
Meeting Date	May 14, 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.	<p>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</p> <p>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.</p>	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.

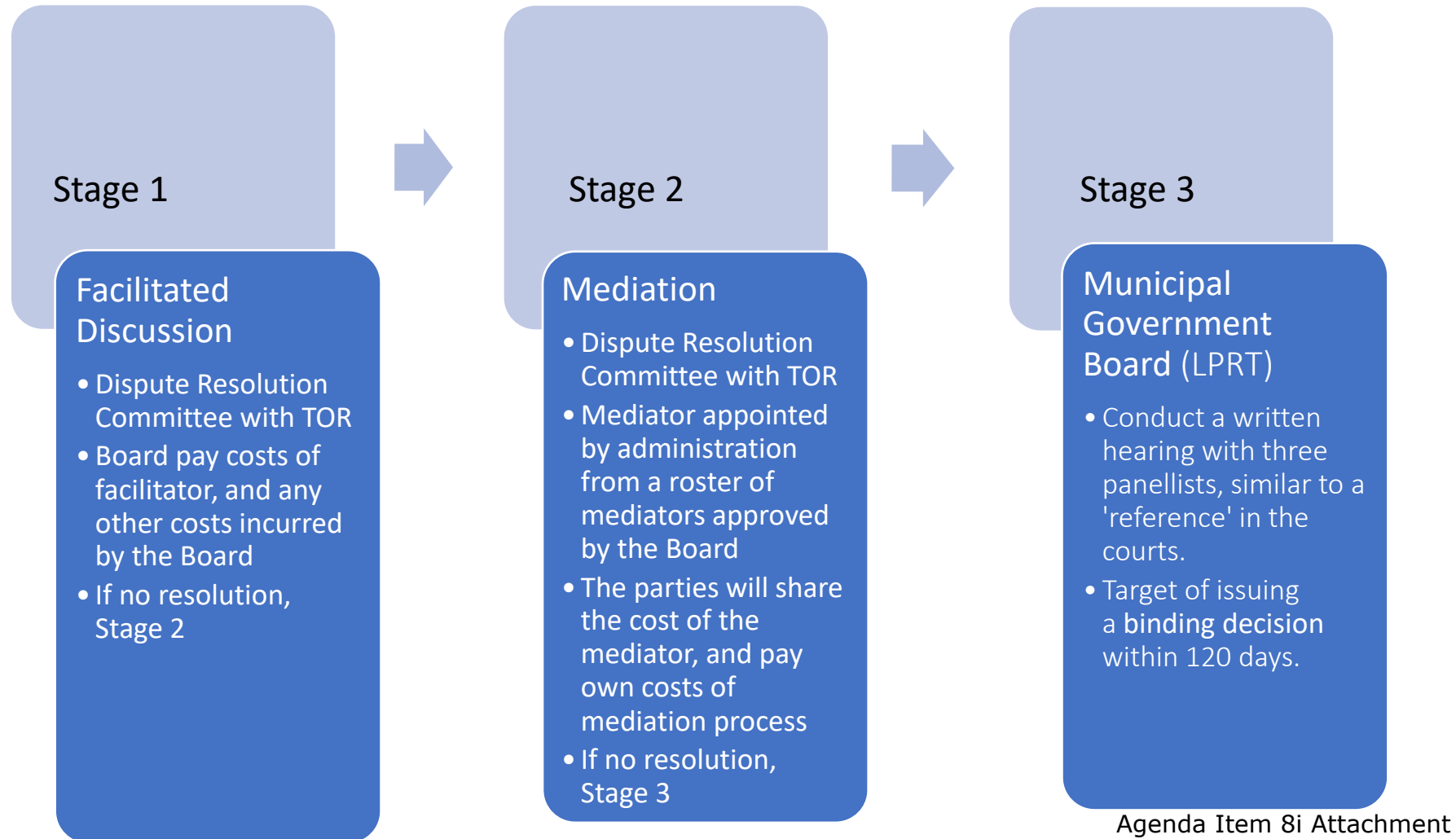
12	<p>Section 3.1 – Extend Applicability to Decisions Made Under IREF and Interim Growth Plan</p> <ul style="list-style-type: none"> - We believe that decisions made under the Interim Growth Plan and IREF should also be appealable. Would it be possible to add a clause to clarify and allow appeal for 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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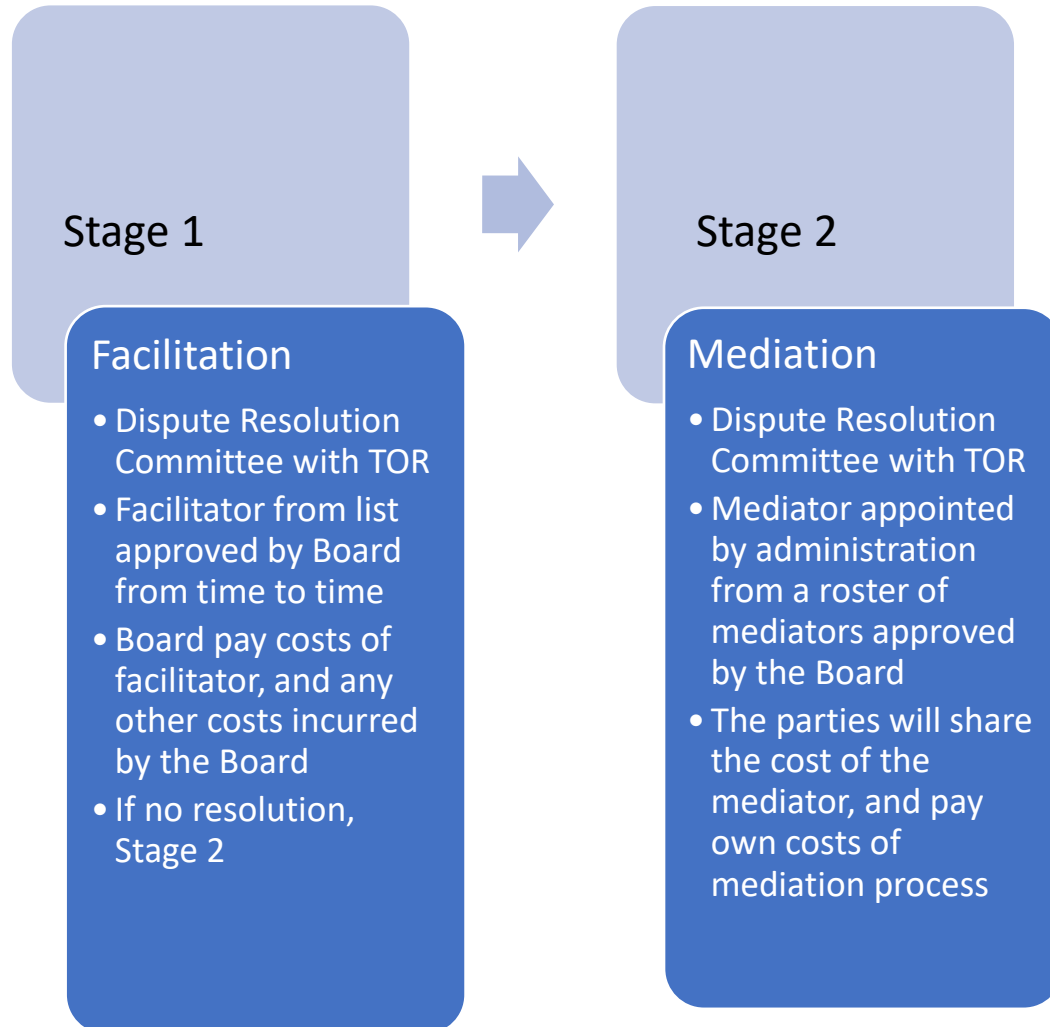
5. Recommendation

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

REF Decision Appeal Process



Non-REF Decision Reconsideration Process



Agenda Item 8ii 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

3.4. 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.

3.5. 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.

Agenda Item	9
Submitted to	Board
Purpose	For Decision
Subject	Economic Development Workshop
Meeting Date	May 14, 2021
<i>Motion that the Board approve proceeding with an economic development workshop</i>	
<p>Summary</p> <ul style="list-style-type: none"> • On multiple occasions, the Board has expressed an interest in exploring regional economic development. In response to this, CMRB Administration investigated the possibility of economic development workshops for the CMRB. • Hatch has significant experience in developing and delivering workshops to regional stakeholders and has offered to deliver a two-part workshop on this topic on June 18 and September 17, 2021. • The objective of the workshop is to provide relevant examples of regional economic development initiatives worldwide and their outcomes for consideration of the Board as they determine future actions regarding regional economic development in the CMR. • At this time it is anticipated these events would be conducted online as international travel restrictions are likely to continue. Hatch has been successfully delivering workshops and meetings virtually for a year now and find it brings added benefits in terms of efficiencies and can help ensure better levels of engagement/participation. • A detailed budget will be provided once the Board has agreed its preferred path forward. As a starting proposal, a single speaker series session would not exceed \$8,000; all three as separate sessions not to exceed \$20,000; and all three topics in a single session (longer in length) not to exceed \$12,000. Hatch is amenable to prepare a pricing proposal for an alternative blended approach, if desired. • Three senior principals from Hatch would attend the workshop and oversee outputs. Their CV's are attached to the proposal. • Members of municipal administrations are invited to attend as non-participating observers to keep online participants to a manageable number for the facilitators. 	
Attachment: Proposed Hatch Speaker Series Proposal	

Calgary Metropolitan Regional Board: Speaker Series Proposal



HATCH

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Agenda Item 9i Attachment

Objective

- + To help the CMRB Board explore next-step strategic priorities for:
 - + balanced and integrated regional metropolitan growth
 - + resilient diversification from traditional energy dependency
 - + plus, COVID build-back in the midst of global drivers & trends.
- + The focus of any insights should be on:
 - + collaboration among partner agencies and places
 - + lessons adapted for the Calgary Metropolitan Region context
 - + practical options that lead to action

Our Proposal: *Lessons in Economic Diversification*

An interactive Speaker Session for the CMRB Board based on:

A selective review of strategic lessons from other energy-dependent city-region economies that have embarked on economic transition.

+ Suggested themes to cover:

- 1. Sector Diversification:** understanding emergent markets with scope to grow
- 2. Knowledge Assets:** harnessing institutions to develop specializations
- 3. Place Promotion:** for inward investment, capital attraction and talent pull

Topic 1: Sector Diversification

- + **Review** of how carbon dependent economies have identified emergent, priority growth sectors
- + **Exploring** the role of sector mapping, global trend analysis, sector development strategies
- + **Focus** on how to identify & support growth in emerging/tech driven higher value sectors such as clean-tech, professional service/digital, health/meds and agri-tech

Topic 2: Knowledge Assets

- + **Review** of how city-region growth has been anchored around higher education, research, cultural and HQ assets
- + **Exploring** the role of landmark investments in new facilities, collaboration between institutions, dense active labor markets, knowledge spillovers and net zero innovation quarters/corridors
- + **Focus** on the assets that can unlock growth and how cities around the world have attracted and developed new facilities to stimulate diversification and new economic opportunities

3: Place Promotion

- + **Review** of how city-regions around the world have promoted themselves to attract new business, investment & people using
- + **Exploring** the role of branding, intelligence, soft-landing offer, overseas promotion, investor engagement, virtual showcasing, incentives and after-care etc
- + **Focus** on city-region co-ordination and collaboration across jurisdictions with a central city offer and surrounding communities

Approach

- + Hatch to draft a short Lessons Paper on agreed topics with cameo case studies from selected city-regions, setting out optional pathways for Calgary Region to consider and explore
- + A senior member of the Hatch team would provide CMRB Board with a short presentation of Lessons, followed by a facilitated exploration of how Calgary Region might proceed

Hatch Speakers



Bob Pell
Global Managing Director
Urban Solutions

Bob is based in New York and has extensive global expertise in planning and across Europe, Africa, Asia and the Americas. Bob leads the Urban Solutions practice in Hatch and specialises in helping city-regions promote diversification and secure investment.



Simon Hooton
Director Urban Solutions

Simon is based in the UK and has extensive experience of the role of emergent sector growth/diversification, labour markets, place-promotion and innovation to drive regional growth through long term economic strategy and investment.



Pat Gulliver
Director Urban Solutions

Pat has worked with big cities and regions in the Middle East, Asia & UK advising on energy sector transition and the role of innovation corridors/zones in driving growth.

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To Be Agreed With CMRB

- + **Example Regions:** to be selected, ideas include
 - + Energy Cities : Houston, Aberdeen, Denver, & Jeddah
 - + Traditional Sector Cities: Turin, Bilbao, Melbourne & Glasgow
 - + Innovation Corridors: Sheffield, M11 London, Oxford Cambridge Arc, Shannon-Limerick, Toronto-Waterloo
- + **Session Structure:** options include
 - + All Three Topics in One Session
 - + All Three Topics Over Three Sessions
 - + Or a combination within?



For more information,
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HATCH

Patrick Gulliver

Director

Education

University of Glasgow, MPhil Urban Policy

University of Glasgow, M.A. Economics

Professional Affiliations

20-16-present	Director Hatch UK
2014 - 16	Director, ekosgen
2004 - 13	Head of Economic Development & Vice President, AECOM
2001 - 13	Director Economic Development, AECOM
1999 - 01	Director London Office, SQW
1995 - 99	Associate Director Economic Development, EDAW
1993 - 95	Senior Consultant, ECOTEC Research & Consulting (Ecorys)
1991 - 93	Project Manager, Nottingham County Council

Experience Summary

Patrick Gulliver is an experienced economist who specializes in strategic economic development. He is known for his work on the ‘economics of place’ and city and regional competitiveness. His work has included projects across Europe, the Middle East, and China on Special Economic Zones, Strategic Corridors, Economic Masterplans and Structure Plans. Prior to being Director of Hatch Patrick was a Vice President of AECOM and led the firm’s European and Middle East (EMEA) Economic Development team.

Patrick has worked on the development of numerous new cities/city extensions and economic zones around the world. In Alabuga, Russia Patrick undertook work to underpin the Zones development and growth strategy (the largest in Russia). In Kazakhstan Patrick quantified the potential development along strategic logistics routes into China and led a concept plan for a major new economic zone at Khorgos. In KSA Patrick led the economic component of the Jeddah Plans setting out the growth of Jeddah and other economic centers including Makkah and KAEC over the next 20 years. In Guangzhou in China Patrick provided expert inputs into the Baitan Economic masterplan and undertook a detailed development program to realize Biatan’s economic goals, and a preliminary development program for selected urban riverfront districts. Patrick undertook workshops for the Shenzhen Municipality to explore how the city might secure balanced economic and social growth whilst maintaining its role as a global economic power. Currently Patrick is working on economic plans for Jazan Industrial City and the Almaty Economic Masterplan in Kazakhstan.

One key area of experience is in the planning and regeneration of post-industrial cities. This work has involved the first Economic Masterplan in the UK for the Creative Sheffield City Development Company involving visioning workshops with public and private stakeholders and key regional decision makers to create a 20 year vision and a blueprint for economic prosperity for the city. Patrick lead AECOM’s work on an Employment and Economic Vision for London 2012 Olympic Games as part of the Legacy Masterplan and leading a multi-disciplinary team developing an International Vision for Cardiff to position the city as a European Capital.

In response to the global economic recession Patrick developed a National Index of Economic Resilience and developed recessionary scenarios for a number of cities across the North of England to help quantify short, medium and long-term impacts. These were used to develop recovery strategies and new resilient and diversifies economic futures. This project was then rolled out in China in partnership with the Beijing University.

Patrick also lead AECOM's work on developing a huge area on the North Bank of the River Tyne which looked at reconnecting the population and local towns with the waterfront allied to new highly productive economic quarters specializing in renewable and marine engineering. Patrick also led the North Wales Development Strategy and, the Clyde Valley Green Infrastructure program.

Patrick has led the economic inputs into major regional strategies and masterplans in: China, Iraq, Egypt, Dubai, KSA (Jeddah & Riyadh), Kazakhstan, Dubai, Abu Dhabi, Moscow and the U.S. Patrick has a strong track record in Special Economic Zones having undertaken EZ work and feasibility studies for new Zones in Moscow, Kazakhstan, Azerbaijan, Jeddah and Jazan (in KSA) and numerous Governorates across Iraq.

Project Experience

Gautrain Capacity Study and Corridor Strategy, South Africa

Patrick undertook detailed impact modelling and wider economic benefits impact assessment and developed a project prioritization model for a significant investment programme in Gautrain by the GMA. This included new stations, price strategy, parking and other development of transport nodes.

Gauteng Province Reindustrialization Program, Gauteng, South Africa

Consultant & Economist, Decision making support, feasibility studies, and impact analysis for a suite of industrialization projects across the Gauteng Province in key sectors, including: power generation, agricultural productivity, trade and industry infrastructure, small business and entrepreneur empowerment, waste processing, advanced manufacturing, and tourism. Benefits from reindustrialization projects drive forward a provincial and national effort toward "radical economic transformation," of the South African economy.

Euston Innovation District Vision, Lendlease

This study was to position the Euston area as a major life science innovation hub taking advantage of the additional infrastructure investment represented by HS2 together with the world class assets located in the proximity of the station including the Welcome Foundation, Crick Institute and UCL and UCLH. Patrick led the Innovation concept development phase and the sector growth projections. The project aimed to keep the distinct cultural features around Euston as part of the Vision whilst creating a new high value economic driver in the Capital.

Enfield Inward Investment Strategy, London Borough of Enfield

This project looked at creating distinctive economic drivers on key locations within Enfield targeting Transit Oriented Development in town centres and a range of business focused employment options growth at Meridan Water. The work involved a range of socio-economic and retail analysis combined with a clear investment strategy to create attractive and competitive locations for investment and to retain talent and skills.

Limerick City Masterplan, Limerick City and County Councils

Patrick led the economic component of this multi-disciplinary commission to prepare an economic strategy and spatial masterplan for the historic city of Limerick in Mid-Western Ireland. The Economic Masterplan included a

detailed city centre masterplan and also a detailed assessment of the economy and a plan for diversification of the economic base and a transition to a higher value economy. The City Centre Strategy was key to this assignment and included distinctive public realm, new city districts and re-positioning the city against competing locations on the outskirts.

Alabuga Special Economic Zone Growth Plan. Client: Strategy Partners Moscow and Alabuga SEZ

The Alabuga Special Economic Zone was established on December 21, 2005, in Yelabuzhsky District, the Republic of Tatarstan. With an area of 20 km² Alabuga is the largest special economic zone of industrial type in Russia. The SEZ Alabuga is located 210 km away from the city of Kazan, the capital of the Republic of Tatarstan, and 1028 km from Moscow. Patrick led a strategy to establish a growth strategy for the SEZ based on best practice globally on infrastructure and incentives to underpin the growth of Alabuga and establish a genuine cluster in advanced automotive industries.

Moscow International Forum. Client Strategy Partners Moscow

Patrick prepared a comprehensive report and presentation on potential International economic masterplan for discussion at the Moscow Economic Forum 2012.

Shenzhen City Competitiveness Strategy Workshops

Patrick working with McKinsey held a series of workshops for the Shenzhen Government to advise on maintaining economic growth and the direction of future growth to achieve its ambitions to become “an internationally advanced city”. The City leaders of Shenzhen are looking to develop high-tech, creative and financial industries within the City and required a competitiveness strategy to ensure balanced economic growth. Patrick provided practical advice and ran further workshops based on his extensive experience of economic development and the creation of Special Economic Zones across the world.

Jeddah Stormwater Management programme Ad Hoc Area Concept Masterplan and Infrastructure Design 2012

AECOM are preparing land use and structure plans for 9 Ad Hoc (unplanned) areas in order within the city to respond to the recommended regional and local storm water management strategy. In addition the development of the ad hoc areas is intended to further the economic objectives set out in the Jeddah Regional Strategy and enhance social and community infrastructure. The end product will be a discrete concept masterplan for each of the Ad Hoc areas. Patrick lead workshops in Jeddah to ensure stakeholder consensus.

Al Harrat Spatial and Economic Plan 2013

Patrick led the socio-economic inputs into a spatial and economic plan for a settlement (situated between Jeddah and Makkah) 115,000 people as it drives a significant proportion of regional economic growth over the next 20 years. Work included population, and employment forecasts alongside business and market surveys.

Jeddah Spatial Framework Plan 2013 Client: Jeddah Municipality

The Jeddah Spatial Framework Plan (SFP) was one of several streams of work occurring under the Jeddah Plans Programme The SFP is intended to ensure a holistic and integrated approach is taken to the implementation of infrastructure and development and establishes a preferred Spatial Plan for Jeddah up to the year 2033. Underpinning the SFP is the need to assess the desired phasing, scale and character of urban growth for the city and provide a robust evidence base to support future delivery and implementation.

Khorgos Special Economic Zone Conceptual Masterplan

Patrick has led the economic inputs into a detailed strategy and conceptual masterplan for a new Special Economic Zone in Kazakhstan at Khorgos on the border with China. The Special Economic Zone will be a major logistics hub and transit facility which drives economic growth in the region. Strategically located on the Chinese border the Economic Zone will position Kazakhstan as a major trading partner in the region. This study has involved detailed macro and micro economic analysis and the study and projection of trade flow across borders.

International City Resilience Project China. Client: CASS Beijing

Patrick worked with the Chinese Academy for Social Sciences in Beijing to develop a tool to calibrate, measure and anticipate economic growth of Chinese cities and identify key issues of overheating, infrastructure and social amenity gaps. The project looks to promote sustainable and balanced growth in some of the most rapidly urbanizing cities in the world.

Dubai Urban Masterplan 2020. Client: Dubai Municipality

Patrick as part of a consortium led by AECOM produced a strategic city plan for Dubai which set the strategy for sustainable economic recovery, and established the model for city governance. Key to the plan is defining a preferred spatial direction for the city that responds to the city's long-term needs while enabling immediate priorities for investment and recovery. This work will address integrated approaches for urban infill and growth, environmental management, social and economic development, mobility and urban management. Patrick provided expert inputs into the demographic analysis and sector projections.

**Structure Plans for 4 Provinces of Iraq (2010-2015). Client: Ministry of Municipalities and Public Works
Iraqi Governorates of: Salah Al-Deen, Qadisiya, Karbala and Al-Anbar**

Patrick provided technical inputs to an AECOM team engaged in the development and preparation of structure plans for four Iraqi provinces. The structure plan considers the economic, social and environmental realities and potentials of each province in the context of local, national, regional and international considerations, and sets out a development framework for a twenty year period. AECOM is collaborating on these projects with local consultant partners and engages central and local government officials and related stakeholders throughout the project process. This requires the AECOM team to have appreciation and consideration of local cultural traditions and requirements, together with strong project management procedures.

Petronia- Ghana's Energy City. Client: Petronia Developments

Patrick is currently finalizing a large project to estimate the demand for real estate in Western Ghana from new off-shore oil and gas development. This has involved forecasting production and labour recruitment in the oil, gas and minerals sectors, in addition to assessing market sentiment and viability on the ground in Accra (Ghana's Capital) and Takoradi in Western Ghana where the oil development is proposed.

Jazan Economic City Strategy Review CLIENT: Saudi Aramco

Patrick undertook a review of the economic sector strategy, real estate demand assessment and operational plan prepared by a third party for this new city of more than 80,000 residents planned in southwestern Saudi Arabia. This included reviewing the macroeconomic, demographic, policy and competitive context for the project; interviews with existing investors and tenants; benchmarking study; and testing and revision of Excel models for population growth and floorspace requirements. The review culminated in recommended revisions to the Masterplan, other strategic actions, and a governance and implementation structure to ensure the success of the project.

Economic Plan for Jazan Industrial City, KSA

Patrick led the economic plan for Jazan Industrial City, one of the economic cities being developed by Royal Commission of Jubail and Yanbu. Patrick worked on the identification of potential down-stream industries related to oil refining, steel production, port centric manufacturing and sugar refining. Hatch also completed a benchmarking exercise of economic cities and special economic zones (SEZs) around the world. Some of the undertaken tasks include: policy development, projection of population & employment, evaluation of existing infrastructure, and bottlenecks/deficiencies identification.

Greening Riyadh Incentives Study for Riyadh Development Agency

Patrick is developing a series of financial and non-financial incentives to encourage greening practices to be adopted by the public and private sector across Riyadh.

Concept Plan Development for the City of Almaty, Kazakhstan

This Hatch project required the team to develop a concept masterplan for the city of Almaty that would define the city's development needs and agenda, and ultimately form the brief for the detailed masterplan. Patrick's team developed the economic narrative to underpin the masterplan and actively contributed to the analysis of city data as well as to the conceptual design of the city plan.

Mina Zayed Master Plan CLIENT: Abu Dhabi Urban Planning Council

A Socioeconomic Study as part of the Masterplan for this strategic 600-hectare waterfront site in downtown Abu Dhabi. This comprised a detailed investigation of current uses, socioeconomic assessment and forecasting for Abu Dhabi, and studies of markets including residential real estate, commercial property and tourism. This was used to recommend a development approach, land use schedule and sequencing plan, which supported the development of spatial options.

Egypt Sokhna Special Economic Zone. Client: MAIN Development Company

Working with Jebel Ali Free Zone International (JAFZI) we are currently developing their technical and financial proposals for MAIN Development Company for the Development of the Sokhna Special Economic Zone (SEZ). We are developing concept masterplan options for the zone, including projections of future infrastructure based on foreseen industrial demand, preliminary infrastructure designs, detailed study of the bonded and un-bonded connections to the SEZ from the port, a future expansion possibility plan, and the development cost estimates. Patrick undertook a detailed economic analysis to support this assignment.

Baitan Economic Masterplan. Guangzhou Municipality China.

AECOM economic team and the College of Geography and Planning Sun Yat-Sen University worked together to complete a study of land development patterns and implementation strategies for the Baitan Economic Zone. Development programs that could realize the city's economic goals, and a preliminary development program for selected urban riverfront districts. The plan was illustrated by selected national and international case studies in particular the Sheffield, Cardiff and London 2012 plans that were had been developed and presented by Patrick in a series of workshops in Guangzhou.

London 2012 Legacy Masterplan Framework. Client: London Development Agency

AECOM is led a consortium developing a Legacy Masterplan Framework (LMF) for the Olympic Park. The purpose of the LMF is to establish the key principles to achieve the overarching urban regeneration ambitions for the site over a long period of time - the LMF currently envisages an "end-state" in 2040.

Sheffield Economic Masterplan. Client: Creative Sheffield and Sheffield City Council

AECOM led the preparation of the Sheffield economic masterplan for Creative Sheffield, the first City Development Company in the UK. The masterplan provided the blueprint to guide economic development within Sheffield over the next 15 to 20 years and position the City at the forefront of the urban policy debate.

Cardiff International Economic Vision. Client: Welsh Assembly Government

Patrick led the economic strategy for Cardiff to prioritize interventions that will unlock growth and encourage continuing investment. Cardiff's economic performance over the next 10 years will depend on how the city responds to global drivers and also delivers against the economic challenges.

Bob Pell, BSc Soc Sci, Dip Urb Plg, FRICS

Managing Director, Urban Solutions

Education

Bachelor of Social Science, Economics and Politics, Southampton University, UK
Post-graduate Diploma in Urban Planning, Oxford Brookes University, UK

Professional Affiliations

Urban Land Institute
Lambda Alpha International
Fellow Royal Institute of Chartered Surveyors, UK

Experience Summary

Bob Pell specializes in planning, economic development and evaluation projects from strategic level to practical implementation. Bob has considerable experience of industrial, commercial and mixed use development from the perspective of consultant, private developer and public sector official.

Bob trained and worked in the UK before leading many international projects for EDAW which merged in to AECOM. Other experience was with Milton Keynes Development Corporation, Conran Roche Group, Conran Roche property development. Bob joined Hatch in January 2016.

His career has spanned both the public and private sectors and he has specialized in the re-use of land, frequently advises public sector agencies on policy, strategy and alternative schemes for project implementation.

Selected Experience

30 Year Vision Plan for Port Authority of New York New Jersey

Bob is leading the stakeholder engagement and senior executive client engagement for this long term plan for the commercial Port lands considering impact of changing markets, technology, commercial needs and highest and best land use options.

Durban Aerotropolis Smart City Guideline Development, Durban, South Africa

Master Plan of a 32,000 acre, 42B USD city building initiative providing a framework for coordinating investment in one of Africa's premier trade and business hubs. Anchored by an international airport and close to Africa's busiest seaport, the 50-year master plan is specifically designed to accelerate business efficiencies and enhance the global supply chain.

Bandar site master plan, Kuala Lumpur, Malaysia

Team leader, Competition masterplan for 200-hectares (480-acres) of the previous airport site in central Kuala Lumpur, The site is the future home of the terminus for the KL to Singapore high speed rail Malaysia . Plan includes over a 100 million SF of mixed use high-rise development with major transport interchanges including LRT, MRT, new highway and road facilities. The plan is being developed to suit the financial goals of major Chinese and Malaysian developers.

Selected Experience while with previous firm

The Tidal Schuylkill River Master Plan, Schuylkill River Development Corporation, Philadelphia, PA

Principal-In-Charge, Plan identifying transportation and linkages to and within neighborhoods, potential development parcels, extensive stakeholder engagement and detailed edge treatments for the river. Includes economic impact analysis of investment options, land use and transportation alternatives.

West Philadelphia University City District, University City Business Improvement District, PA

Principal-In-Charge, Led the economic strategy and stakeholder engagement process to improve relationships around University of Pennsylvania, Drexel University and major employers with surrounding neighborhoods.

Surabaya Investor Forum, Indonesia.

Principal-In-Charge, Developed investment scenarios for the city, identified investors, presented opportunities to them and shaped the negotiating strategies for attracting new investment.

Suzhou Creek Urban Design and Planning, Shanghai, China

Executive sponsor, plan to develop the long-ignored second river of Shanghai, identifying development sites, improvements in river edge treatments and enabling economic development along the riverside.

Chester Downtown Riverfront Masterplan, PA,

Principal-In-Charge, Economic development strategy and detailed plans for the regeneration of an industrial based small city suffering from social and economic challenges, includes economic impact analysis of investment options, land use and transportation alternatives.

Port of Los Angeles Phase 1 Redevelopment Analysis, CA

Principal-In-Charge, considered options for redevelopment of San Pedro waterfront, producing economic alternatives resulting in an award-winning design, new public amenities and reconnecting Port Waterfront land to the commercial core of San Pedro.

City of East Chicago, Indiana's Strategic Waterfront Redevelopment Plan, , East Chicago, IN

Principal-In-Charge, Plan incorporates HUD HOPE VI revitalization funds and proceeds from gaming for renewal of this former industrial waterfront.

Port St. Joe, St. Joe Corporation, FL

Principal-In-Charge, Master plan and implementation strategy for the revitalization of Port St Joe. Repositioning strategy for a coastal Florida deep water port town. The town's economy is shifting as the pulp and paper industrial base as the area changes.

St. Joe West Million Acre Plan, Florida Panhandle, FL

Principal-In-Charge, led the economic input to the master plan for one million acres of forest land owned by the St Joe Corporation, to give them a strategy to invest 15% of the land for development and preserve the remaining 85%. Led to investment in infrastructure, roads, airport and land clearance to produce new communities, recreation and new employment into the NW coastal area of Florida.

Brighton Seafront Strategy, Local Council and English Tourist Board, UK

Principal-In-Charge, Prepared a development study to attract considerable investment into the seafront area which was given initial funding by the Council.

Butlers Wharf Adaptive Re-Use Strategy, Private Client, London, UK

Principal-In-Charge, Developed mixed use proposals for 1,000,000 square feet of unused building space on Butlers Wharf overlooking Tower Bridge in London.

Cardiff Bay Revitalization Strategy Review, Cardiff Bay Development Corporation, UK

Principal-In-Charge, Evaluated and updated the Cardiff Bay Revitalization Strategy, one of the largest urban revitalization projects in Europe.

Cutty Sark Gardens, London Borough of Greenwich/London Tourist Board, UK

Principal-In-Charge, Prepared landscape and development proposals as part of the Greenwich Waterfront Strategic Development Initiative.

Royal Docks Development Framework, English Partnership, London, UK

Principal-In-Charge, Prepared a strategic Development Framework for 50 hectares of land surrounding the Royal Docks in the London Docklands.

Alexandria Resort Community, Barons Court Sports & Leisure, Alexandria, Egypt

Principal-In-Charge, Developed a masterplan and detailed implementation program for a 550-acre site on the Mediterranean coast of Egypt.

Bermuda Baselands, Government of Bermuda

Economic Development Principal, Preparation of economic feasibility studies for four former military waterfront sites, including running the Developer competition to find investors and advising on new organization to take forward the base redevelopments.

Hyderabad and Tirupati Tourism Masterplans for the Chief Minister of Andhra Pradesh, India

Principal-In-Charge, Plan to guide investment and improvements in infrastructure to develop tourism in two important areas of the state of AP.

Palestine 2010 Tourism Strategy, Palestine

Principal-In-Charge, Led the World Bank-funded, economic strategy to boost tourism in key cities in Palestine—Bethlehem, Hebron, Gaza, Ramallah—covering infrastructure improvements and new development investment opportunities.

Petra World Heritage Site Tourism Study, Jordan Environment ministry, Petra, Jordan

Principal-In-Charge, Summer Student Program to devise an economic strategy for the development of the areas close to Petra World Heritage site, plus detailed wayfinding and improvements to the site itself.

Subiya New City, confidential, Kuwait

Principal-In-Charge, led the Masterplanning for a proposed major extension of Kuwait City for an international private developer consortium.



Suzhou International Planning Workshop, Suzhou, China

Principal-In-Charge, led the development of a plan for the revitalization of the old canal based city.

Simon Hooton

Director

Education

MSc, Public Policy & Administration, London School of Economics, London, UK

BEng & BComm (Hons), Manufacturing Engineering & Economics, Birmingham University, Birmingham, UK

Employment History

Director, Hatch, 2018-present

Director, Regeneris Consulting, 2003-2018

Senior Consultant, SQW Limited, 2001-2003

European Policy Officer, Voluntary Sector North West, 1997-2000

Policy Research Officer, Chartered Institute of Housing, 1995-1996

Years in Practice

21

Experience Summary

Simon is a Director at Hatch Associates. He leads on our research and consultancy on sectors, competitiveness, innovation, business support and place-promotion. Throughout his career he has led appraisals, evaluations, business planning advice, economic impact assessments and strategy development for a wide range of public and private sector clients and partnerships. He has a first degree in Engineering & Economics and a Masters Degree in Public Policy & Administration.

Simon has helped projects secure £millions from public sources by helping clients make the case for investment using business case modelling tools and developed detailed operational plans underpinned by impact assessments, financial projections, management/governance plans, options assessments and risk analysis. He has worked widely for municipalities and economic partnerships across the UK and in Canada.

Simon has developed long term, evidence-based strategies and action plans to drive economic growth and diversification. He has led on city-wide and regional economic strategies which embrace people, business, investment and infrastructure. He has a track-record of working with senior leadership teams and boards to explore options and develop shared strategic visions. He has a broad experience of facilitating consultation with stakeholders to better understand common economic challenges and find way to help places capitalise on global growth opportunities.

Simon's specialist areas of insight and focus are in

- the role of digital technology and infrastructure in driving economic growth
- understanding local business demography and sectors trends to support growth and diversification
- assessing skills and labour market factors as a barrier and driver of economic change and opportunity
- exploring the role of place promotion, culture and tourism to help secure new investment and attract visitors to enhance perceptions and increase footfall.

Selected Experience

West Midlands Growth Company: Trade, Tourism & Investment Business Case

Simon was the study manager for our recent work helping the West Midlands secure £21m of government investment to promote the region to visitors as the city of Birmingham hosts the Commonwealth Games 2022. Simon oversaw all aspects of the case making exercise and provided expert inputs into the economic impact modelling. The Outline Business Case has just received approval from the Department for Culture Media & Sport.

COVID Recovery Plan, North Wales Economic Ambition Board

Simon led a team of analysts and advisors working for the economic partnership to help develop an evidence base on the local impact of COVID on jobs, and businesses. The team assembled a comprehensive quantitative and qualitative assessment of the factors driving threats and opportunities for the economy and worked with partners to establish a programme of recovery interventions that would help public and private organisations accelerate their growth and diversification from the pandemic.

Peer Networks Evaluation, UK Government

Simon is leading a team of expert evaluators to assess the performance and impact of one of the UK government's flagship business support responses to COVID. Our team is assessing the design and delivery of this networking programme that has supported over 4,000 companies to explore how they can address the immediate operating challenges they face and lead the recovery of their business operations as the lockdown restrictions ease. Simon is overseeing the design and operation of survey work to assess the experience of participating businesses and estimate the overall impact of the scheme on the recovery.

Mississauga Economic Development Strategy, City of Mississauga, Ontario

Simon led our major city economic strategy exercise to advise the City of Mississauga on its growth strategy and priorities. The strategy exercise assessed the assets, competitiveness and threats facing the economy and consulted widely with city agencies and partners on its future growth priorities. He helmed a team that advised the senior executives in the city to develop a plan to secure investment, secure new jobs and drive economic growth.

Cheshire & Warrington Value Proposition

Simon delivered our research backed advice to Cheshire & Warrington on the priorities opportunities to drive economic growth through inward investment. He oversaw extensive data analysis and deep dive reviews of sectors as well as commissioning a future market review to help develop strategic advice to the client.

Economic Impact of Small Modular Reactors

Simon is working with commercial operator of SMRs to develop an impact assessment of their potential to help drive growth and innovation in the Canadian economy.

Atlantic Canada Clean Tech Sector Mapping & Innovation

Simon led a Hatch team to map out the scale and shape of the emerging clean tech sector establishing its itself along the coast of Newfoundland and Labrador. The teams work involved identifying business diversifying away from established oil and gas related activities into clean tech solutions and undertaking survey and consultation work to identify local strengths and assets that could be harnessed to drive sector growth.

Visit England Tourism Impacts

Simon was the principal point of client contact on our work to assess the value and returns on business tourism promotion sponsored by the Visit England. He helped guide the team in the analysis and provided quality control support on the final outputs.

Vaughan, Ontario Economic Development & Tourism Strategy

Simon worked with Cinnamon Toast, a branding agency, to generate evidence on the economic assessment of the city and help create a brand to promote the city to investors visitors and residents. The work involved analysing the evidence on Vaughan strengths and weaknesses, assessing current approaches to digital promotion, engaging with stakeholders and potential audience members and generating content for the city's web site.

BFI Animation Sector Mapping

Simon led our work for the British Film Institute working with Glassai to map the scale and structure of the UK Animation sector. We used novel and conventional data sources to estimate the size of the sector in terms of business numbers, jobs and GVA. Our work also allowed the client to understand the subsector that make up the sector and identify areas of strength and weakness for future expansion.

Employment Zoning Case Study Research for Toronto Board of Trade

Simon helped lead our work developing case study research for the Economic Blueprint Institute (EBI), Toronto Board of Trade, to support its formulation of a position on Ontario's emerging Provincially Significant Employment Zones (PSEZ) policies. The research will investigate how large and rapidly growing metropolitan areas around the world designate and safeguard employment land.

London Economic Development and Skills Strategy, Greater London Authority

Engaged by the GLA to help establish a city-wide long term strategy for economic development and skills across the 33 districts. Simon led the team who were directly involved in running a series of facilitated workshop events with partners from business and agencies across the capital. Our team provided analytical support and advice direct to the GLA team and deputy mayor for skills on the focus and priorities for competitive and inclusive growth. Our work was used by the Mayor's office to support the case for change to the Assembly member and stakeholders across the city.

Economic Impact of Business Tourism on London Economy, London & Partners

Oversaw a commission by the City's tourism and inward investment agency to develop an economic impact model to assess the value of their support to business tourism in London. Simon's team developed a simple-to-operate economic impact model drawing on survey feedback from event organisers and established economic benchmarks to generate impact estimates for the events they help bring to London. The impact tool is being used by London & Partners to identify which conferences, expos and major events to support, based on the scale of economic footprint they might generate. The evidence we generated has also help demonstrate the overall impact and Return on Investment of their work year on year.

Future Cities Impact Assessments, UK Future Cities Catapult

Led our work for this national UK agency to develop a comprehensive tool which could capture the potential economic benefits of a wide array of smart and technology solutions for service delivery and city operations. We engaged widely with cities across England (Liverpool, Bristol, Manchester, London and Milton Keynes) to understand the range of initiatives being developed and reviewed the research on impacts, effectiveness and benefits. Our team developed a simple to understand framework and tool which captures the efficiency and

effectiveness benefits on services users and delivery organisations. The framework is being used by the Catapult to identify priority investments in new services areas.

MIDAS/Marketing Manchester Impacts

Simon led our impact assessment work for the two agencies promoting investment and tourism to the city of Manchester. He worked with the client to understand their reporting requirements and helped develop a practical solution to ensure they could robustly demonstrate their value and make the case for increased investment to the Combined Authority and central government.

Midlands Engine Strategy, Midlands Engine Partnerships

The Midlands Engine covers the heart of England, incurred around Birmingham and covering a population of 10 million people and 800,000 businesses and 20 universities. Simon led a series of workshops to generate a new pan-regional strategy for economic growth that has now been adopted by national government. The team covered topics of trade and investment, skills and business environment, engaging with businesses, councils and universities to understand their priorities and strengthen their case for securing investment.

Scale and Extent of Economic Links between Leeds and London

Oversaw our work to analyse the economic connection between London and one of the UK's other core cities, Leeds, which is 150 miles to the north. The report used quantitative data on the two cities and a series of stakeholder interviews with businesses operating in both cities. The team's evidence was used to make the case for stronger investment flows between the two cities based on shared business sectors, university connections and stronger transport links. The findings have been used at chief executive level and recently helped Leeds secure investment from the national TV broadcaster Channel 4 to the city and was used as collateral at the MIPIM Cannes property show.

Investment in Emerging Technology Sectors for Greater Manchester

Overseeing our review into the market for inward investment in Greater Manchester from companies diversifying into new technology adoption. We were commissioned with the Open Data Institute to use novel approaches to sector and asset mapping of businesses and universities and to generate value propositions for the city's inward investment team to identify and attract potential investors.

Opportunities for Supporting the Growth of Manufacturing in Greater Manchester

Working in partnership with property market specialists, Simon led a team that developed a strategic and operational plan to support growth in manufacturing business in the city-region. Work identified manufacturing sub-sector strengths, explored the specific growth barriers and needs of the businesses, assessed the commercial property market offer for manufacturing businesses and culminated in advice on how the city can support advanced competitive manufacturing-led economic growth.

Greater Manchester Business Productivity and Inclusive Growth Programme

Simon's team was commissioned by the principal agency overseeing business growth in the city region to develop their case for £40m GBP in a programme of business support in technology adoption, innovation, finance, exporting and general advice. The team assembled supporting evidence on demand, advised on the design of the service and drafted each of the five cases involved in a Green Book Compliant Business Case and undertook economic impact modelling to help secure outside investment in the scheme for the city-region Mayor.

Greater Manchester Digital Infrastructure Impact Study

Led a team that provided advice to boroughs across Manchester to help secure investment in enhanced broadband for the city. Simon's team quantified the potential economic impact of the investment planned for the ten boroughs and help secure a mix of investment based on reliable evidence on the employment effects, economic outputs benefits and effects such as flexible working and home based businesses. The team was subsequently commissioned to evaluate the impacts generated on the economy drawing on our own survey evidence from businesses.

GCHQ & Cheltenham Cyber Sector Mapping Study

Simon oversaw our worked with Glassai mapping the UK cyber security sector. We worked with the national security an intelligence agency GCHGQ t asses the scale of cluster concentration around the national head centre of excellence. Our work used Glassai's novel web scraping and machine learning tools to identify cyber businesses. Allied with conventional data sources we were able to establish a robust picture of the state of the UK sector.