

Calgary Metropolitan Region Board
Agenda – May 21, 2021
9:00 AM -1:00 PM
Go-To Meeting/Call-In

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|--|--------------|--------------------|-----------|
| 1. Call to Order & Opening Remarks | | Clark | |
| 2. Adoption of Agenda | | All | |
| For Decision: Motion to adopt and/or revise the agenda | | | |
| 3. Review and Approve Minutes | (Attachment) | All | 3 |
| For Decision: Motion that the Board review and approve the Minutes of the May 14, 2021 meeting | | | |
| 4. Board Vision | (Attachment) | Clark/
Copping | 9 |
| For Decision: Motion that the Board approve the Vision Documents | | | |
| 5. Proposed Growth Plan Changes | (Attachment) | Tipman/
Copping | 23 |
| For Decision: Motion that the Board approve each of the suggested changes to the Draft Growth Plan document | | | |
| 6. Final Draft Growth Plan | (Attachment) | Tipman/
Copping | 49 |
| For Decision: | | | |
| A) Motion that the Board individually approve each policy section of the final draft Growth Plan | | | |
| B) Motion that the Board approve the final draft Growth Plan and direct administration to finalize the document and send it to the Minister of Municipal Affairs | | | |
| 7. Final Draft Servicing Plan | (Attachment) | Graves/
Copping | 51 |
| For Decision: That the Board approve the final draft Servicing Plan and direct administration to finalize the document and send it to the Minister of Municipal Affairs | | | |

8. Regional Evaluation Framework (REF) (Attachment) Tipman/ **94**
Copping
For Decision: *That the Board approve the final draft
Regional Evaluation Framework and direct administration to
finalize the document and send it to the Minister of Municipal Affairs*
9. Draft Code of Practice for Composting Facilities (Attachment) Copping/
Graves
For Decision: *Motion that the Board approve the draft letter
to the Waste Policy Section of Alberta Environment and Parks*
10. Roundtable All
11. Next Meeting: Friday May 28, 2021 @ 9AM
12. Adjournment Clark

Upcoming Meetings:

Board Meeting	Friday May 28 @ 9:00	GoTo Meeting
Indigenous Awareness Workshop	Thursday June 3 @ 9:00 -11:30	TBD
Indigenous Awareness Workshop	Friday, June 11 @ 9:00-11:30	TBD
Board Meeting / Indigenous Awareness Workshop	Friday, June 18 @ 9:00-12:30	TBD
Governance Committee	TBD	GoTo Meeting
Advocacy Committee	TBD	GoTo Meeting

Delegates in Attendance

Mayor Peter Brown – City of Airdrie
Mayor Naheed Nenshi/Councillor Gian-Carlo Carra – City of Calgary
Mayor Marshall Chalmers – City of Chestermere
Mayor Jeff Genung – Town of Cochrane (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/Deputy Reeve Scott Klassen – 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 the agenda will be completed irrespective of time.

2. Approval of Agenda

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

M 2021-65

Motion: That the Board approve the agenda of the May 14, 2021 meeting.

Motion carried unanimously.

3. Review and Approve Minutes

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

M 2021-66

Motion: That the Board approve the Minutes of the May 6, 2021 meeting.

Motion carried unanimously.

4. Growth Plan Modelling Appendix

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

M 2021-67

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

Motion carried unanimously.

Motion Arising:

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

M 2021-68

Motion: That the Board direct CMRB administration to develop a plan to monitor the changes in the indicators following the adoption of the plan.

Motion carried unanimously.

Motion Arising:

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

M 2021-69

Motion: That the Board request further information around assumptions that went into modelling and all indicators that were generated by the modelling be shared with the Board.

Motion fails.

5. Proposed Growth Plan Changes

Members discussed agenda item 5, Table 1 as set out in the agenda package and the following motions were made.

Item 1 Truth and Reconciliation

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

M2021-70

Motion: That the Board approve policy option b): The CMRB will seek to build meaningful and mutually beneficial long-term relationships with Indigenous Nations and communities in and around the Region.

Motion carried unanimously.

Item 2 Existing ASPs and ARPs

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

M2021-71

Motion: That the Board does not adopt the proposed change and retain 3.1.8.4 of the Growth Plan.

Motion carried.

**Note there was no item 3 in the table.*

Item 4 Definition of Regionally Significant

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

M2021-72

Motion: That the Board add to the Glossary of Terms:

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.

Motion carried.

Item 5 Hamlet Growth Areas

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

M2021-73

Motion: That the Board adopt option a) which states:

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..

Motion carried unanimously.

Item 6 Identifying size criteria for Small Employment Areas

Motion Arising:

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

M2021-74

Motion: That the Board amend the change proposed in Table 1, item 6, as proposed to read:

Add policy 3.1.6.1.b)iv

iv) Small Employment Areas less than four hectares (10 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.

Motion fails.

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

M2021-75

Motion: That the Board adopt the change proposed in Table 1, item 6, as proposed:

Replace policy 3.1.5.4 with policy 3.1.6.1.b)iv

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.

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

Motion fails.

Item 7 Harmony/Springbank Employment Area

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

M2021-76

Motion: That the Board adopt the proposed change which states:

Keep Policy 3.1.3.4 as approved by the Board and Add Policy 3.1.3.5 and 3.1.3.6

3.1.3.5 Employment Areas outside of a Preferred Growth Area shall be identified as follows:

Springbank Airport Employment Area.

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.

Motion carried unanimously.

6. Draft Final Servicing Plan

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

M2021-77

Motion: That the Board approve the final draft Servicing Plan.

A member noted that not all of the council presentations have been completed and according to the schedule previously circulated to the Board stating the Plans would be voted on May 21, that voting to approve the Servicing Plan would be premature.

Motion withdrawn.

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

M2021-78

Motion: That the Board receive for information the final draft Servicing Plan.

Motion carried unanimously.

7. Regional Evaluation Framework (REF)

CMRB Administration requested that the Board only provide feedback on the REF and receive for information based on changes that were made earlier in the agenda that will have to be incorporated.

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

M2021-79

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

Motion carried.

8. Dispute Resolution and Appeal Bylaw

Amending Motion #1

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

M2021-80

Motion: That the Board apply the Dispute Resolution and Appeal Process Bylaw to IREF decisions.

Motion carries.

Amending Motion #2

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

M2021-81

Motion: That under section 3.1 Application of Bylaw add c) a member disputes a decision of the Board.

Motion Fails.

Main Motion:

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

M2021-82

Motion: That the Board approve the Dispute Resolution and Appeal Process Bylaw, as amended.

Motion carries.

9. Economic Development Workshop

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

M2021-83

Motion: That the Board approve proceeding with an economic development workshop.

Motion carried unanimously.

Closed session

The Board moved into a closed session at 1:00 PM and returned to public session at 1:45 PM.

10. Board Chair and Chief Officer Goals

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

M2021-84

Motion: That the Board approve the objectives of the Chair and Chief Officer as amended and publish to the CMRB website.

Motion carried unanimously.

11. Next Meeting

Friday May 21, 2021 @ 9 AM.

12. Adjournment at 1:45 PM.

Greg Clark, Chair

Agenda Item	4
Submitted to	Board
Purpose	For Decision
Subject	Board Vision Documents
Meeting Date	May 21, 2021

That the Board approve the Vision Documents.

Summary

- CMRB began work on a vision for the Board and the Region in December 2018. This dialogue formed part of the discussion during the first workshop with HDR|C in October 2019.
- A proposed vision statement was brought forward in Q1 2020, as part of the CMRB Messaging Platform; however, the Board did not feel it was appropriate, and it was not passed.
- A consultant was engaged to do further work with the Board to finalize the visioning work. With the onset of the Covid-19 pandemic, this work was postponed due to concerns that the virtual format would not be conducive to finalizing the project.
- As part of the motion to request to extend the deadline to submit the Growth and Servicing Plans to June 1, 2021, the Board directed CMRB Administration to finalize the vision work.
- Given the long period of working in the virtual format, the consultant and CMRB Administration were confident that the visioning work could be finalized in this format.
- Two workshops were held on March 4th and 18th 2021, and two documents were created from these workshops: *CMRB Regional Vision* and *CMRB Corporate Vision*.
- These two documents were finalized during a brief third workshop held on April 23, 2021.
- The Board discussed the two documents during the May 6, 2021 meeting and, as there were concerns raised by a Member of the Board, the discussion was tabled.

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

1. Areas of Outstanding Concern

Concerns were raised with two parts of the Vision documents.

A) A concern was raised with the wording of number 6 of the Decision making rules contained in the Corporate Vision document.

Concern: The issue is with referencing the voting mechanism as a safety net.

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

B) A concern was raised with the first bullet under Blueprint for Growth in the Elements of Vision section of the Regional Vision 2051 document. That bullet reads:

- Our clear vision and policies allow member municipalities to develop their lands in a way that meets their needs and capitalizes on opportunities.

Concern: Some members do not agree that the current draft policies “allow member municipalities to develop their lands in a way that meets their needs and capitalizes on opportunities”.

Potential Change: Administration does not have a potential change to propose.

2. Recommendation

That the Board approve the Vision Documents.

Regional Vision 2051

Brief and Purpose

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



CMRB Regional Vision:

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

Our Regional Vision is:

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

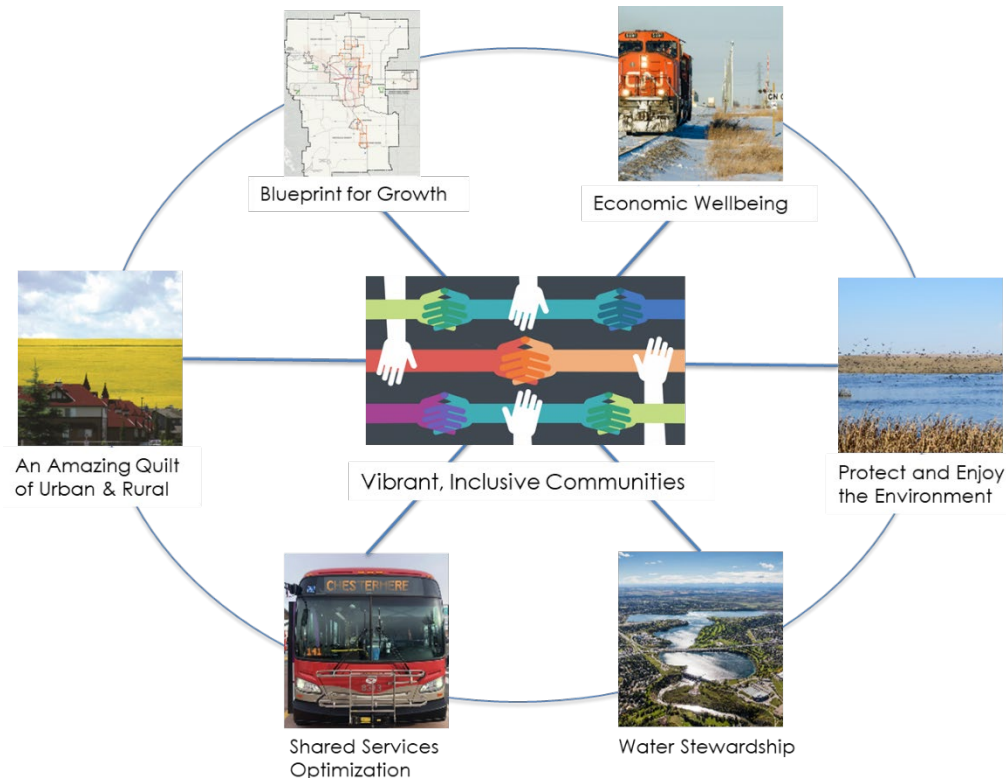
We are a world leading region built on hard work, resilience, helping
others and a deep respect for nature.

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

We grow together.”

Elements of our Vision:

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



▪ **Vibrant Inclusive Communities**

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

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

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

▪ **Blueprint for Growth**

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

▪ **Economic Wellbeing**

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

▪ **Protect and Enjoy the Environment**

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

▪ **Water Stewardship**

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

▪ **Shared Services Optimization**

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

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

Brief and Purpose

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

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

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

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

CMRB Corporate Purpose:

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

Our Purpose is:

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

Our Primary Customer:

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

“Current and future residents of the region.”

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

CMRB Corporate Mission:

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

Our mission statement is:

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

Values:

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

- **Collaboration**
We work together to identify opportunities and efficiencies that reduce the costs of growth and help achieve sustained prosperity for our region.
- **Respect**
We respect each other, our neighbours, our environment, and the land on which our region is built.
- **Innovation**
We embrace new ideas and the development, testing and iteration of bold solutions to complex regional challenges.
- **Diversity**
We embrace our differences and celebrate the diverse people and places that make up our region.
- **Good Governance**
We are purposeful and thoughtful in our actions, prioritizing the development of strategies and plans that guide and enhance the work we do.

Critical Success Factors:

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

- **Start with why**

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

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

- **Listen**

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

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

- **Live our values**

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

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

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

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

- **Make tough Choices wisely**

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

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

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

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

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

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

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

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

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

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

- **Be good role models**

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

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

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

Decision Making Rules:

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

1. **Be prepared**

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

2. **Focus on matters at hand**

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

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

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

4. **Open dialogue, open mind**

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

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

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

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

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

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

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

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

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

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

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

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

Degree of Control

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

CMRB Roles



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

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

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

Attachment 1



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

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

Agenda Item	5
Submitted to	Board
Purpose	For Decision
Subject	Proposed Growth Plan Changes
Meeting Date	May 21, 2021
<i>Motion that the Board approve each of the suggested changes to the draft Growth Plan document</i>	
<p>Summary</p> <ul style="list-style-type: none"> • The attached version of the Growth Plan is the “final draft” version, dated April 28. Information tables have been provided on key changes to the Growth Plan that require Board direction or approval. • Table 1 identifies proposed changes for Board decision on May 21. • Table 2 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 with the Technical Advisory Group (TAG), 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. 	
<p>Attachments</p> <ul style="list-style-type: none"> • Attachment 1: Board Values • Attachment 2: Growth Plan Goals, Directions and Priorities • Attachment 3: Summary of Key Growth Plan Policy Tools • Attachment 4: 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

A draft for public engagement version of the Growth Plan, dated March 17, was presented to the public through an online engagement platform. 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. Table 1 below provides a summary of the policies as presented in the April 28 version of the final draft Growth Plan and offers proposed changes to be incorporation into the final Plan.

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 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 decisions on the matters presented in Table 1. These items were discussed at the May 7 TAG meeting, and revised policy options are provided for further consideration of the Board.

- Table 2 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 21 Board Meeting

	Overview	Existing (April 28 final draft version)	Proposed Changes	Rationale
1.	<p>Country Residential Policies</p>	<p>Existing 3.1.5 Preamble: The Rural and Country Cluster Placetype provides opportunities for smaller, lower density residential development that are well-connected to the adjacent rural landscape.</p> <p>3.1.5.1 The Rural and Country Cluster Placetype 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>3.1.5.2 Rural and Country Cluster Placetype, when it is not clustered shall comply with the following:</p> <p>a. the development shall not be located within a Preferred Growth Area; and</p> <p>b. the maximum Density is 1.2 dwelling units /hectare (0.5 dwelling units/acre).</p> <p>3.1.5.3 The Rural and Country Cluster Placetype is encouraged to be developed in a country cluster residential pattern, in locations where infrastructure and services can be provided.</p> <p>a. The Rural and Country Cluster Placetype when it is clustered shall comply with the following:</p> <p>i. the development shall not be located within a Preferred Growth Area;</p>	<p>CMRB Administration requests that the Board vote on each of the following proposed changes individually:</p> <p>A. Replace 3.1.5 preamble with the preamble provide below to introduce the types of country residential</p> <p>Replace policies 3.1.5.1 to 3.1.5.3 with the following policies:</p> <p>B. General policies for Rural and Country Cluster (see below)</p> <p>C. Policies for Rural and Country Cluster – Not Clustered (see below)</p> <p>D. Policies for Rural and Country Cluster – Clustered (see below)</p> <p>E. Policies for Rural and Country Cluster – Infill Cluster (see below)</p> <p>F. Add definition of Gross Rural And Country Cluster</p>	<p>The proposed policies reflect the need to identify the differences between the following types of Rural and Country Cluster:</p> <ol style="list-style-type: none"> 1. Rural and Country Cluster-Clustered 2. Rural and Country Cluster-Not Clustered 3. Rural and Country Cluster-Infill Cluster <p>Differentiating between the types of Rural and Country Cluster provides an opportunity to establish different density and dwelling unit requirements for each of the different types of country residential development.</p> <ul style="list-style-type: none"> • The proposed preamble includes a more comprehensive explanation of the different Rural and Country Cluster Placetypes. • The proposed policies limit the dwelling unit count for country residential developments in greenfield areas. This policy direction was not included in the April 28 version of the Plan. • The proposed policies provide an option to introduce the concept of Rural and Country Cluster - Infill Cluster. Infill Cluster would provide direction in areas where country residential development has already occurred. Allowing for infill development in these areas may reduce the pressure for greenfield country residential development and allow for greater provision of services. <p>At TAG, there remains differing perspectives on the densities proposed for Infill Cluster. It has been noted by some members that a higher density is required to create the potential for piped water and wastewater servicing, which improves environmental performance, and to create opportunity for increased levels of</p>

	Overview	Existing (April 28 final draft version)	Proposed Changes	Rationale
		<ul style="list-style-type: none"> ii. 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 a Density of 7.5 dwelling units/hectare (3 dwelling units/acre); and iii. the remaining open space shall be preserved in accordance with the relevant municipal plans and/or bylaws. 	<p>Density to Glossary of Terms (see below)</p>	<p>service in existing country residential areas. In addition, allowing for higher densities in infill areas may incentivize growth in these developed areas over growth in greenfield areas. That said, there are questions about the extent to which the proposed policies might promote country residential development of a similar scale and type to Hamlet Growth Areas thereby detracting from growth in preferred areas.</p> <p>A new definition for Gross Rural and Country Cluster Density is required if any of the proposed policies are approved by the Board. The existing definitions of density presented in previous versions of the Growth Plan are not helpful when planning for this form of development and further clarity is needed.</p>

Proposed Rural and Country Cluster Placetype Policies for Board Decision

A. Proposed Rural and Country Cluster Placetype Preamble

3.1.5 Preamble: The Rural and Country Cluster Placetype provides opportunities for lower density residential development that is well-connected to the rural landscape, adding more diversity to the lifestyle choices within the Region. The purpose of the Rural and Country Cluster Placetype policies is to provide enough flexibility to establish rural development forms that integrate with surrounding agricultural and natural landscapes while continuing to encourage and direct growth to Preferred Placetypes in Preferred Growth Areas.

The Rural and Country Cluster Placetype has two forms: Clustered and Not Clustered.

- When the Rural and Country Cluster Placetype is not clustered, it has a traditional country residential form generally with lot sizes of two acres or greater.
- When the Rural and Country Cluster Placetype is clustered, there is a higher density of housing on smaller lots with significant open space, usually a minimum of 50% of the plan area.

The policies for the Rural and Country Cluster Placetype aim to promote open space conservation and more efficient community form. This is intended as a means of conserving agricultural land and optimizing the services and amenities available to residents in country residential areas.

B. Proposed *Rural and Country Cluster Placetype* – General Policies

- 3.1.5.1 The Rural and Country Cluster Placetype should be developed in a clustered pattern to promote the conservation of agricultural and environmental areas. Rural and Country Cluster Placetype that is not clustered is discouraged.
- 3.1.5.2 Rural and Country Cluster Placetype developments that have fewer than 50 dwelling units do not require planning through a statutory plan, at the discretion of the member municipality.

C. Proposed Rural and Country Cluster - Not Clustered Policies

- 3.1.5.3 Development of the Rural and Country Cluster Placetype that is not clustered shall comply with the following:
- not be located within a Preferred Growth Area;
 - be located greater than 2km from the boundary of an Urban Municipality;
 - provide local amenities (e.g., parks, pathways, or common gathering areas);
 - be no more than 50 dwelling units; and
 - include a maximum **Gross Rural and Country Cluster Density** of 1.2 dwelling units /hectare (0.5 dwelling units/acre).

Figure 1: Rural and Country Cluster – Not Clustered, Illustrative Example of Proposed Densities and Dwelling Units

- Not clustered
- 50 lot maximum
- Max density of 0.5 units per acre minimum (equivalent to 80 lots per quarter / 2 acres per lot)

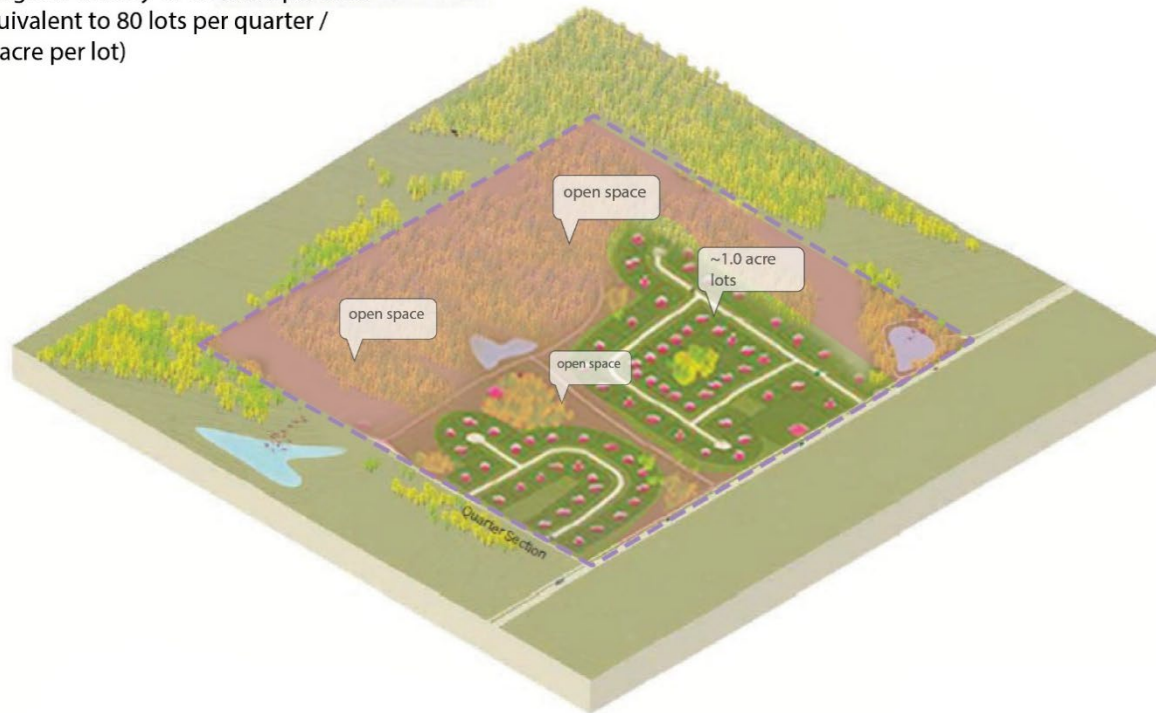


D. Proposed Rural and Country Cluster – Clustered Policies

- 3.1.5.4 The Rural and Country Cluster Placetype when it is clustered shall comply with the following:
- be located greater than 2km from the boundary of an Urban Municipality;
 - include a maximum **Gross Rural and Country Cluster Density** of 1.2 dwelling units / hectare (0.5 dwelling units/acre);
 - be no more than a total of 80 dwelling units; and
 - include a minimum of 50% open space (excluding roads) to facilitate clustered development, preserved in accordance with the relevant municipal plans and/or bylaws.

Figure 2: Rural and Country Cluster- Clustered, Illustrative Example of Proposed Densities and Dwelling Units

- Minimum 50% open space
- Max gross density of 0.5 units per acre (equivalent to 80 lots per quarter / 1.0 acre per lot)



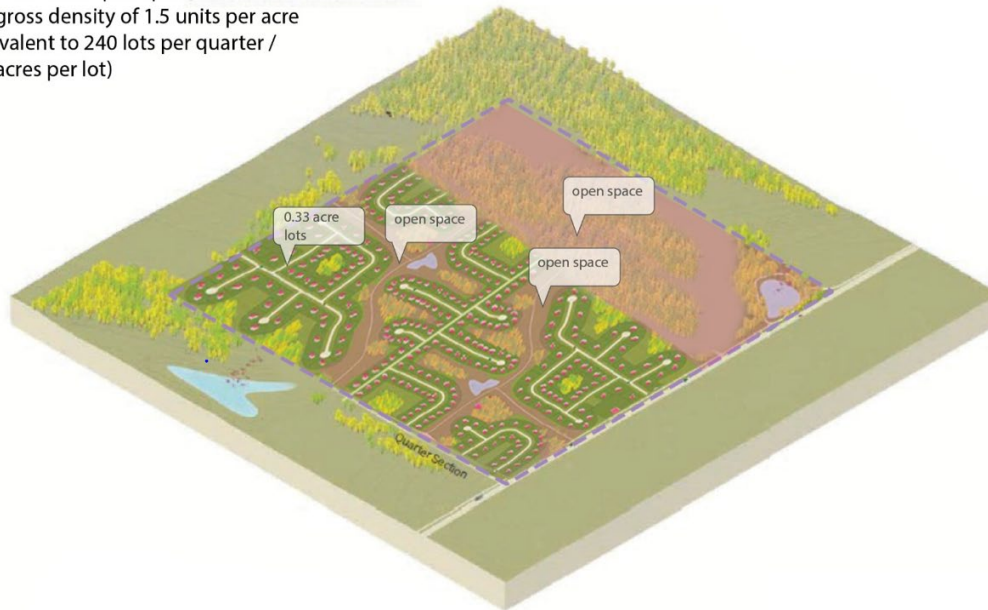
E. Proposed Rural and Country Cluster – Infill Cluster Policies

3.1.5.5 The Rural and Country Cluster Placetype–Infill shall comply with the following:

- a) be located in an area where there is existing Rural and Country Cluster development;
- b) be located within an existing approved Area Structure Plan or Area Redevelopment and not be located within a Preferred Growth Area;
- c) have a maximum **Gross Rural and Country Cluster Density** of 3.75 dwelling units / hectare (1.5 dwelling units/acre); and
- d) include a minimum of 50% open space (excluding roads), preserved in accordance with the relevant municipal plans and/or bylaws.

Figure 3: Rural and Country Cluster – Infill Cluster, Illustrative Example of Proposed Densities and Dwelling Units

- Clustered design for Existing Fragmented Areas
- Minimum 50% open space
- Max gross density of 1.5 units per acre (equivalent to 240 lots per quarter / 0.33 acres per lot)



F. Proposed Definition of Gross Rural And Country Cluster Density

Proposed new definition	
Gross Rural and Country Cluster Density	<p>means the total number of residential units divided by Gross Total Area (all lands) within the development. This term is distinguished from the use of the term of Density or Gross Residential Density found elsewhere in the document.</p> <p>E.g. 80 residential units divided by 160 acres (total land area) = 0.5 units per acre (Gross Rural and Country Cluster Density)</p> <p>E.g. 240 residential units divided by 160 acres = 1.5 units per acre (Gross Rural and Country Cluster Density)</p>

Table 2: Decisions of the Board - April 23, May 6, and May 14 Board Meeting

	Overview	Existing	Proposed Change	Rationale	Board Decision
1.	Identifying the Impacts of Development on Agriculture	<p>3.1.5.3 (March 17 version) 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 (March 17 version) 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

	Overview	Existing	Proposed Change	Rationale	Board Decision
2.	Existing ASPs and ARPs	3.1.8.2 (March 17 version) Area Structure Plan or Area Redevelopment Plan amendments within a Preferred Growth Area shall not decrease the overall Density of residential development or reduce the ratio of Preferred Placetypes within the Area Structure Plan or Area Redevelopment Plan.	No changes proposed. Keep policy 3.1.8.2 as presented.		Approved, April 23
3.	Joint Planning Areas	3.1.7.5 (March 17 version) 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

	Overview	Existing	Proposed Change	Rationale	Board Decision
4.	Requirements for Use of Statutory Plans	<p>4.1.1.1 (March 17 version) CMR member municipalities shall use Area</p> <p>Structure Plans and Area Redevelopment Plans for all of the following types of development:</p> <p>(a) Employment Areas greater than eight hectares (20 acres); and (b) any residential or mixed-use development with greater than 50 dwelling units.</p>	Remove policy	<p>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.</p>	Approved May 6

	Overview	Existing	Proposed Change	Rationale	Board Decision
5.	Providing for Small Employment Areas	<p>3.1.4.1 (March 17 version) 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 (April 28 version)</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>	Approved May 6

	Overview	Existing	Proposed Change	Rationale	Board Decision
6.	Employment Areas Outside a Preferred Growth Area	<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 Placetypes:... (b) new Employment Areas shall only be located in Preferred Growth Areas ... (policy continues)</p>	<p>Keep policy 3.1.2.3 (March 17 version, 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) 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>	Approved May 6

	Overview	Existing	Proposed Change	Rationale	Board Decision
7.	Approving new ASPs in JPAs Prior to Approval of a Context Study	3.1.8.3 (March 17 version) 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.	Keep policy 3.1.8.3 (3.1.8.10) and Add policy 3.1.9.5 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.	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: <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. The Terms of Reference for each Context Study should outline if new ASPs can be approved prior to completion of the Context Study	Approved May 6

	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>

	Overview	Existing	Proposed Change	Rationale	Board Decision
9.	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>	May 14, Preamble approved along with policy option B

	Overview	Existing	Proposed Change	Rationale	Board Decision
10.	Existing ASPs and ARPS	3.1.8.4 (March 17 version) 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>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 re-development 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>	<p>May 14, Proposed Changed Not Approved</p> <p>Policy 3.1.8.4 to remain as written</p>

	Overview	Existing	Proposed Change	Rationale	Board Decision
11.	Definition of Regionally Significant	None was proposed (March 17 version)	Add to Glossary of Terms Regionally Significant means: <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>	May 14, Approved

	Overview	Existing	Proposed Change	Rationale	Board Decision
12.	Hamlet Growth Areas	<p>3.1.6.1 (March 17 version) 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 (now 3.1.7.1) b) and Add Sub-bullet i): (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> <p>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.</p> <p>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.</p>	May 14, Approved (Option A)

	Overview	Existing	Proposed Change	Rationale	Board Decision
13.	Size criteria for Small Employment Areas	3.1.5.4 (March 17 version) Local Employment Areas that comply with the following criteria shall not be subject to the Regional Evaluation Framework approval process: (a) the proposed Employment Area does not exceed eight hectares (20 acres); (b) The proposed Employment Area is not contiguous to an Urban Municipality, with a recommended minimum distance of two kilometres	<p>Add 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 3.1.6.2</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. <p>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.</p>	<p>May 14, Not Approved</p> <p>Policy 3.1.6.1 b) i, ii and iii will remain as written</p> <p>Policy 3.1.6.1. b)iv, will be removed from the final draft Growth Plan</p>

	Overview	Existing	Proposed Change	Rationale	Board Decision
14.	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 for Employment Areas outside a Preferred Growth Area 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> <p style="padding-left: 20px;">a) Springbank Airport Employment Area.</p> <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.	May 14, Approved

4. 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)

Agenda Item	6
Submitted to	Board
Purpose	For Decision
Subject	Motions on the Proposed Growth Plan for Approval
Meeting Date	May 21, 2021
<p><i>Motion that the Board:</i> A) Approve each of the policy sections of the draft Growth Plan document; and B) Approve the final draft Growth Plan and direct administration to finalize the document and send it to the Minister of Municipal Affairs.</p>	
<p>Summary</p> <ul style="list-style-type: none"> • The attached version of the Growth Plan is the “final draft” version, dated April 28. • Information tables have been provided on key changes to the Growth Plan that require(d) Board direction in agenda item 5. Table 1 identifies proposed changes for Board decision on May 21. Table 2 provides a list of previously discussed outstanding areas of concern and how they were handled by the Board. • Additional edits to the final draft Growth Plan may be required based on the outcome of agenda item 4 (Board Vision Documents) of the May 21 Board meeting. • The document references in this agenda item refer to the final draft version, dated April 28th, as amended by the Board through previous decisions and those decisions made in agenda items 4 and 5 of the May 21, 2021 meeting. 	
<p>Attachments</p> <ul style="list-style-type: none"> • Attachment 1: Final Draft Growth Plan, April 28 Version Link to Final Draft Growth Plan, April 28 Version 	

Table 1: Motions – May 21 Board Meeting

Section Number¹	Section Title¹	Proposed Motion
3.1	Growth Management and Efficient use of Land	That the CMRB approve Section 3.1 of the April 28, 2021 version of the draft Growth Plan, as amended by the Board
3.2	Economic Wellbeing	That the CMRB approve Section 3.2 of the April 28, 2021 version of the draft Growth Plan
3.3	Environmentally Responsible Land Use	That the CMRB approve Section 3.3 of the April 28, 2021 version of the draft Growth Plan
3.4	Water Stewardship	That the CMRB approve Section 3.4 of the April 28, 2021 version of the draft Growth Plan
3.5	Shared Services Optimization	That the CMRB approve Section 3.5 of the April 28, 2021 version of the draft Growth Plan
3.6	Embracing Urban-Rural Differences	That the CMRB approve Section 3.6 of the April 28, 2021 version of the draft Growth Plan
Entire Document¹	-	That the Board approve the final draft Growth Plan and direct administration to finalize the document and send it to the Minister of Municipal Affairs.

Note: ¹ Refers to Growth Plan Draft for Council Presentations, dated April 28, 2021, as amended and approved by the Board in Agenda Item 5, Tables 1 and 2

2. Recommendation

Motion that the Board:

- A) Approve each of the policy sections of the draft Growth Plan document; and
- B) Approve the final draft Growth Plan and direct administration to finalize the document and send it to the Minister of Municipal Affairs.

Agenda Item	7
Submitted to	Board
Purpose	For Approval
Subject	Final Draft Servicing Plan
Meeting Date	May 21, 2021
<i>That the Board approve the final draft Servicing Plan and direct administration to finalize the document and send it to the Minister of Municipal Affairs</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. • The Servicing Plan was received for information at the May 14, 2021 Board meeting. No changes have been made since the May 14, 2021 Board meeting. • A final editorial review for clarity will be completed, and the Servicing Plan will be put into InDesign in a format similar to the Growth Plan. The Servicing Plan will be submitted to the Minister of Municipal Affairs. 	
<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 Servicing Plan is to be filed with the Minister of Municipal Affairs, as required by the CMRB Regulation.

2. Recommendation

That the Board approve the final draft Servicing Plan and direct administration to finalize the document and send it to the Minister of Municipal Affairs.

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 7i 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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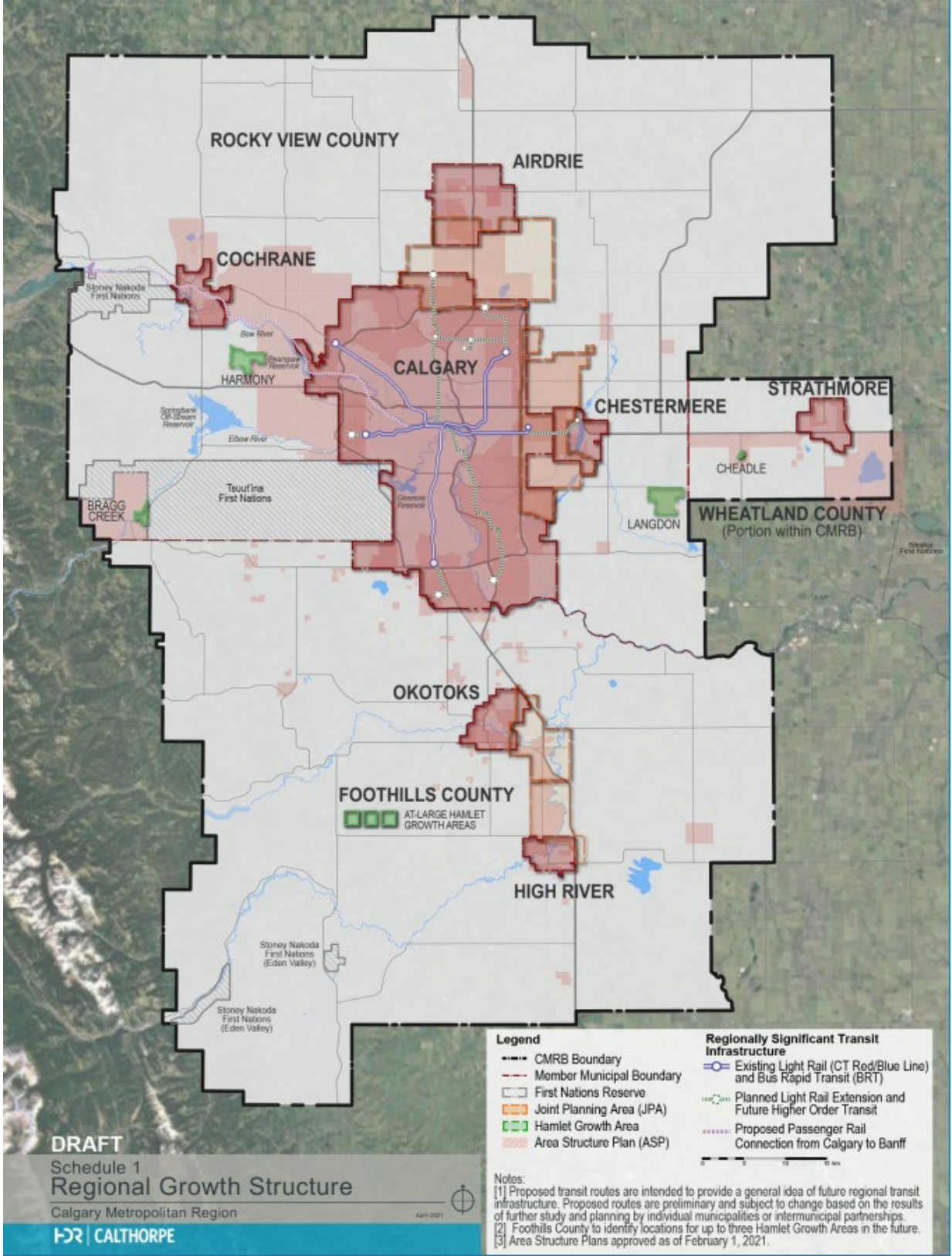


Figure 1: Growth Plan Regional Structure

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.

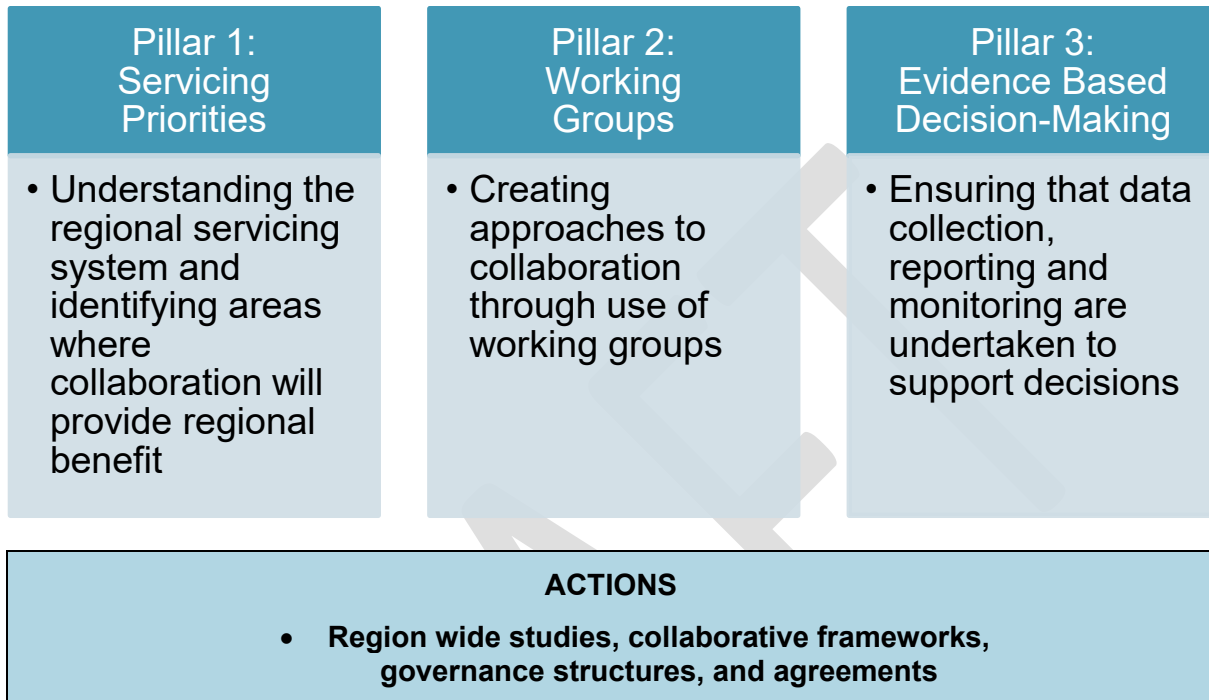
While additional services may be added in the future, these servicing priorities were deemed by the Board to be important for the inaugural Servicing Plan.

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.

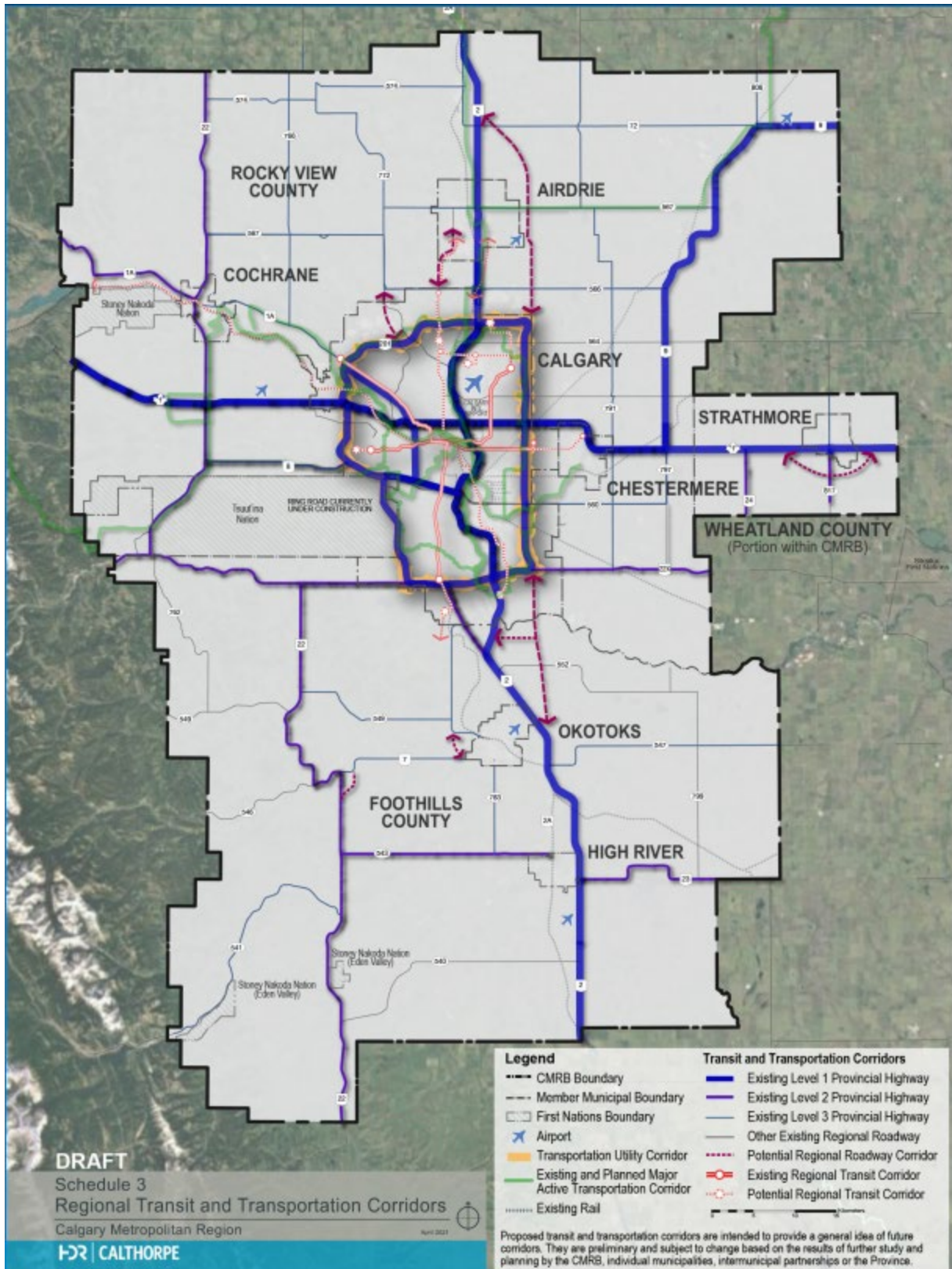
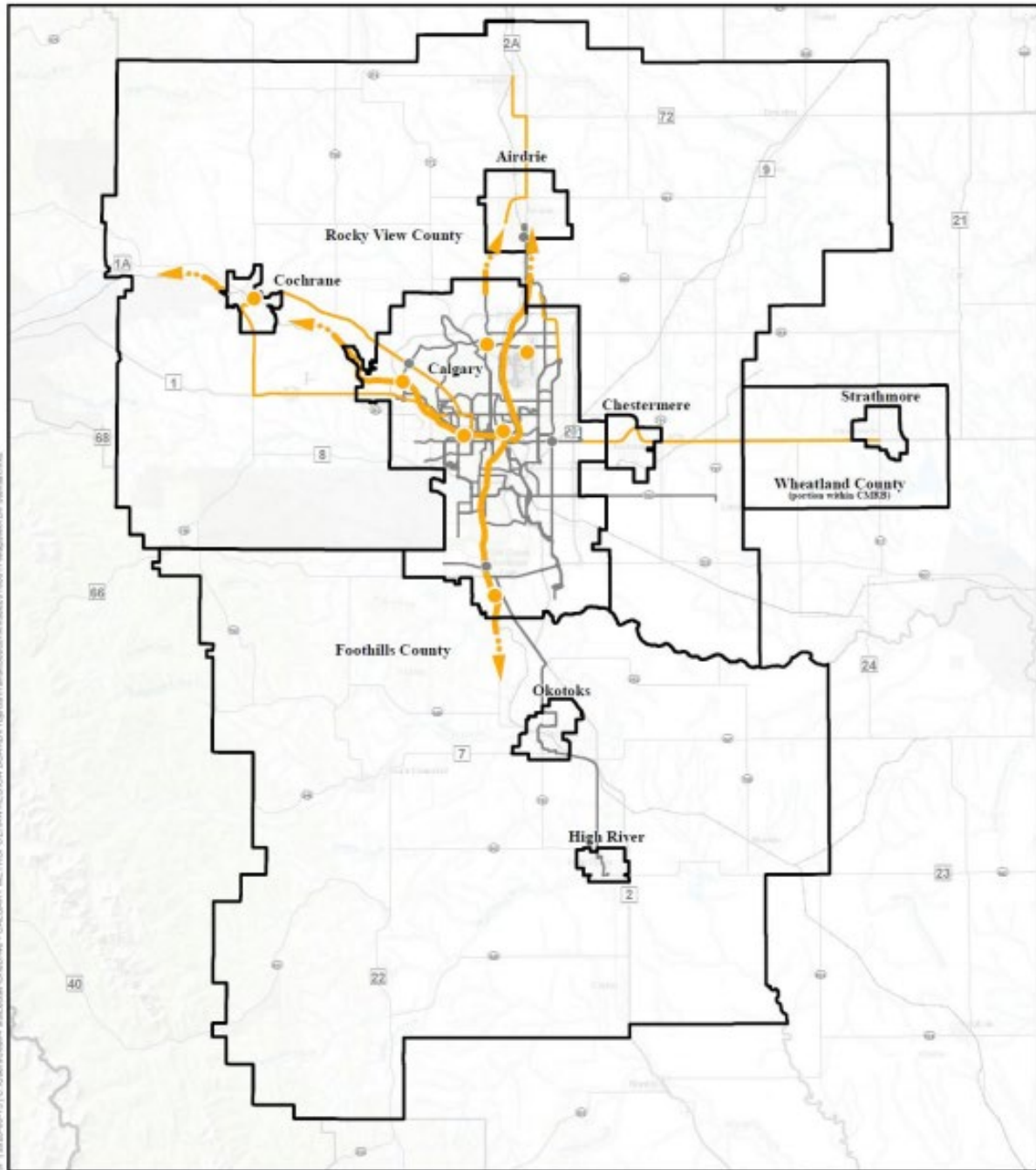


Figure 2: Regional Transit and Transportation Corridors



- | | | |
|---------------------------|-------------------------------------|-------------------|
| 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, AtlasIS
 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.

DRAFT

5 Water and Wastewater Servicing

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

5.1 Background and Intent

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

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

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

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

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

5.2 Servicing Priorities

5.2.1 Region-Wide Priorities

5.2.1.1 REGIONAL UTILITY SYSTEM

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

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

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

5.2.2 Preferred Growth Areas Priorities

5.2.2.1 SUB-REGIONAL SERVICING

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

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

5.3 Working Groups

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

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

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

5.4 Evidence Based Decision Making

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

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

5.5 Actions

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

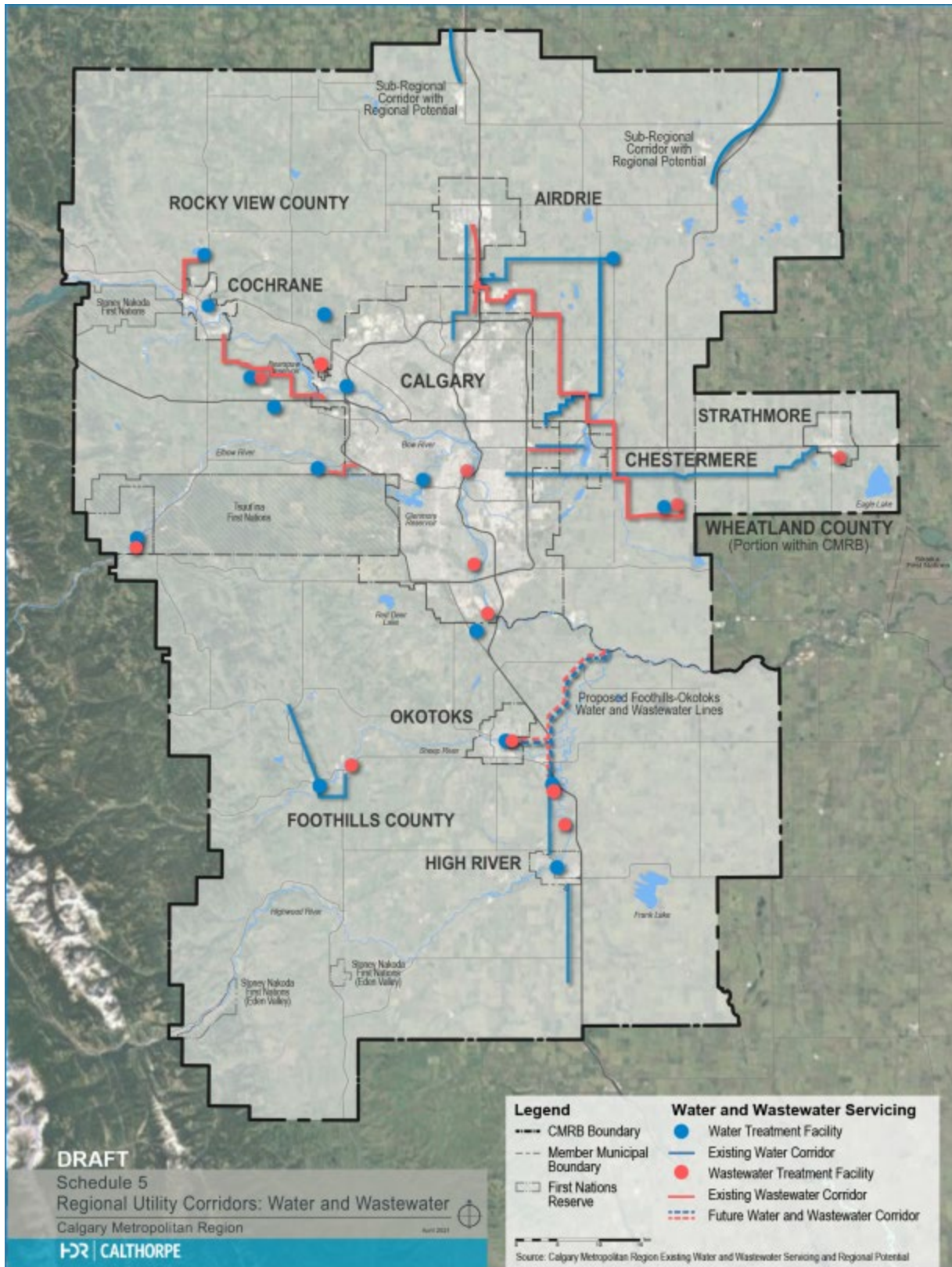


Figure 4: Regional Water and Wastewater Utility Corridors

6 Stormwater Management

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

6.1 Background and Intent

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

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

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

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

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

Stormwater management creates challenges and opportunities for land development and watershed protection in the Calgary Metropolitan Region. Collaborative management and planning, both regionally and within the Preferred Growth Areas, represents a way forward in stormwater management and has a role in collaborative watershed protection initiatives.

6.2 Servicing Priorities

6.2.1 Region-Wide Priorities

6.2.1.1 STORMWATER USE AND WATER REUSE

- **Advocate for stormwater use**

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

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

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

6.2.1.2 REGIONAL INITIATIVES

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

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

An example of cooperative stormwater and drainage management is the Nose Creek Watershed Water Management Plan. The Plan provides recommendations for setbacks and

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

Preferred Growth Areas Priorities

6.2.1.3 CONTEXT STUDIES FOR JOINT PLANNING AREAS

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

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

6.3 Working Groups

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

6.4 Evidence Based Decision Making

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

6.5 Actions

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

7 Recreation

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

7.1 Background and Intent

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

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

7.2 Servicing Priorities

7.2.1 Region-Wide Priorities

7.2.1.1 MUNICIPAL COLLABORATION

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

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

7.3 Working Groups

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

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

7.4 Evidence-Based Decision Making

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

7.5 Actions

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

8 Implementation

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

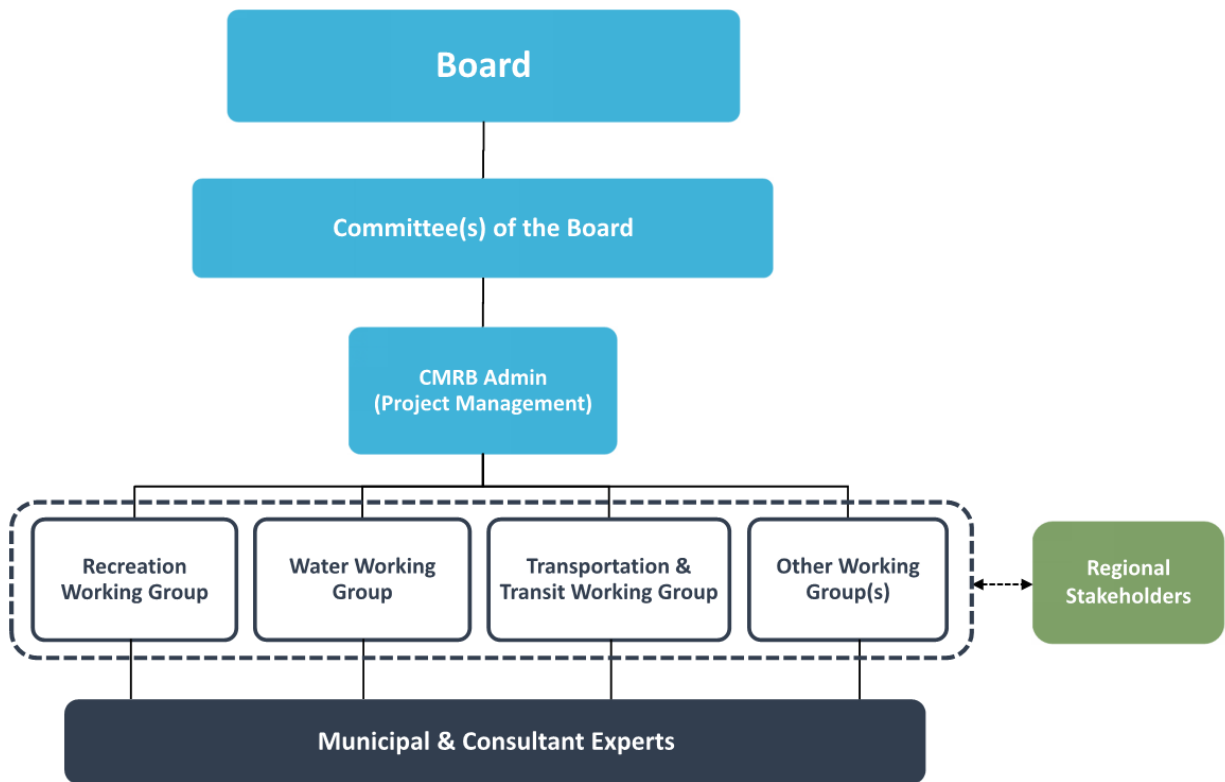


Figure 5: Administrative Structure for Servicing Plan

8.1 Working Groups Guiding Principles

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

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

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

8.2 Data Collection and Monitoring

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

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

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

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

8.3 Plan Update and Review

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

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

Appendix A

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

1. Regional Transportation and Transit Master Plan

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

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

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

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

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

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

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

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

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

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

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

2. Context Studies for Joint Planning Areas

Context Studies should consolidate the relevant components of:

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

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

- Planning for regional multi-use corridors including, but not limited to, transportation, utility, communications, and active transportation
- designation of key future transportation corridors, including major roads with regional connections;
- regional transit corridors and transit-ready corridors for Transit-Oriented Development; and
- pathways and active transportation networks.

Agenda Item	8
Submitted to	Board
Purpose	For Approval
Subject	Final Draft REF
Meeting Date	May 21, 2021
<i>Motion that the Board approve the Regional Evaluation Framework and direct administration to finalize the document and send it to the Minister of Municipal Affairs .</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. • The REF has been developed collaboratively with TAG over multiple iterations of feedback, comment, and discussion and was adjusted for clarity and to reflect the policies of the final draft Growth Plan, including the definition of Regional Significance. • The REF has been updated to reflect the decisions of the Board made at the May 14 Board meeting. 	
<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. Updated REF, May 21 Version

At the May 14 Board meeting, the Board voted to remove Small Employment Areas from the final draft Growth Plan. Small Employment Areas had been referred to in the May 14 version of the REF. To reflect the Board decisions, the reference to Small Employment Areas has been removed and replaced with reference to exceptions in the REF for resource extraction and energy development, agriculture-related business, and home-based business, consistent with policy 3.1.6.1 b) in the final draft Growth Plan, unless those developments require planning through a statutory plan.

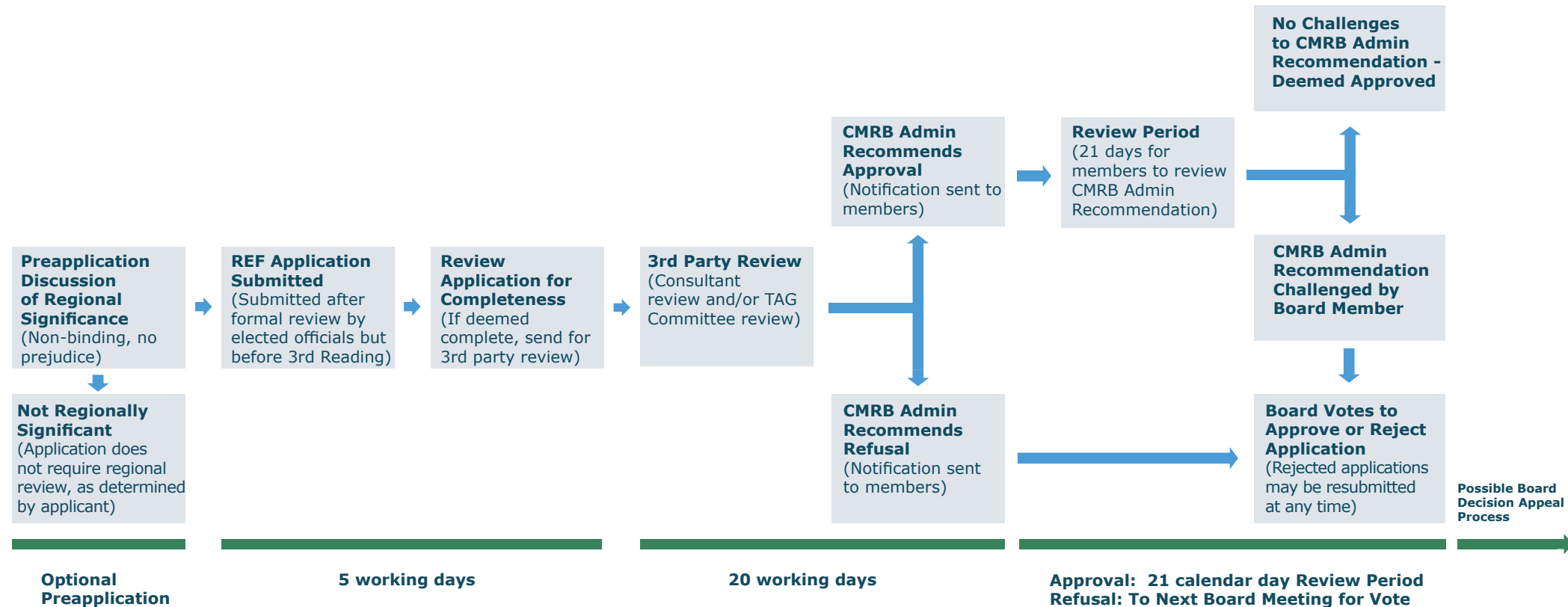
3. Recommendation

Motion that the Board approve the Regional Evaluation Framework and direct administration to finalize the document and send it to the Minister of Municipal Affairs.

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 8ii Attachment



FINAL DRAFT REGIONAL EVALUATION FRAMEWORK

VERSION: May 21, 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.

Agenda Item 8iii Attachment

- 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; 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) Employment Areas for the following, unless planned through a statutory plan:
 - i. Resource extraction and energy development;
 - ii. Agriculture-related business including Processors, Producers, and other Agri-business and related accessory uses; and
 - iii. home-based business.
 - d) 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.
 - e) 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	9
Submitted to	Board
Purpose	For Decision
Subject	Draft Code of Practice for Composting Facilities
Meeting Date	May 21, 2021
<i>Motion that the Board approve the draft letter to the Waste Policy Section of Alberta Environment and Parks</i>	
<p>Summary</p> <ul style="list-style-type: none"> • In a Board meeting on December 5, 2019, Wheatland County described the challenges regarding a composting facility located within the County. A motion was made directing CMRB Administration to report to the ISC regarding organic composting in the Region. • CMRB administration gathered municipal experts from Wheatland County, City of Calgary, Rocky View County and Foothills County administrations to discuss the municipalities' experiences with composting facilities across the Calgary Metropolitan Region (CMR). At the February 2020 meeting of the LUSC, the report recommended that the issues experienced relating to the provincially regulated composting facilities be brought to the Advocacy Committee for discussion. • A draft Code of Practice for Composting Facilities in Alberta was released by the province in August 2020. An updated draft may be released in early 2021 with an opportunity for municipalities (and others) to provide feedback. • Given a request for feedback on the revised draft Code of Practice (CoP) in 2021, there is an opportunity to provide common voice to regulatory framework concerns expressed previously by some member municipalities in the CMR. At the January 2021 Advocacy Committee meeting, the committee passed the motion: <ul style="list-style-type: none"> <i>That the Advocacy Committee direct CMRB Administration to work with interested member municipality administrations regarding common comments on the updated Code of Practice for Composting Facilities, once released, and report back to the Board.</i> • On April 29, 2021, the province released the updated draft for a second round of stakeholder feedback and requested feedback be provided by May 28, 2021. CMRB Administration organized a meeting with interested municipalities' waste 	

experts and compiled common feedback on the revised draft CoP, included in the attached letter.

- Municipal experts had an opportunity to provide comment on the draft letter and those comments have been considered.
- Approval of the attached letter does not preclude municipalities from submitting comments on the CoP individually

Attachments

1. Draft letter to Waste Policy Section of Alberta Environment and Parks regarding the updated Code of Practice for Composting Facilities

Background

Much work has been done by municipalities and the waste industry to provide sustainable options for residential and ICI (industrial/commercial/institutional) composting streams and CMR municipal administrations are aware of the challenges related to the regulatory framework under which these facilities are sited and operated.

Member municipality administrations expressed support in collaborating on increasing capacity for food and yard waste processing in the CMR that would create stability for organics generators and haulers with regulatory tools that support the municipalities and facility neighbours in which these facilities operate.

The following are a summary of municipality experiences and identified opportunities from the report to ISC from the February 2020 meeting:

- Wheatland County has experienced issues with a composting site located in the county for over 10 years. Issues include public nuisance (odour, attracting wild life, refuse, inorganic matter spreading as a result of weather/wind) as a consequence of operation of the site below the industry's standard practice. Wheatland County developed a white paper outlining their concerns related to the regulatory framework under which the composting facilities operate.
- Wheatland County's concern regarding the operation of composting facilities relates to the input and output balance, and stockpiling of poorly processed materials. Composting facilities do not require a development permit – the municipal development permit processes shall be required prior to operate compost facilities.
- The City of Calgary would like to see increased capacity for food and yard waste processing in the Calgary region that will create stability for the generators and haulers all within a regulatory framework that supports the municipalities in which these facilities operate and the facility neighbors. The Calgary believes there is opportunity for increased business development and innovation to meet the regional processing needs for food and yard waste.
- The City of Calgary Composting Facility accepts residential green cart food and yard waste collected by The City of Calgary Waste & Recycling Services as well as dewatered biosolids, a nutrient-rich by-product of the wastewater treatment process.

- Calgarian's have enthusiastically embraced the Green Cart program; as a result, the facility is operating over-capacity. City of Calgary is exploring expansion options sooner than anticipated.
- In Rocky View County (RVC), no major organics processing facilities currently operate within RVC boundaries. RVC is concerned that poor performance by some operators has tainted the composting industry making it harder to site and approve new facilities locally. Materials collected in the RVC green cart organics program (from ~1,750 homes) are shipped to sites in Calgary for consolidation and transfer to compost facilities elsewhere in the province for processing. No local facilities exist in RVC to run truly efficient food waste organics programs.
- RVC also experiences the lack of geographically close, suitable, reliable processing capacity which hinders the County from expanding organics collection programs and impacts the ICI organic waste generators in the municipality. Similar to food waste organics, options for biosolids (wastewater treatment bi-products) processing and treatment in the region are extremely limited causing risks to the sustainability of those programs
- Foothills County and the Foothills Regional Services Commission (FRSC) has developed a recent Regional Waste Management Plan. The plan indicates that a compost facility is needed to serve growing demand for compost processing. FRSC's board is likely to move forward with associated next steps and studies for a future composting facility in Foothills County.

At a meeting of the Land Use and Intermunicipal Servicing Committee in February 2020, the following motions were passed:

- a. Administration recommends that the regulatory complications experienced by Wheatland County be referred to the Advocacy Committee for consideration in supporting modifications to the Government of Alberta regulation in line with those identified by Wheatland County's white paper entitled *Alberta Composting Framework*, attached.
- b. Administration recommends that municipalities in the CMR prepare for a request by Foothills County staff in 2020 for projected compost volumes for a siting and design study for a potential future composting facility in the CMR.

A previous 2007 Code of Practice is currently in place, however it is in the process of being updated by the Province.

The draft Code of Practice for Composting Facilities in Alberta was released by the province's Waste Policy Section in August 2020. Additional details from the province can be found on the province's public engagement page located [here](#).

On April 29, 2021, the province released the updated draft for a second round of stakeholder feedback and requested feedback be provided by May 28, 2021. CMRB Administration organized a meeting with interested municipalities' waste experts and compiled common feedback on the revised draft CoP.

Administration Code of Practice Discussion

CMRB Administration organized a meeting with interested municipalities' waste experts and compiled common feedback on the revised draft CoP, included in the attached letter. Based on the review completed to-date by member municipalities in attendance,

Agenda Item 9

the 2021 revised draft COP is a significant improvement from the 2007 CoP. There are a few concerns that remain, which are identified in the draft letter. However, on the whole, it is felt that the document is a step in the right direction.

Recommendation

That the Board approve the draft letter to the Waste Policy Section of Alberta Environment and Parks.

May 21, 2021

Richard Adjei

Senior Waste Policy Advisor

Carol Nelson

Waste Management Specialist

Waste Policy Section
Environment and Parks
10th floor Oxbridge Place
9820 – 106 Street
Edmonton, AB
T5K 2J6

RE: Code of Practice for Compost Facilities 2nd Round of Engagement

Dear AEP Waste Regulation Team:

I am writing on behalf of the Calgary Metropolitan Region Board (CMRB) to provide feedback on the revised draft Code of Practice for Composting Facilities. Thank you for the opportunity to provide input on this important issue.

The ten member municipalities of the Calgary Metropolitan Region Board seek sustainable, reliable and efficient composting facilities to serve their communities. The siting, planning and operation of these facilities requires regulatory tools to prevent and mitigate nuisance issues in alignment with best practices in waste management. The work completed to-date to update and streamline Alberta's composting regulatory framework is much appreciated. The historical challenges presented by nuisance factors resulting from poor operational practices and untreated legacy piles at composting facilities have been difficult for some municipalities in the CMR to manage.

In light of these historical challenges, the CMRB supports the improvements made to the code of practice. As a whole, the requirements within the new revised draft Code of Practice reduce the potential for anaerobic conditions to form, thus likely reducing odour issues as long as the code is followed. Further, we appreciate the removal the requirement for oxygen measurements from the previous draft.

The CMRB makes the following requests and recommendations for improvement to the draft Code of Practice:

1. We object to the listing of unpainted drywall as acceptable feedstock (per the list dated April 28, 2021). Most drywall entering the waste stream has not undergone hazardous material assessment and originates from demolition activities which risk the presence of lead-based paint and asbestos-containing drywall. The responsibility of the operator to distinguish between painted and unpainted drywall may not be realistic.

2. The CMRB requests consideration be given to including a requirement for baseline odour assessments, especially when a proposed composting facility is to be co-located with other uses (e.g. confined feeding operations).

Finalizing this code will be a significant improvement and is an important step to enable citizens, high performing operators, municipalities and the province to collectively manage waste streams in a sustainable and responsible manner now, and for years to come.

Thank you again for the opportunity to provide feedback on this important work. If you or your staff have any questions, or would like to discuss the feedback, please do not hesitate to contact me or Jordon Copping, CMRB Chief Officer, at 403.213.6886.

Sincerely,

Greg Clark, MBA ICD.D
Chair
Calgary Metropolitan Region Board

cc: Honourable Ric McIver, Minister of Municipal Affairs
Honourable Jason Nixon, Minister of Environment and Parks
Dale Beesley, Assistant Deputy Minister of Municipal Affairs
CMRB Board Members

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