

**Calgary Metropolitan Region Board
Agenda March 11, 2022**

8:30-9:30 AM @ cSPACE King Edward
1721 29th Ave SW, 4th Floor

Meetings are recorded & live-streamed

CMRB Admin will utilize the recording function on GoToMeeting as a backup recording in case internet connection is lost and CMRB's YouTube account is unable to record the meeting. When the recording function is enabled, you will hear an audio prompt notifying that the meeting is being recorded.

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

- | | | |
|--|---------|-----------|
| 1. Call to Order & Opening Remarks | Clark | |
| 2. Adoption of Agenda
For Decision: Motion to adopt and/or revise the Agenda | All | |
| 3. Approval of Minutes (Attachment)
For Decision: Motion that the Board approve the Minutes of The January 21, 2022 meeting | All | 3 |
| 4. 2021 Draft Audited Financial Statements (Attachment)
For Decision: Motion that the Board approve the 2021 Audited Financial Statements | AVAIL | 7 |
| 5. Indigenous Engagement Update (Attachment)
For Information: Motion that the Board receive for information an update on CMRB Indigenous Engagement | Harding | 30 |
| 6. Joint Planning Area Context Study Terms of Reference (Attachment)
For Decision: Motion that the Board submit a request to the Minister that the Joint Planning Area Context Study Terms of Reference committed to in the Growth Plan be due 6 months from the Minister's approval of the Growth Plan. | Graves | 42 |
| 7. Annual Report (Attachment)
For Decision: Motion that the Board approve the Annual Report | Copping | 53 |
| 8. Q4 Actuals (Attachment)
For Information: Motion that the Board review and receive for information the 2021 Q4 Actuals | Copping | 78 |

9. Next Meeting: Friday April 29, 2022

Clark

10. Adjournment

Upcoming Meetings:

Board Meeting	Friday April 29 @ 9:30 AM	Mount Royal University
Land Use & Servicing Committee	Thursday April 7 @ 9:00 AM	GoTo Meeting
Governance Committee	Friday May 12 @ 9:00 AM	GoTo Meeting

Delegates in Attendance

Mayor Peter Brown – City of Airdrie
Mayor Jyoti Gondek – City of Calgary
Mayor Jeff Colvin – City of Chestermere
Mayor Jeff Genung – Town of Cochrane (Vice Chair)
Reeve Delilah Miller – Foothills County
Mayor Tanya Thorn - Town of Okotoks
Councillor Kevin Hanson – Rocky View County
Reeve Amber Link – Wheatland County
Shawn Ewasiuk - 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 introduced the new representative from Municipal Affairs, Shawn Ewasiuk. He also thanked Board members for their service to their communities. An update on recent work was given:

- Indigenous Relations: met with members of the Metis Nation recently and will be meeting with Siksika shortly. Consultant Anne Harding is assisting with the scheduling of these meetings.
- Advocacy letters regarding RCMP backpay and EMS Dispatch were sent in December.
- Minister McIver has started the process of meeting with each municipality on the Growth & Servicing Plans. Looking forward to a response from him soon.
- A decision on whether the March 11 Board strategy session will be online or in person will be made by February 22.

2. Approval of Agenda

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

Motion: That the Board approve the agenda of the January 21, 2022 meeting.

Motion carried unanimously.

M 2022-01

3. Review and Approve Minutes

A member asked how roundtable discussions are recorded in the minutes.

Jordon Copping noted that the essence of the conversation is captured, not the

entire conversation verbatim. A request was made to bring this to the next Governance Committee meeting.

M 2022-02

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

Motion: That the Board approve the Minutes of the December 3, 2021 meeting.
Motion carried unanimously.

4. Vice Chair Election

At the December 3, 2021, Board meeting Mayor Jeff Genung was nominated as Vice Chair, and he accepted the nomination. CMRB Administration was open to receive email nominations from Board members until January 7, 2022. No email nominations were received by the Chief Officer. The Chair called for nominations from the floor, but no additional nominations were made.

M 2022-03

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

Motion: That the Board elect Mayor Jeff Genung as Vice Chair of the Board.
Motion carried unanimously.

5. Receiving Motions for Information

M2022-04

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

Motion: That the Board define 'Motions to Receive for Information' is made as acknowledgment and to retain the item, matter, report, presentation, recommendation, or other thing in the corporate record without taking additional action

And

That the votes in favour of a motion to accept for information will not indicate support for the matter addressed and will not be included in any data regarding motions supported by the Board

Motion carried unanimously.

6. Q3 Actuals

Jordon Copping answered questions about the Q3 actuals, including determining contingencies, office space rent (current office lease is up in the fall of 2023), meeting costs and additional costs associated with hybrid meetings.

Moved by Councillor Hanson, **Seconded by** Mayor Genung, accepted by Chair.

M2022-05

Motion: That the Board review and receive for information the 2021 Q3 Actuals.

Motion carried unanimously.

7. CMRB Funding Formula

CMRB Administration brought forward this item as an update to the new Board to start the conversation on a potential funding formula. There was agreement that core operations mandated by the Province of Alberta should continue to be funded by the province. There was also general agreement not to have an IREF application fee. Consideration was given to investigating existing provincial grants for additional projects, combined with member contribution by participating municipalities. The funding models set out in the brief were discussed, and it was agreed that as the Board contemplates strategic planning, sets priorities, and assigns budgets, the potential funding models will be further refined and discussed.

M2022-06

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

Motion: That the Board receive for information an update on the development of a CMRB funding model.

Motion carried unanimously.

8. CMRB Draft Vaccination Policy

Members discussed approving the vaccination policy rather than receiving it for information, however it was decided it should be brought back to the next meeting with the changes contained in the motion below.

M2022-07

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

Motion: That the Board approve the proposed CMRB COVID-19 Policy for Elected Officials at In Person Meetings with the addition of a paragraph regarding termination of the policy to align with Government of Alberta policies, with a change to the date under Procedure to February 15, 2022, and with a commitment to hybrid meetings.

Motion carried unanimously.

9. Post Growth Plan Priorities-Board Survey Results

Members discussed the focus areas for future work of the Board. Suggested additions were made, however caution was given to wait until the Minister approves the Growth & Servicing Plan, as this may affect the priorities. Jordon Copping provided an update on the Policing Subcommittee and advised a report would be coming to an upcoming Land Use & Servicing Committee meeting.

M2022-08

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

Motion: That the Board receive for information the results of the June 2021 post growth plan priorities survey.

Motion carried unanimously.

Closed Session

The Board moved into a closed session at 11:30 AM and returned to public session at 12:05 PM.

M2022-09

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

Motion: That the Board direct the Chair to provide feedback to the Chief Officer.

Motion carried unanimously.

10. Next Meeting

Friday March 11, 2022 @ 9 AM.

11. Adjournment at 12:20 PM.

Greg Clark, Chair

Agenda Item	4
Submitted to	Board
Purpose	For Decision
Subject	2021 Draft Audited Financial Statements
Meeting Date	March 11, 2022
<i>Motion That the Board approve the Audited Financial Statements</i>	
<p>Background</p> <ul style="list-style-type: none"> • Audited financial statements are required as part of the annual report which the CMRB is mandated to provide to the Minister of Municipal Affairs. • Avail Chartered Accountants presented the draft Audited Financial Statements for 2021 to the Governance Committee on February 25, 2022. • The Governance Committee reviewed the draft Audited Financial Statements and recommended approval to the Board. 	
<p>Attachments: 1. Draft Financial Statements for 2021</p> <p style="padding-left: 40px;">2. Management Letter</p> <p style="padding-left: 40px;">3. Post Audit Letter</p>	

1. Introduction

Audited financial statements are required to be provided to the Minister of Municipal Affairs. Avail Chartered Accountants presented the draft Audited Financial Statements for 2021 to the Governance Committee on February 25, 2022. The Governance Committee reviewed the draft Audited Financial Statements and recommended approval to the Board.

2. Recommendation

That the Board approve the Audited Financial Statements.

CALGARY METROPOLITAN REGION BOARD

FINANCIAL STATEMENTS

For the year ended December 31, 2021

Draft - February 18, 2022

CALGARY METROPOLITAN REGION BOARD

TABLE OF CONTENTS

For the year ended December 31, 2021

INDEPENDENT AUDITOR'S REPORT	1 - 2
FINANCIAL STATEMENTS	
STATEMENT OF FINANCIAL POSITION	3
STATEMENT OF OPERATIONS	4
STATEMENT OF CHANGE IN NET FINANCIAL ASSETS	5
STATEMENT OF CASH FLOWS	6
NOTES TO THE FINANCIAL STATEMENTS	7 - 12
SCHEDULES TO THE FINANCIAL STATEMENTS	13 - 14



CHARTERED PROFESSIONAL ACCOUNTANTS

INDEPENDENT AUDITOR'S REPORT

To: The Board of
Calgary Metropolitan Region Board

Opinion

We have audited the financial statements of the Calgary Metropolitan Region Board which comprise the statement of financial position as at December 31, 2021, and the statements of operations, change in net financial assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Board as at December 31, 2021, its results of operations, change in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

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

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

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

INDEPENDENT AUDITOR'S REPORT, continued

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

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

February 25, 2022

Chartered Professional Accountants

CALGARY METROPOLITAN REGION BOARD
STATEMENT OF FINANCIAL POSITION
As at December 31, 2021

	2021	2020
Financial assets		
Cash and cash equivalents	\$ 1,416,801	\$ 944,921
Short term investments (note 3)	1,292,792	1,932,336
Accounts receivable (note 4)	50,845	46,147
	2,760,438	2,923,404
Liabilities		
Accounts payable and accrued liabilities	56,147	253,111
Deferred revenue (note 5)	735,031	703,255
	791,178	956,366
Net financial assets	1,969,260	1,967,038
Non-financial assets		
Prepaid expenses	9,184	6,109
Tangible capital assets (schedule 1)	3,747	4,717
	12,931	10,826
Accumulated surplus (note 6, schedule 2)	\$ 1,982,191	\$ 1,977,864

Commitments (note 11)

Approved on behalf of the board:

Member _____

Member _____

CALGARY METROPOLITAN REGION BOARD
STATEMENT OF OPERATIONS
For the year ended December 31, 2021

	Budget (unaudited)	2021	2020
Revenue			
Alberta Municipal Affairs	\$ 1,500,000	\$ 1,468,224	\$ 2,038,805
Interest	-	5,985	25,617
	<u>1,500,000</u>	<u>1,474,209</u>	<u>2,064,422</u>
Expenses			
Wages and benefits	769,000	769,939	776,548
Consulting fees	925,000	401,496	978,281
Board chair remuneration	140,000	120,003	87,199
Rent	87,000	73,457	78,861
Meeting costs	110,000	43,595	54,765
Professional fees	30,000	21,002	21,443
Dues and subscriptions	-	17,210	17,921
Office and administration	39,000	9,169	7,737
Professional development	-	6,114	6,276
Insurance	-	3,616	5,680
Travel and accommodation	35,000	1,768	4,010
Interest and bank charges	-	788	792
Freight and delivery	-	67	34
Amortization	1,658	1,658	5,972
	<u>2,136,658</u>	<u>1,469,882</u>	<u>2,045,519</u>
Excess of revenue over expenses	(636,658)	4,327	18,903
Accumulated surplus, beginning of year	1,977,864	1,977,864	1,958,961
Accumulated surplus, end of year	<u>\$ 1,341,206</u>	<u>\$ 1,982,191</u>	<u>\$ 1,977,864</u>

CALGARY METROPOLITAN REGION BOARD
STATEMENT OF CHANGE IN NET FINANCIAL ASSETS
For the year ended December 31, 2021

	Budget (unaudited)	2021	2020
Excess of revenue over expenses	\$ (636,658)	\$ 4,327	\$ 18,903
Purchase of tangible capital assets	-	(688)	-
Amortization of tangible capital assets	1,658	1,658	5,972
	1,658	970	5,972
Net change in prepaid expenses	-	(3,075)	-
Change in net financial assets	(635,000)	2,222	24,875
Net financial assets, beginning of year	1,967,038	1,967,038	1,942,163
Net financial assets, end of year	\$ 1,332,038	\$ 1,969,260	\$ 1,967,038

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

For the year ended December 31, 2021

	2021	2020
Operating transactions		
Excess of revenue over expenses	\$ 4,327	\$ 18,903
Adjustments for items which do not affect cash		
Amortization of tangible capital assets	1,658	5,972
	5,985	24,875
Net change in non-cash working capital items		
Accounts receivable	(4,698)	(423)
Prepaid expenses	(3,075)	-
Accounts payable and accrued liabilities	(196,964)	122,185
Deferred revenue	31,776	(288,806)
	(166,976)	(142,169)
Cash applied to operating transactions	(166,976)	(142,169)
Capital transactions		
Purchase of tangible capital assets	(688)	-
Investing transactions		
Change in short term investments	639,544	692,789
Increase in cash and cash equivalents	471,880	550,620
Cash and cash equivalents, beginning of year	944,921	394,301
Cash and cash equivalents, end of year	\$ 1,416,801	\$ 944,921

CALGARY METROPOLITAN REGION BOARD
NOTES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2021

1. Nature of operations

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

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

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

2. Significant accounting policies

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

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

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

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

CALGARY METROPOLITAN REGION BOARD
NOTES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2021

2. Significant accounting policies, continued

(d) Non-financial assets

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

(i) Tangible capital assets

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

	Years
Furniture and fixtures	10
Office equipment	5
Computer equipment	3

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

(ii) Contributions of tangible capital assets

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

(iii) Leases

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

(e) Use of estimates

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

CALGARY METROPOLITAN REGION BOARD
NOTES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2021

3. Short term investments

Short term investments consists of Guaranteed Investment Certificates (GICs) that have effective interest rates of 0.10% to 0.35% and mature between March to August 2022.

4. Accounts receivable

	2021	2020
GST receivable	\$ 49,512	\$ 32,842
Interest receivable	1,333	13,305
	\$ 50,845	\$ 46,147

5. Deferred revenue

Deferred revenue consists of the unspent portion of the Alberta Municipal Affairs conditional grant for core administration costs and coordination of strategic initiatives related to provincially mandated responsibilities.

	Opening	Received	Recognized	Closing
Alberta Municipal Affairs	703,255	1,500,000	1,468,224	735,031

6. Accumulated surplus

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

	2021	2020
Unrestricted surplus	\$ 1,978,444	\$ 1,973,147
Equity in tangible capital assets (note 7)	3,747	4,717
	\$ 1,982,191	\$ 1,977,864

CALGARY METROPOLITAN REGION BOARD
NOTES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2021

7. Equity in tangible capital assets

	2021	2020
Tangible capital assets (schedule 1)	\$ 23,321	\$ 22,633
Accumulated amortization (schedule 1)	(19,574)	(17,916)
	\$ 3,747	\$ 4,717

8. Financial instruments

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

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

9. Economic dependence

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

10. Local authorities pension plan

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

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

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

Total current service contributions by the Board to the LAPP in 2021 were \$72,900 (2020 - \$71,901). Total current service contributions by the employees of the Board to the LAPP in 2021 were \$66,630 (2020 - \$65,783).

At December 31, 2020, the LAPP disclosed an actuarial surplus of \$5.0 billion.

CALGARY METROPOLITAN REGION BOARD
NOTES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2021

11. Commitments

The Board entered into various consulting agreements prior to December 31, 2021. The Board's total obligation under these agreements are \$23,338. These commitments are not recorded in the records until they are payable in accordance with the consulting agreements.

The Board has entered into an operating lease for a building and a digital copier. The Board's total obligation under these leases are \$54,110.

Payments over the next five years are as follows:

2022	\$	33,132
2023		20,978
		\$ 54,110

12. Budget amounts

The 2021 budget was approved by the Board and has been reported in the financial statements for information purposes only. The budget amounts have not been audited, reviewed, or otherwise verified.

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

Budgeted deficit per financial statements	\$	(636,658)
Less: Capital expenditures		(15,000)
Add: Amortization		1,658
Transfers from reserves		650,000
		\$ -

CALGARY METROPOLITAN REGION BOARD
NOTES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2021

13. COVID-19

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

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

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

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

14. Comparative figures

Where necessary the comparative figures for the 2020 year have been reclassified to conform with 2021 financial statement presentation.

15. Approval of financial statements

These financial statements were approved by Board and Management.

CALGARY METROPOLITAN REGION BOARD
SCHEDULES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2021

Schedule of tangible capital assets
Schedule 1

	Office equipment	Computer equipment	Furniture and fixtures	2021	2020
Cost:					
Balance, beginning of year	\$ 5,285	\$ 13,629	\$ 3,719	\$ 22,633	\$ 22,633
Acquisitions	-	688	-	688	-
Balance, end of year	5,285	14,317	3,719	23,321	22,633
Accumulated amortization:					
Balance, beginning of year	3,171	13,629	1,116	17,916	11,944
Annual amortization	1,057	229	372	1,658	5,972
Balance, end of year	4,228	13,858	1,488	19,574	17,916
Net book value	\$ 1,057	\$ 459	\$ 2,231	\$ 3,747	\$ 4,717
2020 net book value	\$ 2,114	\$ -	\$ 2,603	\$ 4,717	

Draft - February 18, 2022

CALGARY METROPOLITAN REGION BOARD
SCHEDULES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2021

Schedule of changes in accumulated surplus
Schedule 2

	Unrestricted	Equity in tangible capital assets	2021	2020
Balance, beginning of year	\$ 1,973,147	\$ 4,717	\$ 1,977,864	\$ 1,958,961
Excess of revenue over expenses	4,327	-	4,327	18,903
Current year funds used for tangible capital assets	(688)	688	-	-
Annual amortization expense	1,658	(1,658)	-	-
Change in accumulated surplus	5,297	(970)	4,327	18,903
Balance, end of year	\$ 1,978,444	\$ 3,747	\$ 1,982,191	\$ 1,977,864

Draft - February 18, 2022

February 25, 2022

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

Ladies and Gentlemen:

We have completed our audit of the financial statements of the Calgary Metropolitan Region Board for the year ended December 31, 2021. Our audit included consideration of internal control relevant to the preparation of the financial statements to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of internal control. Accordingly, our review of any given control was limited and would not disclose all weaknesses in the system or all matters which an in-depth study might indicate. As you know, the maintenance of an adequate system of internal controls is the responsibility of the Board of Directors.

During the course of our audit for the year ended December 31, 2021, we identified no significant matters which may be of interest to the Board.

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

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

Thank you.

Yours truly,

AVAIL LLP

Calvin Scott, CPA, CA

Agenda Item 4ii

February 25, 2022

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

Ladies and Gentlemen:

RE: 2021 ANNUAL AUDIT OF CALGARY METROPOLITAN REGION BOARD

We are pleased to provide the following report relating to our audit of the financial statements of Calgary Metropolitan Region Board for the year ending December 31, 2021.

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

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

Our report is intended to assist the Board in fulfilling its obligation with respect to the 2021 financial statements. We have also attached a separate communication regarding the role of the Board and our recommendations for the Board of the Board.

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

Yours truly,

AVAIL LLP

Calvin Scott, CPA, CA
Enclosure

Agenda Item 4iii

I. Purpose and Scope of Examination

We refer you to our communication dated February 9, 2022, which outlines the purpose and scope of our examination.

II. Results of Examination

As a result of our examination, we report that, in our opinion, the financial statements as at December 31, 2021 present fairly, in all material respects, the financial position of the Board in accordance with Canadian public sector accounting standards.

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

III. Communication with Board

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

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

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

	<p><u>PS 3450 Financial Instruments</u> <u>(effective fiscal years beginning April 1, 2022)</u></p> <p>Adoption of this standard requires corresponding adoption of PS 2601 Foreign Currency Translation, PS 1201 Financial Statement Presentation, and PS 3401 Portfolio Investments in the same fiscal period. These standards provide guidance on: recognition, measurement and disclosure of financial instruments; standards on how to account for and report transactions that are denominated in a foreign currency; general reporting principles and standards for the disclosure of information in financial statements; and how to account for and report portfolio investments.</p> <p><u>PS 3280 Asset Retirement Obligations</u> <u>(effective fiscal years beginning April 1, 2022)</u></p> <p>This standard provides guidance on how to account for and report a liability for retirement of tangible capital assets. Early adoption of this section may be mandated by the Government of Alberta, pending recommendations from the ARO working group.</p> <p><u>PS 3400 Revenue</u> <u>(effective fiscal years beginning April 1, 2022)</u></p> <p>This standard provides guidance on how to account for and report on revenue, and specifically, it addresses revenue arising from exchange and non-exchange (unilateral) transactions.</p> <p><u>OTHER PROPOSED CHANGES</u></p> <p>The Public Sector Accounting Board has issued an exposure draft that has not yet been finalized:</p> <p><u>PS 1202 – Financial Statement Presentation</u> <u>(proposed implementation date of April 1, 2024)</u></p> <p>A new standard has been proposed to replace PS 1201 Financial Statement Presentation and is intended to provide an improved financial reporting framework.</p> <p>Some of the key proposed changes are:</p> <ul style="list-style-type: none"> • liabilities will be separated into two categories: financial and non-financial • the Statement of Financial Position will be restructured to present total assets followed by total liabilities to arrive at net assets • the net debt indicator will be removed from the Statement of Financial Position and will be shown on a separate statement “Statement of Net Financial Assets or Net Financial Liabilities” • the requirement to present a Statement of Changes in Net Financial Assets (Debt) will be removed • other minor changes are proposed to the Statement of Cash Flows and budgeted information
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Calgary Metropolitan Region Board
 Unadjusted Financial Statement Misstatements
 For the year ended December 31, 2021

Unadjusted Financial Statement Misstatements	Proposed Adjustments Dr (Cr)				
	Opening Equity	Income Statement	Balance Sheet		
			Assets	Liabilities	Closing Equity
Subtotal	-	-	-	-	-
Income taxes	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -

Agenda Item	5
Submitted to	Board
Purpose	For Information
Subject	Indigenous Engagement Update
Meeting Date	March 11, 2022
<i>Motion that the Board receive for information an update on CMRB Indigenous Engagement.</i>	
<p>Summary</p> <ul style="list-style-type: none"> • In 2018, CMRB directed Administration to reach out to Indigenous Nations in and around the CMR. Some initial engagement and relationship building occurred between 2019 and 2020. • CMRB directed Administration to conduct Indigenous Awareness Training for the Board which involved three sessions over the month of June 2021. The Board committed to building long-term relationships with Indigenous stakeholders. • The Board directed the Chair and Chief Officer to work with Indigenous Nations and communities to determine how they would like to engage with the CMRB, and to provide a progress update in Q1 2022. The Board also authorized CMRB Administration to continue to work with Forum Community Relations in meeting the direction. • Consequently, the following efforts have been ongoing since December 2021: <ul style="list-style-type: none"> ○ Outreach to established contacts, starting with those who presented at the Indigenous Awareness Training sessions; and ○ Initial meetings with representatives of the Indigenous Nations and communities in CMR. • The following presentation from Forum Community Relations is a progress update and summarizes some early recommendations. 	
<p>Attachments</p> <ul style="list-style-type: none"> • Slide Deck, <i>CMRB Indigenous Engagement Update</i>, Forum Community Relations 	

1. Recommendation

That the Board receive for information an update on CMRB Indigenous Engagement.



FORUM
COMMUNITY RELATIONS

CMRB Indigenous Engagement Update

Anne Harding & Andrea Hansen
March 11, 2022

Agenda Item 5i

Overview

- Indigenous engagement planning approach
- Outreach and connections
- What we've learned so far
- Early recommendations
- Next steps

Indigenous Engagement Planning Approach

- **Identify appropriate contacts** for the CMRB from the Indigenous communities of interest;
- Work with CMRB admin to **develop key messages & approach for initial engagement meetings**;
- **Coordinate and support initial engagement meetings** with representatives of Indigenous Nations and communities to **introduce the CMRB and learn more about communities' interests and priorities**; and
- Prepare and present a **summary report** for the board **that outlines potential paths for relationship-building with the different Nations and communities**, as well as recommended approaches for further engagement and collaboration.



Outreach and Connections - Meetings to Date

- Métis Nation of Alberta Region 3 President & Consultation Officer (January)
- Siksika Nation Council's Community Outreach committee (January)
- Chiniki First Nation CEO (February)
- Bearspaw First Nation CEO (February)
- NOTE - Tsuut'ina Nation Chief's Office has confirmed interest in meeting with CMRB and are identifying appropriate representatives



Outreach and Connections - Meetings Yet to Occur

- Tsuut'ina Nation identified leaders (expected March or April)
- Wesley First Nation CEO (expected March), Chief & Council (potentially April or May)
- Bearspaw First Nation Chief & Council (not likely until April or May)
- Chiniki First Nation Chief & Council (not likely until April or May)
- Stoney Tribal Administration CEO (expected March or April)

What We've Learned So Far: Indigenous Relationship Interests

- Memorandum of Understanding (MOUs) seen as effective relationship building and management tool
 - Should be Nation-specific and focus on areas of mutual interest
 - Expectation is that MOUs create a framework for shared actions and withstand changes in political leadership
- Indigenous Nations seeking opportunities to build greater understanding by sharing culture and history through CMRB
 - MNA Region 3 seeking to share history of Métis in the region & have municipalities recognize Métis Week
 - “Understanding Siksika” is a custom four part course that is recommended



What We've Learned So Far: Indigenous Land Interests

- Siksika Nation Global Settlement Agreement
- City of Edmonton Urban Reserve Strategy
- Bearspaw First Nation interest in purchase of fee simple lands within region
- Additional land claim interests to be settled (Stoney Nations)

What We've Learned So Far: Indigenous Economic Interests

- FCM-CANDO Community Economic Development Initiative
 - Cochrane/Stoney Nakoda First Nations
- Métis Nation of Alberta Region 3 interested in conversations about regional economic development
- Siksika Nation investment interests
- Bearspaw First Nation investment interests

Early Recommendations

- Siksika Nation leadership introductions & information sharing
 - Invite Chief & Council to April 29 board meeting
- Learn from and support existing and emerging initiatives between CMRB member municipalities and Indigenous groups
 - Document existing and emerging Indigenous engagement activities being undertaken by member municipalities (e.g. CEDI, land acquisition, MOUs)
- Pursue both region-wide and Nation/community-specific initiatives
 - Initiate discussions regarding MOUs with those Indigenous Nations who have expressed interest
 - Explore creation of regional policy regarding Additions to Reserve/Reserve Creation
 - Develop principles for connecting with and engaging urban Indigenous peoples in the Calgary Metropolitan Region

Proposed Next Steps

- Have initial meetings with Siksika Nation regarding MOU framework
- Have initial meetings with MNA Region 3 regarding MOU framework

Agenda Item	6
Submitted to	Board
Purpose	For Decision
Subject	Joint Planning Area Context Study Terms of Reference
Meeting Date	March 11, 2022
<p><i>Motion that the Board submit a request to the Minister that the Joint Planning Area Context Study Terms of Reference committed to in the Growth Plan be due 6 months from the Minister's approval of the Growth Plan.</i></p>	
<p>Summary</p> <ul style="list-style-type: none"> • The Growth Plan and the Servicing Plan ("the Plans") were delivered to the Minister on June 1, 2021. Section 3.1.8 of the Board-approved Growth Plan (May 21, 2021 version) includes direction on Joint Planning Areas (JPAs). • JPAs are a core component of the Growth Plan and an important aspect of the Servicing Plan. JPAs identify places for neighbouring municipalities to collaborate in areas where growth impacts municipalities and where a high-level of municipally provided services will be necessary to support growth. • Policy 3.1.8.5 states that within one year of the approval of the Growth Plan by the Board, participating municipalities shall adopt a Terms of Reference (TOR) to guide development of Context Studies. Context studies will provide a high-level planning and servicing plan framework for JPAs. • Policy 3.1.8.6 states that within three years of the approval of the Growth Plan by the Minister, participating municipalities shall complete a context study for each Joint Planning Area. • At the January 14, 2022, meeting of the Land Use Technical Advisory Group (TAG), TAG representatives identified a need to extend the TOR completion date identified in the Board-approved Growth Plan. • Delays in the Context Study Terms of Reference may affect future work of the Board. The information that will be created through JPA Context Studies are intended to inform other studies and reports. Delays in completion of JPA Context Studies may affect these timelines, especially those related to the Servicing Plan. • CMRB Administration outlined some potential options for review at Committee level. At the February meeting of the Land Use and Servicing Committee, the Committee recommended that the Board request to the Minister that the Joint Planning Area Context Study Terms of Reference committed to in the Growth Plan be due 6 months from the Minister's approval of the Growth Plan • No change to the timeline of the Context Study is being recommended. 	

Attachments:

- Schedule 1 of Board Approved Growth Plan
- Joint Planning Area – Context Study Considerations Summary

Introduction

With the completion of the regulatory-mandated Growth Plan and Servicing Plan, the focus of the Board and Administration is shifting. The three focus areas for the future include:

1. Stewards of the Regional Evaluation Framework.
2. Conducting further work identified in the Growth Plan and Servicing Plan.
3. New areas of focus not contained in the Growth Plan and Servicing Plan.

Conducting further work identified in the Plans

One of the key cornerstones of the Growth Plan, as approved by the Board, are Preferred Growth Areas and Joint Planning Areas. These two tools are a means to focus regional growth and collaborative efforts. Preferred Growth Areas include Hamlet Growth Areas, Urban Municipalities and Joint Planning Areas (JPAs). Four JPAs, as shown in the attachment, are identified in the Growth Plan and each require the completion of a Context Study. In addition, Context Studies are meant to inform other work identified in the Growth Plan and Servicing Plan.

Further details on Context Studies can be found in the attachment. The policies of the Board-approved Growth Plan commit municipalities that have land within a JPA to adopt a Terms of Reference (TOR) for a Context Study within one year of the Board's approval of the proposed Growth Plan (May 21, 2022). TORs, in general, define the purpose and structure of a project. It includes a high-level summary of the objectives of the project and defines what the project deliverable(s) will include.

Some JPA member municipalities have begun the work of developing the TOR for Context Studies at the staff level, while others have not. Member municipality administrations have requested to delay the deadline of TOR for Context Studies. Municipalities and the CMRB have not received a Ministerial Order for the Growth Plan, so the Minister may make revisions that affect aspects of the JPAs or Context Study requirements. In addition, Rocky View County, The City of Calgary, and Foothills County are committed to more than one JPA.

It is the responsibility of CMRB Administration to support municipalities and ensure that the policies of the Growth Plan are being met.

Terms of Reference
for Joint Planning
Area Context Study

Current deadline:
May 21, 2022

**Recommended new
deadline:**

6 months from
Ministerial Approval
of Growth Plan

Joint Planning Area
Context Study

Current deadline:

3 years from
Ministerial Approval
of Growth Plan

No Change to
timeline proposed

Benefits and Drawbacks of Delaying TOR for Context Studies

The following table summarizes some benefits and drawbacks to a delay of TOR completion for Context Studies located in Joint Planning Areas.

Table 1: Benefits and Drawbacks

Benefits to Delay Context Study TOR	Drawbacks to Delay Context Study TOR
Allows time for administrations to onboard new member municipality council and familiarize with CMRB, and its mandate, following the municipal election	Delays timelines for future work (studies and reports) that rely on Context Studies for input (e.g. Regional Transportation and Transit Master Plan)
Considered good governance not to undertake collaborative work without certainty regarding what the work must achieve	Uncertainty whether statutory plans can proceed in a Joint Planning Area without Context Study TOR (GP Policy 3.1.8.11 requires this information to be outlined in the TOR process)
Allows member municipality resources to focus on other priorities	May create compressed timeline for further work identified in the Plans
No rework would be required once ministerial approval is received	Other
Other	

Timeline Options

The following list includes timeline options for municipal approval of the TORs for Context Studies:

1. Current deadline as stated in the Board approved Growth Plan (May 21, 2022).

Agenda Item 6

2. November 21, 2022 (6 months delay from current timeline).
3. 6 months from Ministerial approval of the Growth Plan.
4. May 21, 2023 (one year delay from current timeline).
5. Other as determined by the Board.

CMRB Administration recommends that the Board submit a request to the Minister that the JPA Context Study TOR committed to in the Growth Plan be due 6 months from the Minister's approval of the Growth Plan (option 3 above).

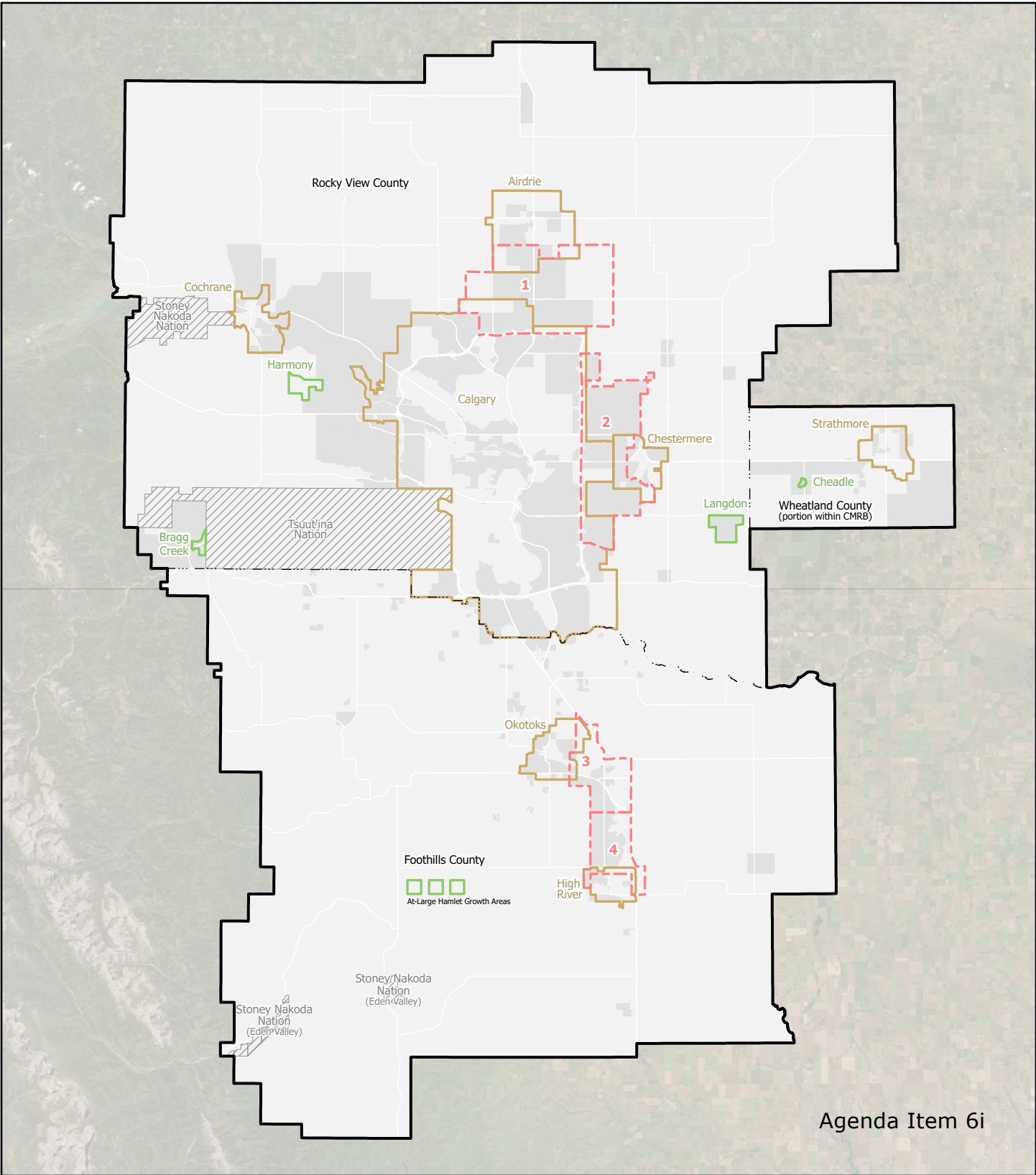
In discussions with TAG members, one municipality identified that they could likely meet a deadline of December 2022 with support from CMRB Administration, otherwise a year-long extension may be required. CMRB Administration are happy to support TOR development for any JPA.

Next Steps

- CMRB Administration will work with member municipalities to conduct the work identified in the Growth Plan once a Ministerial Order has been received. CMRB administrative support may include organization/facilitation of meetings, or other support as required.
- CMRB Administration is developing high level conceptual schedules to the work proposed in the Growth Plan and Servicing Plan to help the Board identify priorities, schedule and budgeting.

Recommendation

That the Board submit a request to the Minister that the Joint Planning Area Context Study Terms of Reference committed to in the Growth Plan be due 6 months from the Minister's approval of the Growth Plan.



Agenda Item 6i

Preferred Growth Areas

- Urban Municipality
- Joint Planning Area
- Hamlet Growth Area†

†Foothills County to identify locations for up to three Hamlet Growth Areas in the future.
‡Includes all plans approved prior to May 2020

Statutory Plans

- Existing Area Structure Plan‡



**Schedule 1: Regional Growth Structure
(Regional Growth Plan)
HDR|Calthorpe, May 21, 2021 version**

0 5 10 20 km

Data Sources: CMRB Municipalities, AltaLIS
Map Created: 2021-10-25

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

Joint Planning Area – Context Study Considerations Summary

GP Policy / SP Chapter	Verbatim from May 21, 2021 version of Board-approved document	High Level Summary
Regional Growth Plan		
GP: 3.1.8.4	3.1.8.4 The municipalities which are party to the Joint Planning Area shall prepare a background report, called a Context Study which will inform new Area Structure Plans and development in the Joint Planning Area, the Growth and Servicing Plans, as well as Municipal Development Plans	ID parties to the Context Study
GP: 3.1.8.5	3.1.8.5 Within one year of the approval of the Growth Plan by the Board, the participating municipalities shall adopt a Terms of Reference to govern the development of the Context Study, including: a) a process for dispute resolution; (b) details pertaining to how new Area Structure Plans will be considered by the member municipalities prior to completion of the Context Study; and (c) a project schedule for completion of the Context Study	TOR to be adopted by municipalities within one year of the approval of the Growth Plan by the Board
GP: 3.1.8.6	3.1.8.6 Within three years of approval of the Growth Plan by the Minister of Municipal Affairs, participating municipalities shall complete a Context Study for each Joint Planning Area.	Context Study shall be complete within three years of approval of GP by the Minister
GP: 3.1.8.7	3.1.8.7 A Context Study should include the following: (a) a vision for the area; (b) a servicing strategy for water, wastewater, and Stormwater; (c) a transportation and mobility plan identifying the 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; (d) strategies to address intermunicipal environmental issues; (e) strategies to equitably share costs and benefits associated with the development of the Joint Planning Area and its services such as fire, police, recreation, transportation and utilities; (f) strategies to provide efficient and logical servicing, incorporating shared servicing to the greatest extent possible; (g) a general land use plan that aligns the servicing strategy with future development areas. The general land use plan shall identify the location of Placetypes as defined and regulated in the Growth Plan and may identify non-development areas that are	List of items a Context Study should include

Joint Planning Area – Context Study Considerations Summary

GP Policy / SP Chapter	Verbatim from May 21, 2021 version of Board-approved document	High Level Summary
	<p>reserved for long-term growth, Agriculture, and/or environmental protection;</p> <p>(h) a land use statistics table based on the land use plan identifying the amount of land, and required densities allocated to various Placetypes as defined in the Growth Plan; and</p> <p>(i) sequencing of developments, including strategies to ensure that development occurs in an orderly manner, maximizing the efficiency of servicing.</p>	
GP: 3.1.8.8	3.1.8.8 A Context Study may propose amendments to the boundaries of a Joint Planning Area to the Board, which would be updated in the next periodic review of the Growth Plan.	Any amendments to JPA boundaries are proposed to Board for approval
GP: 3.1.8.10	3.1.8.10 Statutory plan amendments in Joint Planning Areas may continue to be approved prior to completion of Context Studies, subject to the policies of the Growth Plan.	Stat plan amendments in JPA may be approved prior to Context Study completion
GP: 3.1.8.11	3.1.8.11 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 or new Area Redevelopment Plans to be approved prior to completion of the Context Study.	Context Study TORs will determine if new ASPs can be approved prior to Context Study completion
GP: 3.1.10.2	<p>3.1.10.2 Updated Municipal Development Plans shall also:</p> <p>(a) create an alignment table between the regional Placetypes defined in the Growth Plan and land uses or typologies in the Municipal Development Plan; or</p> <p>(b) develop an overlay map showing the locations of Preferred Placetypes and Employment Areas within the municipality; and, if relevant</p> <p>(c) undertake other revisions which incorporate the findings and agreements arrived at in the Context Study process.</p>	MDPs shall incorporate findings and agreements arrived at in Context Study process
GP: 3.5.3.1	3.5.3.1 Municipalities should collaborate on planning for Regional Infrastructure corridors through future studies and initiatives including, but not limited to, Context Studies for JPAs, transportation and transit studies or plans, as appropriate	Munis should collaborate on Regional infrastructure corridors as part of Context Study
GP: 3.5.3.3	3.5.3.3 Municipalities should plan for multi-use corridors through future studies and initiatives including, but not limited to, Context Studies for	Municipalities should plan for multi-use corridors as part of Context Study

Joint Planning Area – Context Study Considerations Summary

GP Policy / SP Chapter	Verbatim from May 21, 2021 version of Board-approved document	High Level Summary
	JPAs, transportation and transit studies or plans, Working Groups, as appropriate.	
GP: 4.1.1.2	4.1.1.2 The outcomes of Context Studies and other future studies and initiatives approved by the Board shall be incorporated through amendments to the Growth Plan.	Outcomes of Context Studies shall be approved by Board and amended into the RGP
GP: 4.1.1.3	4.1.1.3 Prior to the incorporation of the outcomes of Context Studies within amendments to the Growth Plan, the Board must consider approved Context Studies in its decision-making.	The Board must consider Context Study outcomes in decision-making
GP: 4.1.2.2	4.1.2.2 An update of the Growth Plan shall be undertaken within five years of the approval of the Growth Plan by the Minister of Municipal Affairs and every five years thereafter to: (a) review and adjust the population and employment forecasts, and extend the forecasts by five years; (b) review the proportions of new residential population by Placetype approved since the last periodic review, by municipality and Placetype; (c) adjust the population and employment projections as needed to achieve the vision, objectives, and policies of the Regional Growth Plan; and (d) incorporate the findings and direction of Joint Planning Area Context Studies, as appropriate.	5 year updates to Growth Plan shall incorporate findings and direction of Context Studies, as appropriate
Regional Servicing Plan		
SP: 3.2.2 Transportation and Transit	3.2.2.1 JOINT PLANNING AREA CONTEXT STUDIES <ul style="list-style-type: none"> Use Context Studies, local transportation master plans, Transit Background Report and the North, and South and East Calgary Regional Transportation Studies (and Integration Memorandum) to build a better understanding of regional corridors, demand, servicing systems and other key considerations in Joint Planning Areas. <p>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.</p>	<ul style="list-style-type: none"> Context studies and RTTMP may need to be completed concurrently Context Study outputs become inputs for RTTMP 2022 Board priorities may inform timing/emphasis
SP 3.3 Transportation and Transit	3.3 Working Groups 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.	Transportation working group will support development of RTTMP and Context Studies

Joint Planning Area – Context Study Considerations Summary

GP Policy / SP Chapter	Verbatim from May 21, 2021 version of Board-approved document	High Level Summary
SP: 3.4 Regional Transportation Model	Regional Transportation Model – 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.	Context Study should integrate land use, transpo planning and sequencing – this info to be included in RTTMP
SP 3.5 Transportation and Transit	3.5 Actions The CMRB will: <ul style="list-style-type: none"> • work with the appropriate member municipalities to support completion of Context Studies for the Joint Planning Areas in a way that provides information and data to the broader regional planning initiatives; ...	CMRB will work with members to support the completion of Context Studies
SP: 4.2.2 Long Term Water Strategy	4.2.2.1 OPPORTUNITY FOR LEARNING <ul style="list-style-type: none"> • 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. 	Context studies may provide learnings for long term water strategy
SP: 4.5 Long Term Water Strategy	4.5 Actions The CMRB will: <ul style="list-style-type: none"> • facilitate the completion of 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 	CMRB will facilitate completion of Context Studies
SP: 5.2.1 Water and Wastewater Servicing	5.2.1.1 REGIONAL UTILITY SYSTEM <ul style="list-style-type: none"> • Assess opportunities for shared servicing at the regional level based on findings and lessons learned through Context Studies and at the sub-regional level 	Context studies may provide learnings for water and wastewater servicing
SP: 5.3 Water and Wastewater Servicing	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 of the Working Group will act as an advisor to the process, providing consistency between the different Joint Planning Areas. Municipalities are required to	‘Context Studies will be led by the Calgary Metropolitan Region and developed by members’ whereas most other SP working group sections note ‘CMRB will facilitate completion’ or ‘support completion’

Joint Planning Area – Context Study Considerations Summary

GP Policy / SP Chapter	Verbatim from May 21, 2021 version of Board-approved document	High Level Summary
	collaborate on 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.	
SP: 5.5 Water and Wastewater Servicing	The CMRB will: <ul style="list-style-type: none"> • facilitate completion of Context Studies for the Joint Planning Areas in a manner which considers servicing optimization and cost-effectiveness for all parties involved; 	CMRB Admin will facilitate/support completion of Context Studies
SP: 6.2.2 Stormwater Management	6.2.2.1 CONTEXT STUDIES FOR JOINT PLANNING AREAS <ul style="list-style-type: none"> • 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. 	JPAs should include collaboration on stormwater management
SP: 7.5 Recreation	The CMRB will: <ul style="list-style-type: none"> • facilitate completion of Context Studies in the Joint Planning Areas in a way that considers recreation servicing. 	CMRB Admin will facilitate/support completion of Context Studies
SP: Appendix B	2. Context Studies for Joint Planning Areas ... Context Studies should consolidate the relevant components of: <ul style="list-style-type: none"> • 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 Memorandum); and • Transit Background Reports. Context Studies should also identify additional regional needs to support intended growth patterns within the Joint Planning Area, including:	GP lists Context Study components

Joint Planning Area – Context Study Considerations Summary

GP Policy / SP Chapter	Verbatim from May 21, 2021 version of Board-approved document	High Level Summary
	<ul style="list-style-type: none"> • planning for regional multi-use corridors including, but not limited to, transportation, utility, communications, and active transportation • designation of key future transportation corridors, including major roads with regional connections; • regional transit corridors and Transit Ready Corridors for Transit Oriented Development; and • pathways and active transportation networks. 	

Agenda Item	7
Submitted to	Board
Purpose	For Decision
Subject	Draft 2020-2021 Annual Report
Meeting Date	March 11, 2022
<i>That the Board approve the 2020-2021 Annual Report</i>	
<p>Background</p> <ul style="list-style-type: none"> • A CMRB annual report is required to be submitted to the Minister no later than 120 days after year end, which is May 1, 2022. Creating an annual report is considered standard practice for corporate entities. • Audited financial statements are required as part of the annual report which the CMRB is mandated to provide to the Minister of Municipal Affairs. The draft 2021 audited financial statement are the subject of another agenda item of this Board meeting. The Board-approved 2021 financial statement will be added to Appendix 3 of this report, once approved by the Board. • The province did not require a 2020 Annual Report from the CMRB for 2020 due to the significant work of finalizing the Growth Plan and Servicing Plan in Q1 and Q2 of 2021. However, CMRB did present the 2020 CMRB audited financial statements to the Minister of Municipal Affairs. • The 2020-2021 Annual Report was reviewed by the Governance Committee on February 25, 2022. The Committee recommended approval to the Board, with a few grammatical edits which have been completed in the version attached. • The final approved version will sent by CMRB Admin to the Minister of Municipal Affairs. 	
<p>Attachments:</p> <ul style="list-style-type: none"> • Draft 2020-2021 Annual Report, Strut Creative 	

1. Recommendation

That the Board approve the 2020-2021 Annual Report.

Agenda Item 7



2020-2021 ANNUAL REPORT

Agenda Item 7i

TABLE OF CONTENTS

A Message from the Board Chair and Chief Officer	3
COVID Statement	5
About the Calgary Metropolitan Region Board	6
2020-2021 CMRB Members	6
2021 CMRB Members	7
Board Mandate & Vision	8
CMRB Structure	8
Building the Region: 2020 - 2021 Work of the CMRB	13
Growth Plan & Servicing Plan – Creating a Framework for Prosperity	13
Engagement Activities – Reaching Out & Working Together	16
Supporting Research & Reports – Building Knowledge of the Region	16
Regional Evaluation Framework (REF) – Implementing the Growth Plan	18
Further Board Initiatives	21
Board Governance Policies	21
Dispute Resolution Mechanism	21
Regional Economic Development Workshops	21
Truth and Reconciliation	22
Board Advocacy	23
Looking Forward	24
Appendices	26
Board Vision	26
Audited Financial Statements 2020	27
Audited Financial Statements 2021	42



2021 was a year of significant change, transition and accomplishment for the Calgary Metropolitan Region Board.

MESSAGE FROM THE BOARD CHAIR AND CHIEF OFFICER

The onset of the COVID-19 pandemic drove a need to change how we connect, how we work and how we build relationships. The need to work remotely during the pandemic greatly impacted the ability of the CMRB to deliver its mandate, and it impacted the camaraderie built among Board members.

However, through these challenges the Board, committee members, and administration team of the CMRB worked with municipal administrations to continue to develop the Growth and Servicing Plans. The pivot to working virtually was made in a seamless fashion with the Board holding the first online meeting a week after the first lockdown was implemented by the province. In addition, all meetings throughout the year met the requirement of the Municipal Government Act to be held in public and the CMRB now has an online archive of meetings for review by members of the public.

While the main focus of 2020 was continued development of the Growth and Servicing Plans, other important work was completed by the Board. The following five policies were updated or created to provide more flexibility and to strengthen the governance of the CMRB.

- Signing Authority Policy
- Procedural Policy on Motions
- Pecuniary Conflict of Interest Procedure
- Policy on External Stakeholder Participation in CMRB Initiatives
- Public Engagement Policy

In addition, CMRB Administration working with the Technical Advisory Group made up of member municipality experts, streamlined the Regional Evaluation Framework (REF) process, reducing total review time by 20%. This faster process will give greater certainty to municipalities, developers and investors and will be implemented with the new REF process.

2021 was a year of significant change, transition, and accomplishment for the Calgary Metropolitan Region Board. Early in the year our founding Chair Chris Sheard handed his duties on to our new Chair Greg Clark. We want to share our gratitude for the strong foundation created by Chris Sheard, who established a nimble governance model and laid the groundwork for the successful completion of the Growth and Servicing Plans.

For a second year the global pandemic continued to create challenges for all Albertans, and the CMRB was no exception. As a result, the Minister of Municipal Affairs granted an extension from the original deadline of December 31, 2020, to March 1, 2021, which was further extended to June 1, 2021. The Board used this time wisely, crafting updated Vision and Mission statements that helped guide the Growth and Servicing Plans and will also frame our work going forward.

The draft Growth and Servicing Plans were approved by the Board in May 2021 and submitted to the Minister of Municipal Affairs for his review. This represents the culmination of more than three years of hard work and our thanks go out to each board member, designate, administration staff, and the CMRB team for your part in achieving this significant milestone. We also want to acknowledge the strong support received from the Minister of Municipal Affairs and the Municipal Affairs staff team; our important work would not be possible without their ongoing support. The process of developing the Plans was not easy or without challenges, but the debate was respectful even where some members disagreed with the purpose and structure of the Board.

Throughout 2021 the Board continued the important work of reaching out to Indigenous communities in and around the region. We held facilitated workshops with Indigenous leaders representing all communities in the region; this work established a strong foundation for continued relationship-building that will benefit Indigenous people and all citizens of the region.

The Board also completed an initial options assessment and framework for regional economic development. Over the course of three facilitated workshops the Board created a starting point for future discussions about how we may work together to attract talented people and new business investment to the region.

October's municipal election saw the addition of five new representatives to the ten-member Board. This turnover represents an opportunity for renewal while retaining the history of our journey to date. Our thanks go out to all outgoing Board members, and we welcome our new additions. CMRB administration led a systematic onboarding process, which included providing an overview of the Board mandate and background, outreach for meetings with each Board member and member council, and our first in-person Board meeting since the start of the pandemic.

Perhaps the best summary for our work going forward comes from the updated vision statement: We grow together. In addition to our important work with Indigenous communities and on regional economic development, we look forward to receiving feedback from the Minister on the Growth and Servicing Plans. When we do, we will implement those plans in service of current and future citizens of the region by providing certainty to member municipalities and investors to ensure our region grows efficiently and with shared purpose.



Jordon Copping
Chief Officer



Greg Clark
Board Chair

In Memoriam

We would like to remember Councillor and Former Reeve Larry Spilak who passed away in November of 2020. Larry was a strong advocate for Foothills County and for rural Alberta, and he brought a practical and collaborative viewpoint to every Board and Committee meeting.

We would also like to remember Okotoks Mayor Bill Robertson who passed away in July of 2021. Bill was a fierce advocate for the region and used his long experience with regional planning to move the Growth and Servicing Plans forward.

Our thoughts go out to Larry and Bill's families. All members of the board, and all citizens of the region owe them a debt of gratitude. They are missed.

COVID Statement

COVID-19 has created many challenges for every resident and business within the region. The Region and the world were forced to transform operations in all areas of life in mid-March 2020.

Thanks to online platforms the Board, Committees, and members of municipal administrations were able to work together to complete the requirements of the Calgary Metropolitan Region Board Regulation. During the 2020-2021 period, the Calgary Metropolitan Region Board (CMRB) transitioned from working on the Growth and Servicing Plans in person to working through these important projects using online meeting platforms. Public engagements were transitioned from in-person events to website surveys and virtual open houses. Although these adaptations changed how the Growth & Servicing Plans were developed, the CMRB was able to connect with thousands of residents and businesses through its online platform and garner hundreds of thoughtful comments.

Due to the global pandemic, it took a little longer than expected to complete the Plans. The Minister of Municipal Affairs granted the CMRB a six-month extension for completion of the Growth and Servicing Plans from December 31, 2020, to June 1, 2021. During this time, the CMRB remained committed to hearing input from residents, businesses, stakeholders, and experts, conducting a third round of public engagement to garner feedback on the proposed Growth Plan.

Completion of the Growth and Servicing Plans demonstrate an exceptional commitment by every member municipality to strengthening the Calgary Metropolitan Region.

ABOUT THE CALGARY METROPOLITAN REGION BOARD

The Board is made up of an elected official from each of the Calgary Metropolitan Region's 10 member municipalities. Over the 2020-2021 period, the Board has achieved the impressive feat of building the vision and function of the CMRB while completing the requirements of the Calgary Metropolitan Region Board Regulation.

Through a competitive recruitment process, the Board unanimously hired a new Board Chair, Mr. Greg Clark in January 2021. Chair Clark and former Chair Sheard had a brief overlap to create a smooth transition for Board operations. The Board is extremely grateful for the leadership qualities of Chris Sheard and wish him all the best in the future.

2020-2021 Board Members

Between 2020 and 2021, the inaugural Board was effective in fulfilling the requirements of the CMRB Regulation. Board members included:

- Peter Brown, Mayor, City of Airdrie
- Naheed Nenshi, Mayor, City of Calgary
- Marshall Chalmers, Mayor, City of Chestermere
- Jeff Genung, Mayor, Town of Cochrane
- Larry Spilak and Suzanne Oel, Reeve Foothills County
- Craig Snodgrass, Mayor, Town of High River
- Bill Robertson, Mayor, Town of Okotoks
- Greg Boehlke and Dann Henn, Reeve Rocky View County
- Pat Fule, Mayor, Town of Strathmore
- Amber Link, Reeve, Wheatland County

It is with great sadness that the Board mourns the loss of two Board members. The contributions of Reeve Larry Spilak of Foothills County and Mayor Bill Robertson of the Town of Okotoks to the Board and to their respective communities will long be remembered.

2021 Board Members

In October 2021, with the province-wide municipal elections, the CMRB welcomed its second Board. This Board will lead the Region beyond the requirements of the CMRB Regulation and explore other aspects of supporting the wellbeing and competitiveness of the region. Board members include:



Peter Brown
Mayor
City of Airdrie



Jyoti Gondek
Mayor
City of Calgary



Jeff Colvin
Mayor
City of Chestermere



Jeff Genung
Mayor
Town of Cochrane



Delilah Miller
Reeve
Foothills County



Craig Snodgrass
Mayor
Town of High River



Tanya Thorn
Mayor
Town of Okotoks



Kevin Hanson
Councillor
Rocky View County



Pat Fule
Mayor
Town of Strathmore



Amber Link
Reeve
Wheatland County

Board Mandate & Vision

Through collaboration and a willingness to tackle regional issues, the Board led the development of the Region's first Growth Plan and Servicing Plan. These documents are a big first step in realizing the Board's mandate to support the long-term sustainability of the 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 (CMR), and
- Developing policies outlining how the Board shall engage the public.

The Board's vision statement answers the "why" question — why we work together. It provides the strategic direction that guides regional development toward 2051.

Working together, the Board identified the following seven pillars to guide the work of the Region through the development of its plans, policies, and into its future work:

- Vibrant Inclusive Communities
- An Amazing Quilt of Rural & Urban
- Blueprint for Growth
- Economic Well-being
- Protect and Enjoy the Environment
- Water Stewardship
- Shared Services Optimization

To review the Board vision in full, see Appendix 1.

CMRB Structure

The CMRB is comprised of the Board, an administration team, and two committees of elected officials that support the work of the Board: Land Use and Servicing Committee and Governance Committee. The Land Use and Servicing Committee is a working Committee that gives direction to Administration on studies, reports, and work in progress. The Governance Committee oversees the Board's budget, policies, and procedures.

There have been some significant changes to the CMRB in 2020 and 2021 to reduce red tape, create greater efficiencies, and improve outcomes through greater coordination.

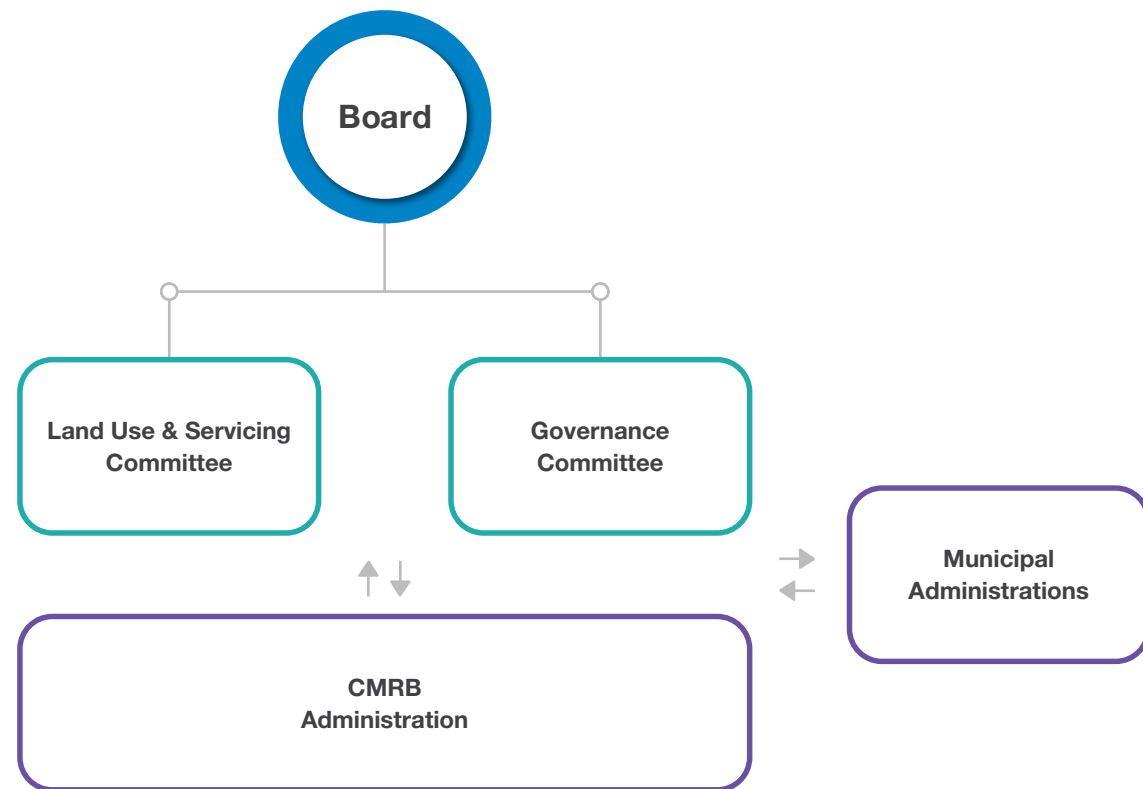
- In 2020, the Land Use Committee and the Intermunicipal Servicing Committee were brought together to create greater efficiency around meetings and to reflect the integrated nature of these two topic areas.



VISION STATEMENT

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.

CMRB STRUCTURE

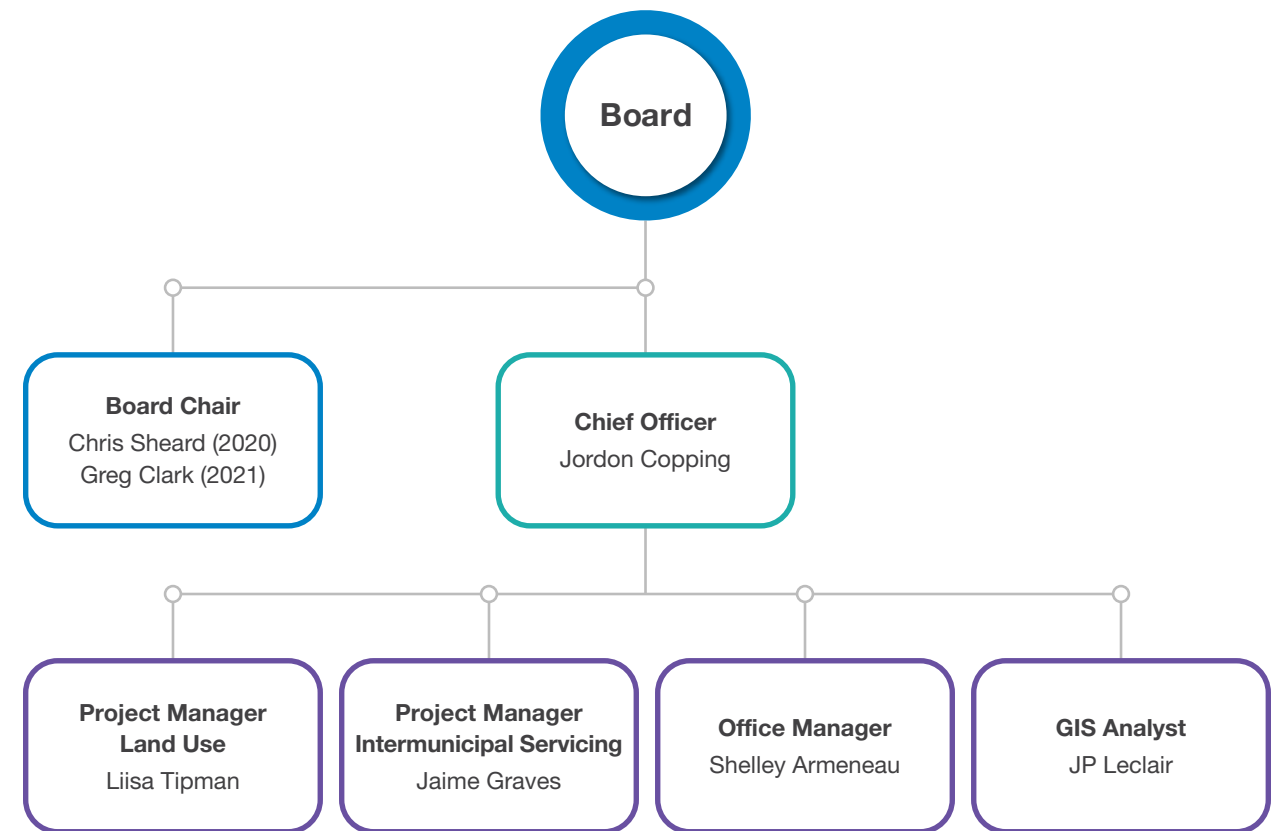


- In 2021, the Advocacy Committee was dissolved. The Advocacy Committee provided a coordinated response to the Government of Alberta on issues where one regional voice was needed. In place of the Advocacy Committee, items of provincial advocacy have been added to every meeting agenda adding greater emphasis to this important function of the Board.

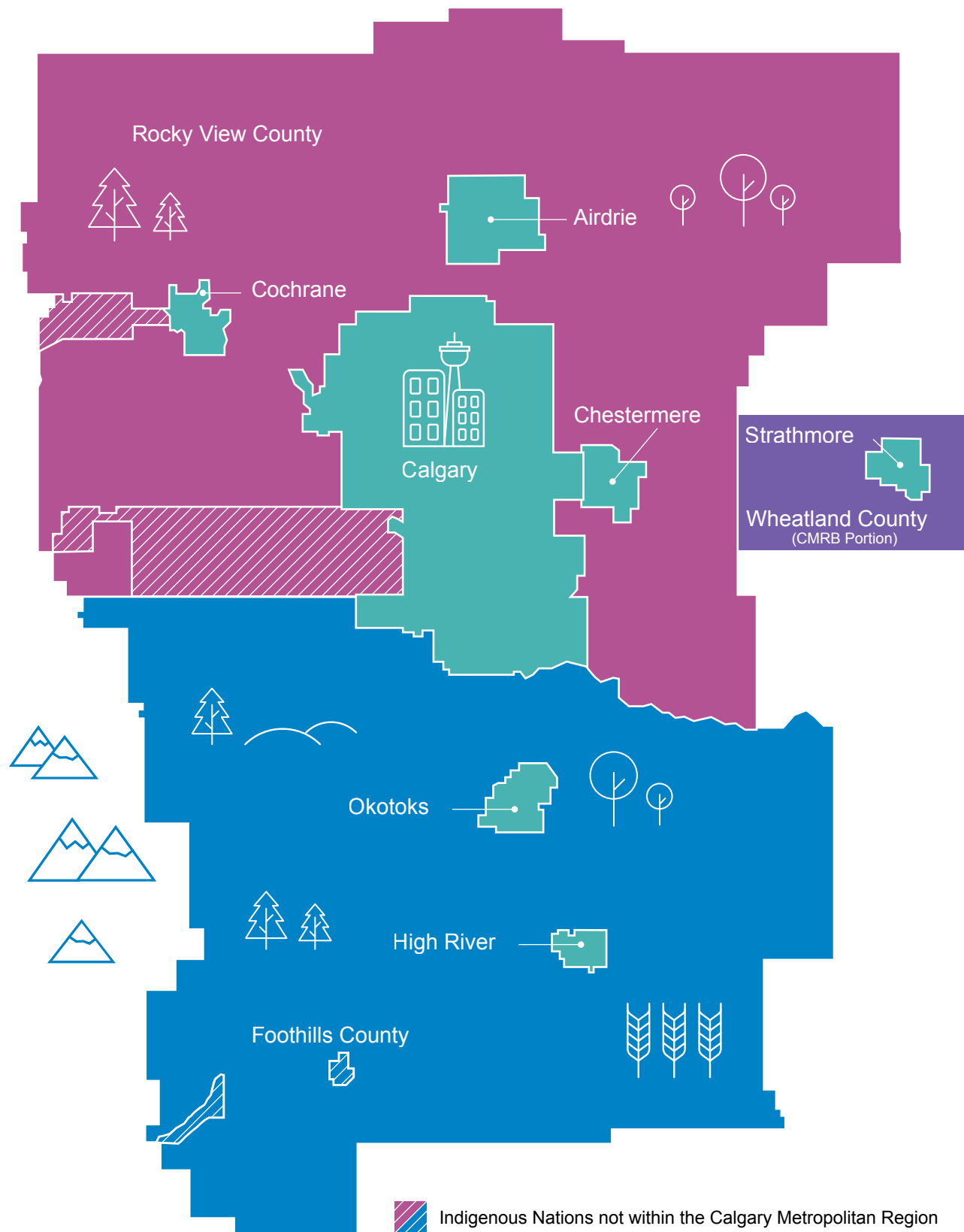
CMRB Administration provides support to the Board and Committees. During the 2020-2021 period, CMRB Administration consisted of:

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

ORGANIZATIONAL STRUCTURE



In addition to CMRB Administration, representatives of member municipal administrations provide support to both elected officials and CMRB Administration. The CMRB is grateful for the level of effort, energy, and ideas the representatives of municipal administrations have brought to the processes of the CMRB, making the work of the CMRB truly regional.



BUILDING THE REGION – 2020-2021 WORK OF THE CMRB

The Calgary Metropolitan Region Board Regulation provides the Board with its mandate and includes requirements to create a growth plan, servicing plan, regional evaluation framework, and a dispute resolution mechanism.

Over the 2020-2021 timeframe, CMRB successfully fulfilled the core requirements of the CMRB Regulation.

- Calgary Metropolitan Region Growth Plan (awaiting ministerial approval)
- Calgary Metropolitan Region Regional Evaluation Framework (awaiting ministerial approval)
- Calgary Metropolitan Region Servicing Plan (filed with the Minister)

Growth Plan and Servicing Plan – Creating a Framework for Prosperity

On May 21, 2021, the Board approved the first Growth and Servicing Plans for the CMR. The Plans are a best-practice guide for achieving long-term prosperity in the CMR, establishing a common approach to sustainable growth. As the Region adds another million people, greater cooperation amongst municipalities that make up the CMR will be needed to create a resilient and globally competitive region.

Through the Growth and Servicing Plans, the CMR will benefit from greater efficiencies that are beyond the reach of any single municipality. Enabling more strategic investment in infrastructure services such as water and wastewater servicing, the regional transportation network, and recreation, will result in:

- Increase competitiveness on a global stage
- Attract the next wave of young talent and economic growth
- Save taxpayer dollars through more efficient service delivery
- Reduce land consumption
- Reduce intermunicipal conflicts over time through implementation of a common vision
- Create greater market certainty by identifying preferred locations for growth

Growth Plan

The scenario development approach used in the preparation of the Growth Plan is rooted in information gathering and visioning tasks completed in the beginning stages of the process. This approach was guided by Mr. Peter Calthorpe, a globally recognized pioneer in innovative approaches to regional planning and design, urban revitalization, and community planning. The scenario process included four scenarios:

- Business As Usual
- Transit Oriented Development
- Compact
- Synthesis

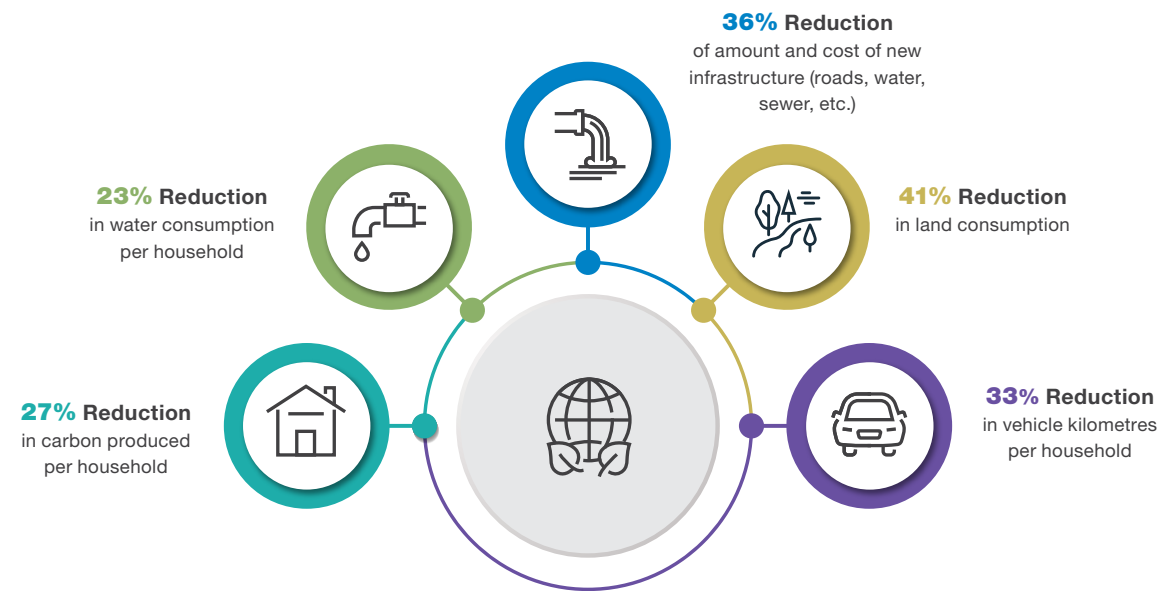
Building on best practices, team discussions, and initial visioning and mapping exercises with CMRB member staff and elected officials, a baseline scenario and two alternative regional scenarios were developed. A fourth and final synthesis scenario, upon which the policies of the Growth Plan are based, is projected to create a stronger and more sustainable region. The benefits of the Synthesis scenario are summarized below.

There are many benefits to working together as a region. The scenario planning analysis compared various costs, savings, and impacts in land use, infrastructure, and environmental goals among the three scenarios. The scenarios vary in location of

development, land use mix, average density, infill and redevelopment proportions, and higher order transit investment.

Although the Growth Plan offers policy strategies for many aspects of development in the region, the Plan has an innovative focus on growth management, laying out preferred areas where growth should occur as well as the minimum standards of quality for development in those areas. Over time, this clarity will lead to better intermunicipal and regional cooperation, creating efficiency and cost-effectiveness in servicing that benefits residents, promotes better communities, and conserves agricultural land.

SYNTHESIS SCENARIO REGIONAL BENEFITS (Compared to Business-as-Usual)



Growth Plan Policy Strategies

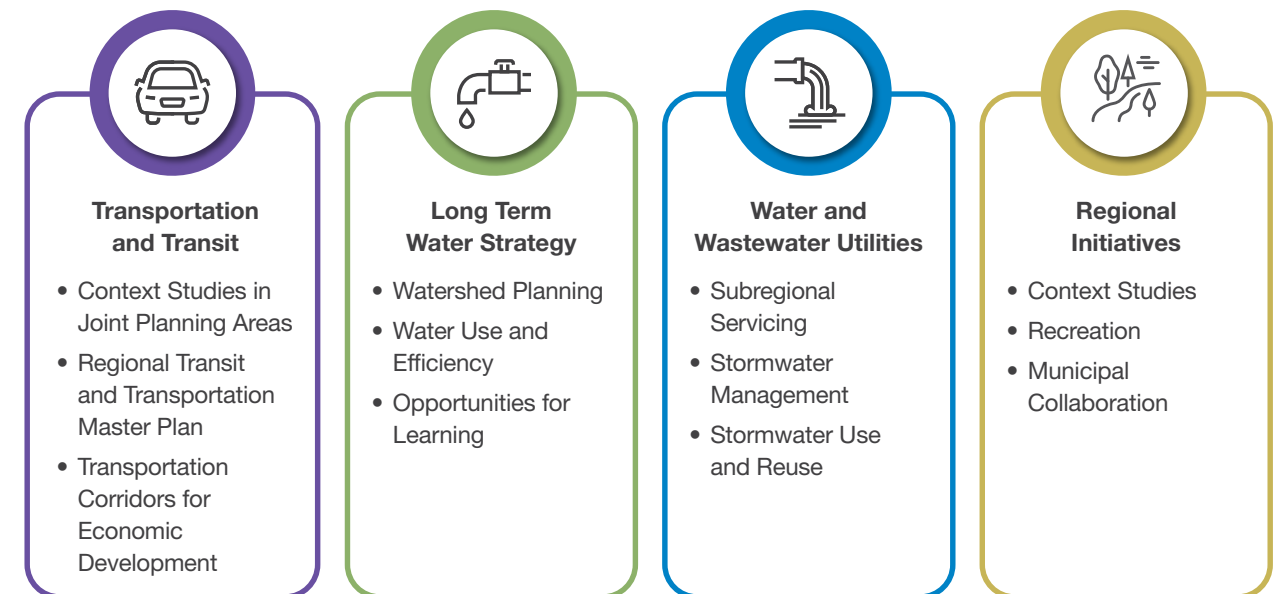
The Growth Plan includes policy strategies to implement the vision of a strong and internationally competitive region:

- Promoting compact, mixed-use land uses (called place types) that, along with greater infill and redevelopment, improve environmental, social, and economic outcomes.
- Establishing Joint Planning Areas that improve multi-jurisdictional cooperation, efficient service delivery, and equitable distribution of shared obligations.
- Supporting traditional rural areas that are reinforced with clustered country residential development, agricultural conservation, appropriate commercial areas, and growth in priority growth hamlets where a mix of uses and higher densities can be achieved.

Servicing Plan

The Servicing Plan contains strong links to the Growth Plan. It establishes preferred growth areas as preferred servicing areas. Meaning services such as regionalscale water and wastewater servicing, recreation, and other regional services can be planned and provided in more cost-effective and proactive ways. This approach aligns with the Board mandate to promote the long-term sustainability of the region, ensure environmentally responsible land use planning, facilitate growth management and the efficient use of land, and promote the economic competitiveness and wellbeing of the CMR.

SERVICING PLAN PRIORITIES



Engagement Activities — Reaching Out & Working Together

The Growth Plan was prepared through extensive collaboration among the member municipalities via the Board, Land Use and Servicing Committees and various Technical Advisory Groups comprised of subject matter experts from the member municipalities. Residents throughout the Region were able to provide input through an extensive public engagement process held in three phases during the development of the Growth Plan.

An external Technical Advisory Group, made up of technical experts from various stakeholder groups and the Province of Alberta, was also directly involved in the preparation. The external Technical Advisory Group was engaged to test and refine assumptions. The external Technical Advisory Group included Alberta Transportation, BILD Calgary Region, NAIOP Commercial Real Estate Development Association, Alberta Environment and Parks, and Bow River Basin Council, and others.

Supporting Research and Reports — Building Knowledge of the Region

CMRB Administration and Technical Advisory Groups authored and tendered over a dozen reports and studies prior to development of the Growth Plan. The reports create a common set of facts, definitions, and priorities that supported the development of the Growth and Servicing Plans. This information offered important context to the work of the Board on the Plans, enabling the Region to create meaningful and action-oriented Plans.

Reports reviewed and approved by the Board in 2020/2021 include:

- Transit Background Report
- Agriculture Background Report
- Regional Employment Forecasts
- Options for Enhancing Regional Recreation
- South and East Calgary Regional Transportation Study
- Integration Memo of Regional Transportation Studies

REACHING OUT AND WORKING TOGETHER



Regional Evaluation Framework (REF) – Implementing the Growth Plan

The REF is the approval process by which the Board ensures new statutory plans align with the policies of the Growth Plan. Statutory Plans include municipal long-range land use plans (named Municipal Development Plans) and large-scale community plans (named Area Structure Plans and Area Redevelopment Plans). Intermunicipal Development Plans must also be reviewed and approved by the Board. Statutory plans and certain statutory plan amendments must be approved by the Board before they can come into effect and be constructed.

Interim Regional Evaluation Framework

The Board unanimously approved an interim REF (IREF) in October 2018 and the Minister of Municipal Affairs approved the IREF in December 2018. The IREF process is built on the values of efficiency, objectivity, and fairness. The process is designed to be expedient while allowing Board members the opportunity to review IREF applications for alignment with the Interim Growth Plan and the values of the Board. In 2020 and 2021 the Board reviewed 29 IREF applications and approved 21 applications.

Regional Evaluation Framework

The IREF process provided an opportunity for the Board to learn more about its values related to the REF process and how the process of reviewing and approving plans should be conducted. The REF was approved by the Board on May 21, 2021, along with the Growth and Servicing Plans, and is awaiting approval from the Minister of Municipal Affairs. Once in effect, the CMRB will use the REF and the Growth Plan to review and approve statutory plans in the Region.

The Board-approved REF process includes a reduction of process, cutting red tape and reducing processing timelines for member municipalities by about 20 percent. The CMRB REF process will now take less than two months to complete, including time for review by both CMRB Administration, a third-party review, and the Board.

2020 & 2021 IREF DECISIONS



The total number of IREF Applications is greater than the number of individual statutory plans reviewed by the CMRB as some statutory plans were withdrawn and resubmitted.



A common value among Board members is the need to establish meaningful and mutually beneficial relationships with Indigenous Nations and communities within and around the region.

FURTHER BOARD INITIATIVES

In addition to the Growth and Servicing Plans, the Board completed initiatives that speak to the efficient, purposeful operation of the Board.

Board Governance and Policies

The Terms of Reference were reviewed and normalized for all committees of the Board in 2021. On the recommendation of the Governance Committee the Board dissolved the Advocacy Committee, creating further efficiencies in the organization. On the recommendation of the CMRB's Governance Committee, the Board approved additional policies to improve the clarity and transparency of the operations of the Calgary Metropolitan Region Board. These policies include:

- Pecuniary Conflict of Interest (Feb 2020),
- External Stakeholder Participation (Nov 2020),
- Reserve Funds (Feb 2021), and
- Closed Sessions (Sept 2021).

Dispute Resolution Mechanism

The Calgary Metropolitan Region Board Regulation requires the development of a dispute resolution mechanism. The Dispute Resolution and Appeal Bylaw was unanimously approved by the Board on May 14, 2021. It was approved by the Minister of Municipal Affairs on September 22, 2021, and is now in effect. The dispute resolution mechanism is expected to reinforce the objectivity of Board decisions and provide members with additional opportunities to discuss important regional matters.

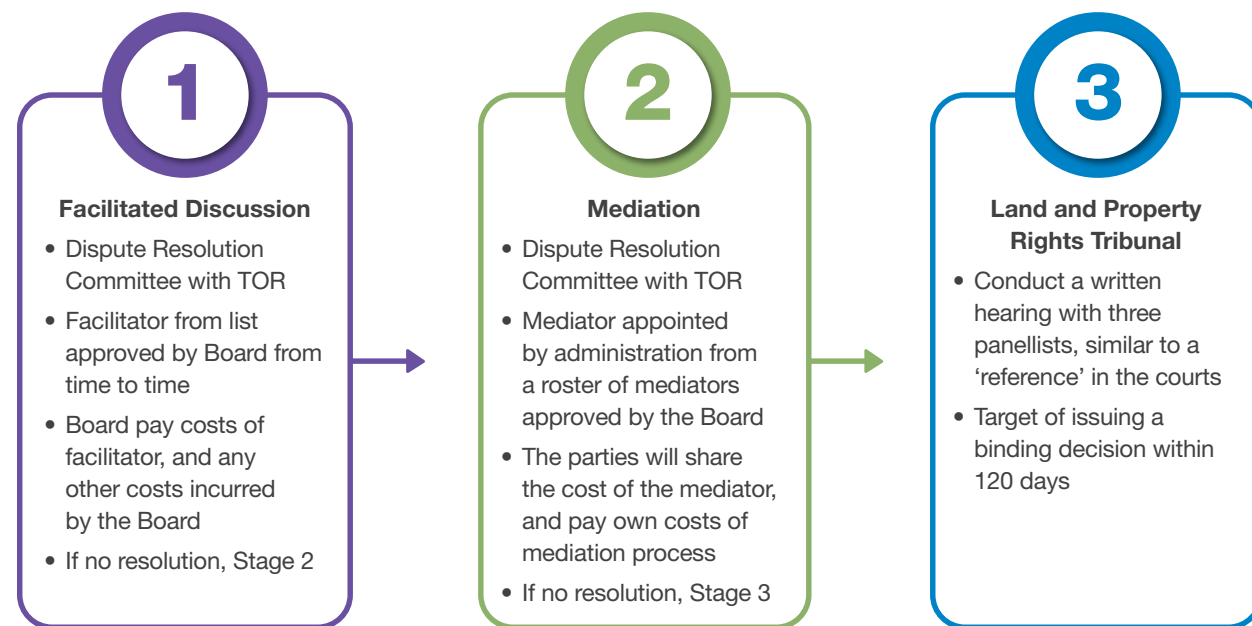
In 2019 and 2020, the Governance Committee, with feedback and support from the region's chief administrative officers, completed a series of discussions to develop a dispute resolution mechanism. Once a dispute resolution process was agreed to, CMRB Administration developed a corresponding Dispute Resolution Mechanism Bylaw which includes two tracks: one track for Regional Evaluation Framework decisions and one for non-Regional Evaluation Framework decisions.

Regional Economic Development Workshops

A core pillar of the Calgary Metropolitan Region Board Regulation is to promote the economic wellbeing of the Region. Since 2018, this core value has been woven into the values expressed in the Growth Plan and the Servicing Plan. These plans promote sustainable land development, cost-effective delivery of regional servicing, regional transportation planning, and growth in the agricultural economy.

On several occasions, the Board expressed a strong interest in further exploring regional economic development, moving beyond thinking of regional economic development only in terms of regional land use planning. The Board wished to answer the question: how can the regional mandate be used to draw investors to the Region, promoting it as a top place to do business?

REF DECISION APPEAL PROCESS



In response to this question, the CMRB Administration organized economic development workshops in 2021 for the CMRB. The Board also retained an international team of consultants to present international economic development trends and successes to the Board and provide interactive, facilitated workshops including an overview of opportunities in the regional economy and paths forward for the Board to consider. As noted, this information will inform a portion of the Board's strategic sessions proposed for early 2022.

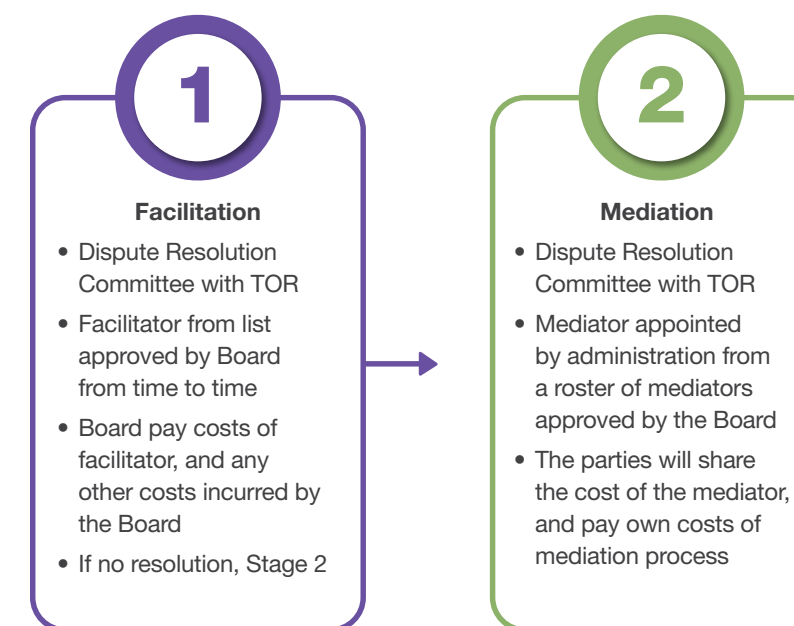
Truth and Reconciliation

A common value among Board members is the need to establish meaningful and mutually beneficial relationships with Indigenous Nations and communities within and around the region.

To learn more about its role in supporting Truth and Reconciliation, the CMRB held professionally facilitated workshops in June 2021 for mayors and reeves, councillors, and administrations to increase Indigenous Awareness. Additional work is underway to advance the Calls to Action by engaging with the Nations and communities to build meaningful and mutually beneficial long-term relationships with Indigenous Nations in and around the Region.

As part of the development of the Growth and Servicing Plans, the Board engaged additional consulting support to further the process of relationship building with Indigenous Nations and communities. Thanks to the work of Indigenous engagement consultants, CMRB Administration met

NON-REF DECISION RECONSIDERATION PROCESS



with representatives of Siksika Nation and Stoney Nakoda Nations (Wesley, Bearspaw and Morley Nations) in 2020 to explore common interests such as water management and economic development.

Board Advocacy

The strength of the CMRB comes from working together. The CMRB continued to advocate with a unified voice on matters of common interest in 2020 and 2021. This included correspondence with Government of Alberta representatives around Family and Community Support Services funding, the centralization of EMS dispatch, expediting first

responders' access to COVID vaccines, promoting the funding of high-priority regional transportation projects, and potential improvements to solid waste composting facilities.

In addition to correspondences, CMRB meetings focused on the work of the region and became a forum for mayors and reeves to discuss COVID-19 responses, focusing on citizen and employee safety, citizen and business relief measures, economic and social recovery, and connecting with the Government of Alberta.

LOOKING FORWARD

The October 2021 municipal elections established a new CMRB Board. With the completion of all time-bound requirements of the Calgary Metropolitan Region Board Regulation in 2021, the Board can explore other aspects of its mandate. In 2022, the Board will begin to set its priorities for the future, implement the Growth Plan and Servicing Plans, and measure and monitor the success of the Plans. This is an exciting time as the CMRB works towards a strong and sustainable region.



APPENDIX 1 – BOARD VISION

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

- 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.

APPENDIX 2 – AUDITED FINANCIAL STATEMENTS 2020

Independent Auditor's Report	28
Management Report	30
Financial Statements	
Statement of financial position	31
Statement of operations	32
Statement of change in net financial assets	33
Statement of cash flows	34
Notes to the financial statements	35
Schedules to the financial statements	40

INDEPENDENT AUDITOR'S REPORT

To: The Board of
Calgary Metropolitan Region Board

Opinion

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

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

Basis for Opinion

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

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

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

INDEPENDENT AUDITOR'S REPORT, continued

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

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



Lethbridge, Alberta

April 8, 2021

Chartered Professional Accountants

MANAGEMENT REPORT

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

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

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

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

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

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

Gordon Copping

Chief Officer

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

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

Commitments (note 10)

Approved on behalf of the board:

Member 

Member 

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

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

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

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

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

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

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

1. Nature of operations

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

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

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

2. Significant accounting policies

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

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

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

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

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

2. Significant accounting policies, continued

(d) Non-financial assets

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

(i) Tangible capital assets

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

	Years
Furniture and fixtures	10
Buildings	5
Computer equipment	3

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

(ii) Contributions of tangible capital assets

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

(iii) Leases

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

(e) Use of estimates

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

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

3. Short term investments

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

4. Deferred revenue

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

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

5. Accumulated surplus

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

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

6. Equity in tangible capital assets

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

7. Financial instruments

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

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

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

8. Economic dependence

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

9. Local authorities pension plan

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

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

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

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

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

10. Commitments

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

Payments over the next five years are as follows:

2021	\$	29,697
2022		33,132
2023		20,978
	\$	<u>83,807</u>

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

11. Approval of financial statements

These financial statements were approved by Board and Management.

12. Budget amounts

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

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

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

13. COVID-19

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

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

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

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

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

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

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

Schedule of changes in accumulated surplus	Schedule 2			
	Unrestricted	Equity in tangible capital assets	2020	2019
Balance, beginning of year	\$ 1,948,272	\$ 10,689	\$ 1,958,961	\$ 1,921,721
excess of revenue over expenses	18,903	-	18,903	37,240
Annual amortization expense	5,972	(5,972)	-	-
Change in accumulated surplus	24,875	(5,972)	18,903	37,240
Balance, end of year	\$ 1,973,147	\$ 4,717	\$ 1,977,864	\$ 1,958,961

APPENDIX 3 – AUDITED FINANCIAL STATEMENTS 2021



Calgary Metropolitan Region Board
Suite 305, 602 – 11th Avenue S.W.
Calgary, AB T2R 1J8
www.calgarymetroregion.ca



Agenda Item	8
Submitted to	Board
Purpose	Review and Receive for Information
Subject	CMRB 2021 Q4 Actuals
Meeting Date	March 11, 2022
<i>That the Board review and receive for information the CMRB 2021 Q4 Actuals</i>	
<p>Background</p> <ul style="list-style-type: none"> • The CMRB has been funded by the Government of Alberta through the Alberta Community Partnership grant program. • On February 25, 2022, the Governance Committee recommended to the Board approval of the CMRB 2021 Q4 actuals. 	
<p>Attachments</p> <ul style="list-style-type: none"> • CMRB 2021 Q4 Actuals 	

Introduction

CMRB Administration has compiled the 2021 Q4 Actuals for review by the Board.

Recommendation

That the Board review and receive for information the CMRB 2021 Q4 Actuals.

	2021 Budget	2021 Q4 Budget	2021 Q4 Actual	Q4 Variance	YTD Budget	YTD Actual	YTD Variance
REVENUE							
GoA Grant	\$1,500,000.00	\$0.00	\$ 1,500,000.00	\$1,500,000.00	\$1,500,000.00	\$1,500,000.00	\$0.00
Interest on GIC	\$0.00	\$0.00	\$ 9,242.38	\$9,242.38	\$0.00	\$17,956.55	\$17,956.55
Withdrawal from Reserves	\$650,000.00	\$50,000.00	\$ -	-\$50,000.00	\$650,000.00	\$648,785.86	-\$1,214.14
TOTAL Revenue	\$2,150,000.00	\$50,000.00	\$ 1,509,242.38	\$1,459,242.38	\$2,150,000.00	\$2,166,742.41	\$16,742.41
EXPENDITURES							
CAPITAL EXPENSES							
Computers & Hardware	\$6,000.00	\$1,500.00	\$ -	\$1,500.00	\$6,000.00	\$687.97	\$5,312.03
Office Furniture	\$6,000.00	\$1,500.00	\$ -	\$1,500.00	\$6,000.00	\$0.00	\$6,000.00
Phone/Internet Hardware	\$3,000.00	\$750.00	\$ -	\$750.00	\$3,000.00	\$0.00	\$3,000.00
TOTAL CAPITAL EXPENSES	\$15,000.00	\$3,750.00	\$ -	\$3,750.00	\$15,000.00	\$687.97	\$14,312.03
OPERATING EXPENSES							
STAFFING COSTS							
Salary	\$655,000.00	\$161,000.00	\$ 157,580.61	\$3,419.39	\$655,000.00	\$649,641.33	\$5,358.67
Benefits	\$117,000.00	\$29,250.00	\$ 28,443.30	\$806.70	\$117,000.00	\$113,773.20	\$3,226.80
Board Chair	\$140,000.00	\$35,000.00	\$ 20,500.00	\$14,500.00	\$140,000.00	\$119,412.11	\$20,587.89
TOTAL STAFFING COSTS	\$912,000.00	\$225,250.00	\$ 206,523.91	\$18,726.09	\$912,000.00	\$882,826.64	\$29,173.36
OFFICE LEASE	\$87,000.00	\$21,750.00	\$ 19,718.85	\$2,031.15	\$87,000.00	\$73,456.99	\$13,543.01
OFFICE OPERATING COST							
General Operating Costs	\$36,000.00	\$9,000.00	\$ 23,135.48	-\$14,135.48	\$36,000.00	\$37,291.90	-\$1,291.90
Professional Fees	\$30,000.00	\$7,500.00	\$ 717.50	\$6,782.50	\$30,000.00	\$21,002.24	\$8,997.76
TOTAL OFFICE OPERATION COSTS	\$66,000.00	\$16,500.00	\$ 23,852.98	-\$7,352.98	\$66,000.00	\$58,294.14	\$7,705.86
TRAVEL COSTS	\$35,000.00	\$8,750.00	\$ 1,768.03	\$6,981.97	\$35,000.00	\$1,768.03	\$33,231.97
MEETING COSTS							
Meeting Venue/Catering	\$55,000.00	\$13,750.00	\$ 3,743.36	\$10,006.64	\$55,000.00	\$3,743.36	\$51,256.64
Per Diem	\$55,000.00	\$13,750.00	\$ 9,098.28	\$4,651.72	\$55,000.00	\$39,598.28	\$15,401.72
TOTAL MEETING COSTS	\$110,000.00	\$27,500.00	\$ 12,841.64	\$14,658.36	\$110,000.00	\$43,341.64	\$66,658.36
CONSULTANT COSTS							
Growth/ Servicing Plan	\$250,000.00	\$62,500.00	\$ -	\$62,500.00	\$250,000.00	\$250,000.00	\$0.00
Regional Initiatives	\$500,000.00	\$125,000.00	\$ 24,773.42	\$100,226.58	\$500,000.00	\$53,601.55	\$446,398.45
REF Consultants	\$100,000.00	\$25,000.00	\$ 13,025.82	\$11,974.18	\$100,000.00	\$50,476.72	\$49,523.28
TOTAL CONSULTANT COSTS	\$850,000.00	\$212,500.00	\$ 37,799.24	\$174,700.76	\$850,000.00	\$354,078.27	\$495,921.73
CONTINGENCY	\$75,000.00	\$18,750.00	\$ -	\$18,750.00	\$75,000.00	\$47,417.21	\$27,582.79
TOTAL EXPENDITURE	\$2,150,000.00	\$534,750.00	\$ 302,504.65	\$232,245.35	\$2,150,000.00	\$1,461,870.89	\$688,129.11

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1 The full amount was not withdrawn

2 Training does not have a separate line item in budget 2021 so is rolled into office expenses. Some training for 2022 was prepaid in 2021.

3 CMRB is underbudget due to: online meetings, lower travel costs, fewer IREFs submitted than budgeted for and pausing working on regional initiatives until after the municipal elections.

Agenda Item 8i