

Calgary Metropolitan Region Board
Agenda - Land Use & Servicing Committee Meeting

September 8, 2022, 9:00 AM, Go-To Meeting/Call-In

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

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|--|--------------|--------------------|-----------|
| 1. Call to Order & Land Acknowledgment | | Clark/
Hanson | |
| 2. Opening Remarks | | Clark | |
| 3. Adoption of Agenda | | All | |
| For Decision: Motion to adopt and/or revise the agenda | | | |
| 4. Review and Approve Minutes | (Attachment) | All | 3 |
| For Decision: Motion that the Committee review and approve the Minutes of the June 17 2022 meeting | | | |
| 5. Friends of Calgary Airport – Banff Rail | (Attachment) | Graham/
Liricon | 6 |
| For Information: Motion that the Committee receive for information a presentation regarding the Calgary Airport – Banff Rail (CABR) project | | | |
| 6. Draft REF Interpretation Guide | (Attachment) | Tipman | 47 |
| For Decision: Motion that the Committee recommend to the Board approval of the REF Interpretation Guide | | | |
| 7. Board Strategic Initiatives Update | (Verbal) | Graves | |
| For Information: Motion that the Committee receive for information an update on the status of Board initiatives | | | |
| 8. Next Meeting: Thursday October 6, 2022 @ 9:00 AM | | | |
| 9. Adjournment | | Clark | |

Committee Members:

Mayor Peter Brown (Airdrie)
Cllr Gian-Carlo Carra (Calgary)
Mayor Jeff Colvin (Chestermere)
Mayor Jeff Genung (Cochrane)
Reeve Delilah Miller (Foothills)
Cllr Suzanne Oel (Foothills)

Mayor Craig Snodgrass (High River)
Cllr Rachel Swendseid (Okotoks)
Cllr Kevin Hanson (Rocky View) **Vice Chair**
Shawn Ewasiuk, GOA Representative

Upcoming Meetings:

BOARD MEETING	Friday Sept 16 @ 9:30 AM	Mount Royal University
GOVERNANCE COMMITTEE	Friday Oct 28 @ 9:00 AM	GoTo Meeting
LAND USE & SERVICING COMMITTEE	Thursday Oct 6 @ 9:00 AM	GoTo Meeting

Minutes of the Meeting of the
Land Use and Servicing Committee
of the Calgary Metropolitan Region Board
on Friday June 17, 2022 by Go-To Meeting

Delegates in Attendance:

Councillor Gian-Carlo Carra – City of Calgary
Councillor Marni Fedeyko – Town of Cochrane
Reeve Delilah Miller – Foothills County
Councillor Suzanne Oel – Foothills County
Mayor Craig Snodgrass – Town of High River
Councillor Michael Nychyk – Town of High River
Councillor Rachel Swendseid – Town of Okotoks
Councillor Kevin Hanson – Rocky View County (Vice Chair)

CMRB Administration:

Greg Clark, Chair
Jordon Copping, Chief Officer
Liisa Tipman, Director of Regional Planning
Jaime Graves, Director of Regional Projects
JP Leclair, GIS and Data Lead
Shelley Armeneau, Office Manager

1. Call to Order

Chair Clark called the meeting to order at 9:00 AM, provided opening comments and a land acknowledgement.

2. Approval of Agenda

Moved by Councillor Hanson, **Seconded by** Councillor Swendseid, accepted by Chair.

Motion: That the Committee approve the agenda.

Motion carried unanimously.

3. Review Minutes

Moved by Councillor Carra, **Seconded by** Councillor Hanson, accepted by Chair.

Motion: That the Committee approve the Minutes of the April 7, 2022 meeting.

Motion carried unanimously.

4. Leading Mobility Transit Presentation

David Cooper of Leading Mobility provided a presentation to the Committee. Questions and discussion included:

- Ridership standards, culture and time needed to create culture of transit use,

- On demand services,
- Benefits of transit and economy.
- Solutions around various transit forms
- Opportunities to gain from regional transit, including streamlining capital planning and pooling of services,
- Possibility of third-party money contributions,
- Consideration of work culture changes like work and learn from home.

Moved by Councillor Carra, **Seconded by Councillor** Swendseid, accepted by Chair.

Motion: That the Committee receive for information a Speaker Series presentation on transit from Leading Mobility.

Motion carried unanimously.

5. Phase 2 Indigenous Relations Project Definition Document (PDD)

Moved by Mayor Snodgrass, **Seconded by** Councillor Nychyk, accepted by Chair.

Motion: That the Committee direct Administration to develop an appropriately scaled project charter for Phase 2 Indigenous Relations strategic initiative for Board approval.

Motion carried unanimously.

6. Regional Economic Development PDD

Councillor Carra updated the Committee on discussion with civic partners, organizations (CED) and the City of Calgary council around regional economic development. A question was asked about CMRB's short term communications plan. Jordon Copping advised there would likely be a press release and regional workshops which could be used to build the communications piece.

Moved by Councillor Swendseid, **Seconded by** Councillor Hanson, accepted by Chair.

Motion: That the Committee direct Administration to develop an appropriately scaled project charter for Regional Economic Development strategic initiative for Board approval.

Motion carried unanimously.

7. Scoping Regional Transportation & Transit Master Plan PDD

Committee members discussed budget, scope, heavy rail, census data, and leveraging to build on economic development. In regard to a question around scoping, Jaime Graves advised this would be a 1-year process of scoping with subject matter experts. Chair Clark confirmed that budget has been allocated for this scoping.

Moved by Councillor Swendseid, **Seconded by** Councillor Nychyk, accepted by Chair.

Motion: That the Committee direct Administration to develop an appropriately scaled project charter for Regional Transportation and Transit Master Plan strategic initiative for Board approval.

Motion carried.

8. Scoping the Water Roadmap Update PDD

A discussion on this subject focussed on conservation, initiatives for waste and water reuse, prioritizing water, and collaborations that can be supported by CMRB.

Moved by Councillor Fedeyko, **Seconded by** Councillor Swendseid, accepted by Chair.

Motion: That the Committee direct Administration to develop an appropriately scaled project charter for the Water Roadmap Update strategic initiative for Board approval.

Motion carried unanimously.

9. Environmentally Sensitive Areas Implementation PDD

A request was made to clarify #4 under Project Deliverables: Recommend planning and mitigation strategies to fulfill the Board's Vision and the CMR Growth Plan. A member questioned whether this work is already being done by the province. Liisa Tipman confirmed that the province is doing work at a higher-level scale using a different definition of ESAs, and that this project charter would (with assistance from the TAG groups and municipal experts) be used to develop a request for proposal for the remaining work outlined in the already approved ESA study. She further confirmed that the development of this data base does not affect municipal planning processes, it is intended to collect information.

Moved by Councillor Hanson, **Seconded by** Councillor Swendseid, accepted by Chair.

Motion: That the Committee direct Administration to develop an appropriately scaled project charter for Environmentally Sensitive Areas Implementation strategic initiative for Board approval.

Motion carried.

10. Next Meeting: Thursday September 8 @ 9:00 AM.

11. Adjourned @ 11:10 AM.

Chair Greg Clark

Agenda Item	5
Submitted to	Land Use and Servicing Committee
Purpose	For Information
Subject	Friends of Calgary Airport – Banff Rail
Meeting Date	September 8, 2022
<i>That the Committee receive for information a presentation from the Friends of Calgary Airport – Banff Rail initiative</i>	
<p>Summary</p> <ul style="list-style-type: none"> The Calgary Airport – Banff Rail system is proposed to operate on a new, dedicated passenger line built within the existing CP Rail freight corridor and provide high frequency, reliable service between seven stations: Calgary Airport, Calgary Downtown, Calgary Keith, Cochrane, Morley (Stoney Nakoda Nation), Canmore and Banff. 	
<p>Attachment</p> <ul style="list-style-type: none"> Presentation – Calgary Airport-Banff Rail (CABR) Factsheet – Friends of CABR Press Release: Liricon Capital / Plenary Update – June 27, 2022 	

CALGARY AIRPORT – BANFF RAIL (CABR)

Mass Transit Public Infrastructure for Calgary with Connection to Mountains: Phase 4 (Design)
Parks Canada Encouraging Mass Transit Could Eliminate Need for Provincial Financial Support



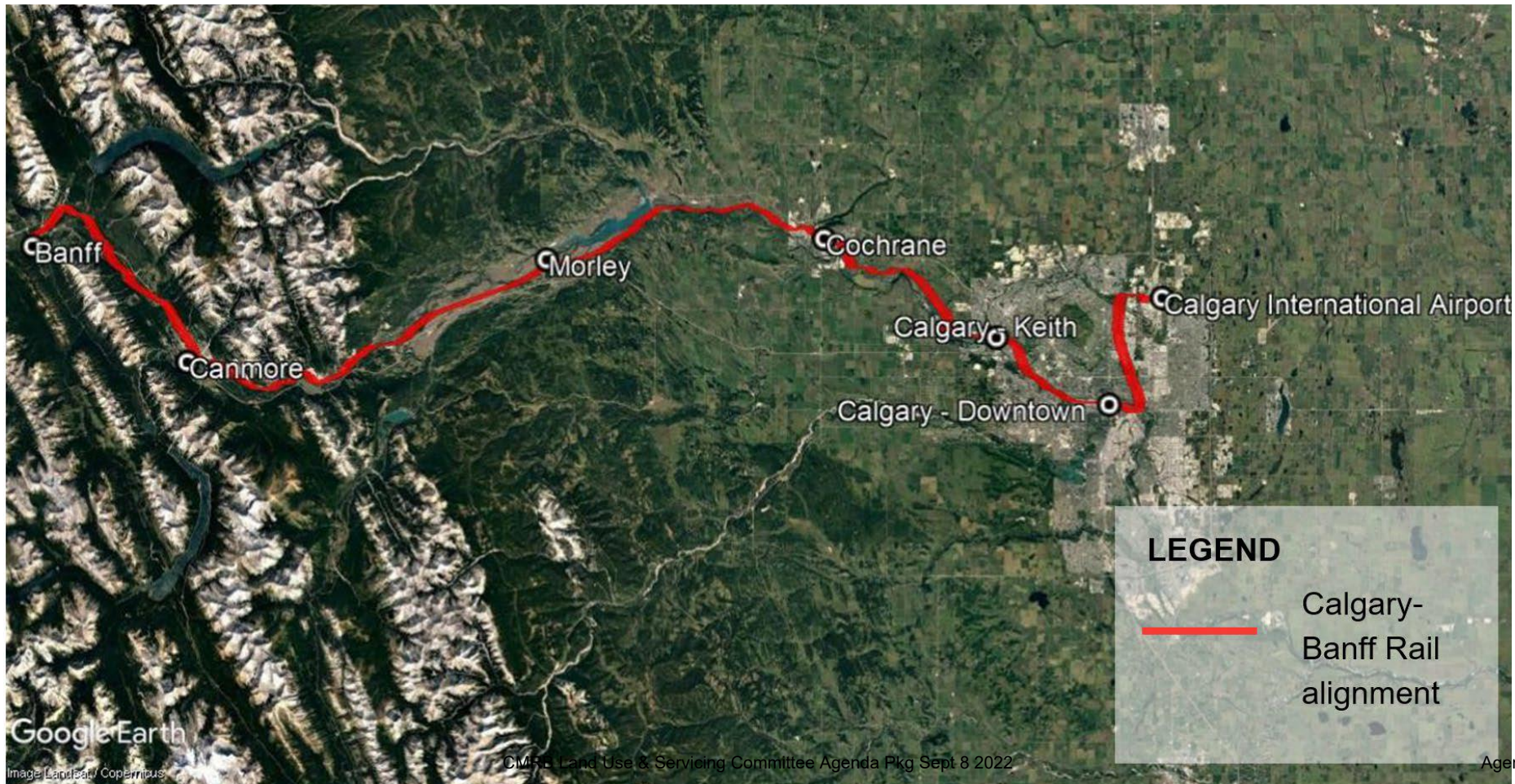
August 2022

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CALGARY AIRPORT – BANFF RAIL: KEY ELEMENTS

- 150 Km commuter & tourist system on new, dedicated line ensuring on-time performance
- Built entirely within CP Rail corridor and Airport Authority Lands; 7 Destinations
- Airport – Downtown Calgary every 10 minutes, to Banff every 1 - 2 hours

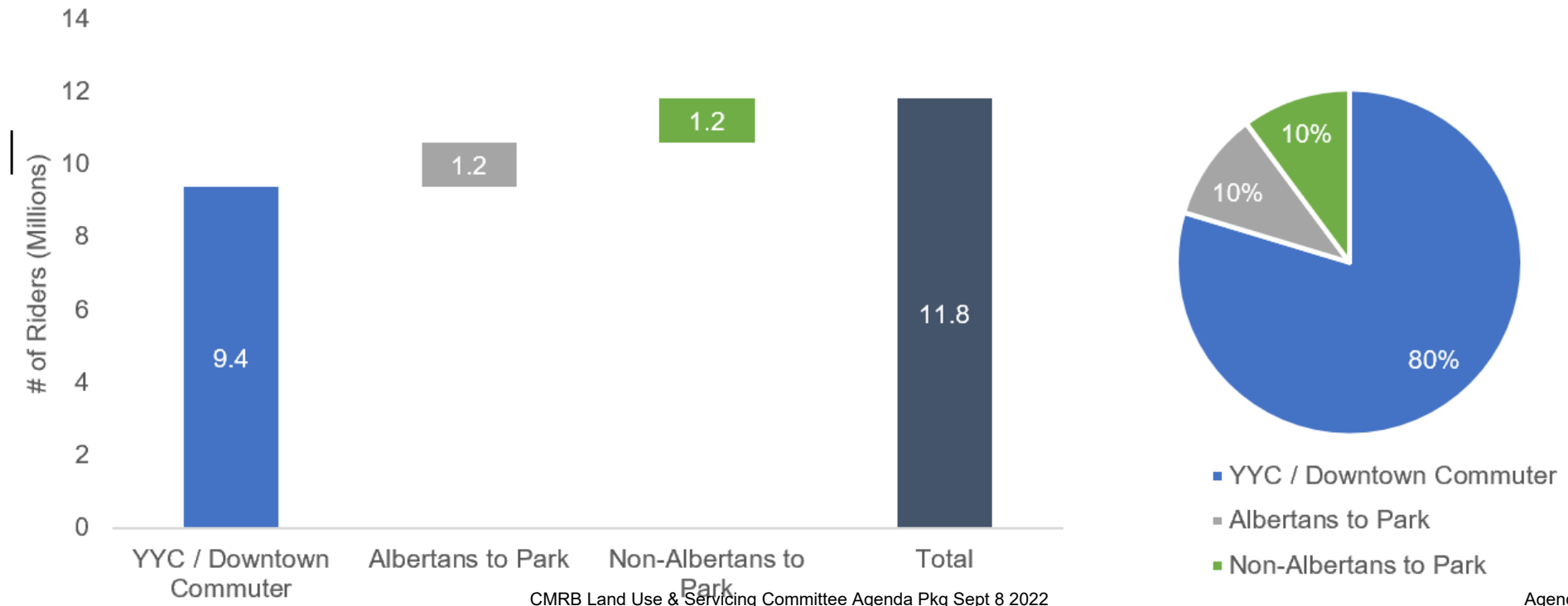


CABR: Ridership Forecast – Calgary Mass Transit 80% of Volume

Liricon/Plenary Ridership Forecast 11.8 million/year 80% YYC/Downtown/Commuters, 20% Park Visitors

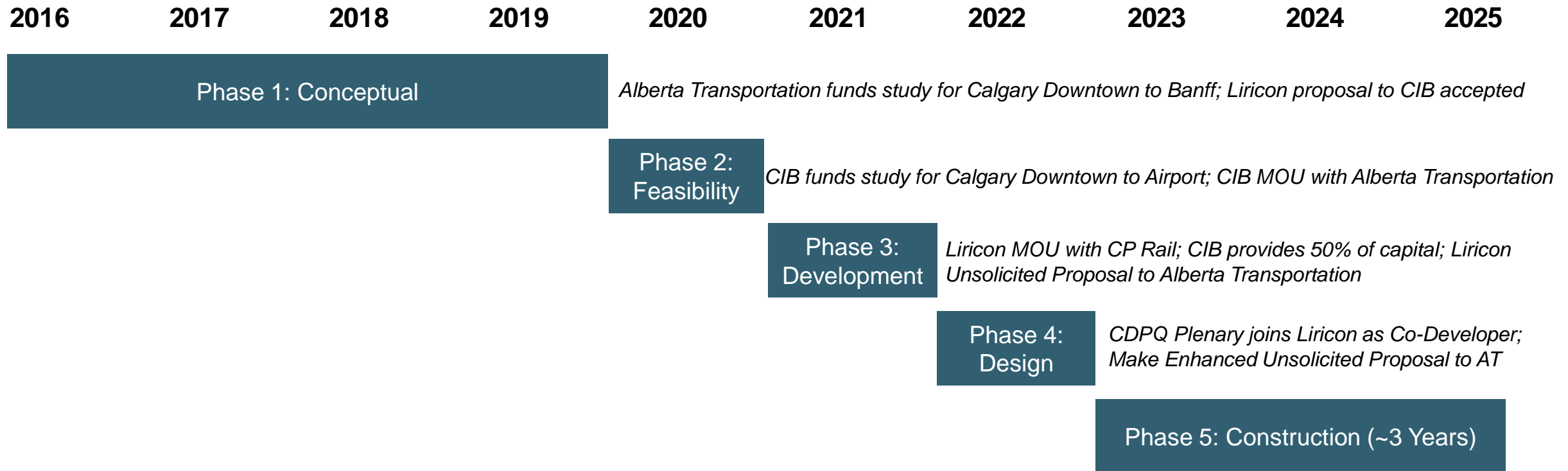
- CABR captures 20% of Park visitors split half Albertans, half non-Albertans. Non-Albertans charged premium to Albertans in all 3 classes of service: economy, premium economy and first class.

Liricon / Plenary Annual Ridership Forecasts



PROJECT PHASES

Formal initiative started in March 2016 with Calgary, Cochrane, Canmore, Banff seeking provincial funding for conceptual study



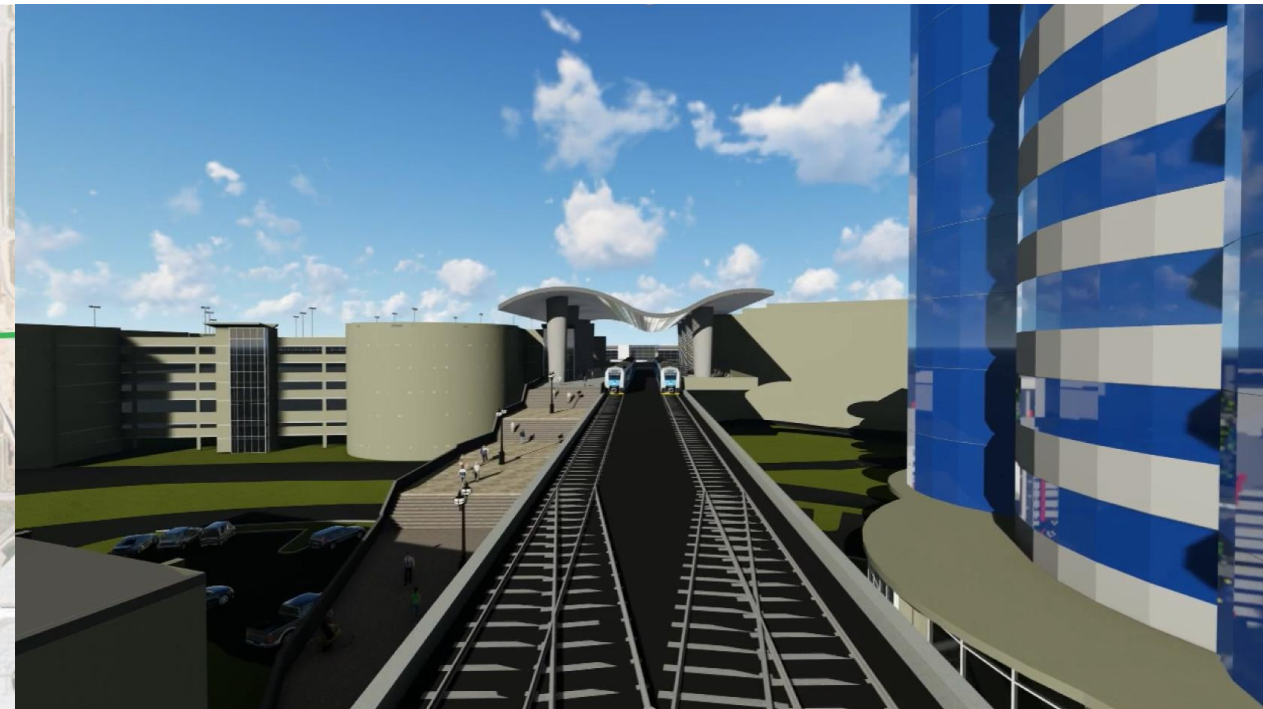
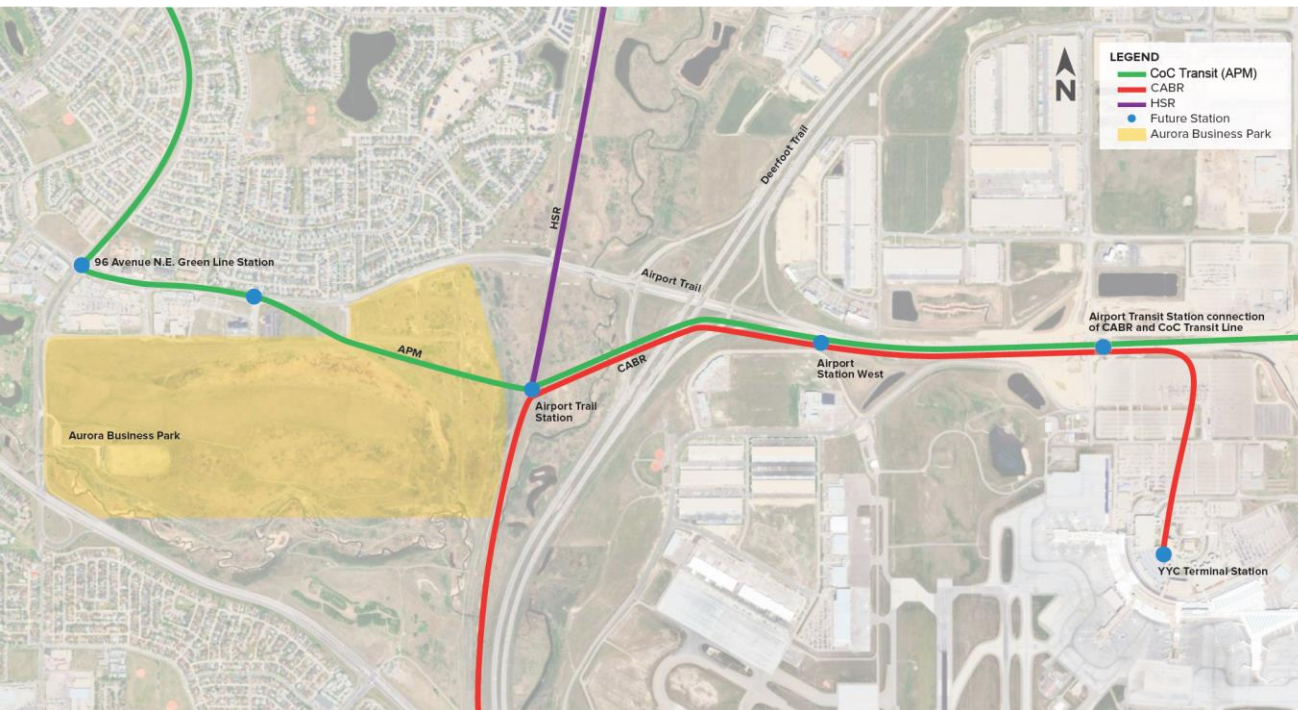
CABR: Unique in North America Benefits

- **Fastest Direct Airport to Downtown Rail Connection**
 - Express rail connection between YYC and Downtown Calgary every 10 minutes ,15-minute travel time
 - Revitalize Calgary's downtown core, magnet for top talent around the world
- **Only Urban to World-Class Recreation Rail Connection**
 - Direct rail connection every 1 – 2 hours between Calgary and Bow Valley communities
 - Includes stops at Stoney Nakoda Nation and commuting
- **Only Multi-Class, High Frequency Rail Service**
 - Economy class provides commuter's affordable transit
 - Premium economy , first class provides unique travel experience for International travelers
- **First Hydrogen Powered Passenger Rail Service**
 - Zero-emissions system will help to accelerate Alberta's developing hydrogen economy
- **CABR is Foundation Upon Which to Build Edmonton – Calgary High Speed Rail**
 - CABR will build and share with Prairie Link HSR Calgary Airport – Downtown Calgary segment

CALGARY INTERNATIONAL AIRPORT (YYC) Multi-Modal Hub

CABR potential to support YYC Airport with Multi-Modal Transit Hub, Multi-Use “Airport City”:

- CABR proposing to serve as free YYC “people mover” connecting 4 Stations on Airport Lands:
 - Terminal: direct connection from travelers to downtown and mountains
 - Airport Transit Station: potential Calgary Transit LRT connecting future Blueline & Greenline expansions
 - Airport West Station: connect developing commercial node including hotels, office, industrial
 - Airport Trail Station: Edmonton – Calgary High Speed Rail provided shared access to downtown



CABR: HYDROGEN POTENTIAL COMPATIBLE WITH CP RAIL

CABR potential to be first hydrogen powered passenger train in North America

- Not enough space for electrified trains adjacent to CP Rail mainline in downtown Calgary
- Using diesel electric powered system, material reductions in greenhouse gas emissions: 429,956 tonnes of CO₂
- Hydrogen compelling zero-emission alternative
- Operate on conventional heavy rail system
- Catalyst for Alberta's hydrogen strategy



Alstom Coradia i-lint HEMU



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CP Rail and Alberta are Leading the Way

- CP Rail on November 1, 2021 received a \$15 million matching grant from Emissions Reduction Alberta to design and build North America's first line-haul hydrogen-powered locomotive.
- The \$30 million investment is refining process of converting diesel-electric powertrains to hydrogen-electric power trains over a series of three categories of locomotives.

"Alberta is investing to lead the transition to affordable, reliable and clean energy. CP's initiative represents a highly compelling opportunity to catalyze the hydrogen economy in Alberta and around the world."

Steve MacDonald, CEO of Emissions Reduction Alberta



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INNOVATIVE P3 STRUCTURE

LIRICON/PLENARY ENHANCED UNSOLICITED PROPOSAL TO ALBERTA

Uniquely Affordable Rail Project in North America – Showcase Model for Successful P3

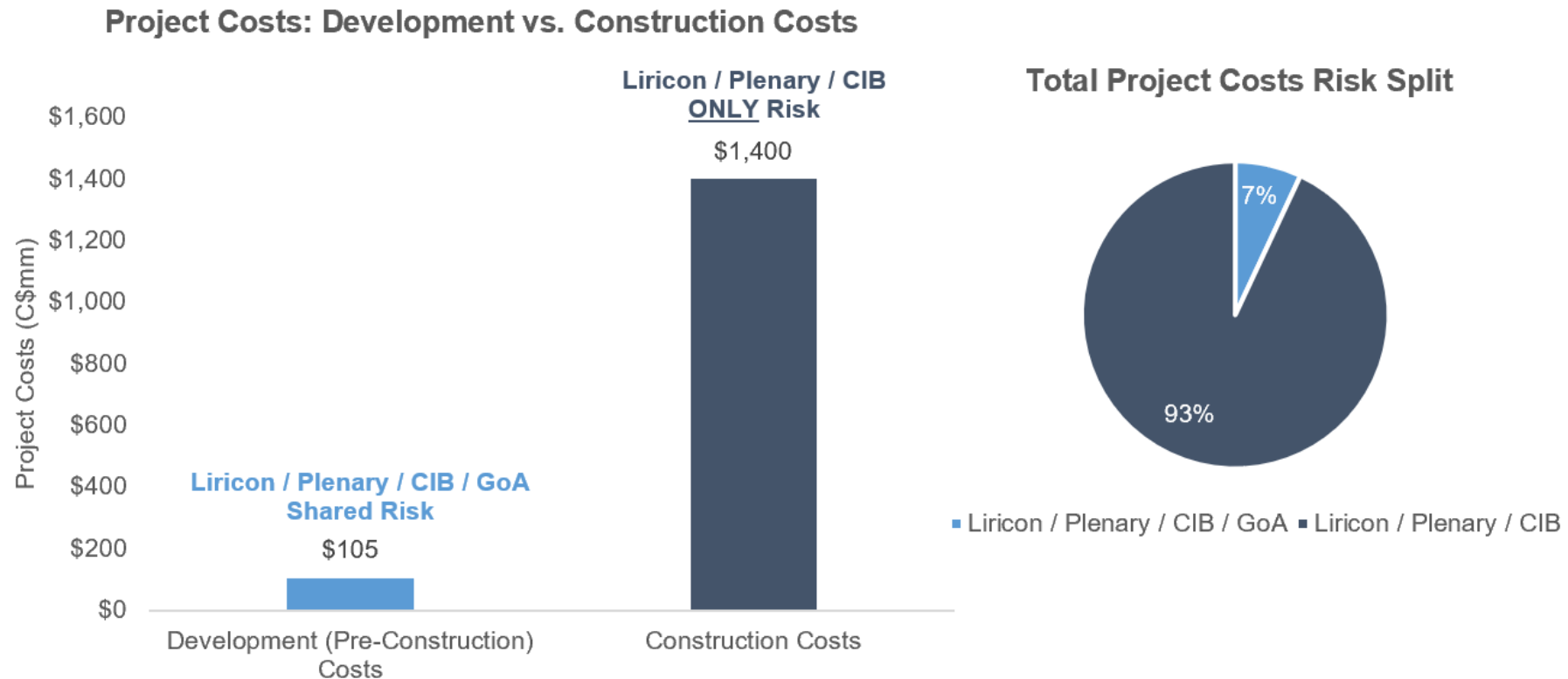
- 1. Build within CP Rail Corridor:** Government Studies Peg Cost \$1.5 Billion for 150 km (\$10 million/km)
 - Cost per km is 5% of light urban rail's \$200 million/km– Development 3.5 years rather than 10 years
- 2. CIB Provide 50% of Capital Costs:** Cost 1% for 50 years (lower cost than Alberta can borrow)
 - P3 comprised of private and federal capital covers of upfront capital costs in exchange for low-cost mortgage
 - Instead of Province paying \$1.5 billion upfront, P3 provides mortgage of \$60 million/year for 50 years
- 3. Out-of-Region Visitors Charged Premium to Alberta Residents:** Common in International Tourism Transit
 - Swiss rail model of multiple classes of service - economy, premium economy, first class
 - Alberta residents' economy ticket: YYC – Downtown \$10, Downtown – Banff \$20
 - Ticket revenue generates about \$30 million/year surplus above operating costs and maintenance
- 4. P3 Model Risk Transfer from Province to Private Sector:** P3 Taking Capital Cost and Revenue Risk
 - Net cost to Province capped at \$30 million/year (\$60 million/year mortgage - \$30 million/year surplus)
 - Unique P3: Financing secured only against P3 assets, “walls-off” risk to protect Province

CABR: Ultra Low Risk and Cost to Province – 2022 Update

Province Only Shares in Development (Pre-Construction) Costs

- Province funds only \$10 Pre-Construction Costs, CIB and Liricon/Plenary at risk for \$95 million if can't deliver project for \$30 million annual performance payment
- CIB and Liricon/Plenary assume 100% of construction, ridership and revenue risk

Project Costs Risk Sharing

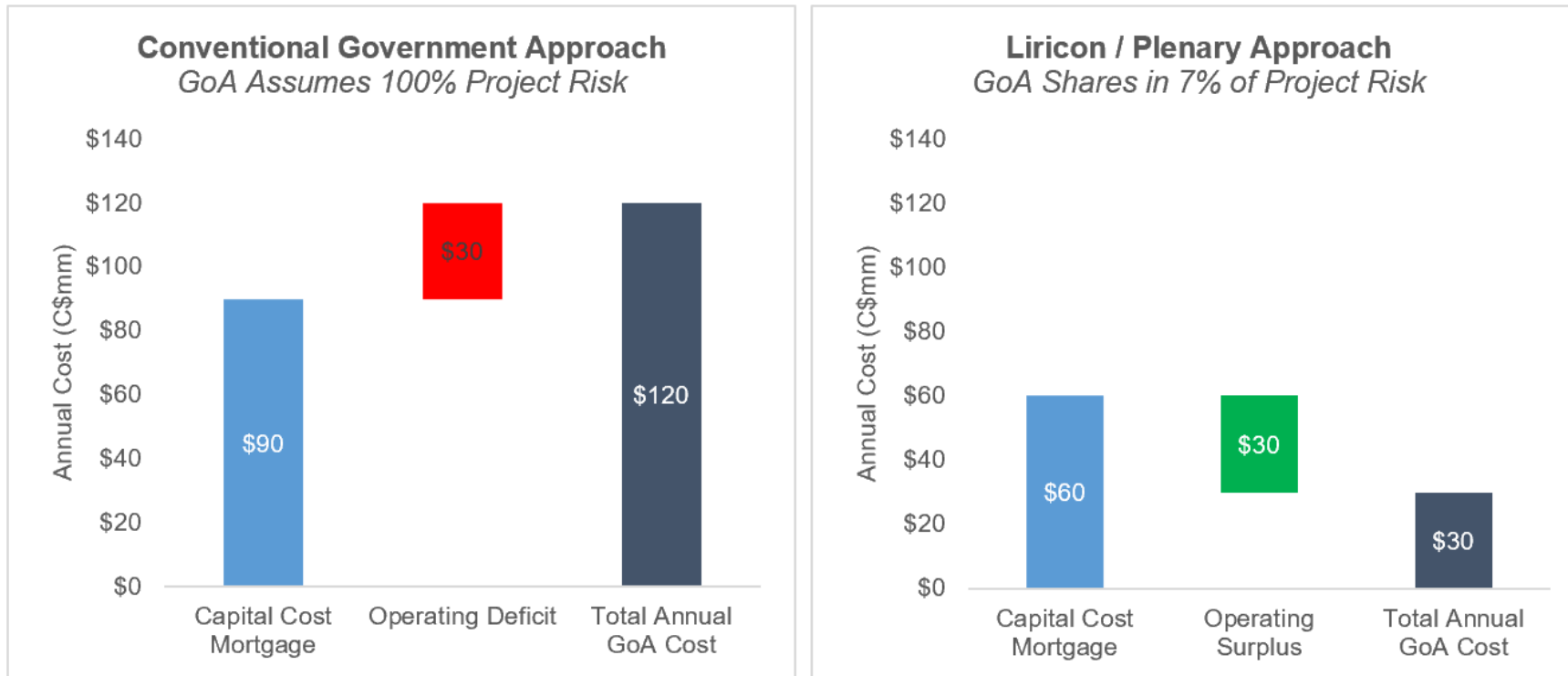


CABR: Ultra Low Risk and Cost to Province – 2022 Update

Province Developing Using Conventional Government Approach 4X the Cost, 100% of the Risk

- Province building & operating CABR using conventional government approach (financing on Alberta cost of funds, typical regulatory process, single class fare) cost \$120 million/year, assumes 100% risk
- Liricon/Plenary USP assumes 93%+ of construction, ridership, revenue risk for capped \$30 million/year

Project Annual GoA Financial Cost



CABR: 2 Dozen+ Stakeholders Support Ensures Success – 2022 Update

Community Support – Local Transit Integration

- Calgary, Cochrane, Canmore, Banff all advancing opportunity to integrate with local transit systems

Calgary Airport Support – Complimentary Rail Hub

- Designing rail hub to integrate complimentary Airport Transit Line, Edmonton – Calgary High Speed Rail

Major Airline Support – Seamless Passenger Connections

- Air Canada, WestJet opportunity to integrate schedules, provide seamless passenger transfer to Banff

Calgary Tourism Support – Provide Banff Stop-Over Packages

- Calgary Hotel Association, Calgary Stampede, BMO Convention Centre (CMLC), Tourism Calgary

Banff Tourism Support – Provide Packaged Tours

- 6 Banff hospitality businesses representing 70% of the hotel rooms, F&B locations in Banff National Park

Hydrogen Economy Support – North American Flagship Project

- Rollingstock: Alstom, Siemens, Sumitomo Supply: Suncor Energy, TC Energy

Business Community Support – P3 Model, Workforce Quality of Life, Environmental Leadership

- Business Council of Alberta, BMO, CIBC, RBC, Scotia, TD for P3 Model, Downtown Calgary Revitalization

Parks Canada Supports Encouraging Green Mass Transit to Banff

Parks Canada Encouraging Mass Transit Through Gate Fee Could Reduce and Potentially Eliminate Provincial Financial Support

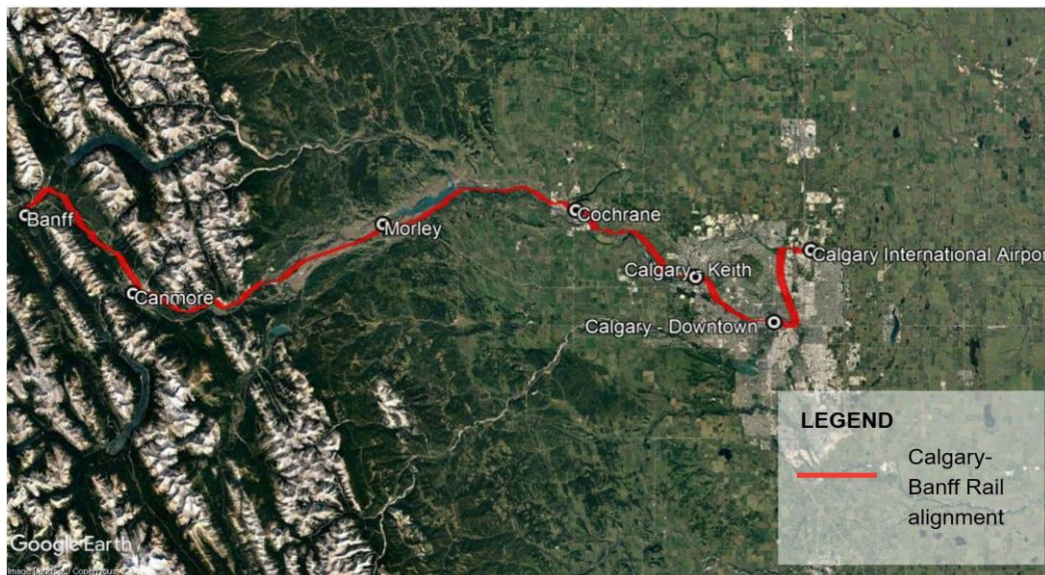
- Liricon/Plenary proposal shares ridership upside with Province, potential to decrease capped performance payment
- CABR construction strategy within Banff National Park is to move personnel and material within CP Rail corridor, eliminating need to construct new access roads on Parks Canada land
- Banff Management Plan 2022 – Key Strategy 8: Moving People Sustainably
 - “incentives for high occupancy or zero emission modes of transport and disincentives for use of private gasoline/diesel powered vehicles”
 - *“Travel to and within the park will be enhanced, sustainable and integrated into the visitor experience.”*
 - *By 2024, a comprehensive people-movement plan for the park is developed that sets ten-year goals, objectives and measurable targets, and considers local, regional, municipal and private transportation*
- Parks Canada announced November 2020 Expert Panel on Sustainable Transportation in Bow Valley
- CABR’s capped Alberta annual performance payment based on capturing 20% of Park visitors
- Should Parks Canada increase Park person vehicle entrance fee so that CABR captures 40% of Park visitors, then the Province annual performance payment of \$30 million could be eliminated.
- Zion National Park charges US\$35/vehicle (C\$45/vehicle) with no mass transit alternative
 - On average Banff has 2.2 people/vehicle so Parks Canada charging half US rate



Calgary Airport – Banff Rail (CABR) Fact Sheet – Friends of CABR

Service Proposal:

- 150 Km commuter and tourist system on new, dedicated line ensuring on-time performance
- Built entirely within CP Rail corridor and Airport Authority Lands; 7 Destinations (YYC, Calgary Downtown, Calgary Keith (west), Cochrane, Morley, Canmore, Banff)
- Airport – Downtown Calgary departs every 10 minutes (15-minute service), to Banff every 1-2 hours
- Seeking Government of Alberta (GoA) funding capped at \$10 Million to complete the projected \$105 Million Design Phase with remaining costs paid by CABR Proponents and Canadian Infrastructure Bank (CIB)
- Annual Provincial performance fee capped at \$30 million when operational based on CABR capturing 20% of Park visitors (split - half Albertans, half non-Albertans)
 - Should Parks Canada adopt policies to encourage mass transit including increasing the Park entrance fee for personal vehicles so that CABR captures 40% of Park visitors, then the province's annual performance payment of \$30 million could be eliminated.
- Construction Phase (following Design Phase and Final Investment Decision): approximately 3-4 years



Proponents / Partners:

- Liricon: lead proponent, Banff Train Station leaseholder, developing the Banff Eco Transit Hub
- Plenary Group: A public-private partnership (P3) specialist, with a portfolio of 76 assets under management worth more than \$47 billion across Australia, Canada, the US, and the UAE.
 - Developing Montreal's \$6.5 billion REM project, the largest P3 with airport connection and has CIB) financing
- CIB: Memorandum of Understanding (MOU) to provide \$750 Million (50 years @ 1% interest), lowest cost borrowing
- Canadian Pacific (CP): MOU for dedicated track in CP rail right of way for reduced cost and reliable service

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Calgary Airport – Banff Rail (CABR) Fact Sheet – Friends of CABR

Ridership:

- Upside case ridership will be 11.8 million/year by 2035 (independent consultant study)
 - 9.4 million/year (80% of CABR riders) are using the system as part of Calgary mass transit - travellers between the Airport and downtown and commuters
 - 2.4 million/year (20% of CABR riders) visitors to Banff National Park (no increase in Park attendance just a mode shift from car to rail)

Commuter Service Benefits:

- An expedited solution to connect Calgary with its Airport and its mountains (potentially by 2026)
 - Compete for talent with Vancouver, Toronto, Montreal, and Ottawa (Canadian cities with or building airport rail service)
- Links Airport to Downtown with service every 10 minutes, the key to Downtown revitalization
- Reliable commuter service for residents in Cochrane, Northwest, and Northeast to Downtown
- Compliments Calgary Transit Blue and Green Line expansion plans and Highspeed Rail (YEG/YYC)
- Out-of-region visitors charged a premium to Alberta residents – common in international tourism
 - Alberta residents' economy ticket: YYC Downtown \$10, Downtown Banff \$20 (2021 \$)
 - 3-Class of Service (Economy, Premium Economy, 1st Class), adopting European best practices

Tourism and First Nations Benefits:

- Double spending by Banff visitors in Calgary adding \$1.3 billion+ to Calgary tourism spending
- Ensure Alberta remains a competitive world-class travel destination
 - Rail transit draws travellers from global markets - North America's only Airport to National Park rail service
 - Banff's 4.2m visitors overwhelm capacity due to vehicles, degrading visitor experience
 - A catalyst for low emission transportation and enhanced pedestrian experience
- A potential catalyst for an Indigenous Cultural Centre and opportunity for an enhanced relationship with the Stoney Nakoda Nations

Economic Benefits:

- Economic multiplier benefits are conservatively estimated to contribute ~\$2.6 billion (2020 \$) to Canada's GDP, the majority in Alberta
- CABR is expected to contribute over 9,880 job years of employment during construction and an additional 22,500 jobs and \$6.4 billion of gross value added to the Alberta economy once completed
- AB Polling 88% support



Calgary Airport – Banff Rail (CABR) Fact Sheet – Friends of CABR

CP Corridor Benefits:

- Development time reduced from 10+ years to 3.5 years with lower Capex (5% cost of LRT)
- Enhanced commuter transit service within the Bow Valley Corridor offering the fastest Airport to Downtown Service in North America
- No interference with CP Freight operations, no electrification of corridor required
- Dedicated passenger rail ensures on-time performance

Environmental / Hydrogen Train Benefits:

- Potential to be the first hydrogen-powered passenger train in North America (Banff National Park Net-Zero 2035 – targeting net-zero greenhouse gas emissions)
- A diesel-electric powered system will reduce greenhouse gas emissions by 429,952 tonnes of CO₂
- A catalyst for Alberta's hydrogen strategy and leadership in the energy transition
- A construction strategy using the existing CP Rail corridor to deliver construction personnel and material is being adopted to minimize the need for construction access roads in Banff National Park

Memorandum of Understanding (MOUs) in Place

- Canadian Infrastructure Bank (CIB)
- City of Calgary
- Canadian Pacific (CP Rail)
- Calgary Airport Authority (YYC)
- Prairie Winds High-Speed Rail

Friends of CABR:

- Friends of Calgary Airport – Banff Rail (Friends of CABR) is an independent not-for-profit organization that is supporting the Calgary Airport – Banff Rail (CABR) project
- Our efforts are to encourage the Government of Alberta to proceed with the Design Phase and, subject to the outcome, the Construction Phase of the project by:
 - Increasing community awareness by providing a comprehensive source of information on the CABR project
 - Promoting the benefits that CABR provides to First Nations and communities in the Bow Valley Corridor and Alberta
 - Activating and demonstrating grassroots support for the CABR project

Calgary Airport - Banff Passenger Rail Project Completes 11 Key Components of First Stage of Design Phase, Potential to Enhance Liricon/Plenary Proposal

Progress facilitates accelerated design completion. Updates include: new economic impact analysis; region-wide transportation solution for Calgary Airport rail hub; potential Edmonton-Calgary High Speed Rail project integration; wildlife impact mitigation approach; hydrogen rollingstock and supply alternatives; municipal, tourism and business stakeholder support; construction strategy; and ridership forecasts. All measures lead to lower development risk and opportunity to reduce or eliminate Provincial financial contributions.

June 27, 2022

Calgary – Liricon Capital Ltd. (Liricon) and Plenary Americas (Plenary), a portfolio company of Caisse de dépôt et placement du Québec (CDPQ), are pleased to announce that, working with supportive stakeholders and with the strong support of local business and the community, they have advanced the first stage of Phase 4 (Design) by completing 11 key components of the Calgary Airport – Banff Rail (CABR) project. All of these measures thereby lower the development risk and create the opportunity to reduce or eliminate Provincial financial contributions.

Liricon/Plenary submitted an Enhanced Unsolicited Proposal in November 2021 (the Proposal) to the Government of Alberta’s Ministry of Transportation (Alberta Transportation), Invest Alberta Corporation (Invest Alberta), and the Canada Infrastructure Bank (CIB) to advance the CABR project from Phase 3 (Development) to Phase 4 (Design). Liricon/Plenary reviewed the Proposal with Alberta Transportation and CIB in February and March 2022. Since then, Liricon/Plenary have achieved 11 important milestones including:

- obtaining an improved economic impact analysis,
- developing a solution for region-wide transportation through a Calgary Airport rail hub,
- initiating an operations integration strategy with the potential Edmonton-Calgary High Speed Rail project,
- furthering a wildlife impact mitigations approach,
- investigating hydrogen rolling stock and supply alternatives,
- securing support from affected municipalities/governments,
- solidifying tourism industry support,
- receiving business stakeholder support,
- initiating Stoney Nakoda engagement,
- advancing construction strategy, and
- improving ridership forecasts.

These achievements will decrease the time to complete Phase 4 (Design), reduce development risk and enhance the attractiveness of the Proposal. This progress supports CABR ability to:

- improve the environment including being North America's first hydrogen-powered passenger train system.
- expand the tourism economy by providing passengers seamless travel experiences with airlines, hotel companies, and hospitality operations
- increase labour mobility through integration with local transit systems and being the foundation upon which to advance complementary new rail systems including Edmonton-Calgary high speed rail
- reduce the impact of vehicles in Banff National Park and support the BANFF NATIONAL PARK NET ZERO 2035 initiative

New analysis indicates that, should Parks Canada adopt policies that encourage Banff National Park visitors to use mass transit options like CABR rather than personal vehicles, there would be an opportunity to reduce or eliminate the proposed Provincial financial contribution.

The further advancement of the CABR project requires the Government of Alberta to match funding of up to \$10 million that is being contributed by each of Liricon/Plenary and CIB, to complete second stage of Phase 4 (Design) and achieve a final investment decision.

Liricon/Plenary will then fund the third and fourth stages of the Design Phase (permitting and financial close), budgeted at a total of \$75 million.

Upon the completion of each stage of the Design Phase, the Government of Alberta can decide whether to continue to the next stage based on the more detailed information then available to it, and will ultimately make a final investment decision whether to proceed into permitting and the Project's fifth and final phase, Construction and Implementation.

This process provides the Government of Alberta with multiple opportunities to decide whether to continue to advance the Project, and thereby limits the Government of Alberta's development risk.

The project is uniquely low risk to Alberta taxpayers since the structure proposed for CABR is a public-private-partnership, which is designed to share commercial risks across multiple partners, including risks relating to capital costs, ridership and revenue.


This P3 structure is different from the conventional government approach of using solely taxpayer money to develop, procure and build public transit projects. In 2016, Canada Infrastructure Bank was established to structure and fund P3 projects which take the commercial risk that government usually is forced to assume under traditional delivery models. The Government of Alberta had the vision to create an Unsolicited Proposal framework to accommodate this new innovative P3 structure.

As one of the first project proposals under this new framework Liricon/Plenary are looking forward to conducting further public engagement and working with the Province, CIB and various capital and engineering partners through the multiple phases required to structure the design and capital contributions to make this project possible.



Calgary Airport – Banff Rail arriving at Banff Train Station, Image supplied by Liricon/Plenary

Video link: Calgary Airport – Banff Rail arriving at Banff Train Station

 [CABR - Banff Train Station, Press Release 06-27-2022.mp4](#)

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Background to Press Release re Calgary Airport - Banff Passenger Rail Project

In November 2021, Liricon/Plenary submitted the Proposal which contemplates development and construction financing from private and institutional capital and the CIB. Once CABR is up and running, CABR's operating and financing costs will be serviced by revenues from the Project, supported, if necessary, by a financial contribution of up to \$30 million / year (2021\$) from the Government of Alberta. This financial contribution represents a cap for the benefit of reducing any risk to Government of Alberta and is anticipated to be reduced or eliminated through further refinement of the Project's design and operating parameters and long-term upside revenue-sharing mechanisms.

The CABR system will operate on a new, dedicated passenger line built within the existing CP Rail freight corridor and will provide high frequency, reliable service between 7 destinations: Calgary Airport, Calgary Downtown, Calgary Keith, Cochrane, Morley (Stoney Nakoda), Canmore and Banff. Net economy class ticket costs for Albertans are estimated to be about \$10 from the Airport to Downtown Calgary and \$20 from Downtown Calgary to Banff taking into account discounts for entry to the Park.

Leadership from Government of Alberta

The continued support of multiple public and private sector stakeholders is dependent upon the Government of Alberta, as **Project Sponsor**, also formally supporting the project in order to complete Phase 4 (Design). Without public sector support, infrastructure of this kind simply does not get built. This Design Phase will require an additional 9 months of analysis, further public engagement and engineering at the end of which the Government of Alberta will be able to make a final investment decision.

Alberta's current decision is whether to match development and design funding of up to \$10 million contributed by each of Canada Infrastructure Bank and Liricon/Plenary. The project cannot proceed without the Province's \$10 million commitment, as it is specified by CIB's process.

The project is uniquely low risk to Alberta taxpayers. The Proposal structures CABR as a public-private-partnership (P3) where the private partner assumes the risks of achieving a commercially reasonable investment, including capital cost, ridership and revenue.

This P3 structure is different from the conventional government approach to developing and building public transit projects. The Canada Infrastructure Bank was established to assess and fund P3 projects that take the commercial risk that Government usually is forced to assume. Government of Alberta had the vision to create an Unsolicited Proposal framework to accommodate this innovative new P3 structure.

CABR Update: First Stage of Phase 4 (Design) Achievements

Since submitting its Enhanced Unsolicited Proposal in November 2021 (the Proposal) to Alberta Transportation, Invest Alberta, and the CIB to advance the CABR project from Phase 3 (Development) to Phase 4 (Design), Liricon/Plenary have achieved 11 important milestones:

- obtaining an improved economic impact analysis,
- developing a solution for region-wide transportation through a Calgary Airport rail hub,

- initiating an operations integration strategy with the potential Edmonton-Calgary High Speed Rail project,
- furthering a wildlife impact mitigation approach,
- investigating hydrogen rolling stock and supply alternatives,
- securing support from affected municipalities/governments,
- solidifying tourism industry support, and
- receiving business stakeholder support,
- initiating Stoney Nakoda engagement,
- advancing construction strategy, and
- improving ridership forecasts.

These achievements will decrease the time to complete Phase 4 (Design) and enhance the attractiveness of the Proposal. This progress clarifies several key components including the potential integration of CABR with local transit systems and tourism operators thereby reducing development risk. Further, new analysis indicates that should Parks Canada adopt policies that encourage Banff National Park visitors to use mass transit options like CABR rather than personal vehicles, there would be an opportunity to reduce or eliminate the proposed Provincial financial contribution.

Additional detail and insight into the progress of each of the above milestones includes:

1. New Economic Impact Analysis

Since submitting the Proposal, Liricon/ Plenary engaged Mott MacDonald to undertake an economic impact assessment of CABR. For perspective, according to a Tourism Economic Impact Study by Grant Thornton in 2016, the overall province-wide gross output economic impact from Banff and Canmore was approximately \$3.145 billion in 2015. Banff and Canmore generate \$8.6 million in economic activity each day for Alberta. Provincial taxes and Federal taxes generated from Banff and Canmore were roughly \$199 million and \$377 million respectively in 2015. CABR will support and grow these figures.

The Mott MacDonald report indicates that the project will deliver an economic rate of return on the proposed investment by the Government of Alberta of over 6.9 times. The study conservatively forecasts the project's Benefit Cost Ratio to be 2.8 times and the project is expected to contribute over 9,880 job years of employment during construction and an additional 22,500 jobs and \$6.4 billion of gross value added to the Alberta economy once completed. These conservatively estimated economic benefits almost triple when using Liricon/ Plenary's upside ridership projections underpinning the broad and diverse benefits to the Province.

2. Calgary Airport Complementary Rail Hub

CABR is a distinct stand-alone project but is also a key part of an overall transportation vision for Alberta which extends beyond the unique benefits to the Calgary region. CABR, as a brownfield project, is capable of being rapidly advanced by Liricon/Plenary to serve as a foundation upon which to develop a rail hub at the Calgary Airport for future greenfield rail projects, including the proposed high speed rail between Edmonton and Calgary and future expansions of Calgary's light rail network.

Liricon/Plenary have entered into memorandums of understanding (MOU) with the Calgary Airport Authority and the City of Calgary to advance CABR and integrate with

existing and potential future transit systems. Liricon/Plenary have developed a multi-rail plan that includes up to 4 stations on Calgary Airport Authority land which will integrate the complementary contemplated Calgary Transit Airport Transit Line and the potential Edmonton – Calgary High Speed Rail project. Liricon/ Plenary have worked closely with the Airport Authority, City of Calgary and the Prairie Link proponents of high speed rail to develop a technical solution to airport access which is efficient and cost effective for all parties. CABR will provide free service on airport lands to link YYC passengers with intermodal terminals where they can connect with the Calgary public transit network and the future high-speed rail.

3. Edmonton – Calgary High Speed Rail Operations Integration Strategy

Liricon/Plenary have entered into a MOU with Prairie Link, the proponent behind the potential Edmonton – Calgary High Speed Rail project. CABR and HSR will share the Calgary Airport to Downtown Calgary segment when it is completed. CABR and HSR are complementary, not competitive projects. As CABR is a smaller, brownfield project and HSR is a larger, greenfield project, it is likely that CABR will be completed several years before HSR. HSR will enhance CABR's long-term economics and CABR will reduce HSR's capital costs and increases development certainty. From CABR's perspective, when HSR is completed, HSR will add riders to CABR and vice versa. The Calgary Airport to Downtown segment will be non-electrified heavy rail track interoperable with CP Rail. CABR and HSR will share, on commercial terms, that segment's interoperable tracks, including accommodating long trains at a station in the Entertainment District once HSR is completed. The two rail projects will substantially increase each other's ridership potential and economic benefits to the Province.

4. Wildlife Impact Mitigation Approach

Drawing upon their experience in studying the impact of personal vehicles on wildlife corridors in the Bow Valley, Liricon/Plenary have investigated various mitigation alternatives to minimize CABR's impact on wildlife. CABR's preliminary mitigation strategy is based on the research of Colleen St. Clair, Professor of Biology at the University of Alberta. Dr. St. Clair is one of the foremost experts on studying how to mitigate the impacts of trains on wildlife and has done substantial research working with CP Rail on reducing wildlife mortality along the tracks in Banff National Park. Instead of fencing and wildlife crossings, which can lead to habitat loss and wildlife being trapped, Dr. St. Clair's pioneering work points to the opportunity to use technology including both lighting and sound to warn wildlife of approaching trains. In subsequent stages of CABR's Phase 4 (Design) the potential of using this new technology and other mitigation strategies will be further pursued.

5. Hydrogen Rolling Stock and Supply Alternatives: First Hydrogen Powered Passenger Train in North America

Liricon/Plenary have conducted significant research on the potential for CABR to use hydrogen-powered rolling stock. This research has entailed multiple meetings and site visits with the major hydrogen rolling stock providers including Alstom, Siemens, and Sumitomo. While Liricon/Plenary have not selected a rolling stock provider at this time, this study of alternatives has increased Liricon/Plenary's confidence that hydrogen-powered systems are feasible systems for CABR. In subsequent stages of CABR's Design Phase, the specific rolling stock provider will be selected.

Liricon/Plenary have studied potential hydrogen supply alternatives in the Calgary Airport vicinity. In particular, Liricon/Plenary have investigated solutions with major hydrogen

supply companies including TC Energy and Suncor. Based on this research, CABR is confident that there will be readily available hydrogen supply for CABR's hydrogen powered systems for a refueling depot, most likely on Calgary Airport lands.

6. Municipal/Local Governmental Support

The mayors of Calgary, Cochrane, Canmore, Banff, which together form the Bow Valley Corridor Alliance, sent the Premier of Alberta a letter in January 2022 indicating not only their support for CABR but that they are prepared to make the investment in their communities to integrate CABR into their local transit systems.

Liricon/Plenary's MOU with the City of Calgary is focused on station location to provide optimum integration with existing and planned transit systems.

Cochrane is currently building a transit station in its downtown core adjacent to the rail line which has been designed to be able to accommodate CABR.

Canmore has retained a consultant to recommend a CABR station location.

Banff, working with Liricon, has developed a Railway Lands Area Redevelopment Plan (currently advancing through a regulatory process) that transforms the train station into a multi-modal transit hub.

7. Tourism Industry Support

CABR's success will be based, in part, on the opportunity to integrate and package its service with other major tourism operations. Liricon/Plenary have been in separate discussions with Canada's major airlines, Air Canada and WestJet, on the opportunity to integrate CABR's and the airline's schedules. The airlines have shared objectives of being able to provide seamless passenger transfer so that the airlines are able to sell passengers tickets all the way to Banff.

Major Calgary tourism stakeholders, including the Calgary Hotel Association, the Calgary Stampede and the Calgary Municipal Land Corporation's BMO Convention Centre, see the opportunity to integrate CABR into their guests' Calgary travel experience.

At the other end of CABR, six large hospitality businesses representing 70% of the hotel rooms and 70% of food & beverage locations in Banff National Park have expressed the desire to create CABR-based tourist packages. Visitors to the Park will be able to enjoy a journey that combines train travel, hotel accommodations and F&B experiences.

8. Business Community Support

Major businesses see the opportunity for CABR to be, among other things:

- an innovative model for public-private-partnerships,
- a catalyst for the revitalization of downtown Calgary
- a flagship environmental project.

The Business Council of Alberta, and the six largest financial institutions operating in Alberta (ATB, BMO, CIBC, RBC, Scotiabank, and TD) have all indicated the potential for CABR to be a transformative project for Alberta.

The willingness of business stakeholders to consider additional investments which are complementary to the project reinforces the broad and diverse economic benefits which CABR is capable of delivering.

This community and business support is consistent with polling data (Advanis, 2019) which indicates that 88% of Albertans support the project.

9. Stoney Nakoda Engagement

There is the potential to have a CABR station located on the Stoney Nakoda reserve. Liricon/Plenary have held preliminary discussions with representatives of the Stoney Nakoda to begin to understand their potential interest in the project and the possibility of locating a station on the reserve. During this early dialogue, the Stoney Nakoda representatives identified the opportunity that a CABR station could help anchor an Indigenous Cultural Tourism Centre. This Indigenous Cultural Tourism Centre could draw not only on the 4.2 million annual visitors to Banff National Park but also the 5.3 million annual visitors to Kananaskis. The Alberta Indigenous Opportunities Corporation, whose mandate was expanded in March, 2022, to include transportation infrastructure projects, has indicated interest in helping to finance Indigenous investments associated with CABR. Formal consultation with the Stoney Nakoda will begin during the next stage of the Design Phase.

10. Construction Strategy

To minimize the impact of construction on the ecosystem, Liricon/Plenary, working with Mott MacDonald, are developing a construction strategy that relies on using the existing CP Rail corridor to deliver construction personnel and material and thus minimize the requirement for new construction access roads.

In particular, the construction of the twinned track within Banff National Park will be conducted entirely within the CP Rail corridor and will not require the disturbance of Park lands. Parks Canada is an important stakeholder in CABR and thus can participate in its Design Phase and take steps required to advance the project and ensure its success.

11. Updated Ridership Forecasts

Since submitting the Proposal, Liricon/Plenary commissioned one of the world's leading mass transit ridership and revenue consultants, Steer, to review the ridership and revenue work completed to date and to undertake the full investment grade ridership and revenue study should the Province formally support the project and allow it to proceed further into the Design Phase.

To assist Steer in gathering relevant data, Liricon/ Plenary worked with the assistance of the hoteliers, restaurateurs and service providers who have the closest understanding of the Banff tourism market.

Steer's report provides strong support for the ridership and revenue forecasts contained in the Liricon/Plenary unsolicited proposal. With appropriate policy incentives, CABR could carry over 11 million passengers per year by 2035, over five times the number forecast in the original conservative base case.

Most of this increase in ridership is because of the attractiveness of the direct fast rail link between the airport and Downtown, which using the success of Vancouver's Canada Line as an indicator, will carry over 2.4 million airport passengers per annum (20% market share) and 4.5 million airport employees per annum (12% market share). This will support YYC's growth, land use and diversification plans well into the future.

An estimated 1.34 million Out-of-Province passengers to Banff will pay premium fares for a service level that enhances their visitor experience and will help subsidize fares for a similar number of Alberta residents who will use the train for labour mobility and/or to visit Banff National Park economically while leaving their personal vehicles behind.

(Steer's report is based on 2019 (pre-Covid) statistics regarding visitation to Banff National Park. Early indications point to visitation to the Park being higher in 2022 than 2019's record number. According to the Town of Banff, vehicles entering the Town of Banff during 2022's May long-weekend – typically the start of the summer rush – were 8% higher than in 2019. As a signal of visitors' desire to have a pedestrian-centric experience, visitors' use of the Banff Train Station's free intercept parking jumped roughly 50% in 2022. For the summer of 2022, an additional 250 parking stalls (the West Lot) at the Banff Train Station are being provided, which together with 500 stalls in the East Lot brings the total number of free intercept stalls at the Train Station to 750. According to the Town of Banff, the average occupancy of these 750 stalls has been 80% in May and June 2022.)

Potential Alberta Performance Payment Reduction

Under the Proposal, ridership and revenue is solely a Liricon/ Plenary risk yet the upside can be shared with Government of Alberta. This proposal was based on CABR capturing approximately 20% of the total 2019 visitors to the Park. Importantly, Steer acknowledges the conditions under which the Liricon/ Plenary upside ridership and revenue projections could be achieved. In particular, Parks Canada has the opportunity to use the Park entry fee to encourage a transportation mode shift from personal vehicles to mass transit (eg CABR) and sustainable intra-Park transit by increasing the entry fee for vehicles and not charge visitors arriving by mass transit. Should Parks Canada increase the entry fee so that CABR's market share of Park's visitors increases from 20% to 40% then the Province's proposed financial contribution in the form of performance payments (\$30 million/year in the base case) could be eliminated.

By way of background, in September 2020, Liricon provided Parks Canada the results of the first ever study on per visitor transportation emissions in Banff National Park. The study, commissioned by Liricon and conducted by the Transition Accelerator, estimated transportation CO2 emissions in the Park at 105,000 metric tons/year. For perspective, this is a multiple of 63X the per-visitor transportation emissions of Banff National Park's most analogous US National Park, Zion National Park in Utah. In November 2020, Parks Canada announced its intention to form an expert panel to study transportation solutions to reduce the impact of personal vehicles in the Bow Valley (the "Expert Panel"). While the Expert Panel's findings have yet to be announced, should it determine that mass transit can play a role in reducing the impact of personal vehicles, then one of the tools available to Parks Canada to encourage mass transit is to raise the Park entry fee for visitors arriving in personal vehicles.

For the next stage of Phase 4 (Design), Liricon/Plenary will focus on developing (with Steer) an investment grade ridership and revenue study. This new study will incorporate the impact of potential policy incentives that may result in the financial contribution from Alberta being reduced or eliminated.

CABR Benefits: Unique in North America

CABR will position Alberta as North America's leader in passenger rail by providing the fastest direct airport to downtown rail connection, the only urban to world class recreation rail connection, the only multi-class, high frequency service, and the first hydrogen powered service.

- **Fastest Direct Airport to Downtown Rail Connection**
 - Express 15-minute rail connection between YYC and Downtown Calgary every 10 minutes
 - Will support revitalization of Calgary's downtown; be magnet for top talent around the world
- **Only Urban to World-Class Recreation Rail Connection**
 - Frequent direct rail connection between Calgary and Bow Valley communities
 - Will enhance labour mobility throughout the Bow Valley
 - Improve the sustainability of 4.2 million visitors to Banff National Park and 5.3 million visitors to Kananaskis Country annually
- **Only Multi-Class, High Frequency Rail Service**
 - Will provide Albertans' affordable economy-class transit
 - Will attract international travelers with premium-economy, first class experience
- **First Hydrogen Powered Passenger Rail Service**
 - Zero-emissions transportation into Canada's flagship national park
 - Will help to accelerate Alberta's developing hydrogen economy

Liricon/Plenary Proposal Structure

The Proposal is unique for a North American rail project, both its affordability and risk mitigation for the Government of Alberta, for 5 reasons:

1. **Built within CP Rail Corridor:** Government Studies Peg Cost at \$1.5 Billion for 150 km (\$10 million/km)
 - Brownfield cost per km is 5% of the typical cost for greenfield light urban rail in North America (which is approximately \$200 million per km)
 - Supports a shorter development period of 3.5 years compared to 10 years for greenfield projects
2. **CIB Funds 50% of Capital Costs:** Interest rate of 1% per year for 50 years (significantly lower cost than even the Province of Alberta can borrow at)
 - P3 comprised of private and federal capital covers upfront capital costs in exchange for low-cost mortgage
 - Instead of Province paying \$1.5 billion upfront, P3 provides mortgage of \$60 million/year for 50 years
3. **Out-of-Region Visitors Charged Premium Compared to Alberta Residents:**
Common approach to fares for International Tourism Transit:
 - Swiss rail model of multiple classes of service - economy, premium economy, first class
 - Alberta residents' economy ticket: YYC – Downtown \$10, Downtown – Banff \$20
 - Ticket revenue generates about \$30 million/year surplus above operating costs and maintenance, which will contribute to capital repayment

4. **P3 Model Risk Transfer from Province to Private Sector:** P3 Taking Capital Cost and Revenue Risk
 - Performance Payment Net cost to Province capped at \$30 million/year (\$60 million/year mortgage - \$30 million/year surplus)
 - P3 financing is secured only against P3 assets (the project), with no recourse to the Province
5. **Development and Design Risk Transfer to Private Sector:**
 - P3 private partner assumes majority of costs
 - Government of Alberta only contributing up to \$10 million of total pre-development budget of \$105 million
 - Government of Alberta has certain phased reimbursement obligations only if government fails to deliver necessary approvals for the project
 - No commitment to the proposed Performance Payment of up to \$30 million/year until completion of Development Phase and final investment decision
 - The potential of Parks Canada adopting policies encouraging Banff National Park visitors to use mass transit options like CABR rather than private cars creates the opportunity to reduce or eliminate the Provincial performance payment.

Stakeholder Support Ensures CABR Success

CABR's success is dependent on municipalities and local governments, the Calgary Airport, major airlines, Calgary tourism operators, Banff tourism operators, hydrogen economy companies, and major businesses supporting the system's operations. Since Liricon/Plenary submitted its Enhanced Unsolicited Proposal to the Province in November 2021, more than 30 major stakeholders have expressed support for CABR. Excerpts from statements of support for the CABR project are set out on the following pages.

Municipality Support – Local Transit Integration

The Bow Valley Corridor Alliance represented by City of Calgary, Gian-Carlo Carra, Councilor Ward 9, Town of Cochrane, Mayor Jeff Genung, Town of Canmore, Mayor Sean Krausert, Town of Banff, Mayor Corrie DiManno, stated:

“(CABR) reflects many of your Government’s priorities and would provide a solid means of obtaining many of the objectives outlined in your 2020-2023 Strategic Plan, including:

- *supporting job creation through building public infrastructure and making Alberta more dynamic, innovative and sustainable;*
- *prioritizing infrastructure projects that will promote economic growth and recovery, create jobs, support opportunities in multiple sectors and enable future private sector investment. This includes clearing transportation bottlenecks and reducing congestion in key trade and industrial corridors;*
- *making Alberta more dynamic, innovative and sustainable; and*
- *adopting a smart approach to innovation and make Alberta competitive for global high-tech investment.*

As the proposed project progresses from a vision to a reality, our individual communities are exploring how we would integrate this project locally, suggesting train station

locations, identifying multimodal connections, reviewing pedestrian access, identifying parking opportunities, and more.”

Calgary Airport Support – Complimentary Rail Hub

Calgary Airport Authority President & CEO Bob Sartor commented:

“A rail connection between Banff and YYC Calgary International Airport is a critical way to connect travelers to one of Canada’s most awe-inspiring destinations while providing long-term economic, social and environmental benefits to the region. We look forward to helping advance this transformative project.”

Major Airline Support – Seamless Passenger Connections

Air Canada CEO Michael Rousseau said:

“With this direct rail connection between Calgary and the communities in the Bow Valley, including the Stoney Nakoda Nation and Canada’s flagship National Park, Calgary would be the only city in North America with a direct rail link to a world-class tourism destination. This rail system could make Calgary an ideal entry point into Canada for international visitors seeking a unique travel experience.

From our perspective, we would support such an initiative and would evaluate the possible network opportunities, as well as assess the commercial opportunities that could arise with CABR, to facilitate transfer passengers with Air Canada.”

WestJet EVP Angel Avery commented:

“(CABR) will help tourists and our customers seamlessly connect to downtown Calgary and to the mountains, making travel to Alberta even more appealing.

In addition to the tourism opportunities offered by the Calgary Airport-Banff Rail project, WestJet is excited by the prospect of a ten-minute commute between the Calgary Airport and downtown, the fastest of any major airport to a downtown centre in North America. This would have a meaningful impact on Calgary’s business community, as the world returns to in-person meetings and work-related travel. The rail segment to Banff would also reduce car traffic volumes for those heading to the mountains and reduce overall travel carbon footprints.”

Calgary Tourism Support – Provide Stop-Over Enroute To Banff Packages

Tourism Calgary CEO Cindy Ady said:

“A link from the Calgary Airport is significant to maintaining and building our tourism economy. This new link is particularly important given the significant current and planned investment in downtown Calgary and the Cultural + Entertainment District.

The proposed stops enroute to Banff, connect passengers to unique tourism components of the Bow Valley Corridor – the western outskirts of Calgary close to WinSport and the University of Calgary; and, Cochrane, Morley, and Canmore, which are locations of much of our rich unique heritage, our mountains, clear skies, and wide open spaces.”

Calgary Hotel Association Executive Director Sol Zia stated:

“The CHA passionately believes that CABR will have significant impact on all facets of the travel, tourism and visitor economy in the Calgary area, Bow Valley, and Banff-Lake Louise and potentially (very) significant positive impact for all of Alberta’s visitor economy. The connection between YYC, downtown Calgary and Banff will increase Calgary’s attractiveness as a convention destination, given the ability to easily provide transport to convention delegates. Further, the ability to provide easy stop-over will benefit Calgary’s arts, entertainment, dining, and retail’s sectors facilitating stop-over for those travelers desiring world-class city amenities as part of their travel to Banff National Park. Collectively, CABR will enhance the Calgary hotel industry whilst having a significant positive impact on the broad visitor economy, overall.”

Calgary Stampede CEO Joel Cowley commented:

“With mounting pressures on time, consumer choices and behaviours are increasingly influenced by convenience. As Southern Alberta competes in the international market, convenience will be critical to our competitiveness as a convention and tourism destination. The CABR would provide an opportunity for visitors to arrive to the expanded Calgary International Airport and proceed easily and directly to Stampede Park and then on to enjoy the Rocky Mountains. This would not only improve access during the annual Calgary Stampede event each summer, but would serve as a tremendous value-add for convention organizers considering the expanded BMO Convention Centre as a recurring destination for their events.”

Calgary Municipal Land Corporation CEO Kate Thompson said:

“CMLC understands a new passenger rail connecting Calgary’s International Airport through downtown Calgary, to other municipalities like Banff is in the works. This train may include a stop in east Victoria Park within the Rivers District. As the land development stewards of the Rivers District, CMLC strongly supports a new passenger rail connecting Calgary’s airport to downtown and Banff, for the following reasons:

- *The new passenger rail can leverage \$1.5B public infrastructure investment within a 4-block radius providing a strong connection to Calgary’s largest tourist destinations (Stampede 10-day event, expanded BMO Centre, Saddledome NHL arena, etc).*
- *Proximity to the Culture + Entertainment District including access to the BMO Convention Centre, Opera Centre and Stampede Park (Youth Campus, SAM Centre, Casino, Elbow River Park, Big Four Roadhouse, etc).*
- *Proximity to East Village (National Music Centre, Central Library, two hotels, Music Mile).*
- *Proximity to four LRT transfer stations (two red line stations, green line, and blue line) and the existing bus network (9 Avenue SE Max Purple line, Route 1, 10 and 24).*
- *Opportunity to connect passengers to a potential new Event Centre/existing Saddledome.*

- Proximity to the BMO Convention Centre expansion (the largest convention centre in Western Canada and second largest in Canada) and new convention centre hotel.
- Proximity to short term and long-term parking for rail passengers (9 Avenue Parkade/Platform).
- Incentivizes redevelopment and increases tax revenue and generation for the Rivers District through the Community Revitalization Levy (CRL).

Its for these reasons a new passenger rail line will be a great investment for both Calgarians and visitors alike, reinforcing Calgary’s position as a world class city.”

Arts Commons CEO Alex Sarian said:

“I would like to take this opportunity on behalf of Arts Commons to express my support for the Calgary Airport – Banff Rail (CABR) project. Knowing the Calgary Airport reports approximately 80% of the visitors arriving at the Calgary Airport whose ultimate destination is Banff National Park travel to the Park on Stoney Trail, bypassing downtown Calgary, the proposed CABR Downtown Station located under the Calgary Tower, is a very attractive proposition for us.

As the Arts Commons Transformation (ACT) project is poised to begin, marking a new era for Calgary’s premier arts and culture centre, the much-anticipated expansion and renewal will be celebrated by the city’s arts community, and it will help fuel the efforts underway to diversify Calgary’s economy and revitalize and enliven its downtown. Positioning Arts Commons to best serve our community and welcome visitors from around the world- the CABR would effectively bring visitors to our front door to engage with the hundreds of performances and programs filling our vibrant building every year. As such we wholeheartedly support this initiative.”

Banff Tourism Support – Provide Packaged Tours

Banff Lodging Co. (Banff’s largest hotel room operator) Executive Chairman Gord Lozeman commented:

“In addition to the obvious environmental benefits of reducing traffic congestion during busy times in Banff, the proposed CABR would have profound and lasting economic benefits to Alberta’s tourism industry. These benefits include the following:

1. *Transform Banff/Canmore into a year-round tourism destination - CABR would provide a year-round transportation option from YYC to Banff that is simple, affordable, and stress-free, particularly during winter months when driving conditions would otherwise deter potential visitors, thus facilitating demand in traditional shoulder seasons.*
2. *Grow high yielding international tourism - CABR would provide seamless travel to Banff for international travelers arriving at YYC, thus facilitating an increase in our important 'export' business.*
3. *Eliminate the existing barrier to economic growth in tourism - CABR would provide a perfect solution to growth bottlenecks currently being caused by summer*

vehicle congestion, thus facilitating greater visitation numbers concurrently with improved visitor experience and a reduced environmental footprint.

4. Allow for labor mobility- CABR would provide an ideal transportation option to workers living outside of Banff (Canmore, Morley, Cochrane), as well as to youth arriving in Canada looking for a work-travel experience under the International Experience Canada (IEC) program.

We have had the opportunity to host millions of visitors in our hotels, restaurants, spas, attractions and stores over the past 20 years, and one thing that we have learned is that they want to be part of the solution to a more environmentally sustainable travel experience. CABR would provide these visitors with this opportunity.”

Fairmont Banff Springs, Chateau Lake Louise (Banff’s second largest hotel room operator) Regional VP Gregor Resch said:

“Banff National Park is a highly successful contributor to Alberta's economy thanks to its iconic status amongst the Worlds most desired bucket list tourism destinations. Above and beyond its direct impact on economic growth and sustainability via tourism, it also serves as a calling card for Alberta and Canada whenever we connect with people across all industries beyond our borders.

A strategic component for our continued success and future potential as a World renowned destination is our ability to grow sustainably. Having a reliable, affordable and practical mass transportation system in the form of a passenger rail service from Calgary International Airport to the Town of Banff would certainly support this strategy.”

Canadian Rocky Mountain Resorts (Banff’s third largest hotel room operator) CEO Larkin O’Connor commented:

“As the operator of three hotels in Banff National Park and one hotel in Yoho National Park, CRMR believes the CABR would economically enhance our business in several ways, and thus the overall Alberta economy. In addition to the economic benefits the Park would see, the environmental benefits also complement the strategic planning within the area.

Increase Occupancy in Shoulder Seasons: Winter driving conditions deter some travellers from venturing to the Parks, with 90% of international visitors noting this as a challenge. Despite offering world class winter activities, this time of year is quieter in the Parks as compared to the high season of summer. The CABR would mitigate winter driving conditions as a concern for tourists offering seamless transportation from the Calgary International Airport directly to Banff. Having more consistent occupancy in our hotels throughout the year would allow us to provide more full-time employment rather than offering seasonal positions. Furthermore, increased occupancy during shoulder season would inject more money into the Alberta economy.

Pending Development in Lake Louise: CRMR is planning a 60-million-dollar redevelopment to Deer Lodge in Lake Louise. This will be a significant contribution to the Alberta economy and provide permanent jobs for years to come. The project is not feasible without the addition of the CABR as we need to transition from a summer primary business to one that draws international tourism year-round. Although the CABR is planned to terminate in Banff, it remains very significant to our Lake Louise and Yoho

National Park operations. We will be able to offer high end, low emission transportation from the Banff train station to our three properties outside of the Banff townsite.

Increase Packaged Activities & Longer Stays: The CABR is likely to appeal to US and International visitors, who are strong prospective candidates to hotel operators looking to provide increased services and experiences. As we are limited on any physical growth in the National Park, our future growth opportunities lie in expanding our offerings with activities such as: heritage and architectural tours, geological based hikes, flora and fauna informative trips and of course an abundance of outdoor adventure. The CABR project will allow us to provide fully integrated travel experiences from their arrival in Calgary through their adventures in Banff and Yoho National Parks. The fact that we are capped on commercial square footage in the National Park, means our path forward to increased economic activity is to provide more interactive and immersive experiences which will lend themselves to other revenue streams and longer stays.

Reduce GHG Emissions: The CABR will reduce need for and impact of personal vehicles in the Park and therefore lower GHGs per visitor. This will also support achieving Banff National Park Net Zero 2035 and more particularly, our goal as a hotel operator of providing a more environmentally sustainable travel experience. As tourists continue to put their environmental footprint at the forefront of their decision making, Banff National Park sits in an inopportune position as it is presently one of the highest GHG emitting parks in North America on a per visitor basis; 63 times higher than Zion National Park in Utah. We believe this will continue to weigh on people's travel decisions and deter visitors to Banff National Park.

Purposeful Travel Trend: Globally, there is a push for tourists to significantly reduce their environmental footprint and a trend towards 'Purposeful Travel'. There are several ways this can be achieved; however, two significant opportunities lie with mode of transportation and length of stay in any given location. As this trend continues to emerge globally, the CABR will help ensure Banff offers sustainable access while reducing congestion, and making this destination more easily accessible year-round. As more tourists embrace purposeful and slow travel by embracing longer stays, this will have a positive economic impact for us as a hotel operator but also the destination as a whole.”

Rimrock Resort Hotel (Banff's fourth largest hotel room operator) General Manager Trevor Long said:

“I was incredibly excited when this project was introduced, they do not come along very often; I could see the many benefits that a passenger train between Calgary and Banff would have on my business and on my community. Having a premium train service offered will have an immediate appeal to our international visitors who will thoroughly enjoy another amazing Alberta experience. To be able to take a train is already such a unique opportunity but to experience it in the Canadian Rockies is a bucket list check mark.

Winters in the Canadian Rockies is beautiful and to remove the stress of winter driving and be able to relax on a train while taking in the wonderful views will be an easy sell. The unique and safe travel on the way to stay at the Rimrock will not only add to the memories our visitors will have of Banff and of Alberta but it will make it a much more desirable time to visit. The shoulder season of November - April is an amazing time to visit the Rockies, it is a need period for our businesses and having an appealing attraction like the passenger train for the US, and International visitors can only help our hotels realize a higher yield per room. Our local Albertan's are our strongest

supporters and I know the demand for wanting to travel by rail to the Rockies instead of by car will be high.

Removing vehicles from Banff's roads has been an on going project for many years. The train will certainly have a positive impact on assisting our actions of supporting and achieving the Banff National Park Net Zero 2035. The Rimrock continues to look for opportunities to become more environmentally sustainable and being able to say our destination has taken a bold step in making the travel experience for our visitors less impactful on the environment is a statement we will proudly market.

I also believe that our attraction for workers in nearby communities would also increase with the ease of access to the passenger train. I see only amazing opportunities with this project for Banff and the other communities. More importantly for the province of Alberta to commit to such an impactful project that will enhance tourism and show case the province to the entire world is a win for everyone!

I strongly encourage the province to support this project, as the Rimrock is excited and looking forward to benefits that a passenger train will bring to my business and our town.”

Banff Park Lodge (Banff's fifth largest hotel room operator) General Manager Darren VanMackelbergh said:

“As the General Manager of a large collection of Banff hotels, we see (CABR) as a critical step toward realising many of our shared aims and visions for our region. The CABR project will support our own regional transit initiatives through sustainable tourism, boosting our overall economy by allowing not only more Canadians, but also more international visitors to enjoy our very special part of Banff National Park in a safe, affordable, and environmentally conscious manner. The train line will transform tourism in Banff National Park by providing more reliable mass transit for visitors and locals alike. Furthermore, having a safe, affordable travel option is a fantastic addition as we strive to grow our business year-round, as it will allow us to create a plethora of new package ideas for all markets focused on length of stay and supporting the needs of other local stakeholders and attractions.

I feel we've had a great deal of success in recent years with our own regional transit initiatives, so the addition of a new train will continue to encourage people to take public transportation instead of driving, which is becoming increasingly problematic for safety, infrastructure, visitor experience, and residents. Many of the Town of Banff's aims seem aligned with this railway, including reducing greenhouse gas emissions, traffic congestion, enhancing labour mobility, addressing staffing shortages, and re-connecting Banff to the rest of the world via the Calgary International Airport. It would be a wonderful experience if visitors arrived without a car, walked or cycled around town, and then took advantage of our public transportation system to see everything the park has to offer.”

Banff Hospitality Collective (Banff's largest Food & Beverage Operator with 15 Restaurants) CEO Mike Mendelman commented:

“CABR will transform Banff and Alberta as a tourist destination by decreasing the use of personal vehicles, enhancing Banff as a sustainable tourism destination, increase pedestrianization, increase labour mobility, increase visitation in low seasons, and increase yield per visitor.

- Decrease use of Personal Vehicles: Banff does not have a people problem - it has a car problem. The number one complaint about Banff is its vehicle congestion. Walking around Banff is extraordinarily easy to get into most attractions, dining rooms, and retail shops, even on its busiest days. What is not easy is parking and driving through the town. Nothing would address our number one issue more than CABR. Subsequently, I do believe our local community would also have a better relationship with tourism.
- Banff as a Sustainable Tourism Destination: Sustainable tourism is on the tip of every tongue of destinations around the globe. Our customers tell us that ecological sustainability is a significant factor in their travel decisions. CABR checks every sustainable initiative and will be a flagship environmental project. CABR will enhance the environmental brand of Banff and all of Alberta.
- Increased Pedestrianization: Banff has developed a multi-pronged approach to improving its walkability and biking. We have a pedestrian zone downtown, another footbridge connecting our recreational grounds being built, and the 1A highway being open only to bikes for some parts of the year. Each and every time Banff has increased its accessibility to pedestrians, there has been an exponentially positive lift in the visitor experience. CABR is the link in a beautiful pedestrian ecosystem in the town of Banff, unrivalled in North America.
- Labour Mobility: Banff has a defined footprint. Staff lodging and affordable housing are becoming a bigger and bigger problem in Banff, to which there are few solutions. CABR is a wonderful and viable response.
- Increased Visitation in Low Seasons: Getting to Banff will be safer and more accessible. Most people do not understand that winter is our low season. A more viable way to get to the mountains during the winter visitation will help level-out visitation throughout the year.
- Increased Average Yield throughout the Year: CABR will likely appeal to out-of-region travellers, particularly the US and international tourists who typically spend approximately 300% more per day than regional visitors.
- Increase Predictable Bookings: CABR will again have a strong appeal to international tourists who book far in advance and are much less influenced by the given weather of the day.

Nothing could have a more significant influence on the prosperity of our tourism economy than CABR.”

Hydrogen Economy Support – North American Flagship Project

Alstom President & CEO Americas Michael Keroullé said:

“Hydrogen rolling stock is ideally suited for application on the Calgary-Banff Rail corridor in terms of length of alignment, alignment characteristics and capacity. We firmly believe Alberta possess all the characteristics to become the flag-bearer of hydrogen trains on this side of the Atlantic and we are very keen to help the Province realize what will be recognized as an iconic project throughout the world.

Alstom is pleased to offer the benefit of our experience and know-how to bring this project to reality for the benefit of Albertans and indeed to the many global visitors to the Province. As you may be aware, in terms of hydrogen rail technology, Alstom is the global pioneer of this technology: Alstom’s Coradia iLint train was unveiled in 2016 and has been in passenger service since 2018 in Lower Saxony, Germany. Over 200,000 kilometers have been completed since the iLint’s entry in service.”

Sumitomo Corporation General Manager Transportation Systems & Infrastructure said:

“As you may know, Japan has strong experience in all of the major characteristics of this proposed project, including: (i) the provisioning of efficient passenger rail links between airports, cities and ski resorts; (ii) rolling stock and systems integration; (iii) punctual operation with high customer satisfaction; (iv) the development of a hydrogen economy; and (V) the provisioning of long term competitive finance solutions. Furthermore, beyond a rail project, we are keen to bring and transfer Japan’s rich experiences in over-station development, transit orientated development and smart transit related solutions to maximize economic growth in the region.

The Calgary Airport to Banff Rail Project demonstrates a strong technical and commercial underpinning. We believe Liricon/Plenary, under strong collaboration with Japanese companies including Sumitomo, would be a great choice as a development partner for the Government of Alberta. Especially if we are selected as a member of the developer’s consortium, one of our advantages is to bring a strong support from an infrastructure fund sponsored by both the Japanese Government and Japanese companies, Japan Overseas Infrastructure Investment Corporation for Transport and Urban Development.”

Suncor CEO Mark Little said:

“(CABR is a) high visibility project would make Calgary and Alberta leaders in zero-emissions public transportation.

In addition to eliminating vehicle related emissions, it will take cars off the road and significantly reduce congestion on the Deerfoot Trail, in the Calgary-Banff corridor and more broadly within Banff National Park. As conceived, the trip from Downtown Calgary to Banff will be an attraction in and of itself.

The use of hydrogen to power the train is an innovative, but proven technology, that fits perfectly with Alberta’s hydrogen ambition. Suncor is keen to be the long-term low carbon hydrogen supplier to the project given its great strategic fit with our expanding hydrogen business.

We are pleased to support this environmentally friendly transportation project that will showcase our Province’s ingenuity, creativity and commitment to sustainability.”

TC Energy CEO Francois Poirier said:

“As a leading energy infrastructure company and a major employer of a highly skilled and diverse workforce headquartered in Calgary, TC Energy is ideally positioned to assess CABR’s potential to transform the Province of Alberta and Canada in several ways, including:

Economic Diversification: The proposed direct, express rail connection between the Calgary International Airport and downtown Calgary will provide the fastest mass transit rail connection between a city airport and its downtown in all of North America. This will help to revitalize Calgary’s downtown core and create an attractive destination for top talent around the world.

Environmental Leadership: CABR’s potential to be North America’s first hydrogen-powered, zero- emissions passenger rail system is aligned with Alberta’s plans to develop the hydrogen economy and reduce its own carbon footprint. By reducing personal vehicle use in Banff National Park, CABR will preserve the ecological integrity and beauty of Canada’s first national park.

Hydrogen Economy: TC Energy believes that stimulating demand for hydrogen will be a key component in the growth potential for the hydrogen economy in Alberta and Canada. Our Crossfield (Alberta) Hydrogen Project offers a production pathway to service the CABR demand and an ideal partnership opportunity. These projects present a clear opportunity to position Alberta as a leader in the low carbon economy.

TC Energy is very excited about the wide-reaching benefits of this unique project and its potential to transform the future for Alberta and Canada in the low carbon economy.”

Business Community Support - P3 Model, Workforce Quality of Life, Environmental Leadership

Business Council of Alberta CEO Adam Legge said:

“The (CABR) project holds potential to help reinvigorate downtown Calgary through station and ancillary developments, and could strategically catalyze transformational projects. With stops along west Calgary, Cochrane, Morley, Canmore and Banff, the incremental tourism visitations to these centres is also significant. The stop in Morley creates potential for the project to assist with economic reconciliation and helping transportation options for those living on reserve.

Finally, as a hydrogen fueled train, the project has potential to significantly reduce GHG emissions of people travelling the route. The project can also serve to demonstrate Alberta’s leadership in the hydrogen economy and be a first mover on a major infrastructure project that builds off of Alberta’s Hydrogen Roadmap, particularly pillars on de-risking investment, activating technology and innovation, and leading the way in building alliances.

The Business Council of Alberta supports the CABR in principle and we encourage the Governments of Canada and Alberta to support the concept subject to final plans and

costs. We do support the government financially contributing to the project however it must not come at a significant cost burden or tax increase to Albertans.”

ATB CEO Curtis Stange said:

“As the province’s leading financial services institution, ATB Financial is ideally positioned to identify some of the potential benefits from CABR to Albertans and to Canadians, including:

Economic Diversification. *By providing a direct, express rail connection between the Calgary Airport and downtown, the city of Calgary will have the fastest mass transit rail connection between an airport and downtown city in North America. This will revitalize Calgary’s downtown core and help make it a magnet for global top talent. Additionally, providing a seamless rail connection between Calgary and communities in the Bow Valley, including the Stoney Nakoda Nation and Canada’s flagship National Park, will also significantly enhance labour and visitor mobility.*

Environmental Leadership. *CABR’s potential to be North America’s first hydrogen-powered, zero-emissions passenger rail system can help accelerate the province’s hydrogen growth plans. CABR can be another symbol of Alberta’s gold standard of environmental stewardship. By reducing personal vehicle use in Banff National Park, CABR will enhance the ecological integrity of this national jewel.*

Best Practices Public-Private-Partnership Model. *CABR’s private-public-partnership model whereby the P3 train system assumes commercial risks including capital costs and ridership revenue, is unique in Canada. This structure reduces risk to the Province of Alberta while incentivizing the P3 to keep capital costs under control and optimize revenue. Further, the Canada Infrastructure Bank providing 50% of the capital costs results in the financing cost of the project being lower than if the Province financed it on its own. This attractive P3 structure has been possible because of Alberta’s new Unsolicited Proposal Framework and can be used as a best-in-class model for other P3s in Canada.*

The Calgary Airport—Banff Rail project represents a nation building project, and I look forward to participating in its success as it advances to this next phase of work.”

BMO CEO Darryl White said:

“This exciting new initiative will bolster regional tourism to ensure Alberta remains a world class destination, by increasing accessibility to Banff National Park in an environmentally sustainable manner. Using innovative technology, the CABR can provide the first hydrogen-powered passenger train in North America, helping to reduce greenhouse gas emissions.

As a large employer of financial services professionals in Alberta, we believe the project will also enhance our ability to attract talent to work and live in Alberta.

With the co-operation of the Canadian Pacific Railway and the Province of Alberta, Liricon and Plenary’s public-private partnership model can deliver an efficient and effective transit solution between Calgary and Banff.

As a long-time supporter of the development of railways in Canada – former Bank of Montreal President Donald Smith drove the “Last Spike” of the CPR in 1885 – we hold a strong legacy of supporting investment in Canadian rail.”

CIBC CEO Victor Dodig said:

“We believe that (CABR) is unique, innovative and offers a number of significant benefits to Albertans and all Canadians. These include:

1. ***Economic development in Alberta.*** *Efficient rail connection between the Calgary International Airport and downtown Calgary, and between Calgary and Banff, will solidify Calgary as world-class city in which to live and do business. It will help employers, such as our bank, continue to attract and retain top-tier talent in Alberta. Importantly, the physical link the Project would provide to the people of the Stoney Nakoda First Nation would hold the potential to better integrate the Nation into the economic activity of the broader region.*

2. ***Positive environmental impact and the potential to anchor the hydrogen economy in Alberta.*** *CARB would eliminate thousands of vehicle trips to Banff, alleviating the pressure of vehicular traffic on the park and substantially reducing carbon emissions in line with the Banff National Park Net Zero 2035 initiative. Furthermore, a conversion to hydrogen has the potential to anchor the hydrogen economy in Alberta and offer additional, substantial decarbonization benefits.*

3. ***Unique public-private partnership (P3) structure.*** *We understand that the proponents are pursuing a unique P3 model, whereby the Canada Infrastructure Bank will play a significant role and the P3 partners will bear more commercial risk than is typical. We believe this model will reduce risk to the Province and could serve as the model for other infrastructure projects across Canada going forward.*

4. ***High quality project proponents.*** *We have been fortunate to partner with the principals of Liricon as they have built a multi-billion dollar oil and gas business, headquartered in Calgary, and with Plenary on numerous P3s, including the Waterloo LRT and the Communications Security Establishment Canada Long Term Accommodation Project in Ontario*

Projects of this nature are critical to ensuring the long-term prosperity of Alberta and our country as a whole. CARB holds the potential to underpin economic activity in the province, offers substantial environmental benefits and is being pursued by high quality proponents in a novel manner which benefits the Province.”

RBC Capital Markets CEO Derek Neldner said:

“We believe the project will bring about a number of economic and environmental benefits to Alberta and to the rest of Canada. The project will increase labour mobility, providing an enhanced connection between Calgary and the communities in the Bow Valley, including the Stoney Nakoda Nation and Canada’s flagship National Park. It will expand and diversify Alberta’s economy, with the express rail connection between the Calgary Airport and downtown helping to revitalize Calgary’s downtown core and attract additional employers and talent to the city. CABR will also reduce carbon emissions, reducing personal vehicle use and will potentially be North America’s first hydrogen-powered rail

system which could accelerate Alberta's plans to develop a hydrogen economy. In addition to attracting business and tourism to Calgary, CABR will provide more convenient and inclusive access to the mountains for Albertans and Canadians, including RBC employees.

RBC is supportive of the CABR project and its long-term economic, social, and environmental benefits and we would be pleased to make ourselves available to discuss the merits of the project if helpful."

Scotiabank CEO Brian Porter commented:

"I see CABR as a very compelling project for not only the Province of Alberta but all of Canada for several reasons including:

Economic Diversification: By providing a direct, express rail connection between the Calgary Airport and downtown, the city of Calgary will have the fastest mass transit rail connection between an airport and downtown city in all of North America. This will inevitably help to revitalize Calgary's downtown core and help make it a magnet for top talent around the world. By providing a seamless rail connection between Calgary and the communities in the Bow Valley, including the Stoney Nakada Nation and Canada's flagship National Park, labour and visitor mobility will also be significantly enhanced.

Environmental Leadership: CABR's potential to be North America's first hydrogen-powered, zero-emissions passenger rail system should help to accelerate Alberta's plans in developing its hydrogen economy. By reducing personal vehicle use in Banff National Park, CABR will enhance the ecological integrity of this national jewel. CABR can be a symbol of Alberta's gold standard of environmental stewardship and reducing the carbon intensity of the oil and gas industry.

Best Practices Public-Private-Partnership Model: CABR's private-public- partnership model whereby the P3 train system assumes commercial risks including capital costs and ridership revenue, is unique in Canada. This structure reduces risk to the Province of Alberta while incentivizing the P3 to keep capital costs under control and optimize revenue. Further, Canada Infrastructure Bank providing 50% of the capital costs results in the financing cost of the project being lower than if the Province financed it on its own. This attractive P3 structure has been possible because of Alberta's new Unsolicited Proposal Framework and can be used as a best-in-class model for other P3s in Canada.

CABR embodies the spirit of Western Canadian entrepreneurialism and innovation and will be a symbol for nation building."

TD Bank CEO Bharat Masrani said:

"The CABR project is an innovative and unique opportunity to advance business and tourism opportunities in the Province of Alberta. I am writing to offer our support to this initiative.

A low carbon connection between the Calgary airport, the city of Calgary, the Banff National Park, and many communities along the route is a responsible and sustainable way to improve mobility and drive growth.

The CABR project is also a great example of effective public-private partnership, bringing together government, enterprise, and public agencies to deliver for the people of Alberta and all Canadians.

TD is proud to be an active participant in Alberta's future prosperity. We are a strong local employer and will be an active participant in Alberta's economic growth well into the future. With a deep presence in local markets and a track record of community involvement, we look forward to the benefits of the CABR program, and the increased opportunity for growth, talent, and investment it will provide Alberta and Albertans once completed."

Liricon Capital Managing Partner Jan Waterous said:

"By working with key stakeholders and leading experts over the last several months, we have been able to advance CABR's design and update important analyses. These milestones have helped to enhance the attractiveness of our proposal to the Alberta Government. Further, our research indicates that should Parks Canada adopt policies to encourage visitors to shift from personal vehicles to mass transit there is the potential to reduce or eliminate Provincial financial contributions."

Plenary Americas President Brian Budden stated:

"Plenary Americas is pleased to join Liricon Capital in its commitment to develop a fiscally responsible, affordable and competitive P3 which provides confidence and certainty in development, implementation and long term operations of the CABR Project."

About Liricon/Plenary

Liricon is the family holding company of Banff locals Jan and Adam Waterous, who have been facilitating the planning and stakeholder support for the CABR Project for more than 5 years. To drive success for the project, Liricon has already entered into a long-term lease of the historic Banff Train Station and entered into an MOU with CP Rail to utilize the CP Rail Corridor for the project. Liricon, which also owns the Norquay Ski and Sightseeing Resort, is working with the Town of Banff and Parks Canada to transform the train station into a multi-modal eco-transit hub. Liricon has been deeply engaged with CIB and the Province of Alberta since its initial unsolicited proposals in 2019 and May 2021 respectively. Liricon was encouraged to expand its development team with complementary skills. After a process involving more than 30 Canadian and international developers, Liricon selected Plenary as its co-development partner.

Plenary is the largest dedicated PPP developer in North America, with over 100 in-house professionals with capabilities spanning legal, finance, technical oversight, project delivery and the full scope of "back office" services necessary to support a project of this scope and complexity. Since its founding in Canada in 2005, Plenary has developed and now manages 55 PPP projects in North America, including the Stoney CNG Bus Storage and Transit Facility in Calgary. Plenary is owned by CDPQ, a global investment group managing net assets of over \$390 billion on behalf of more than 40 public pension and insurance plans.

Learn More:

www.banffecotransithub.ca
<https://plenarygroup.com/about/americas>
<https://www.alberta.ca/transportation>
<https://cib-bic.ca/en/>
www.banffnationalparknetzero2035.ca

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Agenda Item	6
Submitted to	Land Use & Servicing Committee
Purpose	For Decision
Subject	REF Interpretation Guide
Meeting Date	September 8, 2022
<i>Motion that the Committee recommend to the Board for approval the Regional Evaluation Framework Interpretation Guide</i>	
<p>Summary</p> <ul style="list-style-type: none"> • The Regional Evaluation Framework (REF) Interpretation Guide describes the administrative procedures and processes related to implementation of the REF. • The REF Interpretation Guide is intended to support representatives from member municipalities, developers, consultants, and the public in understanding how applications will be processed by CMRB Administration and then reviewed by the Board. Consistency in how REF requirements are interpreted increases the transparency and predictability of the REF process. • The Interpretation Guide does not form part of the minister-approved REF and can be amended by the Board as necessary. • The REF Interpretation Guide is based on the Interim Regional Evaluation Framework (IREF) Interpretation Guide. A draft guide was circulated to TAG for review and comment on July 29, 2022. Comments were incorporated into the attached final draft version. • Potential REF applicants have been encouraged to contact CMRB Administration prior to submission of a REF application as the CMRB transitions to the REF process from the IREF process. 	
<p>Attachments</p> <ul style="list-style-type: none"> • DRAFT REF Interpretation Guide 	

1. Background

As part of implementing the Interim Regional Evaluation Framework (IREF), CMRB Administration developed an IREF Interpretation Guide. The purpose of the guide was to support representatives from member municipalities, developers, consultants, and the public in understanding the purpose and function of the IREF review process and how applications would be processed by CMRB Administration and then reviewed by the Board. The IREF Interpretation Guide was approved by the Board in February 2019.

The IREF Interpretation Guide forms the basis of the REF Interpretation Guide. The IREF Interpretation Guide has been updated using lessons learned from the IREF process, questions from municipal staff and other members of the planning community, and through feedback from TAG. A draft REF Interpretation Guide was circulated to TAG for feedback on July 29, 2022 and comments were considered and incorporated.

2. REF Interpretation Guide

The REF Interpretation Guide is intended to increase the transparency and predictability of the REF process by outlining the administrative processes and procedures of the REF. The Interpretation Guide provides an overview of:

- how applications will be received by the CMRB and what the application package should include,
- how applications will be processed by CMRB Administration,
- how recommendations to the Board will be made by CMRB Administration, and
- how the Board will review and make decisions on REF applications.

In addition to updating the IREF Interpretation Guide, the REF Interpretation Guide provides additional information and direction around how CMRB Administration and the Board will:

- deal with matters of regional significance where member municipalities disagree on which statutory plans or plan amendments should have been sent to the Board for approval through REF,
- manage applications that invoke Policy 3.1.12.1 which allows the Board to approve applications that are not consistent with the Growth Plan, and
- interpret policies related to Environmentally Sensitive Areas and Placetypes that are new considerations contained within the Growth Plan.

The REF Interpretation Guide does not form part of the minister-approved REF document and can be amended by the Board. The Guide is intended to be a living document that can be updated in whole or in part, as necessary. In circumstances where review of a REF application highlights an issue or gap with the information provided in the REF Interpretation Guide, CMRB Administration will issue an Information Bulletin to provide a timely response to the matter. These bulletins will be circulated to TAG, posted on the CMRB website, and incorporated into the REF Interpretation Guide in its next iteration.

3. Recommendation

That the Committee recommend to the Board for approval the Regional Evaluation Framework Interpretation Guide.

REGIONAL EVALUATION FRAMEWORK INTERPRETATION GUIDE

DRAFT Version September 8, 2022

Agenda Item 6i

DRAFT REF Interpretation Guide
LUSC Version: September 8, 2022
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1. INTRODUCTION

1.1. ROLE AND PURPOSE OF REF INTERPRETATION GUIDE

This Regional Evaluation Framework (REF) Interpretation Guide outlines the practices and procedures of the Calgary Metropolitan Region Board (CMRB) for approving statutory plan and plan amendments. As stated in the REF, the REF “provides the Board with the authority to evaluate and approve new Statutory Plans and amendments to existing Statutory Plans to ensure alignment with the goals, objectives, and policies of the Growth Plan” (page 2). The Growth Plan and REF were approved by the Minister of Municipal Affairs on July 11, 2022 and came into effect on August 15, 2022 per Ministerial Order MSD:064/22.

The REF Interpretation Guide is intended to increase the transparency and predictability of the REF process by outlining the administrative processes and procedures of the REF. It does not form part of the REF and can be amended by the Board as necessary. The Interpretation Guide provides an overview of:

- how applications will be received by the CMRB and what the application package should include,
- how applications will be processed by CMRB Administration,
- how recommendations to the Board will be made by CMRB Administration, and
- how the Board will review and make decisions on REF applications.

The REF Interpretation Guide is a companion document to the [CMRB Dispute Resolution and Appeal Bylaw](#) which guides how disputes around REF decisions of the Board, as well as other disputes, will be addressed and resolved.

The REF Interpretation Guide includes four appendices:

- Appendix 1 is a checklist summary of the submission materials necessary to be included as part of a complete REF application submission package. These requirements are found in *Section 5 Submission Requirements* of the REF.
- Appendix 2 is a REF application process chart. It outlines the steps and timeframes for the review of applications by the CMRB. The REF application process was approved by the Board on November 20, 2020.
- Appendix 3 are the expectations for reporting related to Growth Plan policy 3.3.2.1 which requires mapping and reporting related to Environmentally Sensitive Areas.
- Appendix 4 outlines how REF applications should report on placetypes.

1.2. ROLE AND PURPOSE OF GROWTH PLAN AND REF

The purpose of the Growth Plan is to establish a long-term regional vision for growth and development in the CMR in accordance with the Board’s vision and the requirements of the *Calgary Metropolitan Region Board Regulation*.

The purpose of the REF is to enable Board review and approval of statutory plans (Intermunicipal Development Plans, Municipal Development Plans, Area Structure Plans and Area Redevelopment Plans) and plan amendments to ensure they align with the policies and requirements of the Growth Plan. The REF contains two main parts:

- Submission Criteria that identify which plans are considered regionally significant and are subject to the REF review process (Section 4 of the REF), and
- Submission Requirements that form the checklist of materials that need to be submitted as part of a REF application (Section 5 of the REF).

As noted above, the purpose of the REF application review is to determine if a statutory plan or plan amendment is consistent or inconsistent with the policies and requirements of the Growth Plan. CMRB Administration, with support from a third party reviewer, provides a formal recommendation to the Board on consistency. The role of CMRB Administration is not to review applications in terms of “good planning” or “bad planning” but to review statutory plans and plan amendments for consistency with regional goals, objectives, and policies as expressed through the Growth Plan. The role of the Board is to review the REF application for consistency with regional interests as identified in the Growth Plan.

If an application is consistent with the Growth Plan, it will receive an administrative recommendation of approval. If an application is inconsistent with the Growth Plan, it will receive a recommendation of refusal.

Formal comments and feedback are not provided by the Board in response to an application.

2. APPLICATION SUBMISSION

2.1. DETERMINING REGIONAL SIGNIFICANCE

Member municipalities are responsible for reviewing the REF and determining which of their proposed statutory plans or plan amendments are “regionally significant” and must be submitted to the Board for approval.

Member municipalities must submit regionally significant plans or plan amendments for approval through REF after first reading of the bylaw and any time prior to third reading of the bylaw. Each member municipality will determine at what point in their plan approval process REF applications will be submitted to the CMRB.

If a statutory plan or plan amendment is regionally significant in accordance with the REF, it must be reviewed and approved by the CMRB Board. If a statutory plan or plan amendment is not approved by the Board, the plan cannot be approved by a municipal council and cannot come into effect.

The REF process is a trust-based process. CMRB Administration does not monitor municipal council agendas and report to the Board on statutory plan or plan amendments or developments that may have regional significance but were not submitted for approval through REF. Member municipalities may bring matters or concerns related to regional significance to the Board for discussion (see REF Interpretation Guide *Section 2.3 Request to Review Regional Significance* for further details).

2.2. REF APPLICANT

Member municipalities act as the applicants in the REF review and approval process. Members of the public, landowners, and developer proponents of a plan do not have standing in the REF process. They cannot speak for or against a plan or provide written comments to the REF process. Interested or concerned stakeholders or public members are encouraged to engage in the municipal planning process and provide feedback to the subject municipality directly.

2.3. OPTIONAL PREAPPLICATION MEETING

A member municipality may contact CMRB Administration to discuss regional significance prior to formally submitting their application. Preapplication meetings are an opportunity for CMRB Administration to review the REF with an applicant and provide any necessary clarifications about the REF process and requirements. Preapplication meetings are optional, non-binding, and do not discuss the potential outcomes of the Board review process.

CMRB Administration will not provide a formal response to a member municipality as part of the preapplication meeting. Ultimately, it is the responsibility of member municipalities to determine which of their proposed statutory plans or plan amendments are regionally significant using the criteria found in Section 4 of the REF.

CMRB Administration does not provide developer proponents, landowners, or the public with preapplication advice about their projects. Member municipalities determine which applications it will send to the CMRB for approval and should be contacted for more information. CMRB Administration does provide developers, landowners, or the public with information about the REF and Growth Plan documents, the REF process, or general questions about the role and purpose of the CMRB.

2.4. REQUEST TO REVIEW REGIONAL SIGNIFICANCE

As noted above, member municipalities determine which of their statutory plans or plan amendments have regional significance using the requirements of the REF. This trust-based approach may create a situation where, upon review of a statutory plan or plan amendment, a member municipality identifies that another member municipality has erred in determining regional significance. This may also include a situation where a municipality identifies that another member municipality has used a non-statutory planning process to approve a development that should have been reviewed and approved through the REF process. In these cases, the following process applies:

1. If a review of a plan or plan amendment indicates that the plan or plan amendment should have been reviewed through the REF process, concerned member municipalities should discuss the issue directly with the other municipality as a first step. This creates an opportunity to understand how regional significance was determined and may resolve concerns.
2. If concerns are not resolved through discussions, a member municipality may request that CMRB Administration review the plan or plan amendment of another municipality to determine if the proposed development meets the threshold for regional significance.

2.4.1. Letter of Concern

If a member municipality finds that a plan or plan amendment should have been reviewed through REF but was not, that member may submit a letter of concern to the Board and CMRB Administration. This letter will:

- a) Identify the municipality and bylaw number of the plan document that is of concern,
- b) Contain a brief description of the proposed development,
- c) Contain a map of the location of the plan or amendment area,
- d) Provide a rationale for why the plan meets the criteria for regional significance and should be reviewed through REF, and
- e) Append a copy of the approved bylaw.

2.4.2. CMRB Administration Review of Regional Significance

Upon receipt of a letter of concern, CMRB Administration will conduct a review of the plan or plan amendment document to determine if it proposes a regionally significant development that should be reviewed through REF. CMRB Administration's review:

- may include the services of third party experts as referenced in REF Interpretation Guide *Section 4.1.1. Third Party REF Review by TAG or by Consultant,*
- may include requests for documents from both member municipalities, and
- will be completed within 25 business days from receipt of the letter of concern.

The results of CMRB Administration's review will be communicated via letter and copied to the Board.

- If the statutory plan or plan amendment in question is found to have met the criteria for regional significance, then the statutory plan bylaw is not in effect and the plan or plan amendment must be submitted to the Board through the REF process.
- If the plan or plan amendment in question was not approved through a statutory planning process but should have been submitted to REF for review, CMRB Administration will provide a recommendation to the Board.
- If the statutory plan in question is found to have **NOT** met the criteria for regional significance, no further action will be taken.

2.1. REQUEST TO REVIEW CONSISTENCY WITH GROWTH PLAN

Requirement 2.1 of the REF states that "the policies of the Growth Plan apply to all developments, but only regionally significant developments shall be referred to the Board for review through the Regional Evaluation Framework." As the REF uses a trust-based approach, a situation may arise where, upon review of a development, a member municipality identifies that another member municipality has erred by approving a development that is not consistent with the policies of the Growth Plan. In this case, the following process applies:

1. If a review of a development indicates that it is inconsistent with the Growth Plan, concerned member municipalities should discuss the issue directly with the other municipality as a first step. This creates an opportunity to understand the

development and how it was reviewed and approved by the member municipality. This may resolve any concerns.

2. If concerns are not resolved through discussions, a member municipality may request that CMRB Administration review the development to determine if it is consistent with the Growth Plan.

2.1.1. Letter of Concern

If a member municipality finds that a development is inconsistent with the Growth Plan, that member may submit a letter of concern to the Board and CMRB Administration. This letter will:

- a) Identify the municipality and the development that is of concern,
- b) Contain a brief description of the proposed development,
- c) Contain a map of the location of the development,
- d) Provide a rationale for why the development is inconsistent with the Growth Plan, and
- e) Append a copy of the approved bylaw.

2.1.2. CMRB Administration Review of Consistency with Growth Plan

Upon receipt of a letter of concern, CMRB Administration will conduct a review of the bylaw document to determine if the subject development is consistent with the Growth Plan. CMRB Administration's review:

- may include the services of third party experts as referenced in REF Interpretation Guide *Section 4.1.1. Third Party REF Review by TAG or by Consultant,*
- may include requests for documents from both member municipalities, and
- will be completed within 25 business days from receipt of the letter of concern.

The results of CMRB Administration's review will be communicated via letter and copied to the Board.

3. APPLICATION COMPLETE

Once submitted by a member municipality, CMRB Administration will determine if the REF application is complete within five working days of receiving the REF application. When a REF application is complete it means that CMRB Administration has received all the materials necessary to undertake its review of the REF application.

Both CMRB Administration and the third party reviewer check REF applications for completeness. As noted in Section 5.1 f) of the REF, a REF application must include "satisfactory information to ensure the new Statutory Plan or existing Statutory Plan amendment can be evaluated, such as applicable technical studies and other supporting documents." A completeness review will check if all information outlined in REF Interpretation Guide *Appendix 1 REF Application Submission Checklist* is provided within the REF application.

There is no requirement to submit technical studies as part of a REF application unless it is important for CMRB Administration to be aware of their scope and conclusions as part of understanding the statutory plan or plan amendment. Technical studies must be

completed by a professional practicing in the subject field of study and will not be reviewed for technical merit as part of the REF application process.

Once it is determined that a REF application is complete, CMRB Administration has a maximum of 20 working days to review the REF application and make a recommendation of refusal or approval to the Board.

4. REF APPLICATION REVIEW PROCESS

Once an application is determined to be complete, CMRB Administration will notify all members that a complete REF application has been received and it will outline the timelines for the REF application review process. This is a notification only and no action is required.

A member municipality may withdraw its REF application at any point in the REF application review process, and for any reason, by submitting written notice to CMRB Administration. An authorized member of municipal administration may submit a letter withdrawing the application on behalf of the municipality. Once a REF application is withdrawn, it will be removed from all CMRB meeting agendas and processes.

There is no waiting period to resubmit a statutory plan or plan amendment as a new REF application. Should the municipality wish to resubmit an application for a statutory plan or plan amendment that has been withdrawn, even if the statutory plan or plan amendment has not been changed in any way, it must be submitted as a new REF application. CMRB Administration will assign the application a new REF application number and review the application for completeness.

4.1. THIRD PARTY REVIEW

The REF application review process includes a third party review of a REF application. The purpose of the third party review is to provide an unbiased and objective assessment of a REF application. A third party review may be completed by a consultant or by a panel of the Land Use Technical Advisory Group (TAG).

The third party reviewer's role is to evaluate if an application is consistent with the policies and requirements of the Growth Plan and provide their assessment in a report submitted to CMRB Administration. Third party reviews do not determine if the proposed statutory plan or plan amendment should be recommended for approval or refusal. CMRB Administration will consider the findings of the third party review as part of making its recommendation. In addition to the third party review report, CMRB Administration will conduct its own review of the application materials and provide a covering report that summarizes its recommendation to the Board for approval or refusal and provide reasons for its recommendation.

4.1.1. Third Party REF Review by TAG or by Consultant

The third party review may be conducted by a consultant engaged by the CMRB to review the document or it may be conducted by members of the TAG. CMRB Administration will identify if the third party review will be conducted by a consultant or by a panel of TAG members. This decision will be made in consideration of the:

- scale, type, and location of the statutory plan and plan amendment,

- complexity of the referral, and
- capacity of TAG members to undertake the review within the timeframes required under the approval process.

If a TAG panel completes the third party review, representatives from three municipalities will be selected by CMRB Administration. TAG representatives must identify any real or perceived conflicts prior to being assigned to a third party review panel. The TAG panel will be consensus-based and each panel member will have one vote, should voting be necessary to reach a decision.

If a third party consultant completes the third party review, CMRB Administration will select a consultant from its list of pre-qualified consultants. Third party consultants must identify any real or perceived conflicts they have prior to being assigned a third party review. Third party consultants will be selected on a rotating basis unless a conflict of interest is identified. The costs associated with a third party consultant REF application review will be borne by the CMRB.

4.1.2. Report of Findings

Third party reviewers are required to submit a report of their findings which will be made public. The report will clearly state if the subject REF application is “generally consistent” or “generally inconsistent” with the policies and requirements of the Growth Plan. The report will also provide reasons for the findings. This report will be included in the recommendation provided by CMRB Administration to the Board, CAOs and TAG.

5. CMRB ADMINISTRATION RECOMMENDATIONS

CMRB Administration will circulate its recommendation by email to Board members, CAOs, and TAG in member municipalities to inform the Board’s decision-making process. The recommendation email will include CMRB Administration’s covering report and the full third party review report.

As noted above, CMRB Administration will not evaluate applications on any considerations not included in the Growth Plan. CMRB Administration will not recommend modifications to the REF application.

5.1. CMRB ADMINISTRATION RECOMMENDATIONS OF APPROVAL

When a REF application is recommended for approval, there will be a 21-calendar day review period during which member municipalities will have the opportunity to review the recommendation of approval provided by CMRB Administration.

Not all REF applications will be presented, discussed, and decided at meetings of the Board. Applications will be “deemed approved” when the review period closes after 21 calendar days and there have been no challenges made by member municipalities to CMRB Administration’s recommendation of approval.

5.1.1. Expediting REF Approvals

The REF application process can be expedited if all member municipalities communicate their support or non-objection to an application prior to the end of the review period. This may be done by:

- submitting a letter to CMRB Administration at their earliest convenience stating they do not wish to challenge CMRB Administration's recommendation of approval, or
- another avenue, such as a vote of the Board, that is determined to be acceptable by the Board Chair.

If CMRB Administration receives communication as noted above from all member municipalities prior to the close of the review period, then an application will be approved.

5.1.2. Member Challenge to a Recommendation of Approval

If a member municipality challenges CMRB Administration's recommendation of approval, the member municipality must provide its reasons in writing and circulate it to all members.

Once a member municipality has challenged a recommendation, the REF application is referred to the next Board agenda for review by Board members. The REF application will be presented at the next Board meeting.

5.2. CMRB ADMINISTRATION RECOMMENDATIONS OF REFUSAL

When a REF application is recommended for refusal, CMRB Administration will advise all members that the REF application will be added to the next Board meeting agenda for discussion by member municipalities. The REF application will be presented at the next Board meeting.

5.3. BOARD MEETING PROTOCOLS FOR REVIEW OF A REF APPLICATION

When a REF application recommendation of approval has been challenged by a member municipality or when CMRB Administration has recommended refusal, the REF application will be reviewed at the next meeting of the Board. The following provides an overview of the Board meeting presentation process and requirements.

- Eligibility:* Only the member municipality who submitted the application, the member municipality/municipalities who filed a written challenge to CMRB Administration's recommendation of approval, and CMRB Administration are eligible to make a presentation.
- Content:* The content for the presentation by the member municipality who submitted the application shall be limited to the content of their application. The content of the presentations for member municipalities who filed challenges shall be limited to the topics raised in the challenge letter. The content for the presentation by CMRB Administration shall be limited to the content of the recommendation.
- Length:* Presentations will be no longer than 15 minutes followed by a question and answer period. There is no time limit on the question and answer period. In the event there are multiple challengers to a REF application, the Board Chair, at their discretion, may extend the presentation time of the member municipality who submitted the REF application.

- d. *Presenters*: Each member municipality will be limited to two presenters. The presentation may be delivered by elected officials, members of municipal administration, technical experts, or other speakers as selected by the member municipality.
- e. *Other Documentation*: If a member municipality would like to submit other documentation for presentation to the Board (PowerPoint, maps, etc.) this must be submitted no later than 8 days before the Board meeting at which the application will be discussed. Please note, any additional documentation must adhere to the content guidelines above.
- f. *Board Voting*: The Board will have the opportunity to discuss the matter and, if it so chooses, vote on the REF application by following the Board's regular voting procedures. Agenda items related to REF will be discussed in open session unless the Board votes to discuss the matter in closed session. All votes of the Board occur in open session.

5.4. BOARD REFUSAL OF A REF APPLICATION

If a REF application is refused by the Board, a member municipality may resubmit its statutory plan or plan amendment at any time as a new REF application.

If a REF application is refused by the Board, the REF applicant may access the Dispute Resolution and Appeal Mechanism (see Section 7 of this Interpretation Guide).

5.5. RESUBMISSION OF A REF APPLICATION

If a REF application is withdrawn by a member municipality, or it is refused by the Board, the statutory plan or plan amendment that was the subject of the withdrawn or refused REF application may be resubmitted to the REF application process as a new REF application at any time. In cases where only minor changes were made to the subject statutory plan or plan amendment, the REF application process will generally be an expedited process.

As part of the submission package, the member municipality will identify all amendments made to the statutory plan or plan amendment after the withdrawal of the original REF application. Submission of a redline version of the plan or plan amendment is preferred. The REF application package will also include verification that the proposed amendments have been endorsed by the council of the member municipality. This verification may be provided in the form of council minutes or equivalent.

If, in its discretion, CMRB Administration determines that a third party review of the new REF application is necessary, it will circulate the application to the third party reviewer of the original application.

6. EXCEPTIONS TO THE GROWTH PLAN POLICY

Policy 3.1.12.1 of the Growth Plan states: *Notwithstanding the policies in the Growth Plan, the Board, at its discretion, may approve a statutory plan that does not comply with the policies of the Growth Plan if the vision, objectives and policies of the Growth Plan are not significantly compromised by the approval of an exception to the policy.*

If a member municipality wishes to invoke Policy 3.1.12.1, the following process will apply:

1. Member municipalities seeking an exemption to the policies of the Growth Plan are encouraged to present the proposed development to Board members prior to submitting a REF application. The Chief Officer should be contacted for placement on a Board agenda.
2. If submitting a REF application for a development where Policy 3.1.12.1 applies, the member municipality must state that the development is not consistent with the Growth Plan and further explain why the Board should use Policy 3.1.12.1 to approve the statutory plan or amendment.
3. CMRB will conduct a standard REF review of the application and will provide a recommendation. This recommendation will find that the REF application is inconsistent with the Growth Plan.
4. As per the usual REF process, the document will be placed on the agenda of the next meeting of the Board. Board will discuss the application in accordance with REF Interpretation Guide *Section 5.3 Board Meeting Protocols For Review of a REF Application*. CMRB Administration and the REF applicant will be given opportunities to present to the Board.

7. DISPUTE RESOLUTION AND APPEAL MECHANISM

The Dispute Resolution and Appeal Bylaw was approved by the Minister on September 22, 2021, per Ministerial Order MSD:071/21. In accordance with the Dispute Resolution and Appeal Bylaw, a member municipality may dispute a REF decision by submitting a Notice of Dispute to the Chief Officer within 28 days from the date of a REF decision, unless an extension is warranted. Please refer to the [approved Dispute Resolution and Appeal Bylaw](#) on the CMRB website for more information.

8. REF APPLICATION CORRESPONDENCE

All official correspondence for REF applications must be signed by a Board member or delegate. A Board member may choose to delegate this authority, in whole or in part, to senior members of municipal administration familiar with the REF application process.

9. INTERPRETATION BULLETINS

Interpretation bulletins may be issued by CMRB Administration from time to time to clarify elements of the REF application process as necessary when an unexpected or unforeseen event occurs within the REF application process. Interpretation bulletins will be posted publicly on the CMRB website and circulated to the TAG. The REF Interpretation Guide will be updated from time to time to incorporate information from interpretation bulletins.

10. TIMEFRAMES FOR REVIEW

10.1. REF APPLICATION REVIEW TIMELINES

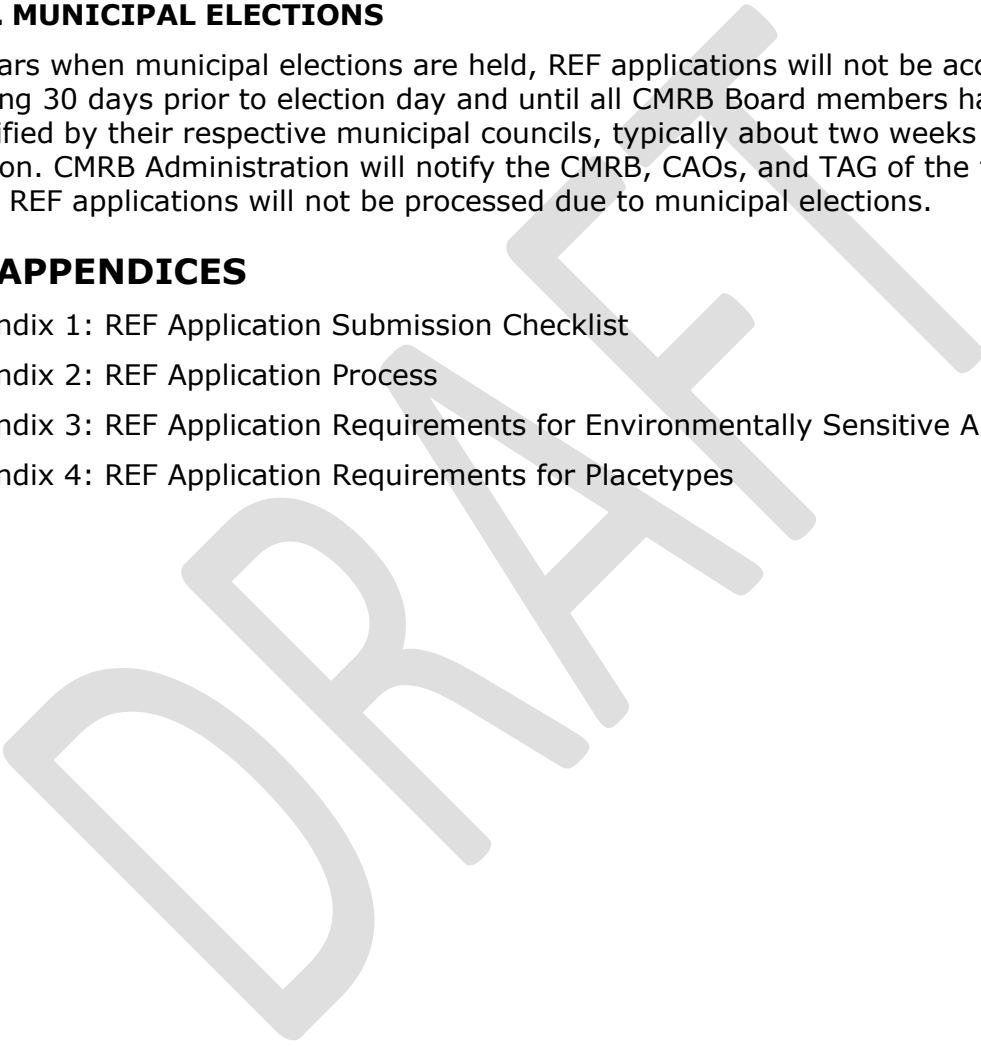
The timeframes for the REF application process are identified in Appendix 2 of this REF Interpretation Guide. The timeframes identified in the REF application process are maximum timeframes. CMRB Administration will seek to expedite the REF application process whenever possible.

10.2. MUNICIPAL ELECTIONS

In years when municipal elections are held, REF applications will not be accepted starting 30 days prior to election day and until all CMRB Board members have been identified by their respective municipal councils, typically about two weeks after the election. CMRB Administration will notify the CMRB, CAOs, and TAG of the timeframe when REF applications will not be processed due to municipal elections.

11. APPENDICES

- Appendix 1: REF Application Submission Checklist
- Appendix 2: REF Application Process
- Appendix 3: REF Application Requirements for Environmentally Sensitive Areas
- Appendix 4: REF Application Requirements for Placetypes



APPENDIX 1: REF APPLICATION SUBMISSION CHECKLIST

This application submission checklist outlines the materials to be submitted by a member municipality as part of a Regional Evaluation Framework (REF) application. These materials facilitate the timely review of statutory plan and statutory plan amendment by the Calgary Metropolitan Region Board (CMRB). Once submission materials contained in this checklist have been sent to CMRB Administration, CMRB Administration and the third party reviewer will determine if they have sufficient information to support the REF application review process. If the materials are found sufficient, the application is considered complete by CMRB Administration. REF applications will be considered complete or incomplete within five working days of receiving a REF application. All REF application documents must be submitted in electronic PDF format, either by email or contained on a USB drive.

Application Submission Checklist

As outlined in Section 5 of the REF, the submission package of a new statutory plan or amendment to an existing statutory plan referred by a member municipality (the applicant) to the Board shall include:

- a) A cover letter, including Ministerial Order number MSD:064/22, brief description of the proposed plan or plan amendment, request for approval, list of consultants contracted to develop the plan or plan amendment, and applicant contact information;
- b) The proposed Statutory Plan or amendment bylaw;
- c) A copy of the Statutory Plan without the proposed amendment. A redline version of the existing Statutory Plan that identifies substantive proposed changes is preferred;
- d) The supporting council report;
- e) Sufficient documentation to explain the Statutory Plan or amendment;
- f) Satisfactory information to ensure the new Statutory Plan or existing Statutory Plan amendment can be evaluated, such as applicable technical studies and other supporting documents;
- g) A summary letter that explains alignment with the Growth Plan. This may be presented in a table format;
- h) The corresponding GIS data set including, at minimum, the boundary of the new Statutory Plan, its land use concept and a regional placetype alignment table. The purpose of the alignment table is to identify how the land uses in the proposed land use concept are to be translated into placetypes in GIS; and
- i) Copies of letters provided by member municipalities as part of public hearing submissions.

In addition to the above REF requirements, the following information must be presented within a statutory plan or plan amendment, or within the REF application materials, as it is required to review specific Growth Plan policies:

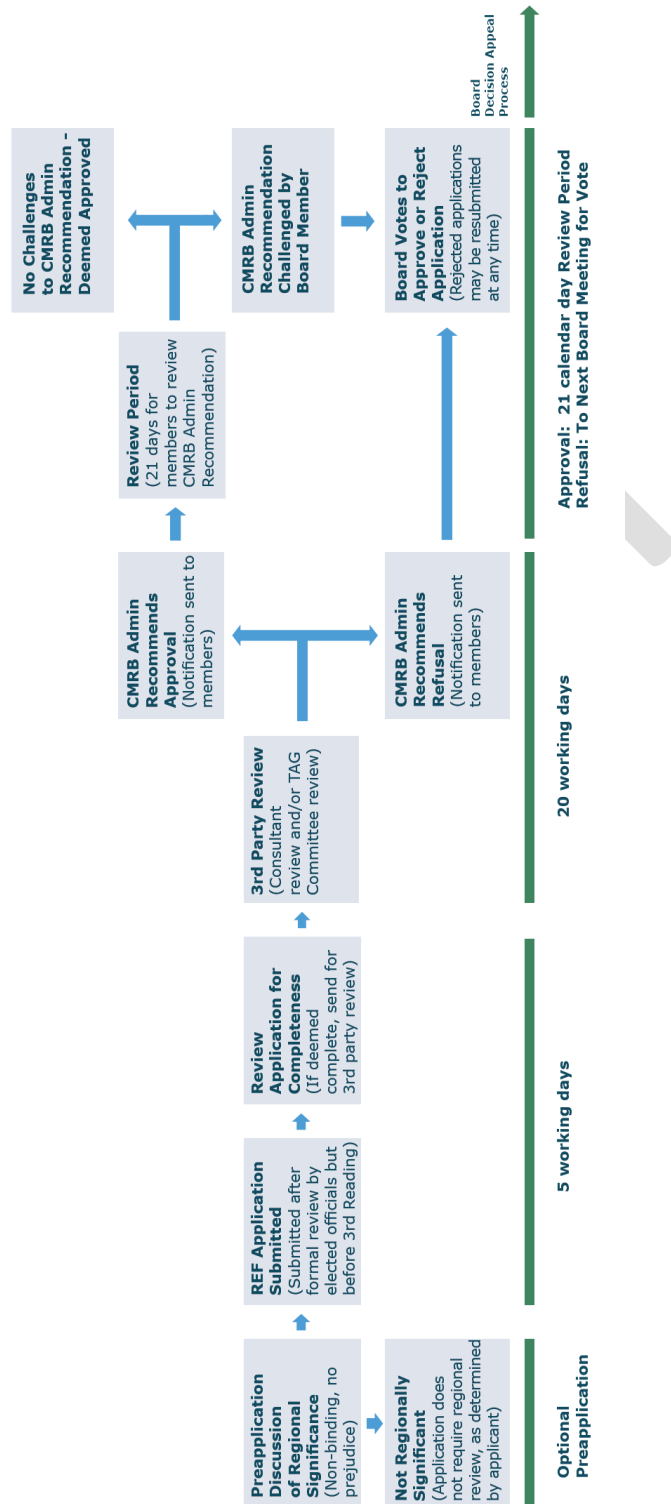
- j) New Area Structure Plans (ASPs) or Area Redevelopment Plans (ARPs) must include all mapping required by the policies of the Growth Plan within the statutory plan document.
- k) ASP or ARP amendments must include all mapping required by the policies of the Growth Plan within the REF application materials.

- l) New ASPs and ARPs must include information about Environmentally Sensitive Areas as required by Section 3.3.2 of the Growth Plan (see Appendix 3 of this Interpretation Guide for additional information).
- m) REF applications must provide information about alignment with placetype policies and requirements (see Appendix 4 of this REF Interpretation Guide for additional information).

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APPENDIX 2: REF APPLICATION PROCESS & TIMELINE CHART

REF Application Review Process



APPENDIX 3 REF APPLICATION REQUIREMENTS FOR ENVIRONMENTALLY SENSITIVE AREAS

11.1. INTRODUCTION

The purpose of Appendix 3 is to outline consistent reporting practices for REF applications around Environmentally Sensitive Areas (ESAs). The purpose of these templates is to establish a common and straightforward approach to addressing ESA policies and therefore facilitate timely REF reviews and increase the transparency of the review process.

The intention of the ESA policies is to identify and mitigate the effects of development on larger patterns of ecosystem functions and services (i.e. regionally significant natural area components). It is not intended to create a significant burden of analysis for applicants. Existing ESA studies or reports completed by a qualified environmental professional as part of the development process, or as part of another municipal process, can be used to inform either Environmental Screening or Environmental Study reports. The qualified environmental professional may be an external consultant or an internal staff member. As with other technical supporting studies completed by professionals, the reports will not be reviewed by CMRB Administration for their technical merit.

11.2. DEFINITION OF ENVIRONMENTALLY SENSITIVE AREAS

ESAs are defined within the Growth Plan as “key natural area components of the regional landscape, providing essential ecosystem functions and services. These functions and services include flood mitigation, drinking water supply, maintenance of regional biodiversity, preservation and connectivity of unique habitats and landscapes, and provision of culturally and economically valued resources and opportunities.” The ESA definition found in the Growth Plan glossary also notes that these areas:

- Maintain the provision of water quality and quantity and provide protection against drought and flood events. Includes water courses, water bodies, and riparian areas;
- Provide habitat for identified local species of interest, designated species of conservation concern (SCC), or identified focal species groups;
- Provide rare, unique or biologically diverse ecosystems or unique landforms;
- Contribute to other important Ecosystems Services or functions at the local scale; and
- Include provincial Environmentally Significant Areas.

This definition should form the basis of conclusions related to regional ESAs in Environmental Screenings or Environmental Studies.

11.3. REF APPLICATION REQUIREMENTS FOR ESAs

As part of reviewing the completeness of a REF application, CMRB Administration and the third party reviewer will confirm that an application includes either an Environmental Screening or an Environmental Study overview that identifies consistency with the policies of the Growth Plan. Specifically, Growth Plan policy 3.3.2.1

requires that "Area Structure Plans and Area Redevelopment Plans shall address Environmentally Sensitive Areas by

- a. Undertaking a desktop-based Environmental Screening to identify Environmentally Sensitive Areas on site and within 100m of the plan boundary, which may include but not be limited the areas shown on Schedule 2 – Natural Systems
- b. Preparing an Environmental Screening report that includes a map of all identified Environmentally Sensitive Areas
- c. Conducting an Environmental Study if an Environmentally Sensitive Area is located on or within 100m of the plan; and
- d. Identifying through an Environmental Study the potential impacts of the proposed development on the identified Environmentally Sensitive Area(s) and recommending mitigation measures to protect it."

11.3.1. Environmental Screening

Environmental Screening is required for new Area Structure Plan and Area Redevelopment Plan REF applications as described in Growth Plan Policy 3.3.2.1. This requirement does not apply to REF applications for Area Structure Plan or Area Redevelopment Plan amendments if the proposed amendment does not impact regional natural systems.

An Environmental Screening must be completed by a qualified environmental professional and should follow the checklist/report outline provided below. If a qualified environmental professional has previously completed an applicable environmental report or study for another purpose, it can be used to fulfill the requirement for an Environmental Screening provided it is consistent with the Growth Plan and considers a regional perspective using the CMR's definition of ESAs. If the previously completed report meets the Growth Plan's requirements, a representative of a member municipal who is not a qualified environmental professional may provide the Board with an overview of the report findings using the report/checklist outline provided below in REF Interpretation Guide Section 12.3.2.

As required by the Growth Plan, the subject area of the report includes the statutory plan's plan area and within 100m of the plan area boundary. The report findings are intended to focus on key natural area components of the regional landscape and larger patterns of ecosystem functions and services.

The [Environmentally Sensitive Areas Background Report](#), approved by the CMRB Board in 2019, provides suggestions about the assessment methods and data sources that could be used to inform an Environmental Screening. This is intended as a desktop review using readily available information.

11.3.2. Environmental Screening Reporting Requirements for REF Applications

The following outline should be used to fulfill the requirement for an Environmental Screening. It must be submitted as part of REF Applications for all new Area Structure Plans and Area Redevelopment Plans, or for Area Structure Plan amendments or Area Redevelopment Plan amendments if the proposed development affects regional natural systems.

1. Brief overview of Statutory Plan
 - a. Location of plan
 - b. Brief description of proposed development

2. Brief overview of Assessment Methods
 - a. Summary of Information or reports reviewed
 - b. List of data sources
 - c. Field survey methods, if applicable

3. Map of Findings
 - a. Include map of all identified ESAs

4. Summary of Findings – Does the plan area or within 100m of the plan area include any of the following?
 - a. Areas maintaining the provision of water quality and quantity and providing protection against drought and flooding events Yes No
Please briefly describe.
Does this finding require an Environmental Study be conducted?
 Yes No

 - b. Area providing habitat for identified local species of interest, designated species of conservation concerns (SCC), or identified local species group
 Yes No
Please briefly describe.
Does this finding require that an Environmental Study be conducted?
 Yes No

 - c. Area providing rare, unique or biologically diverse ecosystems or unique landforms Yes No
Please briefly describe.
Does this finding require that an Environmental Study be conducted?
 Yes No

 - d. Areas contributing to other important ecosystem functions or services at a regional or local scales. Yes No
Please briefly describe.
Does this finding require that an Environmental Study be conducted?
 Yes No

5. Recommendation
 - a. Is an Environmental Study required for this Area Structure Plan or Area Redevelopment Plan? Yes No
 - b. Provide a brief rationale for the recommendation

11.3.3. Environmental Study

An Environmental Study *may* be required for new Area Structure Plan and Area Redevelopment Plan REF applications if an ESA is found to be located on or within 100m of a plan boundary by an Environmental Screening. This is described in Policy 3.3.2.1. of the Growth Plan. This requirement does not apply to REF applications for Area Structure Plan amendments or Area Redevelopment Plan amendments if the proposed amendment does not impact regional natural systems.

An Environmental Study, as defined in the glossary of the Growth Plan, is “a review of the effects of a proposed development on identified ESAs, that anticipates, interprets and evaluates impacts and identifies mitigation measures to avoid, minimize or compensate for these impacts.” The report findings are intended to focus on the regional landscape and larger patterns of ESAs that provide ecosystem functions and services.

Environmental reports or studies previously completed as part of the development planning process, or as part of another municipal process, can be used to fulfill the requirement for an Environmental Study provided they are consistent with the Growth Plan and consider a regional perspective using the CMR’s definition of ESAs.

Environmental Studies must be completed by a qualified environmental professional. The qualified environmental professional may be an external consultant or an internal staff member. As required by the Growth Plan, the report must include a review of any ESAs found within the statutory plan’s plan area and/or within 100m of the plan area boundary.

It is not a requirement to submit the Environmental Study as part of a REF application as it is a technical study completed by a qualified professional. As noted above, there is no requirement to submit technical studies as part of a REF application unless it is important for CMRB Administration to be aware of their scope and conclusions as part of understanding the application; rather, submission of an overview of study findings is considered appropriate.

The [Environmentally Sensitive Areas Background Report](#), approved by the CMRB Board in 2019, provides suggestions about the assessment methods and data sources to inform Environmental Studies.

11.3.4. Environmental Study Reporting Requirements for REF Applications

The following Environmental Study overview must be submitted as part of REF Applications for new Area Structure Plans and Area Redevelopment Plans, or for Area Structure Plan amendments and Area Redevelopment Plan amendments that impact regional natural systems, to explain the study findings to the Board.

- 1. Overview of Environmental Study
 - a. Consultant/Expert who conducted the Environmental Study
 - b. Date of Study
 - c. Brief overview of study area/subject site
 - d. Assessment methods, such as research, data sources, field survey methods used for Environmental Study
 - e. Any other information relevant to the REF review process

2. Overview of Environmental Study Findings

As required by Growth Plan Policy 3.3.2.1, the following table (or similar) should be included in the REF application submission to outline the findings of an Environmental Study. As per the policies of the Growth Plan, this should focus on identifying the potential impacts of a proposed development on an identified ESA and providing recommended mitigation measures.

Name/Description of Identified ESA	Potential Impacts of Proposed Development	Recommended Mitigation Measures (if not applicable, state reasons)	Identify Mitigation Measures (can include reference to policies in statutory plans, municipal plans or bylaws, or in project design adaptations, or in identifying future work/study to be completed, etc)

3. Study Conclusions

- a. Briefly identify how the proposed Area Structure Plan or Area Redevelopment Plan, or Area Structure Plan amendment or Area Redevelopment Plan amendment if applicable, aligns with the relevant goals, objectives and policies of the Growth Plan around ESAs, including policy 3.3.2.1.

APPENDIX 4 REF APPLICATION REQUIREMENTS FOR PLACETYPES

11.4. INTRODUCTION

The purpose of Appendix 4 of this Interpretation Guide is to outline the REF application requirements for reporting on placetypes. As per the Growth Plan (see Sections 3.1.2 to 3.1.8 of the Growth Plan):

- Municipalities must achieve a minimum proportion of Preferred Placetypes for new planned residential development in Preferred Growth Areas;
- Placetypes can be mixed and located as appropriate within each municipality in its Municipal Development Plan;
- There are density requirements for most placetypes; and
- Most placetypes have locational criteria.

11.4.1. Placetypes and Municipal Development Plans

REF applications for new Municipal Development Plans (MDPs) must include the following within the MDP document to be considered complete REF Applications, as per Policy 3.1.11.2:

- an alignment table between regional placetypes and land use typologies in the MDP, and
- an overlay map showing the locations of Preferred Placetypes and Employment Areas.

11.4.2. Preferred Placetypes and Area Structure Plans

The Growth Plan requires that Preferred Growth Areas achieve a minimum proportion of Preferred Placetypes for new planned residential development calculated across the Preferred Growth Area. Although the required proportion of placetypes varies by Preferred Growth Area, the majority of new planned residential development in all Preferred Growth Areas must be in Preferred Placetypes.

As part of REF submissions for new planned residential development in Preferred Growth Areas, applicants must identify how the proposed development aligns with requirement to achieve minimum proportions of Preferred Placetypes. This includes providing a summary of how the application supports achieving minimum densities and other requirements such as those listed in Growth Plan Policy 3.1.2.1.

If an Area Structure Plan for new planned residential development in a Preferred Growth Area does not propose only Preferred Placetypes, the applicant must provide a rationale to explain how they propose to meet the minimum proportions of Preferred Placetypes across the Preferred Growth Area.