



ROCKY VIEW COUNTY

MDP

BACKGROUND REPORT

October 10, 2023

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EXECUTIVE SUMMARY

The Municipal Development Plan (MDP) outlines the vision for Rocky View County's future from a planning and development perspective and helps guide how and where the county will grow. The MDP is a statutory plan within Alberta's planning framework, and therefore must align with higher order statutory legislation and plans, while also considering its impact on subordinate County plans and policies.

Rocky View County and other Calgary Metropolitan Region Board (CMRB) member municipalities are required to update their MDP to align with the Calgary Metropolitan Region Growth Plan (RGP) by August 15, 2025. On December 13, 2022, Council approved the Municipal Development Plan (MDP) Review Project terms of reference (Attachment 1).

The MDP Review project consists of four phases:

- **Phase 1 – Initiation & Planning**
- **Phase 2 – Draft Plan & Engagement**
- **Phase 3 – Council & CMRB Approvals**
- **Phase 4 – Plan Adoption & Actions**

The Municipal Development Plan (MDP) Review project is a complex multi-year project involving a wide range of stakeholders. To ensure a focused, efficient, and transparent delivery of the project, Phase 1 included the development of this MDP Review Background Report. The Background Report is an important foundational document that outlines the MDP Review Project's workplan, strategies, and deliverables. The report also compiles analyses from a county-wide economic assessment, land use inventory, and other supporting documents to set a baseline of understanding on the current state of development across the county.

The project's Communication and Engagement Strategy will deliver two stages of engagement aimed at building cooperative and trusting relationships with stakeholders and First Nations communities. The strategy outlined in this report includes goals and objectives, key messages, identified stakeholders, engagement activities, timelines, and reporting requirements.

The Background Report also outlines several opportunities to improve upon the design, functionality, and content of the existing County Plan, resulting in an MDP with improved usability, clarity, and consistency for all users. Furthermore, the Background Report identifies several key policy areas to be added to the new MDP (e.g., multimodal transportation, renewable energy, etc.), which will accommodate current trends and development pressures within the county.

Lastly, the Background Report outlines a new concept of distinct areas throughout the county. This concept will benefit the diverse and distinct communities located throughout the county by highlighting specific guiding principles and tailored policies focused on celebrating each of these areas and their unique landscapes, identities, and priorities.

Completion of the Background Report is a significant project milestone that marks the conclusion of Phase 1 and the launch of Phase 2 of the Municipal Development Plan Review project.



1. INTRODUCTION

1.1 Municipal Development Plan Review Project

A Municipal Development Plan (MDP) is a key policy document that describes the vision and desired aspirations for a municipality. It shows how a community is expected to change over time and the shape it will take. It usually includes a vision, goals, and policies for how a community will work to achieve the vision through land use decisions, growth management, and investment in infrastructure and programs.

Council has directed administration to replace the existing MDP, known as the County Plan (adopted in 2013). On December 13, 2022, Council approved the MDP Review project terms of reference (see Attachment 1).

As outlined in the terms of reference, the MDP Review project is structured around the following vision, principles, and goals.

Principles:

- Early and genuine collaboration with intergovernmental partners.
- Frequent communication and engagement with Council and Governance Committee, seeking prompt direction when required.
- Transparent and accessible community engagement.
- Heavy emphasis on alignment with legislation, the statutory planning framework, and the County's Land Use Bylaw.
- Utilisation of previous work and adoption of an evidence-based approach.
- Focused and efficient project management practices to deliver the project in accordance with the set schedule, budget, and deliverables.

Goals:



Calgary Metropolitan Region Board (CMRB) member municipalities are required to update their MDP to align with the Calgary Metropolitan Region Growth Plan (RGP) by August 15, 2025. To meet this legislated timeline, the MDP Review project has been carefully planned over a roughly three-year period, allowing for sufficient contingency to meet the mandated timeline of August 15, 2025.

The project workplan consists of four phases with key deliverables for each project phase:

Phase 1 – Initiation & Planning (Q4 2022 – Q3 2023)

- ✓ Consultant procurement
- ✓ County-Wide Economic Assessment and Growth Strategy
- ✓ Background Report

Phase 2 – Draft Plan & Engagement (Q3 2023 – Q3 2024)

- ☐ Engagement Summary Report
- ☐ Draft MDP
- ☐ Public Review

Phase 3 – Council & CMRB Approvals (Q4 2024 – Q3 2025)

- ☐ Final Draft MDP
- ☐ Council and CMRB Approvals

Phase 4 – Plan Adoption & Actions (Completion Q4 2025)

- ☐ Workplan to update subordinate plans/policies/actions

1.2 Background Report Overview

The review and revision of the MDP is a significant undertaking that requires substantial time, resources, and input from a wide range of stakeholders. To ensure the efficient and successful delivery of the MDP Review project, Phase 1 included the preparation of this Background Report, which outlines the project plan and sets a baseline of understanding.

The Background Report compiles and organises the project workplan, strategies, and deliverables, as well as pertinent information required for the successful delivery of this project. The Background Report was an iterative document that was updated throughout Phase 1 of the MDP Review project.



Three versions of the Background Report were presented to Council over Phase 1:

Version 1: Project Overview

- **June 15, 2023 Council Briefing**

Administration informed Council on the development, progress, and delivery of the MDP Review project. This initial draft included the project workplan, communication and engagement strategies, deliverables.

Version 2: Growth Strategy

- **July 11, 2023 Governance Committee**

Administration presented Governance Committee with the concept of distinct areas throughout the county, and a draft growth strategy which included the potential to identify future growth areas. Administration was directed to continue with the concept of distinct areas, and provided specific direction not to identify future growth areas, so as to align with the RGP.

Version 3: Final Report

- **October 10, 2023 Governance Committee**

Incorporating the Committee's feedback, the final Background Report was provided to Governance Committee, which will guide the MDP Review project through the remaining phases.

Delivery of the final Background Report to Governance Committee marks the completion of Phase 1 – Initiation & Planning, and the transition into Phase 2 – Draft Plan and Engagement.



2. CONTEXT

2.1 Population, Employment, and Land Capacity

The MDP sets the vision for how to accommodate both residential and employment growth responsibly and will serve as an important decision-making tool for Council, administration, residents, and stakeholders.

Since 2013, when the current MDP (County Plan) was adopted to the most recent census (2021), the county's population has increased by 8% from 38,055 to 41,028 residents. The county's population now represents roughly 3% of the Calgary Metropolitan Region's (CMR) total population.

The Calgary Metropolitan Region Growth Plan (RGP) forecasts the CMR's population and employment growth from 2018 to 2048. Rocky View County is expected to see a population increase of 24,960 residents, which represents 2.8% of the forecasted CMR population growth (Table 1).

Administration notes that individual municipal growth forecasts are based on overall regional population growth and historical trends in the individual municipality. The county's historical growth has been largely based on rural development (apart from Langdon). With the addition of planned hamlet development in Conrich, Balzac West, Harmony, Glenbow, and Bragg Creek, the 20-year forecast of 2.8% growth forecast is likely low. For example, full buildout of Harmony alone would account for 10,000 residents, or 42% of projected growth.

In addition, the RGP forecasts 69,010 new jobs in the county by 2048. This employment growth represents 14% of the forecasted CMR employment growth over this 20-year period. If the forecast proves correct, then the county would see the second highest employment growth within the CMR, following Calgary (69%) and ahead of Airdrie (5%).

Table 1: CMR's Population and Employment Forecast (2018-2048)

Municipality	Pop. Growth (2018-2048)	Employment Growth (2018-2048)	Share of Regional Pop. Growth	Share of Regional Employment Growth
Rocky View County	24,960	69,010	2.8%	14.1%
Airdrie	63,420	23,500	7.2%	4.8%
Calgary	686,650	337,660	77.6%	69.2%
Chestermere	28,030	8,050	3.2%	1.6%
Cochrane	25,520	9,140	2.9%	1.9%
Foothills	14,400	22,230	1.6%	4.6%
High River	14,840	8,590	1.7%	1.8%
Okotoks	27,300	9,840	3.1%	2.0%



The county comprises nearly one million acres of land. Existing area structure plans (ASPs) and conceptual schemes (CS) account for 11% of this area. As of 2021, only 16% of the planned residential areas and 36% of the planned business areas have been built out. Existing planned areas have the capacity (and more) to accommodate all the projected CMR county growth to 2048.

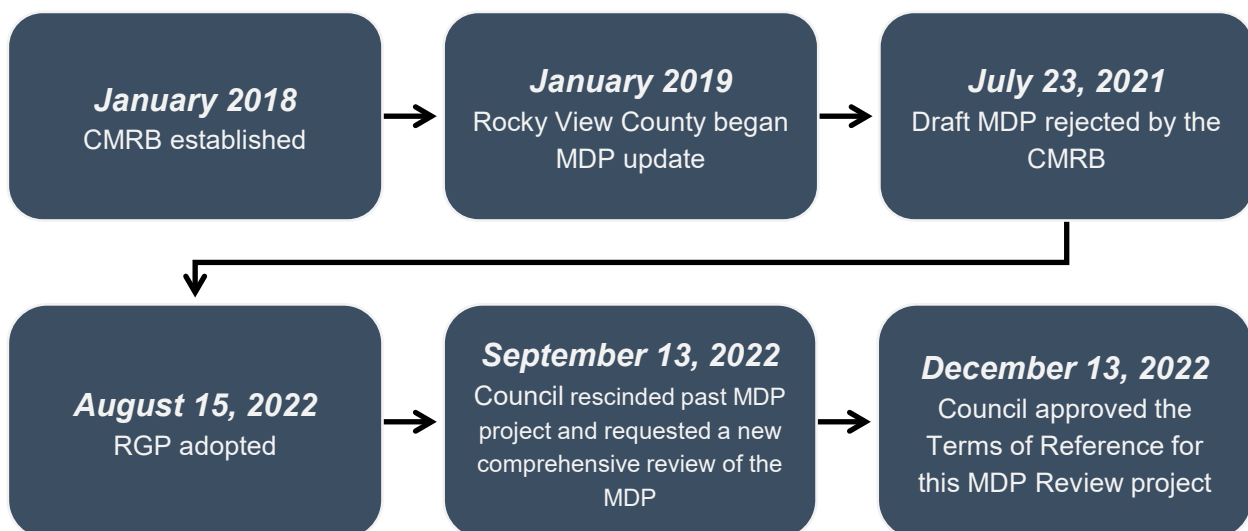
Population and employment growth requires careful balancing to ensure Council's 2035 goal of a 65% residential to 35% non-residential tax assessment ratio is met (Assessment Base Diversification Policy C-197). The current tax assessment ratio is 70% residential to 30% non-residential. One of the most important tasks of the MDP and Council's decision making is to manage the location, amount, and pace of residential and employment growth to achieve its desired tax outcomes.

The County-Wide Economic Assessment (Attachment 2) provides a detailed analysis and land absorption projections based on the RGP employment forecast outlined above in Table 1. The non-residential land absorption required for the RGP employment forecast based on the expected driver industries would be significantly higher than the estimated actual land absorption rate experienced in the county. However, the County's Preferred Growth Areas identified within the RGP could accommodate all this non-residential land absorption with the expansion of policy area boundaries.

Section 7 provides key findings from the Land Use Inventory and County-Wide Economic Assessment.

2.2 Previous MDP Update and the CMRB

As outlined in the MDP Review project terms of reference (Attachment 1), the county had attempted to update the current MDP; however, this draft was refused by the CMRB on July 23, 2021. The opposing municipalities largely cited a lack of intermunicipal collaboration, inadequate identification of development requirements (e.g., density, servicing, facilities, etc.), and limited



consideration to development impact mitigation. In addition, the timing of the MDP update was a concern by CMRB challengers, given the upcoming adoption of the RGP. Given the time, resources, and public engagement that went into the previously refused draft MDP, where appropriate, this project will use previous work completed and stakeholder feedback received.

3. POLICY FRAMEWORK

An MDP is a statutory plan that is part of a larger hierarchy of planning legislation in Alberta (Figure 1). Statutory plans are legally binding and therefore require government and residents to adhere to the policies within them. The MDP should be interpreted, applied, and aligned in respect to its location within Alberta's statutory policy hierarchy.

In addition to statutory policy, there are regional and municipal non-statutory documents that are connected to the MDP. Non-statutory documents provide direction to decision makers and administrative staff, and often progress the vision, goals, and objectives of the County. Where appropriate, non-statutory documents will be utilised in the development of the new MDP, ensuring alignment throughout the planning hierarchy to ensure clear and predictable development outcomes for the community.

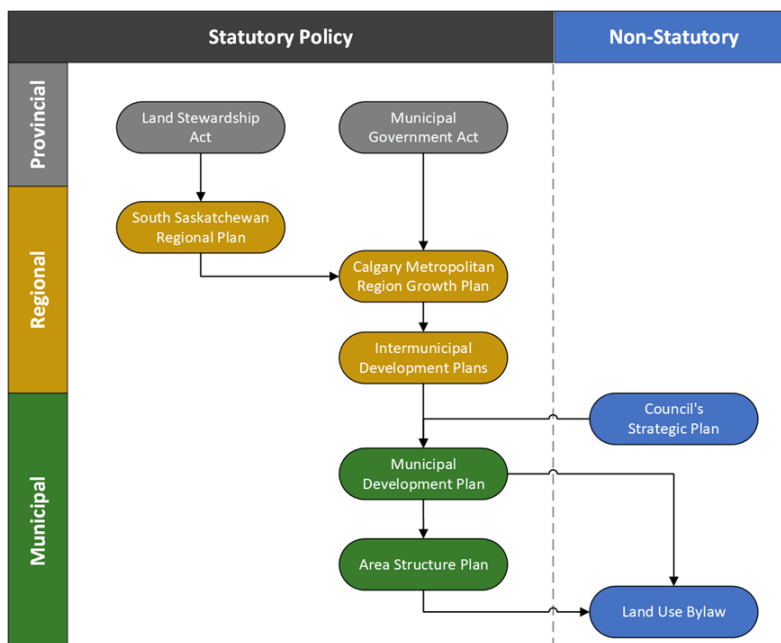


Figure 1: Statutory Planning Framework

3.1 Provincial Legislation

At the top of Alberta's planning framework is Provincial legislation, which includes the *Land Stewardship Act* and *Municipal Government Act (MGA)*. The creation of the MDP is directed and outlined in the *MGA, Section 632*, which requires the Council of every municipality to adopt an MDP, by bylaw.

The *MGA* states that an MDP must address matters such as:

- The future land use within the municipality.
- The manner of and the proposals for future development in the municipality.
- The co-ordination of land use, future growth patterns and other infrastructure with adjacent municipalities if there is no intermunicipal development plan with respect to those matters in those municipalities.



- The provision of the required transportation systems either generally or specifically within the municipality and in relation to adjacent municipalities.
- The provision of municipal services and facilities either generally or specifically

An MDP must contain policies:

- Compatible with the subdivision and development regulations to provide guidance on the type and location of land uses adjacent to sour gas facilities.
- Respecting the provision of municipal, school or municipal and school reserves, including but not limited to the need for, amount of and allocation of those reserves and the identification of school requirements in consultation with affected school boards.
- Respecting the protection of agricultural operations.

An MDP may also address:

- Proposals for the financing and programming of municipal infrastructure.
- The co-ordination of municipal programs relating to the physical, social, and economic development of the municipality.
- Environmental matters within the municipality.
- Conservation reserves.
- The financial resources of the municipality.
- The economic development of the municipality.
- Any other matters relating to the physical, social or economic development of the municipality.

3.2 Regional Plans

Regional plans that must be considered are the South Saskatchewan Regional Plan (SSRP) and the RGP. The new MDP shall be in alignment with both the high-level principles of the SSRP and the specific regional direction provided by the RGP.

The RGP and Regional Evaluation Framework (REF) were approved on August 15, 2022. Rocky View County is now legally obligated to develop in compliance with the Growth Plan. The Growth Plan introduces new guiding principles and policies for development, while the REF establishes the review, approval, and dispute processes for regionally significant development, including the amendment of an MDP.

The Growth Plan requires all member municipalities to update their MDP to align with the plan within three years of the approval. The Growth Plan includes several required and suggested policy statements in relation to the amendment of an MDP; however, only one required policy goes beyond the requirements of the *MGA* stated above:

- An MDP must identify where current and future Preferred Growth Areas and Regional Placetypes will be located within the county, as well as provide direction on future economic growth, agricultural and environmental conservation, and servicing.



The Preferred Growth Areas and Regional Placetypes identified within the RGP will have a major impact on the development of the new MDP. Section 7 – Growth Strategy Development outlines the criteria, requirements, and impact of these Preferred Growth Areas and Regional Placetypes.

3.3 Intermunicipal Development Plans

Subregional plans, known as Intermunicipal Development Plans (IDPs), are approved by the Councils of neighbouring municipalities. Policy within the IDP area takes precedence of MDP policy. Rocky View County has eight IDPs with neighbouring municipalities. Administration refers to these documents to make recommendations to Council for managing or changing land use, and to address growth issues in a way that respects the interests of the county and the municipalities they share a border with. These plans may include:

- How the two municipalities will work together
- Development of joint lands
- How to co-ordinate parks, open space, recreation, transportation, water, services, and utilities across boundaries

3.4 Municipal Development Plan

An MDP is a long range, statutory plan that serves as a high-level plan of how a community is expected to change over time and the shape it will take in the future. It is often described as the ‘view from 30,000 feet’ to reflect the conceptual, ‘big picture’ role of the plan. The MDP serves an important role for supporting decision makers and guides the development of lower-level municipal plans and policies. The MDP Review project will consider higher order policies (listed above) to create top-down policy alignment within Alberta’s statutory planning framework.

Unique to rural municipalities, the MDP also serves as an area structure plan where there is no other underlying statutory plan. In these areas, the MDP provides guidance on land use and subdivision decisions for Council, administration, and the public.

3.5 Area Structure Plans

Beneath the MDP in the statutory planning framework are area structure plans (ASPs). ASPs provide the vision for the physical development of a specific area. As a subordinate plan to an MDP, new and amended ASPs must be aligned with the MDP. Furthermore, when an existing ASP conflicts with the direction of an MDP, the MDP takes precedence.

3.6 Non-Statutory Supporting Documents

Beyond the statutory planning framework, Rocky View County has a wide range of non-statutory documents that provide guidance to Council, administration, and residents. While the MDP often provides the high-level policy direction for the municipality, these supporting documents take a much more focused and strategic view on key aspects of the County’s development and operations (e.g., parks and open spaces, transportation, etc.).



Although supporting documents will need to be in alignment with the MDP, many of these recently updated non-statutory supporting documents will be considered in the creation of the new MDP. Furthermore, there are several documents currently under development that will be used to support the creation of the new MDP. The following supporting documents provide insights, direction, and best practices for the new MDP:

Existing documents:	Documents under development
✓ Active Transportation Plans	❑ Aggregate Resource Plan
✓ Agriculture Master Plan	❑ Economic Development Strategy
✓ Assessment Base Diversification Policy	❑ County-wide Economic Assessment
✓ Council's Strategic Plan / Strategic Key Performance Indicators (KPIs)	❑ Joint Planning Area 1 and 2 Context Studies (currently being developed)
✓ County Land Use Inventory and Growth Trends Report	❑ Regional Transportation and Transit Master Plan (RTTMP)
✓ Land Use Bylaw	❑ Renewable Strategy
✓ North Calgary Regional Transportation Study	
✓ Recreation & Parks Master Plan	
✓ Service, utility, and infrastructure policies	

Finally, the County's subordinate non-statutory documents will need to be updated into alignment with the MDP to ensure the vision, goals, and objectives of the MDP are realized overtime. The completion of this project is not when the MDP is adopted, but rather when a workplan is created for the alignment of the County's subordinate plans/policies with the new MDP. This final phase will help establish more consistent policy direction to support the development of the community in accordance with the MDP and the overall planning policy framework.

3.7 Council's Strategic Plan

Although not a part of Alberta's planning hierarchy, a noteworthy, non-statutory, supporting document is Leading Rocky View County (Council's Strategic Plan), which is similar to the MDP. The Strategic Plan sets a long-term vision (15 to 20 years) for the future of Rocky View County. The plan is a high-level guiding document for the entire organization. Council's Strategic



Plan will be used to inform the development of the new MDP, including aligning and supporting vision, mission, and values, as well as the strategic themes of:

- Effective Service Delivery
- Financial Prosperity
- Thoughtful Growth
- The Rocky View Lifestyle

3.8 Land Use Bylaw

The Land Use Bylaw (LUB) is a non-statutory regulation that serves as an implementation guide (i.e., rule book) for development in Rocky View County. The LUB regulates the use, conservation, and development of land, habitat, buildings, and signs to meet the objectives of the MDP. The LUB outlines a wide range of regulations, including:

- Establishing the development permitting process and the process for Redesignation (rezoning)
- Regulating the size and use of land and buildings
- Classifying land use districts (zones) and determining minimum development standards for each of these districts
- Determining the appropriate permitted and discretionary uses for each land use district

The LUB will be a key subordinate document and will be updated to be in alignment with the new MDP, because of the role it plays in prescribing how, where, and what types of development occurs within the county. The MDP Review project includes considerations for how subordinate supporting documents, such as the LUB, will be improved and updated as a result of the project.



4. MUNICIPAL DEVELOPMENT PLAN OPPORTUNITIES

The current MDP provides a vision for growth within the county and six (6) key principles to guide growth including:

- Growth and Fiscal Sustainability
- The Environment
- Agriculture
- Rural Communities
- Rural Service
- Partnerships

The MDP Review project will, among other things, provide opportunities for additional policy areas and themes to be explored and developed; modernize policy statements to accurately reflect current growth trends within the county; and provide relevant and manageable action items for administration to implement.

4.1 Document Improvements

The MDP Review project will utilize and improve upon the best aspects of the current MDP (County Plan) and the previous draft MDP (2021), carrying them forward into the new MDP document. Some of these aspects include:

- County-wide policies with a fair balance of suggested and mandatory statements to achieve development goals while allowing flexibility for development.
- Clear action items to guide Council and Administration to develop supporting policy documents.
- A glossary of terms that define key planning terms; and,
- The use of maps, tables, and figures to spatially represent information and effectively communicate key insights and data.

The MDP Review project will seek to improve upon the current MDP in the following areas:

- An overall reduction in size of the document.
- Development of strong and consistent branding throughout the document.
- Implementation of a consistent document layout to remove distraction and improve usability of the document.
- Use of high-quality images, maps, and figures to convey key messages and information, reducing reliance on text within the document.
- Development of an internally referenced/linked document that is easily navigable (online and offline), improving the usability of the document.
- Update the glossary of terms to include definitions of key planning terms, concepts, and trends in the county and the region; and
- Development of targeted, focused, and attainable action items that will guide Council and Administration over the next five years.



4.2 Policy Areas & Concepts

The current MDP has several key policy areas that will be carried into the new MDP; however, it is important to note that policies within each area may be modified to better meet the current need. Furthermore, there are several new policy concepts to be considered through the MDP Review project, including:

- Aggregate Resource Plan
- Preservation of agricultural lands
- Agribusiness, value-added agriculture & agricultural corridors
- Care Facilities
- County wellbeing (i.e., The Rocky View Lifestyle)
- Growth Management Strategy
- Home Based Business
- Joint Planning Area Context Studies
- Local placemaking, community development, and preservation of rural character
- Regional Growth Plan
- Renewable Energy
- Rural Employment Areas
- Sustainability & Resilience
- Vacation and short-term rentals

4.3 Distinct Areas

The current MDP recognizes Rocky View County's range of landscapes and diverse communities by identifying four regions across the county: West Rocky View, Central West Rocky View, East Rocky View, and Central East Rocky View. These regions do not represent precise geographic locations but generally encompass lands based on similar geographic characteristics and proximity to Calgary and the inherent development pressure this imposes. The concept of these regions was never fully developed and therefore provide no practical implementation at this time.

The MDP Review project will replace the existing county regions with distinct areas (Section 7.6), a concept that seeks to identify specific geographic areas (e.g., the Hamlet of Bragg Creek or the West Agricultural Area) and clearly define the local context, unique character, and values of each community. By defining distinct areas and tying them to the preferred development forms identified within the RGP, there exists an opportunity to promote location specific development that is sensitive to the character, identity, and unique set of values and priorities within each community.

The concept of distinct areas will be refined through feedback gathered during the public engagement process, to ensure each distinct area captures the intent and spirit of each community.



5. WORKPLAN

5.1 Project Team

The MDP Review project is a significant undertaking by the County, which will require direction and support from executive leadership and Council throughout the project. Furthermore, the project will require substantial resources and internal/external coordination. Below are the Project Team roles and responsibilities:

Project Sponsor	Executive Leadership Team
Provide resources, support, and organisational coordination to support the project goals and objectives.	
Project Manager	Planning Manager
Set and monitor project direction, lead intergovernmental collaboration, and liaise with the project sponsor, Council, and other key stakeholders.	
Project Lead	Regional Planning Strategists
Coordinate and adjust day-to-day project tasks and timelines.	
Planning Support Team	Planning Department Staff
Undertake project tasks including producing engagement materials, policy drafting, and stakeholder engagement support.	
Technical Support Team	Internal Departments
Engage in the project, provide technical advice, and review as required. Support the adoption of the MDP and the alignment of County policies and processes with the revised MDP.	
Third-party Consultants	To be determined through competitive procurement process
Support the work of the Project Team as set out in the procurement process such as:	
• community engagement material and engagement summary reports • policy design and drafting • graphic design content • completion of required technical and baseline studies, mapping, or modelling	

5.2 Schedule, Tasks & Deliverables

The project workplan is a tentative schedule that has been developed with some contingency time to allow for Council and CMRB approvals processing. The timelines shown below in Figure 2 are subject to minor adjustments as needed throughout the lifecycle of the project.



Figure 2: Project Workplan and Schedule

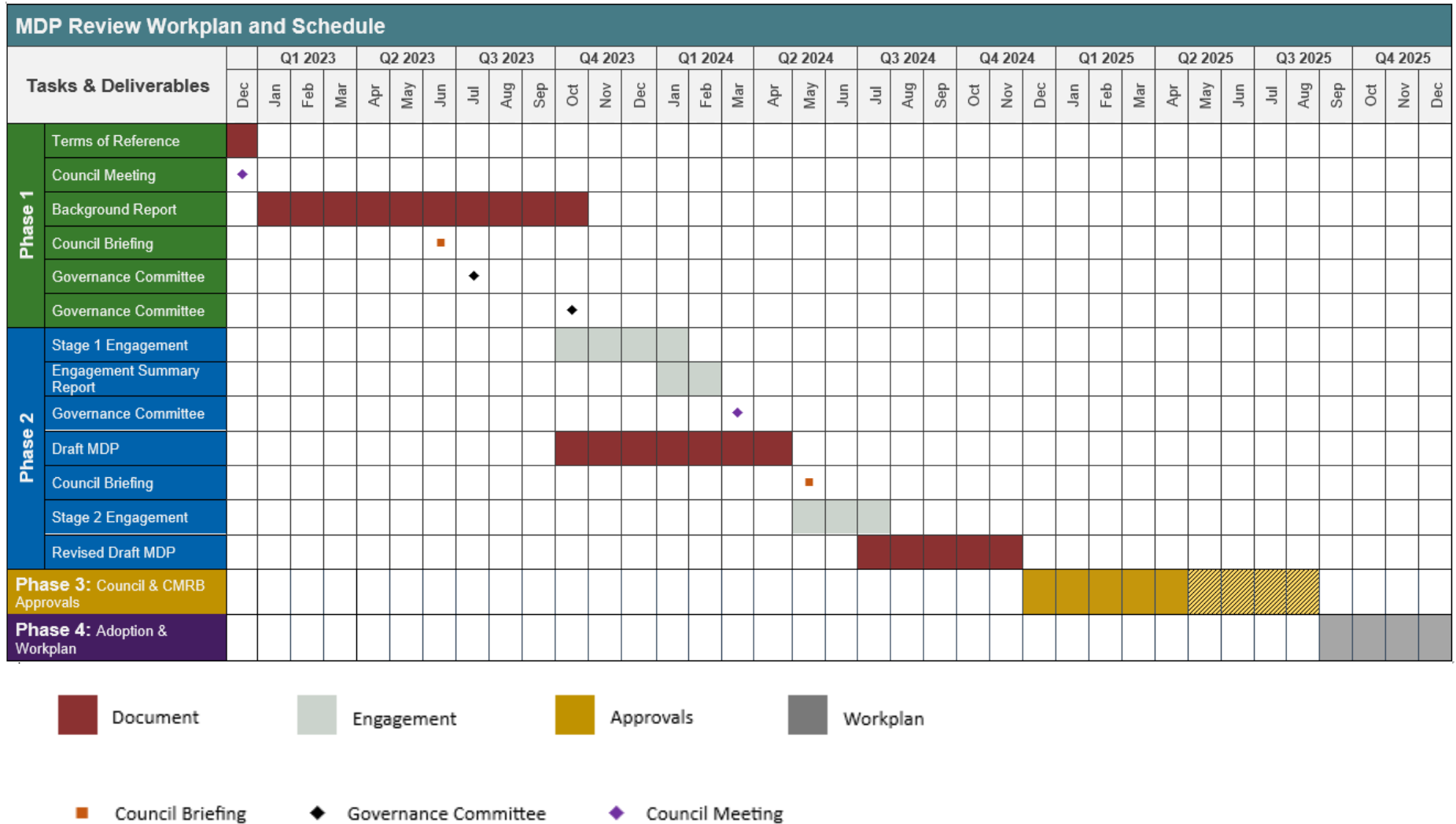


Table 2: Project Workplan Phases

Phase 1 - Initiation and Planning		
Tasks	Deliverables	Responsible
Council Meeting (December 13, 2022) 1. Administration to present the proposed Terms of Reference with the recommendation for approval.	Terms of Reference	- Administration - Council
Council Briefing (June 15, 2023) 2. Complete a procurement process and award a contract for consultant project support. 3. Develop a detailed communication and engagement strategy. 4. Create a detailed work plan and budget to guide overall project management. 5. Collate information and feedback from Governance Committee Workshop #1 and develop a draft Growth Strategy. 6. Produce the Background Report.	Background Report (v1)	- Administration - McElhanney - Nichols
Governance Committee (July 11, 2023) 7. Administration to seek direction from Governance Committee on the following topics: - Draft Growth Strategy to identify possible future growth areas. - The identification of Distinct Areas across the county and feedback on the implementation of this concept. - The County-wide Economic Assessment and Cluster Analysis. - To further develop the vision, goals, and objectives of the MDP project and establish priorities.	- Background Report (v2) - Draft MDP Growth Strategy - Distinct Areas Maps - County-wide Economic Assessment & Cluster Analysis	- Administration - Council - Nichols
Governance Committee (October 10, 2023) 8. Administration to present the Background Report with a recommendation to proceed to "Phase 2 - Draft Plan and Engagement".	Background Report (Final)	- Administration - Council - McElhanney



Phase 2 - Draft Plan & Engagement

Tasks	Deliverables	Responsible
Stage 1 Engagement (October 2023 – January 2024) - Administration to submit a CMRB pre-application to discuss the MDP Review project. The pre-application will discuss and identify opportunities as well as concerns, issues, and questions raised by intermunicipal partners. - The Engagement Strategy will be executed; this will include the completion of both online and in-person engagement. Subtasks will include: - Conduct Internal Engagement sessions; - Launch of Engagement Website and online materials; - Hosting of in-person engagement events; - Production of the Engagement Summary Report; and - Stakeholder update.	- Engagement Materials - Engagement Summary Report	- Administration - CMRB - McElhanney - Project Team
Governance Committee (March 2024) - Administration to present the Engagement Summary Report and the MDP draft (in-progress), seeking direction on major policy areas. - Governance Committee to provide direction on major policy areas of the MDP.		- Administration - Governance Committee
Council Briefing (May 2024) Administration to provide a Council Briefing, updating Council on the project. This will coincide with the internal/external circulation of the Draft MDP.		- Administration - Council
Stage 2 Engagement (May – July 2024) - Preparation of the Draft MDP document: - Completion of technical studies (if required); - Collation of amendments and feedback. - Circulation of Draft MDP to internal & external stakeholders for review and feedback.	Draft MDP	- Administration - McElhanney - Project Team



Revised MDP (July – November 2024) 7. Evaluation of feedback. 8. Preparation of the Revised MDP draft to be brought for Public Hearing.	Revised MDP	- Administration - McElhanney - Project Team
Phase 3 - Council & CMRB Approvals		
Tasks	Deliverables	Responsible
Public Hearing (1st/2nd Reading) 1. Public Hearing and consideration of the Revised MDP with the recommendation for approval for 1st & 2nd Reading.		- Administration - Council - McElhanney - Project Team
Final Draft MDP 2. Preparation of the Final Draft MDP to be submitted to the CMRB REF process.	Final Draft MDP	Administration
CMRB REF Process 3. Submission of the final MDP draft to the CMRB to be considered through the REF process. 4. Participate in any dispute resolution processes required at the CMRB approvals stage. 5. Release of amendments to the final proposed MDP document. 6. Preparation of the final MDP document.	Final MDP document	- Administration - CMRB - McElhanney - Project Team
Public Hearing (3rd Reading) 7. Public Hearing and consideration of the MDP for third reading and setting of date when the new plan comes into effect.	MDP as approved	- Administration - Council



Phase 4 - Plan Adoption and Actions		
Tasks	Deliverables	Responsible
MDP Adoption 1. MDP Adopted by the County.		• Administration • Council
Workplan (Subordinate Plans) 2. Workplan to update lower order County plans and policies to align with the revised MDP.	• Workplan	• Administration

5.3 Budget

Although outputs from the previous MDP project will be used as far as possible, additional budget is required due to the revised scope and standard costs of repeating activities, such as community engagement.

The terms of reference requests a budget of \$250,000, funded through the Municipal Tax Stabilization Reserve Fund, for consultation services to support the delivery of the MDP Review project. The budget includes a 25% contingency (\$50,000) due to the project length and the number of external influences, which may impact the schedule and scope of the project.

The budget will be used appropriately to secure additional resources and expertise that will support internal staff leading the project. These resources may comprise of the recruitment of temporary staff to support the project or Planning Department workload as current staff resources are utilised for the project.



6. COMMUNICATIONS & ENGAGEMENT STRATEGY

6.1 Communications & Engagement Goals

Building off the vision for the MDP Review project, *“Making local places and celebrating rural communities,”* four goals for the Communications and Engagement Strategy have been established. Each goal will assist with allowing for meaningful engagement for the duration of the MDP Review project. Meaningful engagement is about having representation from all people. It is about an open, two-way dialogue that gives opportunities for the community to propose ideas and come up with solutions. It is an ongoing conversation that allows the community to help define and shape the county’s future. Below describes each of the four goals that have been drafted to ensure meaningful engagement for the MDP Review project.



Figure 3: Communications & Engagement Goals



6.2 Communications Objectives



Figure 4: Communications Objectives

6.3 Communications, Messaging, and Branding

6.3.1 Key Messages

Key messages that will need to be communicated during the MDP Review engagement process include:

- “Rocky View County and other Calgary Metropolitan Region Board (CMRB) member municipalities are required to update their Municipal Development Plan (MDP) to align with the Calgary Metropolitan Region Growth Plan (RGP) by August 15, 2025.”
- “The MDP is a master planning document that will guide the County’s future development and services for the next 20 years.”
- “The MDP will help to set key policies and assist decision making on community development, the environment, transportation, agriculture, and many other development activities.”
- “Rocky View County values feedback from residents and stakeholders.”
- “Here is what we heard during the previous MDP review engagement in 2019”.



- “Your input matters to us and will influence the outcome of the new MDP.”
- “Everyone is invited to get involved in updating our County Plan.”
- “The new MDP is looking to establish Distinct Areas across the County that celebrate the local context, character, and values of unique communities across the County, and your input will be essential to establish these Distinct Areas.”

6.3.2 Identity and Branding

The project logo (Figure 6) captures the diverse landscape of Rocky View County. The inspiration for the logo is derived from the mountain landscapes, homes, and views, rich agriculture community, and extensive industrial and business community.

The MDP Review project will use a project logo (and the County’s Branding Guide). The project logo will be used to identify the project, but the final version of the MDP will be using the County’s logo.



Figure 5: MDP Review Project Logo

6.3.3 Key Issues and Sensitivities

A. Previous Municipal Development Plan Refused by the CMRB

In 2021, the County proposed a new Municipal Development Plan (MDP), which was refused at the Calgary Municipal Region Board (CMRB) for the following reasons:

- The Regional Members formally opposed adoption of the plan as they did not feel properly consulted throughout the process, and therefore the plan did not align with the regional strategy.
- The proposed MDP did not sufficiently incorporate public input and engagement results.
- The proposed MDP did not align with the Interim Regional Growth Plan.

The current MDP Review project team is aware that the outcome of this previous project should be transparently addressed with the public, and that the public engagement results from the previous project need to be revalidated and incorporated into the current draft MDP.



B. Engagement Fatigue

The County's planning department has been actively engaging the community on several policy documents and projects over the past few years. If the engagement process is repetitive, participants might become fatigued and disengaged, leading to a decline in the quality and quantity of feedback.

The MDP Review project team will engage through a set of revamped techniques for both online and in-person engagement, marking a shift from the County's traditional engagement techniques. Some of these new techniques will include Community Open-Houses, Coffee Chats, and Community pop-ups.

C. Tokenism

Given the sensitive history with the refusal of the last proposed MDP due to specific concerns around engagement and utilization of public feedback, there is a risk that the community may be skeptical of the County's engagement record and assume this round of engagement to be a token gesture rather than a genuine attempt to involve the public.

During Stage 1 of engagement, the MDP Review project team will focus engagement efforts on key policy areas only, with specific focus on policy areas that are new or changing. The project team will set clear expectations on the areas of the document where public feedback will help to inform policy, and those areas where administration is not seeking public input.

During Stage 2 of engagement, the public will have the opportunity to provide direct feedback on the draft MDP in its entirety and will be made available online to the public.

D. Lack of Confidence in Engagement Feedback Loop

Based on the outcome of the previous MDP project, there is a risk that community members will have lost faith in understanding how their feedback is being incorporated into the updated MDP.

Throughout both Stage 1 and Stage 2, the Project team will establish a clear system of reporting and transparency with Stakeholders and the Public to build trust and show stakeholders that their input is taken seriously and contributes to the overall decision-making process.

6.4 Methods for Communicating Engagement Opportunities

An important component of every engagement strategy is communicating engagement opportunities to the public, key stakeholders, and First Nations Communities. The following details how the project team proposes to communicate engagement opportunities and project updates to external groups. Communication methods will be confirmed upon engagement initiation and may change depending on the participants' preferred method.



Table 3: Communication Methods

Communication Method	Description
Project Branding & Messaging	Creating a project brand or tagline, which establishes recognition of all associated engagement materials and activities, helps notify the public and stakeholder groups when they may provide their feedback. Clear messaging that communicates the purpose of the new MDP, changes from the last plan, and impacts to residents.
Project Website	A unique crowdsource website will be created and used as an information sharing tool and for public and stakeholder input gathering.
Social Media	Social media posts will be created and distributed on the County's social media channels notifying the public and stakeholder groups regarding project updates and opportunities to provide feedback.
Media Release	Media releases will be drafted during various points of the project, updating the public, stakeholder groups, and First Nations communities.
Targeted Emails	The project team will collect names and email addresses from the public and stakeholder groups of those wishing to be informed on the project. Emails will be sent to those agreeing to be emailed updates on the project during various points throughout the project.



6.5 Engagement Objectives

To assist in achieving each of the four goals of the Communications and Engagement Strategy, the objectives of the Engagement Strategy have been developed and listed:



Figure 6: Engagement Objectives

Engaging the public, key stakeholders, and First Nations Communities is an important component of the MDP Review project. Effective engagement and communication help build cooperative and trusting relationships between Council, administration, and the community.

Given the importance of this document to the future of Rocky View County, a Communication and Engagement Strategy has been created that goes beyond the base requirements of the *Municipal Government Act*.



Key Benefits of this Strategy include:

- Establishes goals and objectives for meaningful project engagement.
- Identifies relevant interest groups, intermunicipal partners, external stakeholders, and First Nations Communities.
- Provides direction to administration for when and how engagement will occur.
- Outlines methods for communicating engagement opportunities and project updates.
- Defines success for effective and meaningful engagement for the project.

Community engagement is a collaborative process. This proposed creative, yet feasible strategy should be considered a living document to be reviewed and adopted in response to the changing needs of the project.

6.6 Identified Stakeholder Groups and First Nations Communities

The engagement strategy relies upon meaningful participation from several key stakeholder groups and First Nations Communities. These groups have been identified to ensure the engagement team has a clear understanding on the members of each group, what their desired outcomes and areas of focus may be, and the potential concerns they may have.

The engagement strategy is designed to remain flexible to the needs of stakeholder groups and First Nations Communities as the MDP Review project progresses. This list of stakeholders and First Nations Communities is not exhaustive or exclusive and may be amended, should the need exist. Table 4 below includes a description of each identified stakeholder group and First Nations Community.

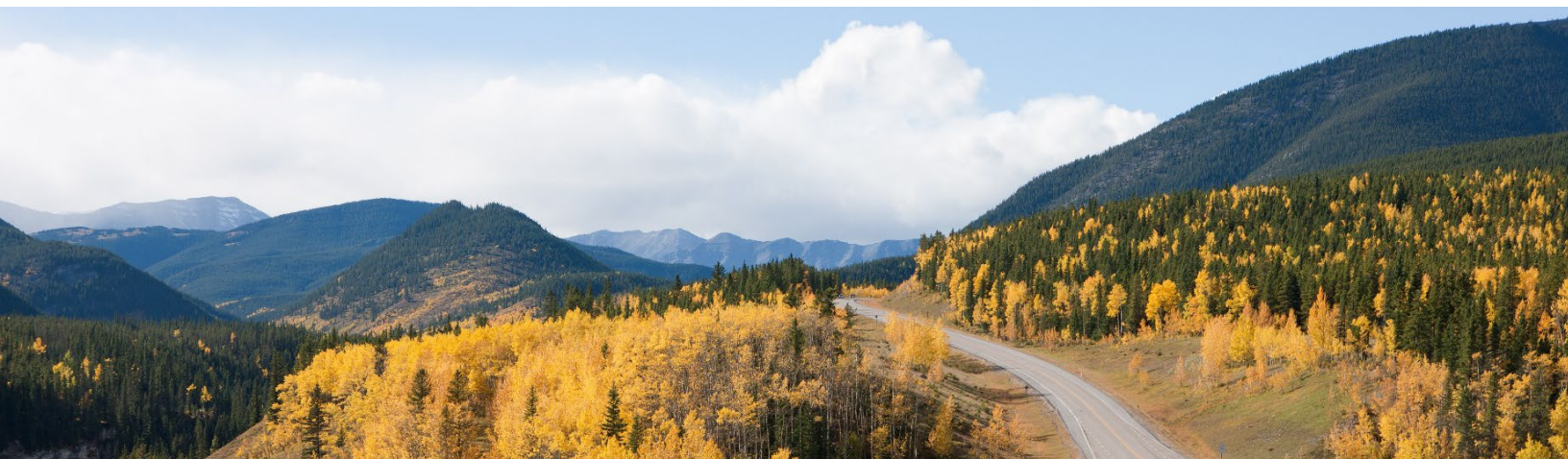


Table 4: Project Stakeholders and First Nation Communities

	Participant	Desired Outcome	Areas of Focus	Interest Level	Potential Concerns
Internal	Council	Gather input and direction from Council and executive leadership to inform the new MDP.	Principles, vision, goals, and objectives.	High	Public opinion, timelines, higher and lower-level policy/plan impacts, and clarity.
	Rocky View County Administration	Gather input across the organization and gain county wide support and adoption. Integration on current policies, plans, and processes.	Integration with current policies, plans, and processes	Low to High	Lower-level plan and policy impacts, timelines, and work implications.
External	Intergovernmental Partners Description: <i>CMRB Member Municipalities</i>	Align with the Regional Growth Plan and mitigate impacts to neighbouring municipalities.	Compliance with Growth Plan and overall support for the MDP.	Moderate	Compliance with Growth Plan and negative impacts to neighbouring communities.
	First Nations Communities Description: <i>Tsuut'ina Nation and Stoney Nakoda Nation.</i>	Mitigate impacts to neighbouring first nations.	Further reconciliation efforts.	Moderate	Negative impacts to neighbouring First Nations Communities



	Residents Description: County residents, landowners, and community associations.	Efficient servicing, strong community feel, and minimal negative impacts on their land and community.	Vision, goals, and objectives of the MDP. Placemaking, environmental stewardship, and ownership of document.	Low to high	Impacts on land, servicing, taxes, development, community vision, ownership, communications.
	Developers Description: Land developers and developer groups.	Clear development policies, streamlined and consistent processes.	Development policies, preferred growth areas, Preferred place types (densities), future growth areas.	Low to high	Impacts on land, ability to develop, servicing/development requirements, and certainty.
	Institutions / Agencies Description: Industry groups (agriculture, aggregate, etc.), utility service providers (water, electricity, etc.), and school districts.	Input and certainty on industry related policies.	Development policies, preferred growth areas, preferred place types (densities), future growth areas.	Low to high	Long-term impacts on services, infrastructure, access, and facilities.



6.7 Engagement Stages

Engagement for the project has been divided into two stages, with all engagement activities occurring during Phase 2 of the project workplan. Each stage has been detailed in the following sections, along with the proposed engagement activity, how each stakeholder group will be engaged, and the estimated timing of engagement for each stage.

To ensure that engagement opportunities are broad and inclusive, a series of engagement events and opportunities will be organized throughout the county and online. Event locations will be dispersed throughout the county to allow ease of access for those wishing to participate.

Although the engagement strategy has been broken out into two stages, it is important to acknowledge the engagement activities that occurred while drafting *Municipal Development Plan Bylaw C-8090-2020*. Previous engagement feedback is insightful and will inform the vision, goals and priorities being presented for feedback during the first stage of engagement.

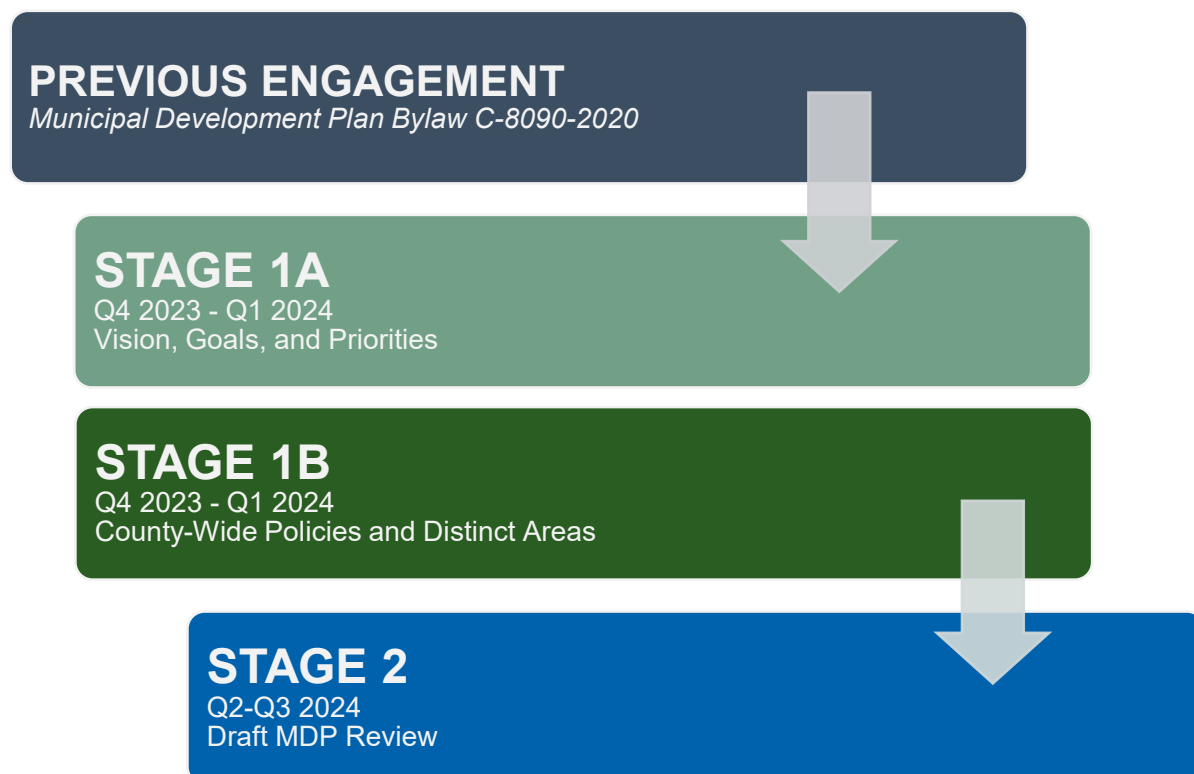


Figure 7 1: Engagement Stages



Stage 1A & 1B of the engagement strategy make-up the main engagement activities for the project and will be run in tandem between September - December 2023. The findings from stage 1A & 1B will be combined with the previous engagement findings to create the Engagement Summary Report. Stage 2 is scheduled to occur April – June 2024, where stakeholder groups and First Nations Communities will have the opportunity to provide feedback on the Draft MDP.

Stage 1A: Vision, Goals and Priorities

Stage 1A engagement activities will be initiated to:

- Inform the public, key stakeholders, and First Nations Communities of the vision, goals, and priorities for the MDP Review project, and
- Validate the Background Report and previous engagement feedback.

Stakeholder Group Topic	Engagement Activity	
	Online	In person
Internal Stakeholders	• StaffSource posts • Emailed circulations	• Staff meetings / workshops
Intergovernmental Partners and First Nations Communities	• Emailed circulations • Virtual meetings and workshops	• CMRB TAG meetings (MDP update intermunicipal collaboration meetings) • Regular updates to CMRB members and First Nations Communities (Tsuut'ina Nation and Stoney Nakoda)
External Stakeholders	• Project website • Surveys	• Community open houses • Coffee chats • Community pop-ups



Stage 1B: County-Wide Policies, Growth & Distinct Areas

Stage 1B engagement activities will be initiated to:

- Consult with the public, key stakeholders, and First Nations Communities on major changes to county-wide policies and distinct areas.

Stakeholder Group Topic	Technique	
	Online	In person
Internal Stakeholders	• StaffSource posts • Emailed circulations	• Staff meetings / workshops
Intergovernmental Partners and First Nations Communities	• Emailed circulations • Virtual meetings and workshops	• CMRB TAG meetings (MDP update intermunicipal collaboration meetings) • Regular updates to CMRB members and First Nations Communities (Tsuut'ina Nation and Stoney Nakoda)
External Stakeholders	• Project website • Surveys	• Community open houses • Coffee chats • Community pop-ups • Stakeholder workshops



Stage 2: Draft MDP Review

Stage 2 engagement activities will be initiated to:

- Obtain feedback regarding the draft MDP.

Stakeholder Group Topic	Technique	
	Online	In Person
Internal Stakeholders	• StaffSource posts • Emailed circulations	• Staff meetings / workshops
Intergovernmental Partners and First Nations Communities	• Emailed circulations • Virtual meetings	• Presentation to CMRB members and First Nations Communities (Tsuut'ina Nation and Stoney Nakoda)
External Stakeholders	• Project website • Surveys • Virtual coffee chats	• Coffee chats • Community pop-ups • Stakeholder workshops

6.7.1 Previous Engagement

The County conducted public engagement initiatives when preparing the draft *Municipal Development Plan Bylaw C-8090-2020*. Feedback gathered throughout that process was both comprehensive and insightful, and provided direction on a shared vision, values, and priorities throughout the county.

One of the key objectives of this strategy is to utilize the feedback gathered from previous engagement activities. Some of the key findings have been summarized below, while a full set of engagement documents have been included as an attachment to this report (see Attachment 3).

Vision: What are your hopes for the future growth of Rocky View County?

Through an online survey and open house, participants were asked to share their hopes for the future growth of Rocky View County. The top shared visions were:

- Controlled and focused growth
- Maintain the rural character
- Preserve natural environment and wildlife



Values: What do you love about Rocky View County?

Out of 1600 individual values that were submitted by the public, the top shared values were:

- Rural Lifestyle (shared by 45% of respondents)
- Peace and Quiet (shared by 36% of respondents)
- Natural Landscape

Priorities: What do you think is most important to consider when planning Rocky View County's future?

Through an online survey and open house, participants were asked what priorities should be considered when planning Rocky View County's future. The top shared priorities were:

- Protect Rocky View County's natural landscape (shared by 24% of respondents)
- Preserve agricultural lands (shared by 16% of respondents)
- Focus growth in existing and planned hamlets (shared by 15% of respondents)
- Expand the network of parks and trails (shared by 12% of respondents)

6.8 Monitoring and Reporting

Following each stage of engagement, an engagement summary report will be created. The purpose of each report will be to provide an update regarding how the public was engaged, communicate what was heard, collate engagement reach and participation, and to evaluate the feedback provided.

6.8.1 Measuring Success

Successful implementation of the Engagement and Communications Strategy looks like:

- All county residents informed about the MDP Review project and how they can get involved in the process.
- Residents of Rocky View County will have an increased understanding of what an MDP is, why it matters, and how it shapes the county's future.
- Council will feel confident that the new MDP reflects the aspirations of residents.
- Intergovernmental partners are accepting and supportive of Rocky View County's MDP and the county's long-term growth aspirations.
- The new MDP receives support at the public hearing, and final adoption by Council.



7. GROWTH STRATEGY DEVELOPMENT

7.1 Growth Strategy Plan

The growth strategy is based on relevant planning policies, growth principles, and economic trend research. The growth strategy relies on 8 goals and 36 corresponding objectives detailed in the MDP Review project terms of reference (Attachment 1), approved on December 13, 2022.

The primary inputs that form the basis of the growth strategy are discussed in detail below.

Promoting Thoughtful Growth	Promoting Financial Health	Acknowledging Local Context	Supporting Community Needs
Supporting Business	Supporting Agriculture	Embracing Partnerships	Promoting Environmental Protection

The primary inputs include:

- Calgary Metropolitan Region Growth Plan (RGP)
- Council's Strategic Plan and supporting County policy document
- Land Use Inventory and Growth Trends Report
- County-wide economic assessment conducted by Nichols Applied Management

7.2 Calgary Metropolitan Region Growth Plan (RGP)

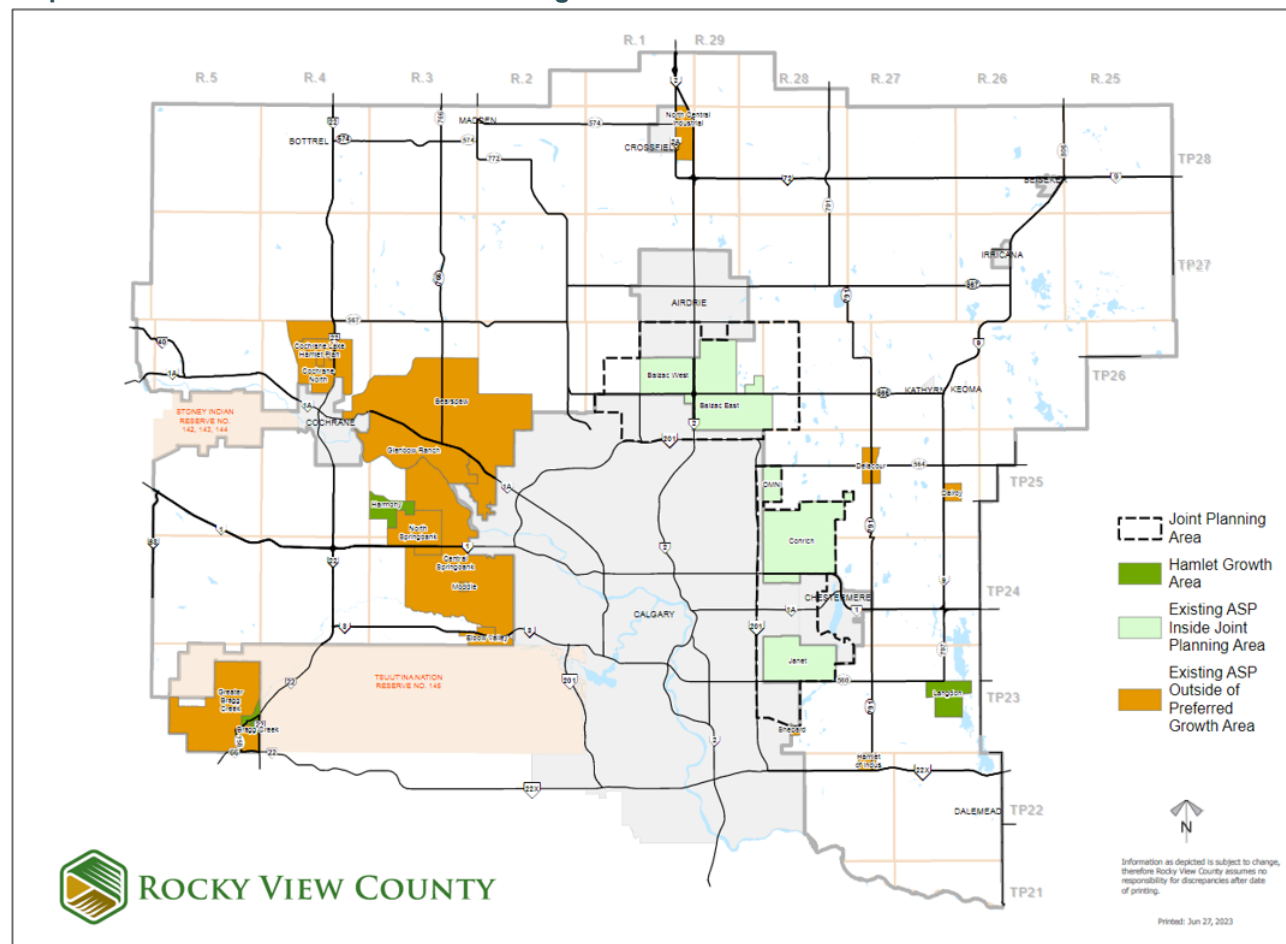
The Calgary Metropolitan Region Growth Plan (RGP) has significant implications for growth and development in Rocky View County. The RGP serves as a best-practice guide for achieving long-term prosperity in the Calgary Metropolitan Region (CMR) and provides a roadmap for accommodating the next one million people and 600,000 jobs in the CMR. The RGP is a key Growth Strategy input, providing strong policy direction as to where and how residential and employment growth is to occur.

7.2.1 Preferred Growth Areas

The RGP directs growth to Preferred Growth Areas to enable the CMR to invest more efficiently in transportation, transit, servicing, and infrastructure. The RGP also allows for growth within existing area structure plans (ASPs) approved prior to the RGP adoption. However, regionally significant amendments to existing ASPs will be subject to the RGP policies and CMRB review. Map 1 shows the preferred Growth Areas and existing ASPs where growth is to be focused within the county. Preferred Growth Areas include all Urban Municipalities, Joint Planning Areas (JPA), and Hamlet Growth Areas. The two types of Preferred Growth Areas identified within the county are JPAs and Hamlet Growth Areas.



Map 1: Preferred Growth Areas and Existing ASPs



7.2.2 Regional Placetypes

In addition to directing growth to specific areas, the RGP defines Regional Placetypes that represent development forms, generally described by densities, land use mix, and connectivity. The RGP separates Regional Placetypes into Preferred and Non-Preferred Placetypes. Preferred Placetypes are only to be located within Preferred Growth Areas, while Non-Preferred Placetypes are lower density development forms that may form a small portion of a Preferred Growth Area. Table 5 provides an overview of the Regional Placetypes with a description of permitted areas and density requirements.

Although the RGP is rigid on where the Preferred Growth Areas are located, there is more discretion and flexibility on where and how Regional Placetypes are to be developed. The MDP Growth Strategy will begin to explore how Regional Placetypes will be designed and where they could be distributed throughout the county. Flexibility will be a key principle of the MDP Growth Strategy to allow for development to occur in accordance with market demand and developing best practices.



Table 5: Regional Placetypes Overview

Regional Placetypes		Description	Permitted Areas	Residential Density (Applicable to RVC)
	Infill and Redevelopment <i>Preferred</i>	NOT Applicable in Rocky View County. Within existing built-up core areas that serve as economic, cultural, and social centres for their respective towns and cities.	• City of Calgary • Urban Municipalities	• Placetype does not apply in Rocky View County
	Mixed Use Centre / TOD <i>Preferred</i>	Greenfield development or infill with mixed uses that have many day-to-day services within walking distance of residential. When supported by existing or planned transit is Transit Oriented Development (TOD).	• City of Calgary • Cities/Towns • Joint Planning Areas (JPAs) • Hamlet Growth Areas (HGAs)	• JPA: min. density 15 dwelling units/acre • HGA: min. density 12 dwelling units/acre • No max. density
	Masterplan Community <i>Preferred</i>	Greenfield development with comprehensive and integrated land use that typically includes a mix of housing types, with retail, commercial, civic, and recreational amenities within walking distance.	• City of Calgary • Urban Municipalities • JPAs • HGAs	• JPAs: min. density 8 dwelling units/acre • HGA: min. density 6 dwelling units/acre • No max. density
	Residential Community	Greenfield development is predominantly residential with single detached homes as the dominant housing type with other housing types possibly included. Development pattern is generally auto oriented with limited amenities accessible by walking or biking.	• City of Calgary • Urban Municipalities • JPAs • HGAs	• JPA: min. density 5 dwelling units/acre • HGA: min. density 3.5 dwelling units/acre • No max. density



	Rural and Country Cluster	Smaller, lower density residential development well-connected to the adjacent rural landscape with larger lots and single-detached housing. Cluster configures housing development where infrastructure/ services can be provided at a focused area to preserve the remaining land for open space.	• Not permitted in Preferred Growth Areas.	• Non-cluster: max. density 0.5 dwelling units/acre • Cluster max. density: 3 dwelling units/acre up to 80 units • <80 acres in size does not need to be referred to CMRB
	Employment Area	Employment development with a variety of industrial and commercial uses that may include office complexes, research parks, warehousing, and manufacturing, or supporting uses for workers (e.g. food /business retail). Should be workplace destination accessible by surrounding residential development and transit, but not a regional commercial centre.	• Within Preferred Growth Areas, but exceptions (Regional Growth Plan 3.1.3.4/ 3.1.3.7). Springbank Airport only Employment Area outside of Preferred Growth Areas	NA
	Rural Employment Area	Employment development with a variety of lower density, lower service industrial or commercial land uses such as manufacturing, outdoor storage, transportation services, or similar uses. They may also include food, business, and fuel station services to serve a local population or the travelling public.	Not permitted in Preferred Growth Areas and must be at least 2km away from Preferred Growth Areas.	<75 acres size does not need to be referred to CMRB but needs an ASP.



7.2.3 Joint Planning Areas

JPA Preferred Growth Areas focus growth within portions of urban municipalities and certain adjoining rural areas that are experiencing development pressure. This requires affected municipalities to co-develop Context Studies for each JPA, which include a vision for the area and address servicing strategies (water, protective services, etc.), transportation and regional transit corridors, equitable cost sharing, intermunicipal environmental issues, and development sequencing. Rocky View County is part of two of the four JPAs in the CMR:

- JPA 1: City of Airdrie / Rocky View County / City of Calgary
- JPA 2: City of Chestermere / Rocky View County / City of Calgary

Once completed, the JPA Context Studies findings will be incorporated into the MDP. The MDP Growth Strategy will address some of the JPA development policies, such as minimum density and Preferred Placetypes.

The rural portions of a JPA must be developed with the following minimum dwelling density and minimum proportion of Preferred Placetypes (below):

Density of:

- Minimum average dwelling units/acre: **7.25** (no max.)

Composed of:

- Preferred Placetypes – **75%** minimum proportion
 - Mixed-use/Transit Oriented Development: **15** dwelling units/acre, and/or
 - Masterplan Communities: **8** dwelling units/acre
- Residential Community (non-preferred) – **25%** maximum proportion
 - Minimum density of 5 dwelling units/acre

Development of a new ASP (e.g., Conrich) within a JPA will result in significantly higher densities than what the County has traditionally allowed in its Hamlets. If fully built out, the two JPA's will be true urban areas with populations and the concurrent demand for hard and soft services (utilities, transit, recreation, etc.) of an urban municipality.

7.2.4 Hamlet Growth Areas

Hamlet Growth Areas provide an important opportunity for settlements in rural areas with lower density mixed-use developments and Employment Areas. They are meant to enhance the rural character of the CMR by adding strategically located development nodes. The RGP identifies three Hamlet Growth Areas: RGP: Bragg Creek, Harmony, and Langdon.



Hamlet Growth Areas must be developed with the following minimum residential density and minimum proportion of Preferred Placetypes:

Density of:

- Minimum average dwelling units/acre: **5**

Composed of:

- Preferred Placetypes – **60%** minimum proportion
 - Mixed-use/Transit Oriented Development: **12** dwelling units/acre
 - Masterplan Communities: **6** dwelling units/acre
- Residential Community (non-preferred) – **40%** maximum proportion
 - **3.5** dwelling units/acre

Potential challenges for the county's Hamlet Growth Areas could be meeting the minimum average 5 dwelling units/acre (for newly planned areas) and establishing viable main street or mixed-use nodes, while respecting the Hamlet Growth Areas' character and meeting market demand. The MDP Growth Strategy will need to explore built forms that could introduce higher density residential development with appropriate non-residential uses that still fit the community's unique character and sustain market demand.

The JPA's, with their Preferred Growth Areas and Hamlet Growth Areas identified in the RGP, will dictate where the majority of development is identified in the final MDP Growth Strategy. The Growth Strategy will also consider future growth areas not found in the RGP. This will allow administration to consider the long-term servicing and infrastructure required to develop these areas. Development of these areas is dependent on the buildout of Preferred Growth Areas.

7.3 Council's Strategic Plan

Council's Strategic Plan (2019) "Leading Rocky View County" sets a long-term vision (15 to 20 years) for Rocky View County. The plan is a high-level guiding document for the entire organisation. Council's Strategic Plan will be used to inform the development of the Growth Strategy, which includes vision, goals, and strategic themes of:

- Service Excellence
- Financial Health
- Responsible Growth

Any future updates to Council's Strategic Plan will be incorporated into the Growth Strategy and ultimately the MDP when required.

7.4 Land Use Inventory Summary

The Land Use Inventory and Growth Trends Report provides an assessment of the current residential housing and business (commercial and industrial) inventory in the county. In addition, it provides an overview of growth trends, assessment diversification, and capacity absorption.

The report compares current data to previous residential (2012 and 2016) and business (2018) land use inventory reports to develop historic trends. However, the report notes critical distinctions in terms of methods, scope, and structure when comparing the most recent report with past reports. For this reason, the report will best serve as a baseline for the county's current state of residential and business development.

7.4.1 Ratio of Land Uses

Rocky View County consists of ±910,300 acres of land, of which ±825,120 acres (91%) currently have agriculture land uses, ±56,300 acres (6%) residential land uses, and ±28,880 acres (3%) of business land uses (Figure 8).

Table 6 provides a breakdown of the land use ratio by County Electoral Division.

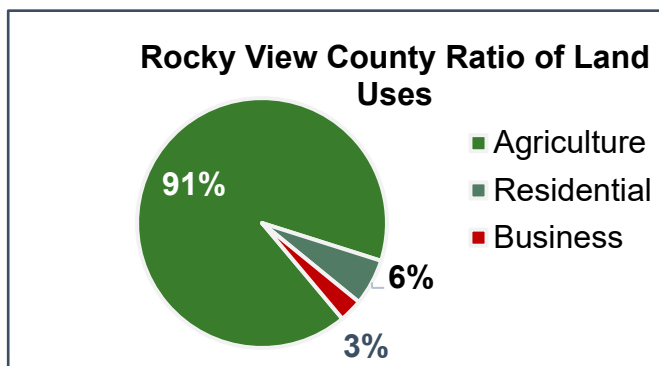


Figure 8: Rocky View County Ratio of Land Uses

Table 6: Ratio of Land Uses by Division

Division	Gross Division Area (acres)	Existing Agriculture Land Use (acres)	Existing Residential Land Use (acres)	Existing Business Land Use (acres)	Development Ratio
1	69,892	59,440	6,607	3,490	85:10:05
2	62,651	52,223	9,265	2,386	82:14:04
3	93,000	82,180	8,207	2,271	89:09:02
4	167,439	155,324	9,714	2,154	93:06:01
5	387,651	363,115	12,117	12,006	94:03:03
6	127,744	112,352	9,201	6,332	94:04:03
7	1,921	487	1,183	244	25:62:13
TOTAL	910,298	825,121	56,294	28,883	91:06:03



7.4.2 Residential Development

Rocky View County has experienced steady housing growth, with 7,820 new dwellings constructed over the last 25 years, which represents 55% of the total number of dwellings. Over this 25-year period, an average of 313 dwellings were built each year.

The county's development rate peaked in the late 1990s, with 495 dwellings constructed in 1997. The impact of the 2008 recession is visible in Figure 9. The rate rebounded and remained steady from 2012 to 2015, and from 2015 to 2020, the rate of new dwellings fluctuated in relation to global events. In the past two years (2021 to 2022) there was an increase in new dwellings being constructed averaging 313 per year, which corresponds to the national trend for increased housing demand outside urban municipalities during the COVID-19 pandemic.

Since 2018, over 1,500 new dwellings have been constructed, and approximately 8,250 lots are available to capture immediate residential growth. There is an overall capacity of roughly 48,900 lots supported within approved ASPs and conceptual schemes.

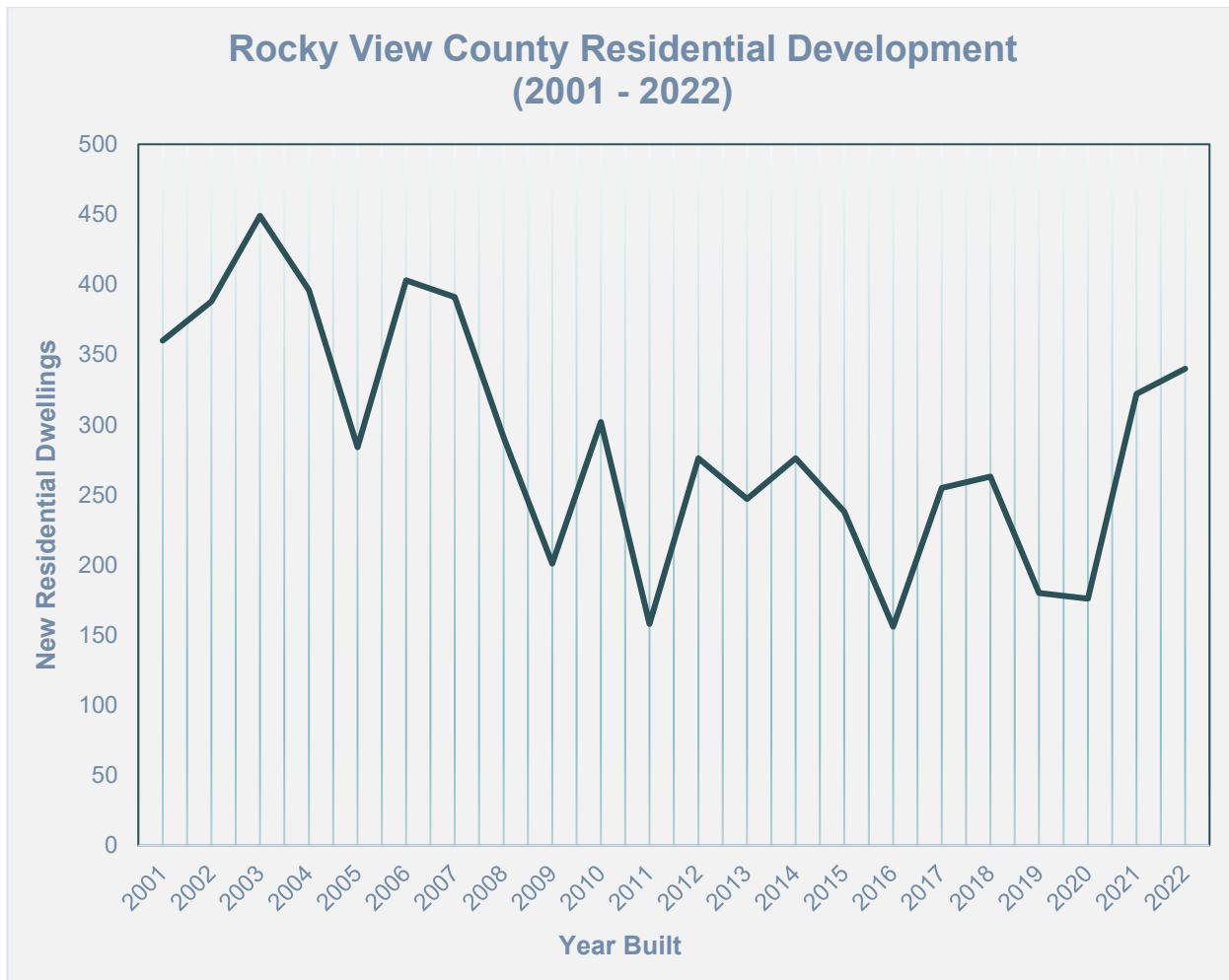
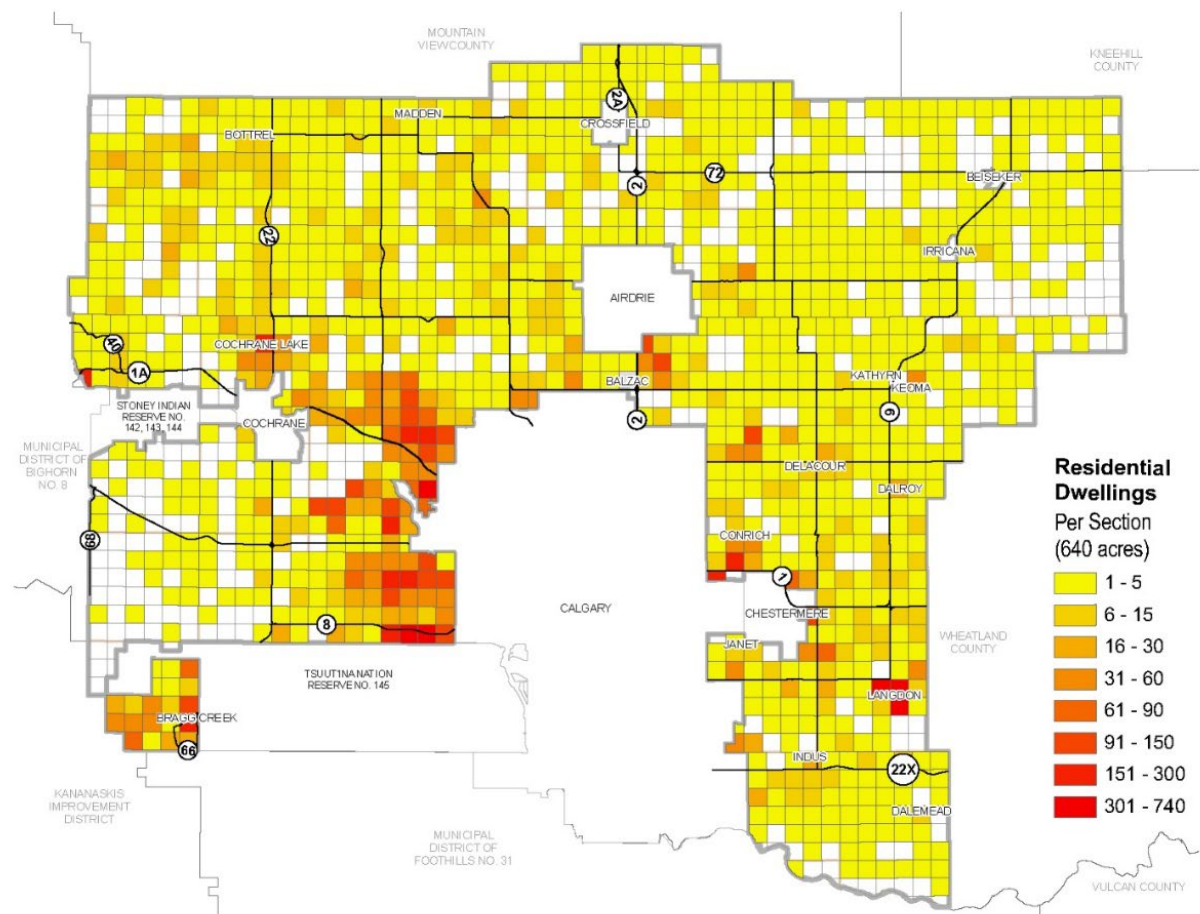


Figure 9: Annual Residential Development

Map 2 (below) provides the density of dwellings by section throughout the county. This gives a general indication of where development is concentrated throughout the county.



Map 2: Density of Dwellings Per Section



A. Within an Area Structure Plan (ASP)

Throughout the county, there are sixteen residential areas within approved ASPs. At full build-out, these policy areas could accommodate 36,870 residential dwellings, of which 9,240 are existing. This represents an overall build-out of approximately 25% of residential areas within approved ASPs (Table 7). To reach full build-out, large areas within each ASP would require land use approvals, primarily converting agricultural land uses to residential land uses.

Within these ASP areas, parcels with approved residential land uses can accommodate 16,870 dwellings, of which 9,240 are existing. This represents an immediate capacity for an additional 7,630 dwellings and a build-out of approximately 55% of approved residential land uses.

Communities approaching full build-out include Balzac East, Elbow Valley, Langdon, and Moddle. These communities have some remaining capacity, but absorption is trending upward. Communities with significant remaining residential capacity include Balzac West, Bearspaw, Central Springbank, Cochrane Lake, Conrich, Dalroy, Glenbow Ranch, and Greater Bragg Creek.

B. Within a Conceptual Scheme (CS) but Outside an ASP

Throughout the county, there are twelve residential areas within approved CSs that are outside of an approved ASP. At full build-out, these areas could accommodate 12,040 residential dwellings, of which 735 are existing. This represents an overall build-out of approximately 6% of residential areas within approved CSs (Table 8).

Several communities continue to offer capacity including Big Hill Springs, Greenleaf Acres, Kathryn, Harmony, Meadowlands, and River Edge; however, it should be noted that each of these areas has significant limitations to development (i.e., servicing constraints, less marketable development form, or location), which may result in future reviews and updates to better align these areas with Council's vision, county policy, and market demand.

¹ **Built Dwellings (B):** Includes parcels with an existing dwelling as determined by CAMA lot assessment.

² **Build-ready (BR):** Includes vacant lots (residential or agricultural) that require only building permit approval to construct a dwelling.

³ **Build-approved (BA):** Includes parcels with a land use designation that allows further. To be included in the build-approved category, the parcel size must exceed at least twice the minimum lot size allowed in the Land Use bylaw for the parcel.

⁴ **Policy-Supported (PS):** Includes potential parcels that may occur within an approved residential policy area (area structure plans and/or conceptual schemes). However, the identified area has not received land use approval.

⁵ **Percentage Built Out:** Compares the Built Dwellings to policy support



Table 7: Residential development within an ASP

Policy Areas	Existing Parcels	Built Dwellings ¹	Build Ready ²	Build Approved ³	Policy Supported ⁴	Built Out ⁵
Balzac East	409	364	45	96	701	52%
Balzac West	38	17	21	0	4,345	0%
Bearspaw	2,685	2,317	368	1,224	5,324	44%
Central Springbank	2,180	1,894	286	612	5,335	36%
Cochrane Lake Hamlet	402	245	157	43	2,658	9%
Cochrane North	263	226	37	656	2,755	8%
Conrich	721	561	160	81	2,151	26%
Dalroy	40	28	12	77	284	10%
Delacour	39	32	7	1,053	2,354	1%
Elbow Valley	863	817	46	12	994	82%
Glenbow Ranch	139	80	59	135	4,478	2%
Greater Bragg Creek	878	772	106	343	1,969	39%
Hamlet of Indus	37	27	10	5	272	10%
Langdon	2,057	1,770	287	1,569	5,584	32%
Moddle	50	49	1	0	49	100%
North Springbank	76	39	37	82	75	52%
Grand Total	10,877	9,238	1,639	5,988	36,871	25%



Table 8: Residential development within a CS and outside an ASP

Policy Areas	Existing Parcels	Built Dwellings	Build Ready	Build Approved	Policy Supported	Built Out
Big Hill Springs	7	1	6	-	4,000	0%
Calterra Estates	49	32	17	6	52	62%
Cottage Club Ghost Lake	371	165	206	0	350	0%
Elbow Valley West	123	99	24	-	121	82%
Greenleaf Acres	8	6	2	31	22	27%
Hamlet Of Kathryn	13	5	8	5	2,150	0%
Harmony	628	303	325	-	5,045	6%
Meadowlands	1	0	1	-	90	0%
Northglen Estates	39	31	8	4	50	62%
River Edge	2	1	1	-	49	2%
Serenity	21	20	1	-	21	95%
Stonepine	77	72	5	-	92	78%
Grand Total	1,339	735	604	46	12,042	6%



7.4.3 Non-Residential Development

For non-residential development, the Land Use Inventory and Growth Trends Report focused on the existing Regional Business Centres and Highway Business Areas identified in the County Plan (current MDP) that have an approved ASP or CS. These areas include Balzac East, North Central (Crossfield), Conrich, Janet, Omni, Fulton, Shepard, and North Springbank (Table 9).

Table 9: Non-residential development within an ASP or CS

Policy Area	Policy Supported Gross Business Area (acres) ¹	Built Business Area (acres) ²	Vacant Business Area (acres) ³	Built Out ⁴
Balzac East ASP	6,260	1,909	4,351	30%
Conrich ASP	6,517	311	6,206	5%
Janet ASP ⁵	5,172	1,234	3,938	24%
North Central Industrial ASP	918	134	784	15%
North Springbank ASP ⁶	583	225	358	39%
Omni ASP	1,271	12	1,259	1%
Shepard ASP	150	0	150	0%
Fulton CS	482	47	435	10%
Grand Total	22,105	4,150	17,955	19%

¹ **Policy Supported Gross Business Area** means areas identified as commercial and industrial development in an ASP and/or CS. The Gross Business Area excludes any other land uses defined in the ASP (e.g., agricultural, residential, and institutional development).

² **Built Business Area** means commercial and industrial lands with an existing building, an approved Building Permit, and any other development as per the ASP or CS (i.e., municipal reserve and public utility lots) and assessed by the County as a non-residential development.

³ **Vacant Business Area** means lands without a building permit and may include lands with a pre-existing structure (i.e., residence), but are identified within an ASP or CS as an area for future business development.

⁴ **Percentage Built Out** means developed business area compared to the Gross Business Area.

⁵ Janet ASP includes Long Term Development area of approximately 2,400 acres which requires an amendment to the Janet ASP.

⁶ Airport Lands are not included in the calculations.



The following developments are excluded from the data outlined in this subsection (1.4.3):

- Agricultural and horticultural operations
- Development located outside the business areas identified in the County Plan
- Business areas identified in the County Plan that do not have an adopted ASP or CS at this time (i.e., Highway 1 and 22 intersections)
- Hamlet business development (i.e., Bragg Creek and Langdon)
- Home-based businesses
- Natural resources development (i.e., aggregate sites)

As of December 2022, there was approximately 22,105 acres of land with policy support identified for commercial and industrial development in the above-mentioned areas. Of this land, 4,150 acres of land are considered developed or built-out (approximately 19%), with nearly 17,955 acres of vacant land. Approximately 7,800 acres of land identified for commercial and industrial development are considered 'shovel-ready' with approved land uses.

Compared to the 2018 Commercial and Industrial Land Study, there has been an overall increase from 3,625 acres of developed business land to 4,150 acres as of 2022, which represents a 14.5% increase over this timeframe.

Of the total 11,740 acres of land currently assessed as non-residential development, 3,620 acres are within an identified policy area, whereas 8,130 acres of non-residential land are outside of any policy area.

Table 10: Distribution of developed business areas by division

Division	No. of Parcels	Non-Residential Development (Acres)
Division 1	56	2,319
Division 2	176	1,409
Division 3	34	1,050
Division 4	60	1,498
Division 5	834	5,129
Division 6	434	4,292
Division 7	55	197
Total	1,649	15,894



7.5 County-wide Economic Assessment

To support the MDP Growth Strategy, the County hired Nichols Applied Management (Nichols) to conduct a County-wide Economic Assessment. The assessment identifies the drivers of historical growth and forecasts potential paths of future development. A key component of these analyses included a detailed industrial and commercial growth assessment.

The County-wide Economic Assessment compiled several key analytical tasks, including:

- ✓ **Task 1:** A review of historical patterns of development in the county, including an analysis of key drivers of development.
- ✓ **Task 2:** An evaluation of macroeconomic trends at regional, provincial, and national levels that may influence industrial and commercial growth opportunities in the county. This task will also include the development of various growth scenarios for the county.
- ✓ **Task 3:** A forecast of non-residential (i.e., industrial and commercial) growth in the county under several growth scenarios developed in Task 2.
- ✓ **Task 4:** A report summarizing the methods, data, and findings of work completed in Tasks 1 through 3.

On July 11, 2023, Governance Committee provided feedback and direction on which driver industries should be supported by the County in specific growth areas. Based on the Committee's feedback to focus growth within the Preferred Growth Areas, Nichols developed several growth scenarios to forecast future non-residential growth as part of Task 3.

Industrial and commercial land development projections for the county were built up in two stages. First, Nichols developed "isolated projections" for non-residential lands driven by growth in employment of county residents, with adjustments made to account for those who work from home, do not have a fixed place of work, and commuters in and out of the county. Next, Nichols described how regional growth in the county, as envisioned by the CMRB Employment Forecast (Applications Management 2020), may contribute to industrial and commercial land development over the next several decades. The CMRB Employment Forecast and RGP contemplate a substantial amount of non-residential development in the county over the next several decades, suggesting development of roughly 740 gross acres/year. This is significantly greater than the rate of non-residential development in the "isolated projections" (about 55 gross acres/year) and greater than what the county has experienced over the last several years (about 160 gross acres/year).

The CMRB Employment Forecast suggests that the county may require a total of roughly 23,400 gross acres of industrial and commercial lands to support the growth in job activity in the county by 2054; this represents a need for about 19,250 gross acres of additional non-residential lands beyond what has already been developed as of 2022. Fortunately, the county has no shortage of land availability.



According to the County's Land Use Inventory (Rocky View County Personal Communication 2023), there are over 26,935 gross acres of undeveloped, non-residential lands remaining in the county, over 22,980 gross acres of which can be found within Preferred Growth Areas. However, there are fewer available gross acres in the county that are currently supported by land-use policies (about 13,350 gross acres overall, and 11,120 gross acres within Preferred Growth Areas). As such, the County will likely need to continue approving industrial and commercial land-uses on unabsorbed lands over the coming years, should the CMRB projection of job development in the county come to fruition.

The cluster analysis conducted by Nichols (Section 7.5.1) identifies industrial and commercial development opportunities that may be a strong fit for the various Preferred Growth Areas and non-Preferred Growth Area growth nodes in the county. Since the CMRB Employment Forecast and RGP suggest a substantial amount of industrial development in the county over the next several decades, cluster opportunities that are geared toward large, potentially higher-density activities may represent a strong opportunity for the County. For example, there appears to be alignment with respect to the magnitude and nature of growth envisioned for the Balzac East and Balzac West ASPs, which emphasize the potential for heavy industrial development and possible mega-sites. This is not to suggest that smaller developments such as speciality retail or speciality tourism opportunities should not be pursued, but achieving the significant growth projected by the CMRB will primarily require a substantial amount of large-scale industrial activities, with commercial activities such as retail, have much less emphasis in the CMRB projection. Much of this type of development will fit well within the County's Preferred Growth Areas; however, there are some areas outside of the Preferred Growth Areas that may provide opportunities for this development as well.

The extent to which the County will be successful in capturing the development contemplated in the CMRB Employment Forecast and RGP largely depends on its competitiveness with respect to non-residential activities. Several characteristics of the county that may attract non-residential development (i.e., the "Rocky View Advantage") include:

- relatively low non-residential mill rates, and
- ideal location in terms of transportation access/infrastructure.

However, there are areas where the County could make some changes to improve its relative competitiveness and attractiveness as a place to do business. For example, Nichols' analysis indicates that building permit and development permit costs in the County are comparatively high to our neighbours. In addition (and perhaps more importantly), the County has relatively long permitting timelines. Having stated this, it is important emphasize that there are many situation-specific needs for individual developers that play a role in site selection that are less quantitative in nature.



Overall, the rate of growth that is implied in the CMRB forecast is extraordinary when compared to the historic rates of growth in the county. Indeed, the implied rate of land absorption in the CMRB Employment Forecast (740 gross acres/year) is five times the recent rate of land absorption (roughly 160 gross acres/year) and nearly 14 times the rate of employment growth of county residents. This change in regional growth patterns is being driven by two key changes:

- An increase in the number of people commuting into the county to work. The estimated rate of non-residential land absorption based on the CMRB Employment Forecast suggest that the difference between the 55 gross acres of non-residential land absorption per year in the isolate forecast and the estimated 740 gross acres/year implied by the CMRB Employment Forecast will be driven by businesses who employ people who live elsewhere in the region and commute into the county each day.
- A shift in the type of industries that constitute significant portions of the economic activity in the county. A pronounced shift in the concentration of jobs across industries in the county's economy between the 2021 census and the 2054 CMRB Employment Forecast is noted. Specifically:
 - An increase in the proportion of employment in the mining, quarrying, and oil and gas sector from 2% to 15%.
 - An increase in the proportion of employment in construction sector from 6% to 17%.
 - An increase in the proportion of employment in manufacturing sector from 7% to 10%.
 - A decrease in the proportion of employment in the retail sector from 27% to 6%
 - A decrease in the proportion of employment in the transportation and warehouse sector from 19% to 6%.

The implication of these changes is that non-residential development in the county will grow faster than it has previously and with a particular focus on sectors that have not historically driven the local economy. It should be noted that:

- The increased emphasis on quarrying is somewhat curious, given the challenges faced by new aggregate projects in recent history.
- The shift away from retail to more industrial sectors represent a departure from the type of growth that has contributed to the success of the County in recent years.

There is also an implied shift in the growth of the Calgary region overall – the County's share of growth, in terms of jobs hosted in the community, is expected to increase in the CMRB Employment Forecast, while the City of Calgary's is expected to decline. Specifically:

- In the CMRB's Employment Forecast, it is estimated that the county hosted approximately 2% of the regional jobs in 2018, while Calgary was home to 90%.
- By the end of the CMRB Employment Forecast period (2054), the county's share is set to rise to 8%, while Calgary's share will decline to 82%.



The above-described dynamic represents a tremendous shift in regional dynamics and has a particularly severe implication with respect to the financial situation of the City of Calgary and the County. The shift of employment growth implies a shift in the development of new non-residential assessment – the financial lifeblood of municipalities. The CMRB Employment Forecast appears to imply a substantial strengthening of the County’s financial position whereas that of the City of Calgary which is, at best, remaining as is.

If the geographic distribution of growth implied in the CMRB Employment Forecast comes to pass, there will likely be a considerable increase in the need for joint development areas between the County and the City of Calgary, as the latter will continue to face the financial burden of acting as a regional service centre without capturing the amount of non-residential growth that previously allowed the City of Calgary to carry that burden. For example, the recent decision to explore a joint understanding between Shephard Development, CP Rail, and the two municipalities represents an opportunity to jointly support non-residential development that will financially benefit both the City of Calgary and the County.

7.5.1 Cluster Analysis

Nichols Applied Management has applied an economic cluster analysis to several potential growth nodes identified throughout the county. The Cluster Analysis identifies both the existing economic drivers (**Cluster Drivers**) and the potential economic activities that could plausibly be attracted to develop within each growth node (e.g., East Balzac, Conrich etc.) and (**Additional Cluster Opportunities**).

Cluster Drivers identify existing economic development that, from a market-based approach, could drive additional growth (as seen by developers, brokerage professionals, and investors).

Additional Cluster Opportunities identify potential developments and uses that might fit the growth nodes or could be attracted, considering factors such as location, novelty, and trends.

Administration has also included a brief description of the current servicing capacity within each potential growth node. It is important to note that the capacity to service each node with water and wastewater could be a limiting factor. Each growth node has been given a rating of Green, Yellow, or Red for both water and wastewater servicing, correlating to the following conditions.

Green	Existing capacity and infrastructure to support future growth.
Yellow	Potential to support future growth with expansion (system upgrades).
Red	Identified challenges in supporting future growth.



A. Balzac (East and West)

Balzac acts as a bridge between two large urban neighbours: the City of Calgary and the City of Airdrie. The Hamlet currently supports some business development along the QEII Highway. This growth node will serve a significant regional function and will be part of a regional transit system. In the Balzac East Node, the current and planned availability of water and sewer services, combined with superb transport accessibility and visibility, will foster relatively high valued and intensive development in the area. The area is strategically located to serve as the initial and core magnet for further commercial, industrial, and mixed-use development in the municipality. The Balzac node is likely to provide the strongest focus of new high-valued business development.

Cluster Drivers		Additional Cluster Opportunities
• Cross Iron Mills: 9.4 million visitors annually across 1.4 million sq. ft. of developed space. ○ 550 acres of unused retail development area remain.		• New retail fronts with warehouse-in-back combinations. • Next generation auto/RV mall. • Expansion of agriculture technology services. ○ E.g., Kubota, John Deere, Case, New Holland, etc. • Potential to create attraction for heavier industrial footprint. • Potential to develop a “megasite” in East Balzac. ○ Megasites are defined as standalone areas over 500 acres with: • Power>100MW • Water>1B litres/year, 300 mm line • Sewer>760M litres/year, 300 mm line • Natural gas>12,000MMBTU/day. ○ Megasites attract large single users (e.g., Tesla, VW, Stellantis, BASF, etc.)
Status	Utility	Description
	Water Supply	Serviced by the County’s East Balzac water system with licensing and expansion capacity.
	Wastewater	Langdon Wastewater Treatment Plant has ability for expansion.

B. Conrich

A community located immediately east of the City of Calgary, adjacent to major sour gas infrastructure, as well as the northeast ring road that surrounds the City of Calgary, this node is well-positioned to link to the provincial highway system and could be supported by municipal and regional infrastructure.

Cluster Drivers	Additional Cluster Opportunities
• CN Logistics Park (284 acres: 125 acres developed, 160 acres vacant).	• CP Inland Port expansion; transload complex. • Warehousing as complementary storage and inventory management aspects of logistics.



- Princess Auto Distribution Centre. - Whirlpool Logistics Centre.		- Value-added services packaging, labelling, product customization, reverse logistics (returns management), after-sales support, etc. - Supply chain consulting professional services – co-location. - Order fulfillment: - E.g., order processing, picking and packing, and shipment preparation, etc.
Status	Utility	Description
	Water Supply	Serviced by the County's East Balzac water system with licensing and expansion capacity.
	Wastewater	Langdon Wastewater Treatment Plant has ability for expansion.

C. Janet

Located southeast of Calgary, this node contains much of Rocky View County's existing business development, benefiting from excellent road and rail access, land cost competitiveness, and the synergistic benefits of established and expanding complementary industries. The Growth Management Strategy recognizes the significant potential in this area for further light industrial and medium industrial expansion.

Cluster Drivers		Additional Cluster Opportunities
- Building products/construction materials. - Logistics services, trucking, and support services.		- Warehousing as complementary storage and inventory management aspects of logistics. - Advanced trucking/fleet supports (e-vehicle, hydrogen). - Building pre-fab developments and components.
Status	Utility	Description
	Water	Potential issues obtaining water supply. No county infrastructure within proximity.
	Wastewater	Potential issues with wastewater treatment. No county infrastructure within proximity.



D. OMNI

The proposed OMNI mixed-use development is a master planned commercial destination and hub within the county that will serve Calgary's thriving upper-northeast quadrant. With unparalleled frontage for national and boutique retailers, it is planned to include 600,000 square feet of retail space, a 325,000 square foot outlet centre, 3 boutique hotels, 250 senior active living units, 500,000 square feet of office space, a children's creativity zone, restaurants, and more.

Cluster Drivers		Additional Cluster Opportunities
- Residential development (supporting population growth/in-migration). - Large transportation infrastructure expansion (i.e., LRT)		- Business activities that primarily serve a growing residential base (over time). - E.g., retail offerings, grocery stores, restaurants/café's, theatres, entertainment offerings, vehicle services, hardware store, convenience retail, etc.
Status	Utility	Description
	Water Supply	Could be serviced by the County's East Balzac water system with licensing and expansion capacity.
	Wastewater	Could be serviced by the Langdon Wastewater Treatment Plant, which has the ability for expansion.

E. Bragg Creek

The Hamlet of Bragg Creek is located approximately 30 kilometres southwest of the City of Calgary. The County's Municipal Development Plan (the County Plan) supports the development of Bragg Creek as a small rural community with basic services in accordance with the local plan.

Cluster Drivers		Additional Cluster Opportunities
- Superb recreation attraction (e.g., hiking, biking, horseback). - Small and attractive dining/restaurant scene.		- Create a specialty retail destination. - E.g., "western fair", furniture, home décor, etc. - Spa and wellness cluster with Airbnb/B&B overnight stay integration. - Medical and wellness activities/alternative healthcare. - Culinary arts services and offerings. - Wedding and small events industry. - Art gallery/classes/gift shop.
Status	Utility	Description
	Water Supply	Available but limited license and treatment capacity available.
	Wastewater	Available but limited license and treatment capacity available.



F. Langdon

Langdon is an existing residential hamlet containing a significant population. Infrastructure and community services can act as a foundation for expanding the community. Housing and residential development, commuting proximity, and relative affordability will continue to drive interest and demand in the community.

Cluster Drivers		Additional Cluster Opportunities
- Retail activities based on expanding local demand. - Additional associated services with local population demands: - E.g., grocery store, diner/café, bakery, vehicle services, hardware store, convenience retail, etc.		- Light industrial manufacturing - E.g., wood working shop, metal work, etc. - Retail activities based on expanding local demand. - Additional associated services with local population demands: - E.g., grocery store, diner/café, bakery, vehicle services, hardware store, convenience retail, etc.
Status	Utility	Description
	Water Supply	Franchise agreement with Langdon Waterworks (groundwater).
	Wastewater	Langdon Wastewater Treatment Plant has ability for expansion.

G. Harmony / Springbank Airport

Strategically located to service airport-related commercial growth, this business node will complement a business campus proposed as part of the urban village at Harmony. A comprehensively planned community designed to be a live-work-play environment for residents.

Cluster Drivers	Additional Cluster Opportunities
- Private aviation and associated services. - Flight schooling and administration. - Lifestyle/wellness. - Air service support. - E.g., fixed wing, rotary wing, emergency services, SAR, etc.	- Aero-space and related industry supply chain and servicing. - Retail services. - Car storage/activities associated with motorsport. - Arts and events complex with a destination focus (potential festival hosting). - Spa and wellness cluster: - E.g., medical and wellness complex, alternative healthcare, etc. - Golf and retirement recreation; possible year-round (e.g., Top Golf). - Culinary arts services and offerings.



Status	Utility	Description
	Water Supply	Serviced by HAWSCO with licensing and expansion capacity. Additional license and expansion not under county control.
	Wastewater	Serviced by HAWSCO with licensing and expansion capacity. Additional license and expansion not under county control.

H. Cochrane Lake

Cochrane Lake is a developing hamlet under an existing ASP that will continue to expand by taking advantage of scenic natural features in the western region of the county. An existing ASP envisions the community developing into a compact urban village.

Cluster Drivers		Additional Cluster Opportunities
- Retail activities based on expanding local demand. - Additional associated services with local population demands. - E.g., grocery store, diner/café, bakery, vehicle services, hardware store, convenience retail, etc.		- Create a specialty retail destination. - E.g., “western fair”, furniture, home décor, etc. - Create a destination market venue. - E.g., farmers market (year-round opportunity). - Freelance or consulting services, combined residential /work-from-home professional services development. - Artisan or craft business activities. - E.g., jewelry, pottery, woodworking, textiles, etc. These retailers could sell their products online, at local markets, or through boutique stores. - Health and wellness services. - E.g., yoga studios, personal training services, wellness coaching, etc.
Status	Utility	Description
	Water Supply	Water license is fully allocated through existing cost contribution agreements with local area developers. There is limited licensing in the region so any additional development will need to provide additional water license capacity.
	Wastewater	Connection to Town of Cochrane. Securing future capacity under discussion, with a long-term agreement being contemplated.



I. Crossfield South

Located within the QEII Highway and Highway 2A corridor, the Crossfield South node has excellent access to existing highway interchanges and rail lines. Furthermore, the benefit of being competitive in terms of land costs raises the potential for business expansion in this area.

Cluster Drivers		Additional Cluster Opportunities
- Retail activities based on expanding local demand. - Additional associated services with local population demands: - E.g., grocery store, diner/café, bakery, vehicle services, hardware store, convenience retail, etc.)		- Retail activities based on expanding local demand. - Additional associated services with local population demands: - E.g., grocery store, diner/café, bakery, vehicle services, hardware store, convenience retail, etc.)
Status	Utility	Description
	Water Supply	Agreement with Mountain View Regional Water Services.
	Wastewater	Need to negotiate service through Crossfield wastewater system.

J. Prairie Gateway (Shepard Industrial Area)

The Shepard Industrial Area is an industrial and employment hub near Calgary. This area hosts a significant presence of redistribution and logistics operators including a state-of-the-art transload facility on the Canadian Pacific Railway (CP, now CPKC) Class 1 mainline.

The Shepard Industrial Area is currently subject to a separate Rocky View County and City of Calgary SE Industrial Corridor Initiative, known as the “Prairie Gateway”. Currently, the area is not supported as a growth area within statutory policies (i.e., RGP and MDPs). As work on this initiative is completed, it will be incorporated into the MDP Growth Strategy.

7.5.2 Competitiveness Analysis

There are several factors to consider when evaluating a municipality’s ability to attract industrial or commercial development from external investors. Below is an overview of the county’s competitiveness across several key parameters relative to comparator jurisdictions. This analysis is intended to provide valuable information on the county’s potential strengths and weaknesses as they pertain to non-residential development.

In selecting comparative parameters, the Study Team focused on common denominators that often influence the decisions of investors and/or developments to locate in a community. These include:

- tax rates and related levies
- land costs
- access to appropriate transportation infrastructure
- development and permitting costs
- service level



- utility rates, and
- interprovincial considerations.

It is worth noting that the degree of influence a local government can exert on each of the above-listed parameters will vary. For some parameters (e.g., permit costs), the County has a high degree of control, while for other parameters (e.g., land costs), the County has less influence.

In consultation with County representatives, the following municipalities have been identified as being in direct competition with the county for industrial and/or commercial development:

1. **City of Calgary** – The immediate competitors to the County are the municipalities in the CMR, most notably the City of Calgary. Calgary is a major hub city in Western Canada, with the largest labour force in Alberta and the highest GDP per capita of major Canadian cities. As such, Calgary continuously attracts a plethora of high quality industrial and commercial investment. Furthermore, Calgary hosts the highest head office concentration per capita in Canada, making it an ideal location for white collar commercial development.
2. **City of Airdrie** – The City of Airdrie has recently developed a plan for development in their East Points Industrial Area, which encompasses over 300 acres of light, medium, and heavy industrial land prime for attracting new investors.
3. **Red Deer County** – Red Deer County is a competing municipality at the heart of the busiest transportation corridor in Alberta. Of note is the Gasoline Alley Business Park alongside the QE II Highway, home to 1-acre to 15-acre lots for light industrial and commercial business (Red Deer County, 2023, as well as Junction 42, an upcoming 290-acre site slated for commercial, industrial, and agri-business development.
4. **Parkland County** – Parkland County, located just west of the City of Edmonton, is a rural municipality that hosts a variety of industrial and commercial development, particularly in the areas of manufacturing, transportation, distribution, and logistics. Parkland County's largest industrial park in Acheson is home to over 300 businesses and has an expansion capacity of 180 acres of developed space.

Two jurisdictions in neighbouring provinces have also been identified as key comparators, especially for large-scale developments. These two inland ports serve as major industrial hubs:

5. **Global Transportation Hub (GTH; City of Regina)** – The GTH is based out of Regina, Saskatchewan, and is being advertised as western Canada's newest and fastest growing inland port. It is an 1,800-acre greenfield environment with 460 service-ready acres available.
6. **CentrePort Canada (City of Winnipeg / Rural Municipality of Rosser)** – CentrePort Canada is located in Manitoba within both the City of Winnipeg and the Rural Municipality of Rosser. This inland port has been touted as North America's



largest trimodal inland port and Foreign Trade Zone (CentrePort Canada 2023). Having already attracted over 1,000 companies to its industrial parks, the site has over 20,000 acres of industrial land and is continually growing, with a new rail park in development.

The analyses in this section will support the overall value proposition of investing in the county rather than its competitive counterparts. Identified strengths and weaknesses are outlined and discussed.

A. Municipal Tax Rates

The non-residential mill rates in 2022 for the County and its comparators are presented below in Figure 10. The County has the lowest non-residential mill rate of all comparators. The lower mill rate reflects lower development and service standards, which is typical for rural municipalities compared to large urbans like Calgary. Other supplementary taxation from like-sized municipalities, which includes protective services, community services, and policing levies, account for the difference in mill rates between the County, City of Airdrie, and Red Deer County, which otherwise have comparable general municipal tax rates.

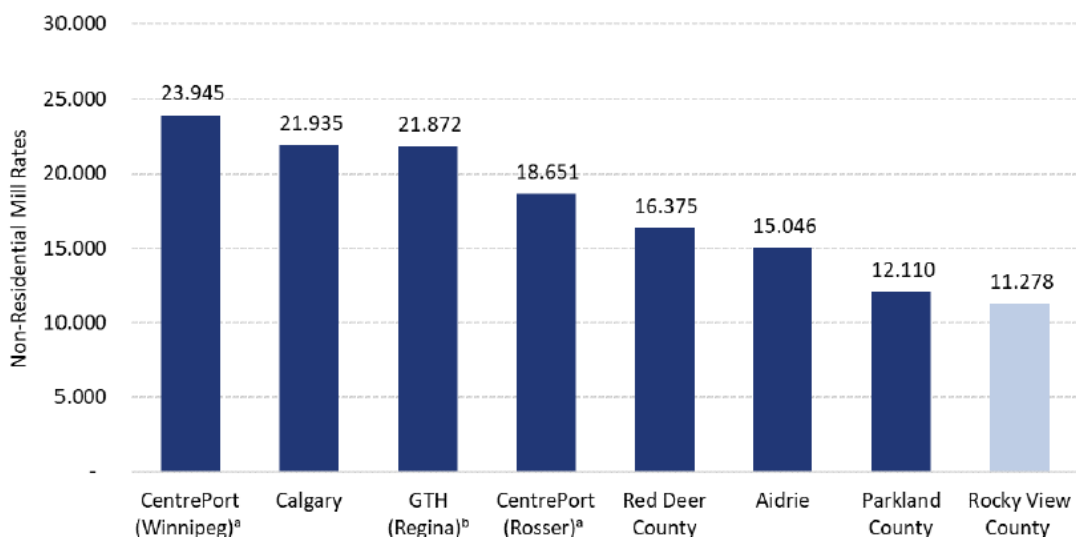
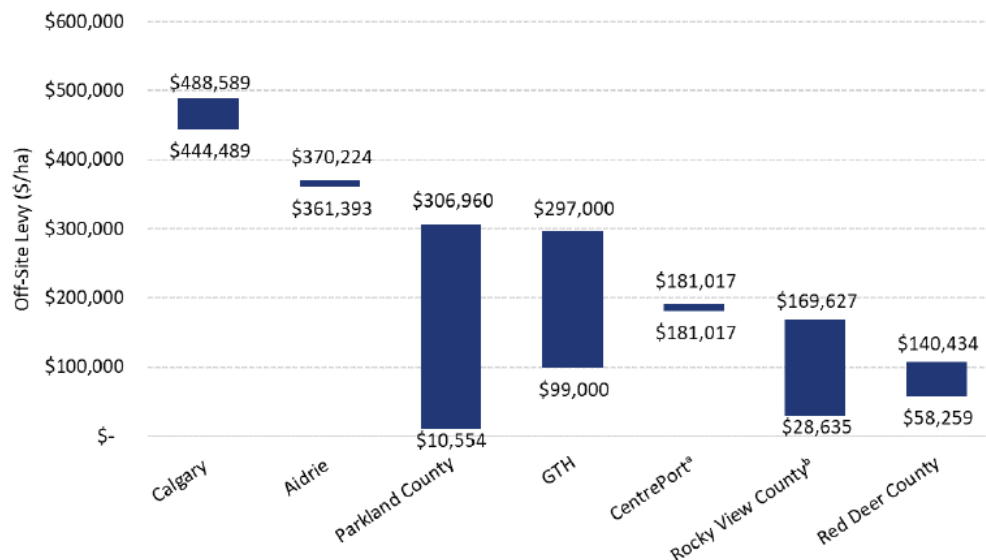


Figure 10: Non-Residential Mill Rates, County and Comparators



B. Off-Site Levies

An overview of off-site levies (OSLs) for the County and its comparators are presented below in Figure 11. It is difficult to compare OSLs across municipalities as these levies typically vary depending on the specific location of a development and/or service usage.



Source: Rocky View County 2020a, 2020b, 2020c, 2023a; City of Calgary 2016; City of Airdrie 2019a; City of Regina 2023a; Rural Municipality of Rosser 2022b; Parkland County 2015; Red Deer County 2017a, 2017b.

Notes:

^aCentrePort off-site levies are taken from the Rural Municipality of Rosser. The only record of levies for the City of Winnipeg is in the form of frontage levies (which are costs based on the length of the boundaries (frontage) of the property that fronts or abuts any portion of a sewer main or water main (City of Winnipeg 2023d).

^bRocky View County water and wastewater levies shown here as per hectare rates are for comparison purposes only. The County's actual water and wastewater levy rates are based on usage as per Bylaw C-8009-2020. The per hectare rate is calculated by taking the levies charged for commercial and industrial development in East Balzac divided by the respective parcel size.

Figure 11: Off-Site Levy Rates, County and Comparators

For example, OSLs for water services in the county is a function of cubic meters used per day as opposed to a flat levy for each development basin. As such, high-level estimates of OSL ranges for each comparator were provided. The numbers shown in Figure 11 should thus be interpreted in terms of magnitude and general scale. Transportation and water/wastewater levies make up most off-site levy costs, with only a few comparators charging for community services such as public libraries or emergency response stations. In terms of total costs, the County is one of the most competitive, with City of Calgary at the costlier end and Red Deer County being most affordable.

C. Cost of Land

The cost of serviced land per acre for selected sites is presented below in Figure 12. The prices shown are from select listings taken as a representation of undeveloped land in each comparator jurisdiction. Market prices are constantly changing and will depend on factors such as location and property size. As such, the numbers shown in Figure 12 should be interpreted in terms of magnitude and general scale rather than exact numbers.



The listings selected are in existing industrial areas of interest. The CN Logistics Park and the Wagon Wheel Business Park serve as relevant sites for comparison within the county. Land prices for CentrePort Canada and the GTH are for allotted lots within their specific sites. Land prices for Parkland County are for Acheson's Highlands Business Park, while prices for Red Deer County are for the Junction 42 site. City of Calgary land prices are represented by listings for vacant land opportunities in the southeast part of the city, at or less than 3 acres. The most reasonable representation for non-residential land prices in the City of Airdrie is the East Points development area, which has been designated for future industrial development. The current price for an 80-acre plot of land, currently zoned for farmland but outlined for industrial future use, is \$77,000 per acre (JLL, 2022). In discussion with an experienced local broker serving the Airdrie and Northern Calgary area, an estimated cost of between \$500,000 to \$700,000 was derived as an approximation for the price of serviced land. As depicted in Figure 12, the County is competitive with its regional comparators, and an attractive alternative to the higher cost of land in the City of Calgary.

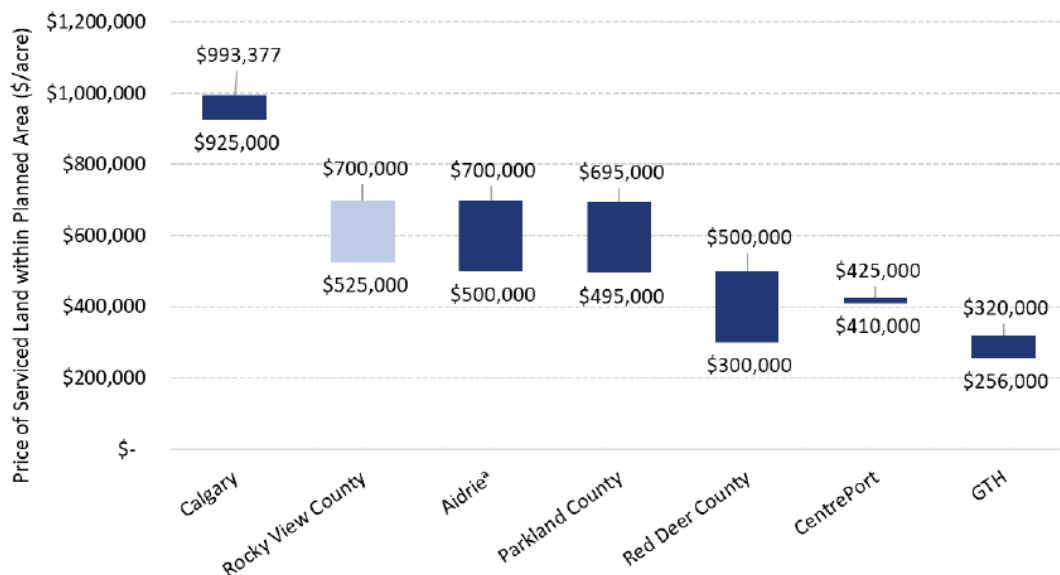


Figure 12: Land Prices (Serviced), County and Comparators

D. Transportation Infrastructure

Access to appropriate transportation infrastructure is a key factor in attracting industrial and commercial development in a community. Key modes of transportation for many business developments include air, rail, and road. Table 11 below provides an overview of transportation infrastructure access for the County and its comparators.

The county is located in close proximity to two air transportation options: the Calgary International Airport (just 10 kilometres south of Balzac) and the Springbank Airport. Aside from large metropolitan areas with international airports inside their boundaries, the county has two options within close distance, serving as an advantage over more rural communities.

For rail transportation, the county has direct access to the CN Calgary Logistics Park, located within the county near the Hamlet of Conrich. This industrial park also has industrial land ready for development within the area and is the only rural comparator with direct access to an intermodal terminal. The CP Railway Calgary Intermodal Terminal is also within close distance to the county. Of all large metropolitans, Winnipeg is the only city on the Canadian prairies with access to three Class 1 railways: CP, CN and BNSF (CentrePort, 2023a).

The county is also highly accessible from a network of highways classified as high load corridors. Other comparators within the CMR, including Calgary and Airdrie, have similar accessibility to this highway network. Both the GTH and CentrePort Canada have access to primary weight highways. All major cities also connect onto the Trans-Canada Highway (Highway 1).

Public transportation is another consideration for location decisions by certain businesses, particularly as it relates to the accessibility of a site to the local workforce. The county, like many large, rural communities, does not have its own public transit system. Of all comparators, the City of Calgary has the most comprehensive public transit infrastructure. The GTH has access to Regina public transit and CentrePort Canada has access to Winnipeg public transit.



Table 11: Transportation Infrastructure, County and Comparators

Transportation Category	Rocky View County	City of Calgary	City of Airdrie	Red Deer County	Parkland County	GTH	CentrePort Canada
Airports	Calgary YYC (10km to Balzac)	Calgary YYC	Calgary YYC (20km to Airdrie)	Calgary YYC (100+ km to Junction 42)	Edmonton YEG (40 km to Acheson)	Regina YQR	Winnipeg YWG
	Springbank Airport		Airdrie Airpark	Red Deer Regional Airport	Parkland Airport		
Intermodal Terminals	CN Calgary	CN Calgary (20 km to Calgary)	CN Calgary (30 km to Airdrie)	CN Calgary (100+ km to Junction 42)	CN Edmonton (10 km to Acheson)	CN Regina	CN Winnipeg
	CP Rail Calgary (40km to Balzac)	CP Rail Calgary	CP Rail Calgary (50km to Airdrie)	CP Rail Calgary (100+ km to Junction 42)	CP Rail Edmonton (30km to Acheson)	CP Rail Regina	CP Rail Winnipeg
Primary Weight Corridors	Highways 22, 567, 772, 566, 9	Highway 560 (with access to Highway 1)	Highway 566 (nearby)	Indirect.	Indirect.	Highway 11 (with access to Highway 1)	Highway 101 (with access to Highway 1)
Public Transit	Bus (limited)	CTrain and Bus	Bus (limited)	Bus (limited)	Bus (limited)	Bus	Bus

E. Development Permits and Costs

While there are many permits involved with industrial projects, this analysis focuses on development permits and building permits administered by the municipality. Development permit timelines are a key consideration in the planning process for development projects.

Table 12 outlines the estimated completion time for processing development permit applications across comparators. The County is comparable to other Albertan municipalities, with out of province comparators having a significant advantage.



An initial comparison of development and building permit costs has been conducted, however, due to discrepancies in how each municipality structures and applies their permit fees, a fair comparison requires further assessment. Nichols will refine the permit cost comparison for their final report and provide a more holistic explanation of how permit costs are calculated (flat rate, lot size, value, etc.) and what services are included in these permit fees. A holistic assessment of permit costs is important to ensure high quality service, cost recovery, and equitable permit fees based on the scale of development.

Table 12: Development Permit Timelines, County and Comparators

	City of Calgary	Rocky View County	City of Airdrie	Red Deer County	Parkland County	GTH	CentrePort ^a
Timeline	8 to 9 weeks	5 to 9 weeks	5 to 7 weeks	5 to 6 weeks	5 to 6 weeks	4 weeks	4 weeks

F. Utilities

The County and all other comparator jurisdictions have access to standard utilities such as drinking water, natural gas, and electricity. All comparators have their own water supply, except for Airdrie, which purchases its water from Calgary's Glenmore Water Treatment Plant (Airdrie, 2023d; Calgary, 2023f). Most Albertan comparators have natural gas distributed by ATCO and electricity distributed by Fortis Alberta (UCA, 2023), with Sask Energy and Sask Power for the GTH, and Manitoba Hydro for both natural gas and electricity for CentrePort Canada. Access to high-speed internet is also available in all comparators. Rural regions are limited to fixed wireless, mobile, DSL, and/or satellite, with large metropolitans also having access to fiber optic internet (ISED Canada, 2023). As part of its economic development initiatives, Red Deer County has made advances in recent years to upgrade most of its region to fiber optic internet (Red Deer County, 2023).

Table 13 and 14 below describe the utility costs for water and wastewater in the County and comparator jurisdictions. Typical charges are split between fixed and variable costs. Some jurisdictions have additional factors that impact utility rates, such as water meter diameter. In consultation with local municipalities, Nichols assumption is that the typical maximum diameter size for industrial sites would be at 50mm (2"), with retail sites closer to or at 15mm (5/8"). Where applicable, the range between these two measures of 15mm (5/8") to 50mm (2") is stated.

Some comparators also have different utility rates for different parts of their jurisdiction. For the comparisons provided in Table 13 and Table 14, East Rocky View (Balzac) was used as a reference point for the County, and Junction 42 was used as a reference point for Red Deer County. Daily rates were also converted to monthly rates assuming 30 days per month.



Overall, the county is close to its competitors in terms of water and wastewater costs. However, the variable water rates are the highest amongst all comparators.

Table 13: Monthly Water Utility Costs, County and Comparators

Cost Category	Rocky View County ^a	City of Calgary	City of Airdrie ^b	Red Deer County ^c	Parkland County	GTH (Regina) ^b	CentrePort (Winnipeg) ^b	CentrePort (Rosser)
Fixed	\$20.00 (0m ³ -49m ³)	\$14.14 (15mm)	\$22.20 (15mm)	\$49.68 (15mm)	\$31.69	\$28.80 (15mm)	\$21.90 (15mm)	\$39.00 ^d
	\$50.00 (50m ³ -499m ³)	\$86.49 (50mm)	\$178.20 (50mm)	\$310.49 (50mm)		\$83.40 (50mm)	\$42.30 (50mm)	
	\$150.00 (≥500m ³)							
Variable (per m ³)	\$4.6750	\$1.4018 (<75mm)	\$1.4999	\$2.1100	\$3.2600	\$2.310	\$2.000	\$3.210
		\$1.3512 (>75mm)						

Source: Rocky View County 2022b; City of Calgary 2023g; City of Airdrie 2023e; Red Deer County 2023e; Parkland County 2023d; City of Regina 2022c; City of Winnipeg 2023h; Rural Municipality of Rosser 2023c.

Notes:

^a East Rocky View (Balzac) was used as a reference point for the County.

^b Fixed rates were converted from daily to monthly (30 days).

^c Junction 42 was used as a reference point for Red Deer County.

^d The \$39 service fee is for both water and wastewater.

Table 14: Monthly Wastewater Utility Costs, County and Comparators

	Rocky View County ^a	City of Calgary	City of Airdrie ^b	Red Deer County ^c	Parkland County	GTH (Regina) ^b	CentrePort (Winnipeg) ^b	CentrePort (Rosser)
Fixed	\$45.00	\$27.10	\$48.30 (15mm)	\$52.67 (15mm)	\$41.81	\$22.20 (15mm)	\$5.71 ^d	\$39.00 ^e
			\$385.80 (50mm)	\$219.48 (50mm)		\$64.50 (50mm)		
Variable (per m ³)	\$2.5410	\$2.1182	\$2.0573	\$3.3800	\$1.9600	\$2.040	\$2.960	\$3.810

Source: Rocky View County 2022b; City of Calgary 2023h; City of Airdrie 2023e; Red Deer County 2023e; Parkland County 2023d; City of Regina 2022d; City of Winnipeg 2023h; Rural Municipality of Rosser 2023c.

Notes:

^a East Rocky View (Balzac) was used as a reference point for the County.

^b Fixed rates were converted from daily to monthly (30 days).

^c Junction 42 was used as a reference point for Red Deer County.

^d Waste diversion fee.

^e The \$39 service fee is for both water and wastewater.

The total costs associated with a monthly usage of 150 m³ has been provided as an example in Figure 13. The more conservative rates (i.e., water meter diameter size of 50mm) were used where applicable.



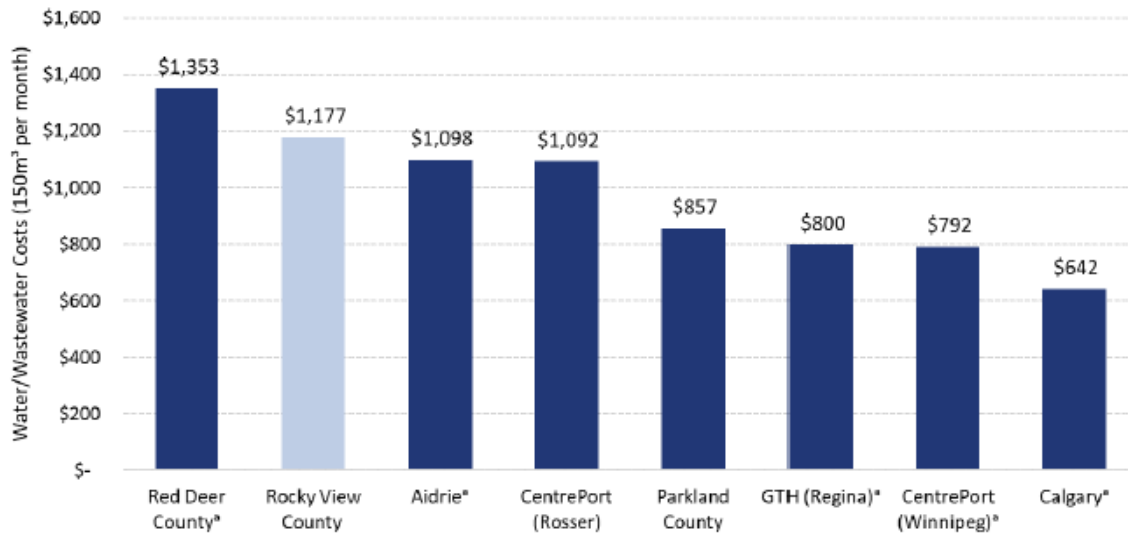


Figure 13: Sample Water and Wastewater Total Costs, County and Comparators

G. Interprovincial Considerations

Two of the comparators selected for the competitiveness analysis are jurisdictions located outside of Alberta (Centreport in Manitoba and GTH in Saskatchewan). As such, there may be several key provincial-level competitiveness factors that pertain to these comparators, in addition to the factors considered above. For instance, Alberta has the lowest general corporate income tax rate in the country at just 8% (Government of Alberta, 2023); Saskatchewan and Manitoba both have 12% corporate income tax rates (Government of Canada, 2022). Conversely, production costs in Alberta are often relatively higher than other provinces in Canada, particularly with respect to wages and salaries. The median income of individuals in Alberta in 2020 was roughly \$44,800, as compared to \$42,400 in Saskatchewan, and \$39,200 in Manitoba.

H. Summary

Rocky View County is a competitive option for non-residential development, especially within Alberta. The county has the lowest general non-residential mill rate of all its comparators, making it financially appealing to long-term investments. The county is also in a great location with extensive transportation infrastructure, comparable to that of other inland ports within the region. However, there are a number of areas where the County may make some strategic changes to improve its competitiveness. In addition (and perhaps more importantly), the County has relatively long permitting timelines. Furthermore, while the price of serviced land in the county is relatively competitive in Southern Alberta, jurisdictions in Manitoba and Saskatchewan appear to have relatively less expensive land costs.



7.6 Distinct Areas

The current MDP (County Plan) recognizes Rocky View County's range of landscapes and diverse communities by identifying four regions across the county: West Rocky View, Central West Rocky View, East Rocky View, and Central East Rocky View. These regions do not represent precise geographic locations, but generally encompass lands based on similar geographic characteristics and proximity to Calgary and the inherent development pressure this imposes. The regions were intended to give the reader a 'sense' of the county but did not provide area specific policies.

The Growth Strategy explores replacing the existing county regions with 'Distinct Areas', a concept that seeks to create a mosaic of county lands based on existing and desired development forms. By defining Distinct Areas and tying them to preferred development forms, there exists a seamless integration of proposed MDP policies with the Land Use Bylaw, allowing for the practical implementation of county policies to development on the ground.

The Growth Strategy proposes three categories of Distinct Areas: Agricultural, Residential, and Business. Within each category are various Distinct Area types based on locational, policy, and development criteria.

On July 11, 2023, Governance Committee provided direction to proceed with the concept of Distinct Areas. During Phase 2, these Distinct Areas and their respective policies will be refined through stakeholder feedback.

7.6.1 Distinct Agricultural Areas

The County's current policies, as well as the RGP, highlight the importance of agricultural prosperity within Rocky View County. As noted in the Land Use Inventory Summary (see Section 1.2), the county has predominantly agriculture land uses (91%). However, agricultural land and uses are not the same across the county, and the county has a diverse and dynamic agricultural community. To better reflect the diverse and dynamic nature of agriculture in the county, the new MDP will propose the identification of two Distinct Agricultural Areas.

The two Distinct Agricultural Areas (Appendix A) divide the county east and west along Symons Valley Road and east of Highway 22 (Cowboy Trail), based on the primary agricultural activities of ranching (west) and cereal crop farming (east). There is an Agricultural Transition Zone identified between east of Highway 22, west of Symons Valley Road, and north of the Bearspaw ASP. In this Transition Zone, greater consideration of the existing agricultural activity and more flexibility in the new MDP policies will be applied. Furthermore, within the East Agricultural Area, an Agriculture Irrigation Zone has been identified, which aligns with the Western Irrigation District (WID), and the specific advantages this investment in infrastructure provides.



Agricultural Areas	
 West Agricultural Area	Description: The primary agricultural activities in this area are ranching and its complimentary uses, equestrian services, and aggregate extraction. Locational Criteria: West of Highway 22 (Cowboy Trail) and outside of Preferred Growth Areas and existing ASPs.
 East Agricultural Area	Description: The primary agricultural activities in this area include dryland farming of cereal crops and its complimentary uses, renewable energy, aggregate mining, and agricultural processing. Locational Criteria: East of Symons Valley Road and outside of Preferred Growth Areas and existing ASPs.
 Agricultural Irrigation Zone	Description: The primary agricultural activities in the area include irrigated farming of cereal crops. Given the significant investment in the Western Irrigation District (WID), lands should be preserved for this use. Locational Criteria: Located in proximity of the Western Irrigation District (WID) and outside of Preferred Growth Areas and existing ASPs.

Creating these Distinct Areas will allow the MDP to cater policy better to the character and development needs of these areas. For example, MDP growth policies could prioritize agricultural uses in the Irrigation Zone over non-agricultural uses (e.g., renewable energy).

7.6.2 Distinct Residential Areas

The RGP focuses growth in the CMR towards the identified Preferred Growth Areas. The county's residential growth has been focused into three Hamlet Growth Areas (Bragg Creek, Harmony, and Langdon). The RGP establishes development policies for these Hamlet Growth Areas regarding minimum densities and preferred development types.

The Distinct Residential Areas would allow the MDP to establish tailored policies around how these areas are to develop based on the RGP requirements and the unique character of these communities. The Hamlet Growth Areas identified in the RGP would receive the most attention in this Distinct Area category, given their RGP designation as a Preferred Growth Area. The Growth Strategy would also develop policies for Hamlets not identified as Hamlet Growth Areas in the RGP, as well as policies for Country Residential development.



Residential Areas		
	Bragg Creek	Description: Bragg Creek is a small rural community with a limited-service commercial core, characterized by its western heritage and access to natural amenities. Location: RGP Hamlet Growth Area (HGA) boundary.
	Harmony	Description: Harmony is a master planned community incorporating sustainable practices in land use, architectural design, and servicing. It is designed as a community where one can live, learn, work, and play. Location: RGP HGA boundary / Harmony Conceptual Scheme.
	Langdon	Description: Langdon is a full-service rural community, characterized by a vibrant centre street, thriving business park, and modern residential, employment, and recreation options. Location: RGP HGA boundary / Langdon ASP.
	Balzac West	Description: Balzac West is a growing new community with a mix of residential, commercial, retail, office, and light industrial business park development characterized by an urban form and density. Location: Balzac West ASP
	Hamlet	Description: Includes existing hamlets within the County that are not identified as Hamlet Growth Areas in the RGP. Locations: Cochrane Lake, Springbank ASP, Bearspaw ASP



7.6.3 Distinct Business Areas

The Distinct Business Areas are located within the Joint Planning Areas (JPAs) 1 and 2, which are Preferred Growth Areas in the RGP. Therefore, these business areas must be developed in accordance with the RGP policies (see Section 1.2). Establishing these Distinct Business Areas within the new MDP will allow for growth policies to be created in alignment with the RGP, while also acknowledging the unique character, service needs, and economic drivers of these areas.

Business Areas within Preferred Growth Areas		
	Balzac East	Description: Balzac East is a rural-urban transition zone with access to major transportation infrastructure. It is a major business and employment centre, characterised by full-service Industrial/Commercial lands, transitioning to country residential, and agricultural uses. Location: Balzac East ASP
	Conrich	Description: Conrich is a dynamic residential-industrial-commercial hub. The hamlet is a well-planned, healthy community with diverse rural neighborhoods existing alongside a thriving industrial hub centered on the CN logistics park. Location: Conrich ASP
	Janet	Description: Janet is an attractive location for small- to medium-sized industrial businesses within the transportation, construction, and manufacturing sectors. The area is served by an efficient transportation network and limited-service water and wastewater systems. Location: Janet ASP
	Omni	Description: Omni is a highway business area providing opportunities for full-service, medium- to large- sized commercial and light industrial uses, taking advantage of its proximity to major transportation infrastructure. Location: Omni ASP



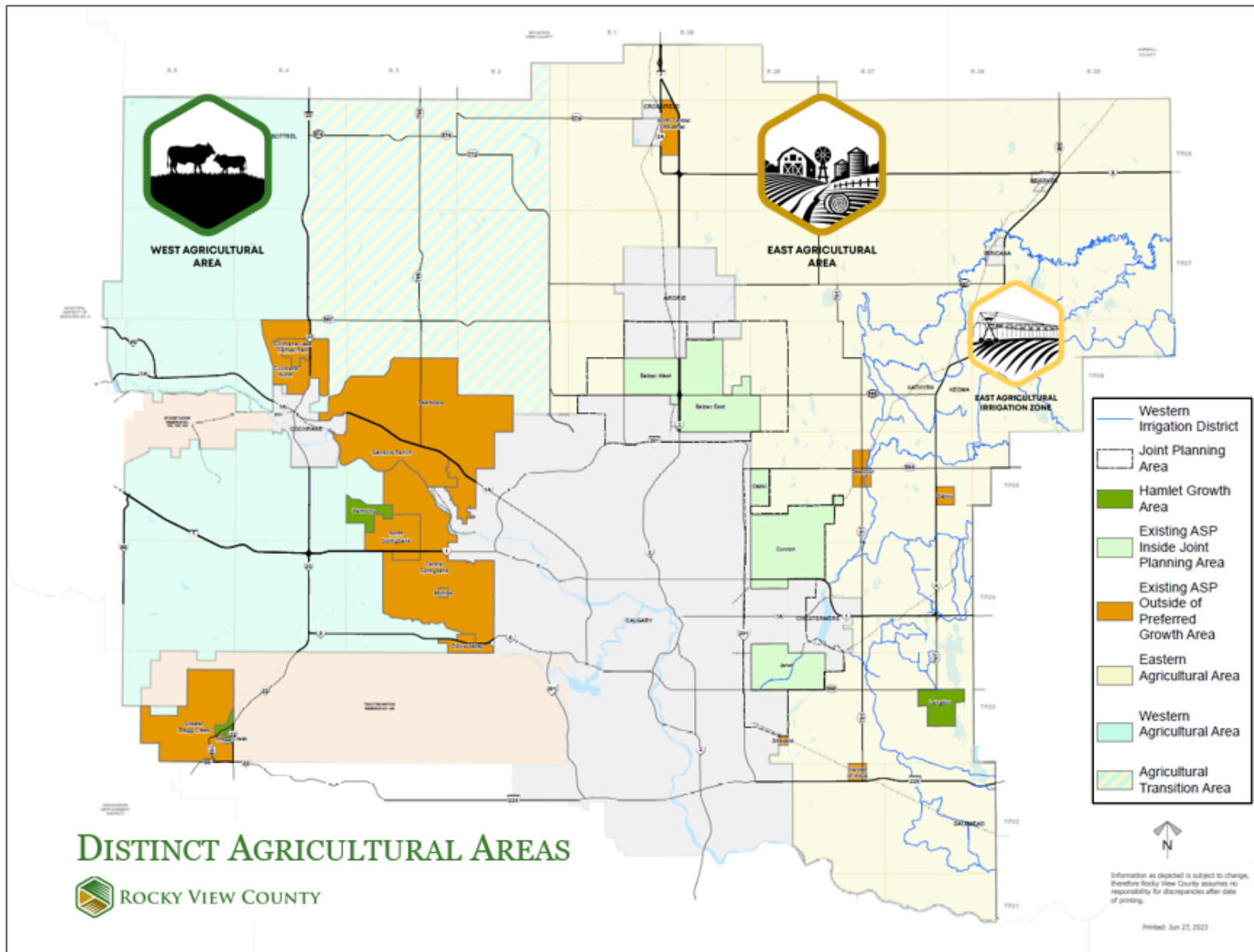
7.6.4 Rural Employment Areas

Furthermore, the RGP allows for Rural Employment Areas, which provide opportunities for smaller, lower service employment outside of Preferred Growth Areas in locations that are well connected to regional transportation infrastructure. Two types of rural employment areas being proposed for the new MDP distinct areas are Rural County Employment Area and Rural Community Employment Area.

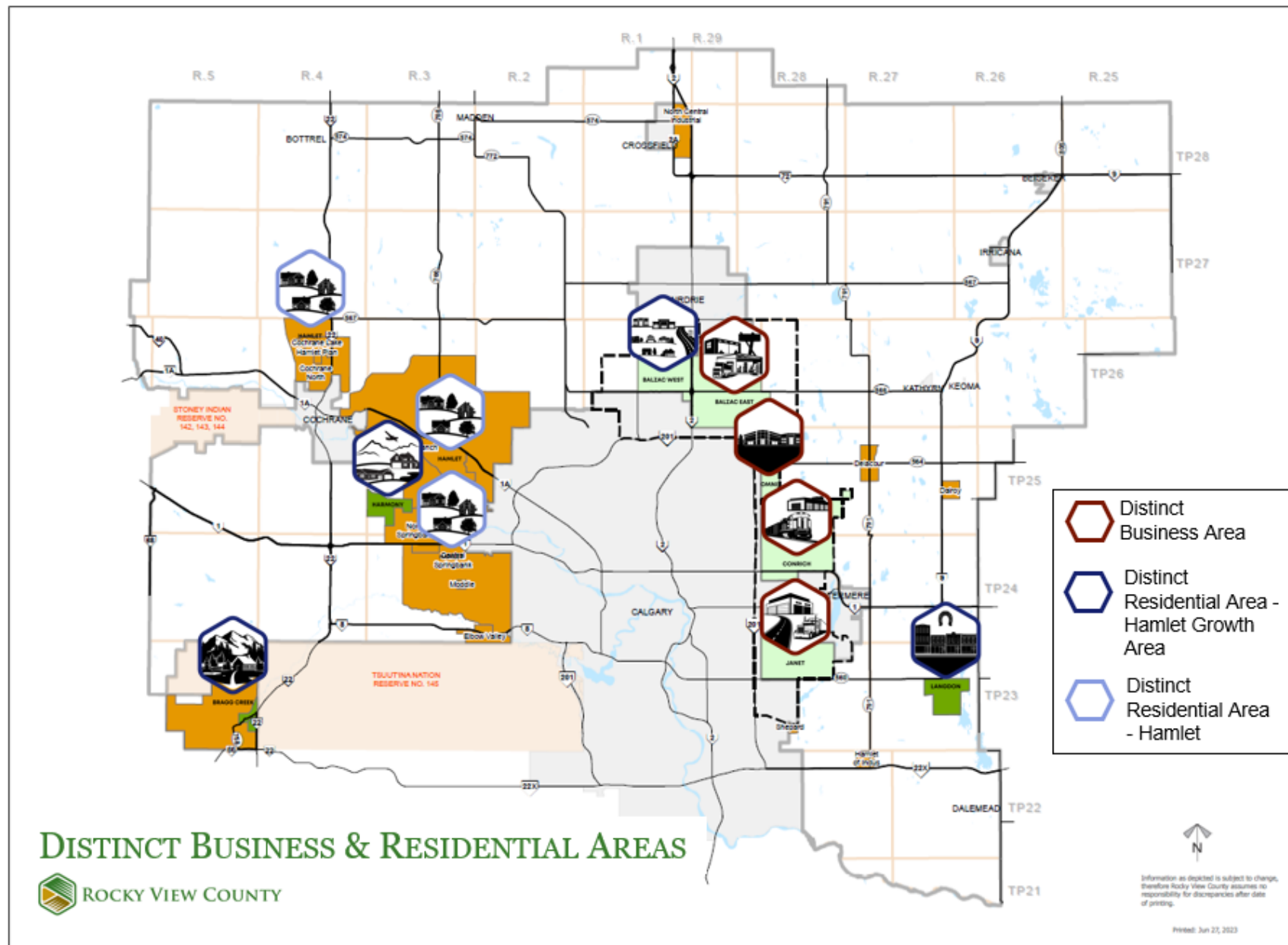
Business Areas outside of Preferred Growth Areas		
	Rural County Employment Area	Description: Lower density, lower service industrial or commercial land uses such as manufacturing, outdoor storage, transportation services, or other similar uses. Location: Outside of Preferred Growth Areas. County-wide to allow for flexibility and market demand driven solutions.
	Rural Community Employment Area	Description: Business to serve a local population or the travelling public (e.g., food, services, fuel stations), but they do not include regional commercial centres. Location: Outside of Preferred Growth Areas. County-wide to allow for flexibility and market demand driven solutions.



Map 3: Distinct Agricultural Areas



Map 4: Distinct Residential and Business Areas



8. RISK REGISTRY

The MDP Review project is a multi-year project that must balance the requirements of several key stakeholders and meet a legislated delivery timeline. Due to the complex nature of the project, the project team compiled a risk registry (Table 15) to ensure that a comprehensive understanding of the potential project risks and appropriate mitigation actions have been considered.

Each identified risk was assigned an overall risk score, calculated by multiplying the estimated probability and impact to the project, should the event (risk) occur.

$$\text{Overall Risk} = \text{Impact} \times \text{Probability}$$

Risk Matrix		Impact		
		Low 1	Medium 2	High 3
Probability	High 3	Medium 3	High 6	Very High 9
	Medium 2	Low 2	Medium 4	High 6
	Low 1	Low 1	Low 2	Medium 3

Figure 14: Risk Matrix

Table 15: Risk Registry

Score	Risk	Mitigation
High 6 Impact=3 Probability=2	Intergovernmental opposition may extend timelines and affect project goals and objectives.	Early collaboration and building of relationships at an administrative and political level. Ongoing updates include requests for feedback, which are consistently tracked throughout the project
Med 3 Impact=1 Probability=3	Size and diversity of the county will create challenges in setting policies and gaining consensus from stakeholders.	Create policies that acknowledge local context and support future community planning of distinct districts across the county.
Med 3 Impact=3 Probability=1	The approved MDP sets action items that exceed the capacity of administration to implement.	Developing the MDP with conservative monitoring and action items as per the direction of Council, to ensure that both staff time and appropriate budget are allocated to successfully implement downstream action items.
Med 3 Impact=3	The approved MDP results in policies that are not easily	The project team will work closely with both external stakeholders and internal Rocky View



Probability =1	implemented in practice or does not align with other plans and policy documents.	County departments to ensure the approved MDP is implementable in practice and compliments existing policy documents.
Low 2 Impact=1 Probability=2	Competing projects and operations within the Planning Department may impact resources assigned to the project.	Establish appropriate resourcing and ensure strategic ranking and staging of planning project priorities. The MDP is identified as the Planning Department's top priority project, resources will be directed accordingly should the need arise.
Low 2 Impact=1 Probability=2	Timing of regional planning work (e.g., Context Studies) and subordinate plans (e.g., ASPs) may affect scope and timelines of project.	Ensure MDP drafts are updated according to future planning work and that the new MDP has the flexibility to support the changing policy framework. County and regional project work to be undertaken by a single project team that can control the flow of information between regional project work and the MDP.
Low 2 Impact=2 Probability=1	The allocated project budget of \$250k is exceeded due to cost overruns.	Administration will act as the Project Lead to ensure a high level of cost control and oversight of the project, consultant contracts, and deliverables. The project workplan is committed to utilizing completed work from the previous MDP Review projects.
Low 1 Impact=1 Probability=1	The approved MDP does not meet the dynamic nature of regional planning within the CMRB.	The approved MDP will include high-level policy direction to be flexible enough to align with changing regional trends and interpretations without major amendments and/or projects required to achieve alignment.

The risk registry will be reviewed periodically to ensure agile and appropriate response to project risks as they arise, or if their risk score changes throughout the project's lifecycle.

To ensure the project risks are appropriately monitored, mitigated, and reported, the Project Team will update the Executive Leadership Team monthly on the project status, update the risk registry as needed, and report any mitigating actions that have been taken or may be upcoming.



9. NEXT STEPS

The Background Report will be hosted on the MDP Review project website to ensure transparency throughout the duration of the project. The Background Report contains the project workplan, strategies, and deliverables, and service as a reference for the Project Team and stakeholders through future phases of the project.

Phase 2 of the MDP Review Project kicks-off the public engagement stage of the project, the details of which are outlined in Section 6: Communication & Engagement Strategy of the Background Report. The engagement strategy outlines the goals and objectives, key messages, identified stakeholders, engagement activities, timelines, and reporting requirements.

Phase 2 of the project will conclude with the delivery and Engagement Summary Report and the Draft MDP document.



APPENDICES

Appendix A: Municipal Development Plan Review Terms of Reference

Appendix B: County-Wide Economic Assessment

Appendix C: Past MDP Engagement Summaries (1 – 3)

