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APPENDICES

Appendix 1: Annexation & implementation

Appendix 2: 34 Southern Alberta Communities included in A Context for Change Management in the Calgary Regional Partnership Area, January 2008, prepared by David Baxter, Urban Futures
1.0 Introduction

1.1 Purpose

The purpose of this Growth Study is to determine directions for future growth and associated infrastructure upgrading and extensions for the Town of Irricana. The report will provide population forecasts and land requirements for residential, industrial, commercial, and institutional land uses for the next thirty (30) years. The report will identify growth areas and appropriate development phasing according to infrastructure and related factors. The findings and recommendations of this report will support the Town’s growth management planning initiatives.

1.2 Key Findings


- Given the strong economic growth potential of Alberta and the strategic location of Irricana in relation to Calgary and Airdrie, it is anticipated that the Town of Irricana will experience strong growth over the next 10 years peaking at 28% annual population growth by 2015, and then gradually decreasing to 2% annual population growth by 2040.

- The Town of Irricana is well positioned not only to experience significant growth, but also to manage that growth effectively. The Town has recently undertaken a number of progressive land use policy, growth management, economic development, and community engagement initiatives such as:
  - contemplation of higher residential densites in the long term (8 dwelling units per gross developable acre as forecast in this Growth Study)
  - consideration of municipal sustainability approaches in its intermunicipal relations and in the review of its Municipal Development Plan and Land Use Bylaw
  - increasing dialogue with the Calgary Regional Partnership
  - adoption of a Business Incentive Bylaw to attract commercial development and employment to Irricana
  - initiation of the Irricana Active Communities program as an Alberta Active Communities Partner Community.
• The Town of Irricana is expected to grow from an estimated 1,305 residents in 2007 to 11,804 by the year 2040 (30 year growth at 8 upgda).

• Developable land remaining within the Town consists of just over one quarter section (169 gross acres) of residential land, and just over one quarter section (211 acres) of commercial/industrial land.

• At 8 dwelling units per gross developable acre, a total of 6.3 quarter sections (1,008 acres) are required to accommodate 30 year growth. Accounting for the existing inventory of 2.4 quarter sections (380 acres) already within the Town’s boundaries, a total of 3.9 additional quarter sections (628 acres) will be required to meet the Town’s 30 year growth requirements if Irricana grows at 8 dwelling units per gross developable acre.

• At 6 dwelling units per gross developable acre, a total of 5.9 quarter sections (943 acres) are required to accommodate 30 year growth. Accounting for the existing inventory of 2.4 quarter sections (380 acres) already within the Town’s boundaries, a total of 3.5 additional quarter sections (563 acres) will be required to meet the Town’s 30 year growth requirements if Irricana grows at 6 dwelling units per gross developable acre.
1.3 Regional Context

The Calgary region is the headquarters of Canada’s booming oil and gas industry, and is centrally located in relation to all major east-west and north-south transportation corridors. The Trans-Canada Highway and major rail lines run directly through the centre of the region, transporting goods east and west. The Queen Elizabeth II Highway and Highway #2 combine to provide rapid road transport south to the U.S. border and north to Alaska.

A recent study undertaken by David Baxter of Urban Futures identified significant population growth in Calgary and even stronger growth in communities in Southern Alberta surrounding Calgary over the past two decades. As identified in Baxter’s report, communities in Southern Alberta are growing at significant rates in comparison to the City of Calgary (almost twice as much), and the rest of the Province. Over the past two decades, the population of 34 communities*, including the City of Calgary and the Town of Irricana, within Southern Alberta have grown by 63%, while the Province as a whole grew by 39%. Over the past decade, the population of these 34 communities has grown by 32%, from 936,758 residents in 1996 to 1,238,626 by 2006. This compares to an increase of only 22% in the province as a whole and only 16% throughout the rest of the province. The City of Calgary grew at 20% over the past decade, while the remainder of the 34 communities grew by 51%, or over twice as much.

One reason why growth rates (and consequently the impacts of growth) are so much higher within the region’s small towns is that the minimum number of housing units required for economically developing and servicing residential land is proportionally higher when compared with the existing amount of development within those towns. Irricana’s location within the Calgary region places it squarely in the path of the same residential development wave that has already transformed Cochrane, Airdrie, Chestermere, Langdon, and Okotoks.

*See Appendix 1 for a listing of the 34 communities included in Baxter’s report, A Context for Change Management in the Calgary Regional Partnership Area, January 2008.
1.4 Recent Growth Trends

While many communities in Southern Alberta have experienced the spin-off effects of strong growth in the region, the Town of Irricana still remains relatively undiscovered. As identified in Figure 1.1, the Town of Irricana is one of the few communities that has not experienced the significant growth that other communities within a 35 minute commuting radius of Calgary have experienced.

Growth Indicators

Although the Town of Irricana has not experienced the same magnitude of development as elsewhere in the region, there are a number of factors that would suggest that it is poised for strong growth over the next ten years.

*Source: Statistics Canada data, adjusted for undercount, from David Baxter, Urban Futures, report prepared for the City of Calgary: A Context for Change Management in the Calgary Regional Partnership Area, January 2008*
• **Strategic Location**

The strongest factor that will influence Irricana’s future growth is its strategic location relative to both Airdrie and Calgary (20 minutes and 35 minutes commuting distance respectively). Both of these communities have undergone significant growth over the past decade. Calgary boasts the country’s highest labour force growth in 2006 and leads in both total labour force growth and average annual growth over the past 10 years. Airdrie has experienced strong growth of seven per cent per year for the last five years and a growth rate of 11 per cent anticipated for 2007. Once completed, the new East Balzac commercial development and employment centre should also have a positive impact on Irricana’s growth.

Irricana is strategically located with access via multiple commuting routes to employment within east Calgary, Airdrie, and the new East Balzac commercial development.

• **Reasonable Land Prices**

As the supply of affordable housing diminishes in both Calgary and Airdrie, potential home buyers will start to look for more affordable options. Given the easy accessibility from Irricana to both Airdrie and Calgary, as well as to the Calgary Airport, Irricana’s more reasonable land and home prices will start to attract an increasing number of business owners and families.
• Established Water Supply

Given the current water issues in the region outside Calgary, the Town of Irricana is in the enviable position of having an established water supply. As a member of the Kneehill Regional Water Services Commission, the Town has guaranteed capacity that will serve a population of at least 3,000. This will ensure that the Town will be able to maintain a serviced land supply over at least the short term and potentially into the medium term. In the longer term, the Town of Irricana will need to renegotiate its water allocation with the Kneehill Regional Water Services Commission.

• Market Competition

Some concern has been expressed that the proposed development of approximately 2,000 residential dwelling units within the Hamlet of Kathyrn Conceptual Scheme, approved by the M.D. of Rocky View Council in September 2007, could compete with the Town of Irricana for residential market share. Allocation of development according to market share by geographic area is a difficult concept to verify within metropolitan regions. The City of Calgary has been able to influence and track such allocation because it acts as a single approving authority within the large area of its unitary jurisdiction. In other parts of the Calgary region, however, the opposite effect has been observed, where development within one municipal jurisdiction has attracted similar development in a neighbouring municipality. As with economic development, residential growth in particular areas within multi-jurisdictional regions can enhance growth potential in surrounding areas. In the Calgary region, examples of this synergistic growth can be found where two or more municipalities are located close to each other (Turner Valley-Black Diamond; Canmore-Banff; Calgary-Balzac-Airdrie; Chestermere-Langdon-Calgary) and where the M.D. of Rocky View has approved development close to neighbouring urban municipalities (Cochrane Lake, East Balzac, Elbow Valley, Springbank). With the current strong economic growth climate in the Calgary region, there is little or no evidence to suggest that neighbouring development within different municipalities acts parasitically or reduces residential development potential nearby. If anything, such clustering of development across municipal boundaries likely has a net positive effect within such sub-areas of the region.

Compared to areas like Kathyrn, Irricana also has strong growth potential in the short to medium term because it has secured water servicing. This availability of water will mean that Irricana will be able to grow and develop earlier and more quickly than surrounding areas. For this reason and the tendencies to agglomeration noted above, Irricana should be considered a strong growth centre within the northeast sector of the Calgary region.

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1 BSEI MUNICIPAL CONSULTING ENGINEERS. Town of Irricana Infrastructure Study – 2007 Update p. 7: “The promised total allocation of 452,385 gallons per day would be adequate for a population of 3,000.”
• **Sense of Community**

The Town of Irricana provides the small town charm, safety and sense of community that are important to many families. The attractive nature of these community attributes is evident in the exponential growth within what were once small communities surrounding Calgary, such as Cochrane, Airdrie, Chestermere, Langdon, and Okotoks. Strong market demand for housing within smaller communities outside the City of Calgary is a well established trend and is expected to continue. As an anecdotal example, a significant number of Airdrie residents are now moving to smaller communities within the region, including Irricana, because they are seeking a quality of life and sense of community that to them tend to diminish with strong growth and a larger population. As growth continues in the Calgary region, these factors will keep adding to the demand for both affordability and greater variety in housing and community types.

• **Community Size**

The small size and population of Irricana contribute to its sense of community, but they also present a number of important challenges to initiatives that would improve the quality of life within the community. For example, the relatively low population and slow rates of growth over the past decades have hampered efforts to establish schools, seniors’ housing, affordable housing, employment, economic and business development, emergency services, health services, retail services, and recreational facilities.

Irricana’s quality of life and size present both opportunities and challenges. This community’s small town charm, safety and sense of community will continue to attract residents, but these attributes may themselves become compromised by rapid growth. Proper planning and the ongoing provision of public and private services and amenities will be critical to sustaining Irricana’s quality of life.
1.5 Existing Plans & Policies

**Municipal Development Plan & Land Use Bylaw**

The Town of Irricana adopted its current Municipal Development Plan and Land Use Bylaw 10:2002 in November 2002 with the intent to guide the growth of Irricana for a five to ten year period. Given that timeframe, the decreasing inventory of land within the Town’s boundaries, and increasing awareness of sustainability issues, an update of the MDP and Land Use Bylaw will be required in the near future.

**Local Plans**

The Saddlecreek Community has recently received approval for Phase 1 and Phase 2, consisting of 42 acres, which are anticipated to be developed over the next five years. As identified in Figure 1.3, two other large residential tracts of land within the Town boundaries are anticipated to be developed by 2015, including a 45 acre parcel along the eastern boundary of the Town, and a 73 acre parcel in the southeast corner.

**Infrastructure Studies**

Two reports on the Town’s infrastructure were recently completed by BSEI: *Infrastructure Study – 2007 Update*, and *Off-Site Levies – 2007 Update*, in April and September of 2007, respectively. These studies provide an assessment of the Town’s existing infrastructure components and address the nature and extent of improvements required to support continued growth of the Town. As they relate to this Growth Study, the BSEI studies have taken into account certain lands within the Town that are available for residential development in the short term — specifically the 42 acres of vacant land to the south and the 73 undeveloped acres to the southwest, as shown in Figure 1.3. The BSEI studies do not, however, address future growth on the 45 undeveloped acres to the west shown in Figure 1.3.
2.0 Population Forecasts & Land Requirements

2.1 Population Forecasts

Past Growth

Figure 2.1 illustrates the population increase for the Town of Irricana since 1996. Irricana experienced strong growth between 1996 and 1998, with annual growth above 5%, followed by another three years of strong growth, with the annual rate of population increase well above 4%. Following 2001, the Town experienced a downward trend in the rate of population growth to a 2.2% annual growth rate by 2003. Since 2003, Irricana’s population has been steadily increasing, achieving a strong growth rate of 3.9% by 2006.

Future Growth

David Baxter of Urban Futures recently undertook a demographic study for 34 communities (see Appendix 1 for a listing of the 34 communities within Southern Alberta). Baxter’s report identified the strong growth that communities in this area have undergone over the past two decades. Of the 34 communities that Baxter studied, the communities outside the City of Calgary are growing at significant rates in comparison to both the City of Calgary (almost twice as much) and the rest of the province. Over the past two decades, the population in all 34 communities, including Calgary, has grown by 63%, while the Province as a whole grew by 39%. Over the past decade, the population in these 34 communities has grown by 32%, from 936,758 residents in 1996 to 1,238,626 by 2006. This compares to an increase of only 22% in the province as a whole and only 16% throughout the rest of the province. The City of Calgary grew at 20% over the past decade, while the remainder of the 34 communities grew by 51%, or almost twice as much. The Baseline Projection for future growth coming out of Baxter’s report sees the population of the 34 communities growing from their 2006 population of 1.2 million residents to 1.6 million by 2016, 1.9 million by 2026, 2.4 million by 2046, and just under 3.0 million by 2076.
2.2 Population Growth Scenarios

In determining population forecasts for the Town of Irricana, three growth scenarios were developed and analyzed. Due to the strong growth indicators identified in Section 1.4 of this report and the need for the Town of Irricana to be prepared to accommodate that growth, this report addresses future growth for the Town of Irricana in terms of Scenario 3, a Strong Growth Scenario.

Scenario 1 - Baseline Growth

Scenario 1 represents a 2.6% annual increase for Irricana extended out over the forecast period, based on annual growth of 1.3% for the 34 communities in Southern Alberta. This is the Baseline Projection in *A Context for Change Management in the Calgary Regional Partnership Area, January 2008*, which was prepared for the City of Calgary by David Baxter from Urban Futures. In this forecast, it is assumed that Irricana maintains its current ratio of the total population in the 34 communities at 0.10% with a 2.6% annual increase.

This population forecast is similar to the projected population growth identified in the *Town of Irricana Infrastructure Study 2007 Update*, prepared for the Town by BSEI in April 2007 which assumed that growth would continue at 2.6% annually over the forecast period.
Scenario 2 - Medium Growth

Scenario 2 is a medium population projection which represents a gradual increase to just over 5% annual growth between 2012-2021, followed by a gradual decrease to 2% annual growth by 2040. Although this forecast is based on historical growth trends in Irricana, it does project that Irricana’s ratio of the total population in the 34 communities studied by Baxter will increase beyond the current 0.10% share of total regional growth.

Figure 2.3
Town of Irricana
Medium Population Projection – gradual increase to 5% annual growth between 2012-2021, followed by a gradual decrease to 2% annual growth by 2040
Scenario 3 - Strong Growth

Scenario 3 has been derived utilizing a different methodology than the first two Scenarios. This Scenario starts with the assumption that the existing inventory of 160 acres of vacant residential land within the current Town boundaries will build out by 2015.

Scenario 3 contemplates build-out within the existing Town boundaries at two different residential densities, which are illustrated in Figures 2.4 and 2.5.

8 upgda

Figure 2.4 assumes build-out at an average of 8 dwelling units per gross developable acre. This overall density would result in an additional 1,280 dwelling units, which at 2.5 persons per dwelling unit would house an additional 3,200 people within the Town by 2015, for a total population of 4,505 in 2015, and a total population of 11,804 by the end of the forecast period in 2040.
**6 upgda**

Figure 2.5 assumes build-out at an average of 6 dwelling units per gross developable acre. This overall density would result in an additional 960 dwelling units, which at 2.5 persons per dwelling unit would house an additional 2,400 people within the Town by 2015, for a total population of 3,705 in 2015, and a total population of 9,438 by the end of the forecast period in 2040.
Scenario 3 – Strong Growth Context

It is reasonable for Irricana to anticipate a population boom similar to the booms already experienced elsewhere in the Calgary region. Comparing decade growth to other communities within the 34 Southern Alberta communities studied by Baxter, Scenario 3 at 8 upgda represents decade growth of 247% between 2010 and 2020, 44% between 2020 and 2030, and 25% between 2030 and 2040. These rates are still conservative compared to decade growth of 397% for Chestermere between 1996 and 2006. Moreover, Chestermere had a population in 1996 similar to Irricana’s current population. Figure 2.6 shows historic decade growth for other communities in Southern Alberta.

<table>
<thead>
<tr>
<th>Decade Growth – Historic</th>
<th>Decade Growth – Future Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>1996-2006</td>
<td>2010-2020</td>
</tr>
<tr>
<td>Irricana</td>
<td>Irricana</td>
</tr>
<tr>
<td>46%</td>
<td>247%</td>
</tr>
<tr>
<td>Chestermere</td>
<td>6,585</td>
</tr>
<tr>
<td>397%</td>
<td>2020-2030</td>
</tr>
<tr>
<td>Cochrane</td>
<td>Irricana</td>
</tr>
<tr>
<td>85%</td>
<td>44%</td>
</tr>
<tr>
<td>Okotoks</td>
<td>9,468</td>
</tr>
<tr>
<td>102%</td>
<td>2030-2040</td>
</tr>
<tr>
<td>Strathmore</td>
<td>Irricana</td>
</tr>
<tr>
<td>93%</td>
<td>25%</td>
</tr>
<tr>
<td>Airdrie</td>
<td>11,804</td>
</tr>
</tbody>
</table>
2.3 Existing Land Inventory

An analysis of approved land use policy and an inventory of vacant developable land was undertaken to determine the build-out capacity of the remaining vacant lands within the Town boundary.

Figure 2.7 identifies generalized existing land use policy for the Town of Irricana based on the Municipal Development Plan.
Existing vacant lands as of May 2008 are identified in Figure 2.8. Vacant developable lands were identified by Municipal staff. As illustrated in Figure 2.8 and Table 2.1, the Town of Irricana has 169 acres of vacant residential land, and 211 acres of vacant commercial/industrial land.
Table 2.1 identifies the vacant and developed land within the Town of Irricana. There are currently 370 acres of developed land within the Town. This developed land represents roughly 283 acres per 1,000 population (developed acres/current population\(^*1000\)). There are currently 380 acres of vacant land within the Town’s boundary: 169 acres of vacant residential / general urban land and 211 acres of vacant commercial / industrial land.

<table>
<thead>
<tr>
<th>Category</th>
<th>Vacant</th>
<th>Developed</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industrial &amp; Mixed Use (Commercial/Industrial)</td>
<td>85.2</td>
<td>210.7</td>
<td>4.8</td>
</tr>
<tr>
<td>Residential &amp; Public Park, School and Recreation</td>
<td>68.3</td>
<td>168.8</td>
<td>57.2</td>
</tr>
<tr>
<td>Public Utilities</td>
<td></td>
<td></td>
<td>57.2</td>
</tr>
<tr>
<td>Central Business</td>
<td>3.2</td>
<td>7.9</td>
<td>3.2</td>
</tr>
<tr>
<td>Interchanges/Roads</td>
<td>15.5</td>
<td>38.3</td>
<td>15.5</td>
</tr>
<tr>
<td>CP Rail</td>
<td>12.0</td>
<td>29.7</td>
<td>12.0</td>
</tr>
<tr>
<td><strong>Total Area within Town Boundary</strong></td>
<td><strong>153.5</strong></td>
<td><strong>379.5</strong></td>
<td><strong>149.9</strong></td>
</tr>
</tbody>
</table>
2.4 Land Requirements

2.4.1 Assumptions

In order to identify the amount of land required to accommodate forecasted future growth, certain assumptions have been made about the form and type of future development. These assumptions are based on typical standards of service provision in other urban centres, and judgements about the town’s ability to attract non-residential land uses within a competitive regional market. These assumptions are identified in Table 2.2.

Table 2.2
Town of Irricana
Assumptions for Land Requirements 2008-2040

<table>
<thead>
<tr>
<th>Category</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential</td>
<td>Average household size of 2.5 persons</td>
</tr>
<tr>
<td></td>
<td>Average density of 8 dwelling units per gross developable acre and 6 dwelling</td>
</tr>
<tr>
<td></td>
<td>units per gross developable acre. Similar to development trends across the</td>
</tr>
<tr>
<td></td>
<td>country, it is anticipated that future residential development in the Town</td>
</tr>
<tr>
<td></td>
<td>will reflect a more intensive/efficient use of land.</td>
</tr>
<tr>
<td></td>
<td>Note that this standard includes local parks, schools, roads, convenience</td>
</tr>
<tr>
<td></td>
<td>retail and other land uses normally found within a residential neighbourhood.</td>
</tr>
<tr>
<td>Industrial / Commercial</td>
<td>Provides for 30 acres of clean industrial and commercial land for each 1,000</td>
</tr>
<tr>
<td></td>
<td>persons of new growth. Similar to development trends across the country, it</td>
</tr>
<tr>
<td></td>
<td>is anticipated that future industrial and commercial development in the Town</td>
</tr>
<tr>
<td></td>
<td>will reflect a more intensive/efficient use of land.</td>
</tr>
<tr>
<td>Other Land Uses</td>
<td>This study adds 20% of the calculated residential, industrial and commercial</td>
</tr>
<tr>
<td></td>
<td>lands to accommodate a broad range of other land uses including institutional,</td>
</tr>
<tr>
<td></td>
<td>regional parks, vacancy and land held off the market and unavailable for</td>
</tr>
<tr>
<td></td>
<td>development at any particular time.</td>
</tr>
</tbody>
</table>
2.4.2 Total Land Requirements

Tables 2.3 and 2.4 Summary of Land Requirements 2008-2040 identifies the amount of land that would be required within the Town based on population growth in the two Strong Growth Scenarios (Scenario 3: 8 upgda and 6 upgda). Applying this study’s factors and assumptions to Scenario 3, the total amount of land required to accommodate the projected 30 year population growth beyond the existing 2.4 quarter sections of vacant land within the Town will be 3.9 (at 8 upgda) to 3.5 (at 6 upgda) quarter sections of land, or 628 acres to 563 acres, respectively. This total land requirement is equivalent to approximately 96 to 116 acres per 1,000 persons population growth. This compares to existing Town development of 283 acres per 1,000 people (developed acres/current population*1000). This land forecast assumes that future growth will provide higher density development and more compact and efficient land use patterns, in keeping with recent sustainable development trends.

In the first 10 year period 2007-2017, at 8 upgda, the Town will require 111 additional acres of residential land, with no additional commercial/industrial land required during that period. In the second ten-year period 2017-2027, the Town will require 206 additional acres of residential land and 10 additional acres of commercial/industrial land. In the third ten-year period 2027-2040, the Town will require 207 additional acres of residential land and 94 additional acres of commercial/industrial land. Overall, in the thirty-year period out to 2040, the Town will require an additional 3.9 quarter sections of land to accommodate growth beyond the existing vacant lands within the Town’s boundaries.

Land Requirements Highlights

Over and above the existing vacant land supply of 2.4 quarter sections, the Town of Irricana will require:

- A total of 3.9 quarter sections to accommodate future anticipated growth to 2040 if it develops at 8 upgda*
- A total of 3.5 quarter sections to accommodate future anticipated growth to 2040 if it develops at 6 upgda*
- Future land use requires 96 to 116 acres per 1000 people vs. current land use of 283 acres per 1000 people.
- Future land use assumes that future growth will provide higher density development and more compact and efficient land use patterns

*units per gross developable acre
### Table 2.3
**Town of Irricana**
**Summary of Land Requirements 2008-2040** (based on Strong Growth Scenario at 8 upgda)

<table>
<thead>
<tr>
<th></th>
<th>2007-2017</th>
<th>2017-2027</th>
<th>2027-2040</th>
<th>30 Year Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Town Population</strong></td>
<td>5,550</td>
<td>8,665</td>
<td>11,804</td>
<td>11,804</td>
</tr>
<tr>
<td><strong>Population Growth</strong></td>
<td>4,245</td>
<td>3,115</td>
<td>3,139</td>
<td>10,499</td>
</tr>
<tr>
<td><strong>Cumulative Total</strong></td>
<td>4,245</td>
<td>7,360</td>
<td>10,499</td>
<td>10,499</td>
</tr>
<tr>
<td><strong>New Household / Units (at 2.5 ppu)</strong></td>
<td>1,698</td>
<td>1,246</td>
<td>1,256</td>
<td>4,200</td>
</tr>
</tbody>
</table>

**Land Requirements**
- Residential Acres (at 8 upgda)<sup>1</sup> 212 156 157 525
- Cumulative Total (acres) 212 368 525 525
- Commercial/Industrial Acres (at 30 ac/1000)<sup>1</sup> 127 93 94 315
- Cumulative Total (acres) 127 221 315 315

<table>
<thead>
<tr>
<th></th>
<th>30 Year Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Subtotal</strong></td>
<td>340 249 251</td>
</tr>
<tr>
<td><strong>Cumulative Total (acres)</strong></td>
<td>340 589 840</td>
</tr>
<tr>
<td><strong>Other Land Uses (at 20%)</strong></td>
<td>68 50 50</td>
</tr>
<tr>
<td><strong>Cumulative Total (Acres)</strong></td>
<td>68 118 168</td>
</tr>
</tbody>
</table>

**Total Land Requirement (Cumulative)** 408 707 1,008 1,008

<table>
<thead>
<tr>
<th></th>
<th>Acres per 1,000 population growth</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Existing Land Supply</strong></td>
<td>96 96 96 96</td>
</tr>
<tr>
<td><strong>Additional Land Requirement (acres)</strong></td>
<td>380 628</td>
</tr>
</tbody>
</table>

- Residential 169 111 206 207 524
- Commercial/Industrial 211 -84 93 94 104

**Additional Land Requirement (quarter sections)**
- Residential 0.7 1.3 1.3 3.3
- Commercial/Industrial -0.5 -0.1 0.5 0.7

**30 Year Total** 0.2 1.9 1.9 3.9

<sup>1</sup> Based on 8 upgda

---

### Table 2.4
**Town of Irricana**
**Summary of Land Requirements 2008-2040** (based on Strong Growth Scenario at 6 upgda)

<table>
<thead>
<tr>
<th></th>
<th>2007-2017</th>
<th>2017-2027</th>
<th>2027-2040</th>
<th>30 Year Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Town Population</strong></td>
<td>4,483</td>
<td>6,928</td>
<td>9,438</td>
<td>9,438</td>
</tr>
<tr>
<td><strong>Population Growth</strong></td>
<td>3,178</td>
<td>2,445</td>
<td>2,510</td>
<td>8,133</td>
</tr>
<tr>
<td><strong>Cumulative Total</strong></td>
<td>3,178</td>
<td>5,623</td>
<td>8,133</td>
<td>8,133</td>
</tr>
<tr>
<td><strong>New Household / Units (at 2.5 ppu)</strong></td>
<td>1,271</td>
<td>978</td>
<td>1,004</td>
<td>3,253</td>
</tr>
</tbody>
</table>

**Land Requirements**
- Residential Acres (at 6 upgda)<sup>1</sup> 212 163 167 542
- Cumulative Total (acres) 212 375 542 542
- Commercial/Industrial Acres (at 30 ac/1000)<sup>1</sup> 95 73 75 244
- Cumulative Total (acres) 95 169 244 244

<table>
<thead>
<tr>
<th></th>
<th>30 Year Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Subtotal</strong></td>
<td>307 236 243</td>
</tr>
<tr>
<td><strong>Cumulative Total (acres)</strong></td>
<td>307 544 786</td>
</tr>
<tr>
<td><strong>Other Land Uses (at 20%)</strong></td>
<td>61 47 49</td>
</tr>
<tr>
<td><strong>Cumulative Total (Acres)</strong></td>
<td>61 109 157</td>
</tr>
</tbody>
</table>

**Total Land Requirement (Cumulative)** 369 652 943 943

<table>
<thead>
<tr>
<th></th>
<th>Acres per 1,000 population growth</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Existing Land Supply</strong></td>
<td>116 116 116 116</td>
</tr>
<tr>
<td><strong>Additional Land Requirement (acres)</strong></td>
<td>563</td>
</tr>
</tbody>
</table>

- Residential 169 104 210 216 530
- Commercial/Industrial 211 -116 73 75 33

**Additional Land Requirement (quarter sections)**
- Residential 0.7 1.3 1.3 3.3
- Commercial/Industrial -0.7 0.5 0.5 0.2

**30 Year Total** -0.1 1.8 1.8 3.5

<sup>1</sup> Based on 6 upgda
3.0 Recommended Growth Strategy

3.1 Development Constraints

As identified in Figure 3.1, there are a number of development constraints that will dictate future growth directions for the Town of Irricana, including:

- Crossfield Creek (north, west)
- CP Rail Line (southwest, north)
- Pioneer Acre Museum (northwest)
- Current and Future Wastewater Lagoons (northeast)
- Sour Gas Well (east)

The Crossfield Creek and riparian areas occupy a substantial portion of the lands to the north and west of the current Town boundary. Although the creek does not eliminate growth on the west side, it does provide constraints to growth in terms of limiting locations for development and also requiring a creek crossing(s). Similarly, the CP Rail Line runs diagonally through the northwest corner of the Town from the southwest to the northeast, eliminating residential development on lands to the southwest and the north adjacent to the line. As well, the need for rail crossings will also be a deterrent to growth. Pioneer Acres Museum adjacent to the northwest corner of the Town Boundary effectively limits further expansion in this direction. The existing and future wastewater lagoons in the northeast corner of the Town limit residential development further to the northeast. Highway 9 and the sour gas well to the east of the current Town boundary, effectively limits all growth potential in this direction. In addition to the 100 metre sour gas setback, growth of the Town to the east across Highway 9 is not advisable due to the potential to sever Irricana into two separate communities. This is reinforced by the general policies and practices of Alberta Transportation, which discourages growth of urban municipalities across Provincial Highways. This “leapfrogging” of development can create traffic safety issues and the need for additional infrastructure such as intersection improvements and interchanges.
3.2 Potential Growth Areas

3.1.1 8 upgda

As identified in Section 2.4, if future development occurred at 8 units per gross developable acre, the Town would require an additional 3.9 quarter sections of land, over and above the existing 2.4 acres of vacant land, to accommodate future growth. Residential land required totals 3.3 quarters sections, or 524 acres, and industrial land required totals 0.7 quarter sections or 104 acres. Given the above-noted constraints, Figure 3.2 shows the areas to the west and south of the current boundaries of the Town of Irricana where future urban growth is recommended. Although somewhat limited as to where growth can locate, residential development to the west will be highly attractive due to the natural features of the creek and riparian areas. Residential development to the south is also recommended due to the high accessibility of these lands from both Highway 9 and Secondary Highway 567, and the lack of constraints. For these reasons, it is recommended that residential growth beyond thirty years also locate to the south. Future industrial development is recommended north of the existing northeast Town boundary, given the accessibility and visibility from Highway 9, and the location adjacent to the wastewater lagoons which limits this land for residential development.
3.1.2 6 upgda

If future development builds out at 6 units per gross developable acre, the Town would require an additional 3.5 quarter sections of land, over and above the existing 2.4 acres of vacant land, to accommodate future growth. Residential land required totals 3.3 quarters sections, or 530 acres, and industrial land required totals 0.2 quarter sections or 33 acres. Given the similarity in the land requirements between 6 upgda and 8 upgda, potential growth areas are the same as identified in Figure 3.2, with residential development recommended to the west and to the south, and industrial development adjacent to the northeast corner of the Town boundary.
3.3 Utility Servicing Considerations

Two reports on the Town’s infrastructure were recently completed by BSEI: *Infrastructure Study – 2007 Update*, and *Off-Site Levies – 2007 Update*, in April and September of 2007, respectively. These studies provide an assessment of the Town’s existing infrastructure components and address the nature and extent of improvements required to support continued growth of the Town.

This discussion does not distinguish among separate conditions within the proposed north, west, or south growth sectors. In general, topographic conditions and servicing considerations within the three growth sectors are similar, although additional engineering and environmental studies should be required to address development constraints and environmental impacts associated with Crossfield Creek in the west growth sector.

3.3.1 Water

Water infrastructure to accommodate future growth includes immediate expansion of the existing water reservoir; a new pumping system installed at the reservoir; and extension of the existing distribution system to new growth areas.

To provide water servicing to accommodate future growth, the existing 400,000 gallon underground reservoir located in the south-central portion of the Town is adequate for a population of 1,300, which is roughly the current population of Irricana. Consequently, this reservoir is due for expansion. BSEI recommends an additional 200,000 gallons of storage be provided for a population beyond 1,300. The BSEI report also recommends the development of an emergency response plan to be implemented in the event of a prolonged supply interruption, including a strategy for water rationing and trucking of potable water from Airdrie. Both existing and future growth of the Town will require a new pumping system to be installed at the reservoir because the existing transfer and distribution system does not currently have sufficient capacity to provide for the necessary fire flow. Additional water infrastructure required to service existing development includes upgrades to the existing mains along 1st Avenue from 2nd Street to 6th Street. Servicing of all future development areas will require extension of the existing distribution system by developers. Section 648(2) of the Alberta Municipal Government Act provides for the collection of off-site levies to pay for all or part of the capital cost of new or expanded facilities for the storage, transmission, treatment or supplying of water and the land required for or in connection with any such facilities.
3.32 Wastewater

Wastewater treatment for Irricana is provided by a conventional wastewater stabilization pond located in the northeast corner of the Town. Similar to the water reservoir, the Town’s wastewater system is almost at capacity. Increased capacity to service future growth could involve either construction of an additional conventional wastewater stabilization pond or installation of an aerated lagoon system. Either of these systems would be installed on the north side of the existing system. Servicing of all future development areas will require extension and upgrades to the existing pumping stations, gravity mains and forcemains by developers. Section 648(2) of the Alberta Municipal Government Act provides for the collection of off-site levies to pay for all or part of the capital cost of new or expanded facilities for the treatment, movement or disposal of sanitary sewage and the land required for or in connection with any such facilities.

3.3.3 Stormwater

Storm drainage for the existing developed areas in Irricana is handled by a combination of surface runoff and a conventional storm sewer system. The existing system cannot be utilized for new development due to capacity and grade restrictions. Storm drainage for future development would need to be handled by separate piped or overland systems. It may also be necessary to incorporate stormwater retention facilities to ensure that peak discharges after the land is developed do not exceed the pre-development rate for a 1 in 100 year storm event. Section 648(2) of the Alberta Municipal Government Act provides for the collection of off-site levies to pay for all or part of the capital cost of new or expanded storm sewer drainage facilities and the land required for or in connection with any such facilities. Stormwater management best practices will be critical for the maintenance of water quality and flow rates in Crossfield Creek.
3.4 Transportation Considerations

Alberta Transportation has been consulted in the preparation of the Town of Irricana Growth Study, although this report has not been formally circulated to Alberta Transportation for comment. Any future annexation proposals will require formal circulation of annexation applications and supporting studies to Alberta Transportation. General policies and practices of Alberta Transportation would not normally support growth of the Town of Irricana further to the east across Highway 9. As growth occurs within Irricana, improvements may be necessary at the existing highway intersections where access is provided from Highway 9 and Secondary Highway 567 into the Town. Any additional access points onto those highways will need to be separated from the existing highway intersections by minimum separation distances and will be subject to Alberta Transportation approval.

Access to and within all future development areas will require connection to the Town’s existing road network by developers. Section 648(2) of the Alberta Municipal Government Act provides for the collection of off-site levies to pay for all or part of the capital cost of new or expanded roads required for or impacted by a subdivision or development, and the land required for or in connection with any such roads.

Section 1.4 of this Growth Study notes that Irricana is strategically located with access via multiple commuting routes to employment within east Calgary, Airdrie, and the new East Balzac commercial development. Although choice of commuting routes is beneficial for commuters, helps divert traffic from congestion points, and can spread the impacts of increased traffic among several roads, it can also create the unintended consequence of short-cutting along routes where roads may not have adequate capacity to handle increased traffic (e.g., Range Roads within the M.D. of Rocky View). Further complicating such conditions is the difficulty in determining which roads are affected by growth in different parts of a metropolitan region. Intermunicipal consultation and comprehensive transportation analyses will be necessary to achieve a clear understanding of how transportation should be managed on a regional basis.
3.5 Trails

The Town of Irricana Municipal Development Plan (MDP) supports the development of a comprehensive trail and pathway system. Section 6.5 of the MDP establishes a hierarchy of active and passive parks, integrated with a “system of linear parks and walkways . . . to link individual parks and create an interconnected and continuous system of open spaces.” A critical component of this system includes portions of the former CPR right-of-way, which is owned by Alberta TrailNet Society. The Town of Irricana will maintain its interest in working with Alberta TrailNet Society to establish connections from that recreational trail corridor to current and future trails and pathways within the Town.

The compact size and scale of Irricana create ideal conditions for sustaining a walkable community. As Irricana grows, its integrated system of trails, pathways, and open spaces should continue to be developed to provide future residents with access to natural areas and recreational opportunities.

3.6 Community Services

The 2008 population of Irricana does not currently meet minimum thresholds for the provision of a number of community services within the Town. For example, the Town of Irricana falls within the Kathryn/Beiseker Attendance Area, so public school students living in Irricana attend school in either Kathryn or Beiseker. The Beiseker Community School accommodates both Elementary School (K – 5) and High School (9 – 12) students. The Kathryn School accommodates mostly Elementary School (1 – 8) students.

Relevant statistics for the Rocky View School Division include the following:

- Approximate total population: 75,000
- School population: 15,140
- Families with children at home: 20,755
- Approximate total Elementary Schools*: 16
- Approximate total Middle Schools*: 7
- Approximate total High Schools*: 11

* Excluding Colonies and Special Schools.
Based upon these statistics, the average residential population ** required to support each school type within the Rocky View School Division would be:

<table>
<thead>
<tr>
<th>School Type</th>
<th>Population (in persons)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elementary School</td>
<td>4,700</td>
</tr>
<tr>
<td>Middle School</td>
<td>10,700</td>
</tr>
<tr>
<td>High School</td>
<td>6,800</td>
</tr>
</tbody>
</table>

** This “average residential population required to support each school type within the Rocky View School Division” has been calculated only for the general purposes of this Growth Study. The Rocky View School Division uses other analytic methods in addition to “average residential population per school type” to determine location of schools and allocation of resources.

*** Middle School threshold higher because Middle Schools are combined with High Schools or Elementary Schools at lower populations.

Another community service that depends upon the attainment of minimum population thresholds is Emergency Medical Services (EMS). Within the City of Calgary, EMS is provided according to:

1 emergency response per 10 persons per year
1 Paramedic or Emergency Medical Technician (EMT) per 2,000 persons
1 EMS vehicle per 23,000 persons

Thus, for the 30-year time horizon of this Growth Study, certain community services such as EMS will continue to be most efficiently and effectively provided on a shared basis with other municipalities surrounding Irricana.

Provision of other community services, such as recreational facilities, day care, seniors housing, and affordable housing, will depend upon both the total population and some more detailed characteristics of the population. For all three of these types of services, feasibility studies and needs assessments will be required to properly determine demand for services. For example, the need for particular types of recreational facilities will depend on a wide variety of factors such as population age characteristics, availability of specialized recreational facilities in the vicinity, and recreational trends. Similarly, the need for day care or seniors housing will depend upon population age characteristics, while the need for affordable housing will depend upon household incomes and real estate prices.
4.0 RECOMMENDATIONS

As the Town of Irricana Council considers this Growth Study and the incorporation of its findings into long-range planning for the Town, the following recommendations may be taken into account:

1. Calgary Regional Partnership
   
   The Town of Irricana has recently been invited to attend meetings of the Calgary Regional Partnership (CRP) as a guest observer. Full membership in the CRP could give the Town of Irricana greater access to information, expertise, resources, and a higher profile in the region (see Recommendation 10 below). The Town is strongly encouraged to pursue full membership in the CRP as soon as possible.

2. Municipal Sustainability Plan
   
   The Town of Irricana has become involved in discussions with surrounding municipalities on the potential for collaboration on a multi-jurisdictional Municipal Sustainability Plan (MSP). As relatively new policy and implementation tools for municipalities to set long-term visions and to establish multi-stakeholder commitments to actions in the short, medium, and long terms, MSPs are most effective when they transcend municipal boundaries. The Town of Irricana is encouraged to collaborate with its municipal neighbours, including the M.D. of Rocky View, in the preparation of a multi-jurisdictional MSP.

3. Municipal Development Plan
   
   In order to achieve policy alignment with initiatives emerging from both the Calgary Regional Partnership and a proposed Municipal Sustainability Plan, the Town of Irricana should conduct a review of its current Municipal Development Plan. Such a review should be conducted in coordination with or immediately following preparation of a Municipal Sustainability Plan.
4. Land Use Bylaw

Upon completion of a review of the Town of Irricana Municipal Development Plan in accordance with the policy directions of a Municipal Sustainability Plan, the Town of Irricana would need to review and update its Land Use Bylaw. Such consistency among statutory plans and the Land Use Bylaw is required by the Alberta Municipal Government Act.

5. Community Service Needs Assessments

As the Town of Irricana continues to grow, the need for increased levels of community services should be expected to keep pace with that growth. The Town of Irricana should anticipate the community’s needs by conducting targeted needs assessments according to particular types of community services such as recreation, day care, seniors housing, and affordable housing.

6. Trails, Pathways, Parks, and Recreation Master Plan

The Town of Irricana Municipal Development Plan (MDP) currently supports the development of a comprehensive trail and pathway system. As the MDP is reviewed and updated, it can be expected that new policies for trails, pathways, parks, and recreation facilities will be generated. The Town should anticipate that one probable outcome from both a Municipal Sustainability Plan process and an MDP review will be direction to prepare a master plan addressing trails, pathways, parks, and recreation facilities.

7. Engineering, Servicing, Transportation, and Utilities Studies

Periodic review of engineering standards and levels of utility and transportation services will be required as the Town of Irricana grows. The Town should anticipate the need for such studies on a regular basis as it prepares annual or multi-year budgets.
8. Water Allocation from Kneehill Regional Water Services Commission

In the longer term, the Town of Irricana will need to renegotiate its water allocation with the Kneehill Regional Water Services Commission. Such negotiations will need to be based not only upon population and development projections such as those contained in this Growth Study, but also upon periodic monitoring of population statistics and development activity to compare actual growth with previous forecasts. Similarly, water consumption and effectiveness of water conservation measures should be monitored and periodically reviewed.

9. Annexation

In the event that the Town of Irricana Council decides that annexation will be required to accommodate future growth, the Town will need to establish a work program and budget to support an annexation process (see Appendix). Critical components of an annexation work program, which will require budgeting for significant resources, include (a) a public consultation program and (b) establishment of a Town of Irricana / M.D. of Rocky View Intermunicipal Committee of elected officials appointed by both Councils.

10. Communications Strategy

One of the Key Findings of this Growth Study is that the Town of Irricana has recently undertaken a number of progressive land use policy, growth management, economic development, and community engagement initiatives. It is important for the Town to acknowledge, publicize, and celebrate these accomplishments. Membership in the Calgary Regional Partnership would achieve significant strategic benefits, which would help the Town of Irricana attain a higher profile in the region (see Recommendation 1 above). Council is strongly encouraged to adopt a communications strategy to promote the progressive initiatives being undertaken by the Town of Irricana.
APPENDICES
Appendix 1:  Annexation & Implementation

This section provides answers to commonly-asked questions about the annexation process, the responsibilities of the municipalities involved, the role of the public, and the role of the province in the annexation process. Every annexation process will be unique and will need to be responsive to the unique interests of the local stakeholders and municipalities involved. Therefore, the following information is not intended as a prescriptive model but is rather intended to describe legislative requirements and common practices.

What are the Main Steps in the Annexation Process?

The following sequence of events describes the major steps in an annexation process and possible stages for a public consultation program. This program contains mandatory components (MGA) and recommended components that are typically part of a significant annexation process.

1) **Formal notice of intention to annex (MGA)**
   The municipality initiating annexation provides notice of intent to annex territory to the Municipal Government Board and to the Municipality from which the lands are proposed to be annexed (MGA Section 116(1)). The notice must describe the lands to be annexed and the reasons for the annexation.

2) **Establish Inter-municipal Negotiation Committee (MGA)**
   Both municipalities must meet, discuss the annexation proposal and negotiate in good faith. If there are matters on which there is no agreement, the initiating municipality must attempt mediation and if mediation failed or did not occur, the reasons for this must be provided to the Board along with the negotiation report. If there is agreement between the municipalities, the report must still be filed with the Board (MGA Section 117(1)(2), 118, 119).

3) **Establish Annexation and Public Consultation Process (MGA)**
   In its formal notice of intention to annex, the initiating municipality must include proposals for consulting with the public and meeting with the owners of the land to be annexed (public consultation plan). The public consultation process should be endorsed by both municipalities.

4) **Public Newsletter #1**
   A public newsletter can be used to communicate the annexation proposal to the public and landowners within the annexation area and adjacent to the annexation area, as outlined in a public consultation plan, agreed upon by both municipalities.
5) **Public Open House Meeting #1**
A well advertised public open house meeting can be used to communicate the annexation proposal to the public and landowners and provide opportunity for questions and discussion.

6) **Intermunicipal Committee Meetings**
Ongoing committee negotiations to address municipal concerns and address comments/feedback from landowners and the public.

7) **Draft Intermunicipal Agreement**
Draft Annexation Agreement prepared based on intermunicipal discussions and public and landowner feedback.

8) **Public Newsletter #2**
Communicate contents of draft annexation agreement.

9) **Public Open House #2**
Communicate contents of draft intermunicipal agreement and provide opportunity for discussion.

10) **Endorsement of Annexation Agreement by both Councils**
Upon completion, the recommended annexation agreement is typically forwarded to the respective municipal Councils for approval of full Council.

11) **Submit formal Annexation Application to the provincial Municipal Government Board (MGA)**
The negotiation report, all related information and the appropriate fees must be sent to the Board at which time the proposal becomes an official application for annexation (MGA Section 119(1)). If the Board decides that there is general agreement with the proposed annexation, it will notify all interested parties, including landowners that objections or concerns must be received by a certain date (usually within a month). If no objections are received then the Board will not hold a public hearing. The Board will then forward its report and recommendation to the Minister of Municipal Affairs (MGA 120(1)(2)).

12) **Municipal Government Board determines if Public Hearing required (MGA)**
If the Board receives objections within the specified time or if the Board finds there is not general agreement and that mediation attempts have failed, then the Board must conduct one or more hearings and allow any affected person to appear before the Board at the hearing (MGA Section 120(3)). The Board’s notice of hearing must be advertised for two consecutive weeks in a newspaper which is circulated in the affected territory. After the hearing is closed, the Board forwards its report and recommendations to the Minister of Municipal Affairs (MGA Section 122, 123, 124)

13) **Municipal Government Board recommendation to the provincial Lieutenant Governor in Council (Cabinet)**
14) Decision by the Lieutenant Governor in Council (MGA)

The Lieutenant Governor of Alberta, after considering the Board’s report may, by Order in Council, approve, approve in part or refuse the annexation proposal. The Order in Council may list specific conditions of approval if the annexation has been successful in full or in part (MGA Section 125, 126, 127, 128).

How are Landowners Involved in the Annexation Process?

The Municipal Government Board will expect that all affected landowners will have been consulted and that their views have been taken into consideration in finalizing the annexation agreement/application that is ultimately submitted to the Board. A typical public consultation program will include a series of newsletters and open houses. The intent of the public consultation program is to inform residents of the intent to annex the annexation process, to answer questions about the effect of annexation on particular parcels, and to provide opportunity for residents to provide feedback on the annexation areas.

What Factors are Considered by the Municipal Government Board?

Sturgess Architecture has reviewed numerous Municipal Government Board Annexation Orders. On the basis of this review the following criteria have been identified as important considerations to be weighed by the Municipal Government Board in past decisions.

- A clear demonstration of the need for the proposed annexation lands: i.e.,
  - that there is a minimal amount of land currently available for development within the current municipal boundaries
  - that the municipality has been experiencing rapid growth
  - that the economic and population projections support the proposed annexation

- That the annexation is supported by an Intermunicipal Development Plan and a growth study

- That the annexation is a logical extension of existing patterns of development and servicing

- That existing servicing capacities are efficiently utilized

- That future land use patterns make efficient use of land, infrastructure, public services and public facilities which promote resource conservation, enhance economic development activities, minimize environmental impact, protect significant natural environments and contribute to the development of healthy, safe and viable communities

- That mechanisms are in place to deal with any related environmental issues
That the municipality is in a position to administratively deal with the expected growth and manage the financial impacts

A thorough understanding and documentation of the primary stakeholders and their issues/concerns surrounding the annexation, the steps taken to resolve issues/concerns, how the final annexation agreement changed to incorporate landowner concerns, the final position of the major stakeholders in regards to the annexation identifying areas that are controversial.

Significant emphasis on consultation with affected authorities, municipalities and landowners, ensuring that planning activities are carried out in a fair, open, considerate and equitable manner and that opportunities were provided for meaningful participation in the planning process by residents, landowners, community groups, interest groups, municipal service providers and other stakeholders:

- develop a public consultation process / interviews with affected landowners
- ensure that all landowners within the proposed annexation area as well as outside/adjacent to the proposed annexation area have opportunity to voice their concerns
- ensure that a clear and concerted effort was made to establish a cooperative relationship between municipalities – if at all possible, the MGB would like municipalities to cooperate in the planning of future land uses in the vicinity of their adjoining boundaries
- take additional time and effort to discuss the implications, responses and remedies with affected landowners ensuring that all parties understand each other’s position, that all parties have a good understanding of the annexation proposals, and that municipalities have a good understanding of the concerns being raised
- try to resolve primary landowner issues/concerns prior to final submission to the MGB
- clearly document process and results, including dates of meetings, purpose of meetings, what occurred at the meetings, and the end result of the meetings

Significant emphasis on agreement or mediated solution between the affected municipalities
Recent Annexation Processes in the Calgary Region

Even if uncontested, annexation can be a long, complex, and costly procedure. Most municipalities take several months to negotiate with their municipal neighbours, hold public consultations, and complete growth studies. The Municipal Government Board generally holds Public Hearings only twice a year. Assuming a minimum of six months to prepare an annexation application, at the very least six months for the Municipal Government Board to render a decision, and the process involved in taking the annexation board order through the Provincial Cabinet, most annexation processes take at least 18 months. This can be verified by municipalities in the Calgary region such as the Municipal District of Rocky View, the Towns of Chestermere and Cochrane, and the Cities of Calgary and Airdrie, all of which have recently had annexations approved by the Municipal Government Board:

- The Town of Cochrane served a notice of intent to annex lands from the Municipal District of Rocky View in January 2002. That Municipal Government Board annexation order was approved in August 2004 (2 years + 7 months).

- The City of Airdrie served a notice of intent to annex lands from the Municipal District of Rocky View in March 2001. That Municipal Government Board annexation order was approved in June 2003 (2 years + 3 months).

- The City of Calgary first served a notice of intent to annex lands from the Municipal District of Rocky View in October 2002. That Municipal Government Board annexation order was approved in June 2007 (4 years + 8 months).

- The Town of Chestermere 1995 annexation process took 2 years. Shortly after that annexation, the Town of Chestermere served another notice of intent to annex lands from the Municipal District of Rocky View in November 2005. Public consultation for that annexation process began in January 2007. After that public consultation and negotiation of an annexation agreement with the Municipal District of Rocky View, the Town of Chestermere submitted an annexation application to the Municipal Government Board in January 2008. At the date of this Growth Study for the Town of Irricana, Municipal Government Board approval of the current annexation application is pending.

Implementation

The most critical stages in the implementation of growth management measures, including changes to municipal boundaries, include negotiation of intermunicipal agreements and meaningful public consultation. The Alberta Municipal Government Act and the Municipal Government Board, which decides matters related to intermunicipal issues such as annexation, both require public consultation and negotiation of intermunicipal agreements before adjustments to municipal boundaries will be considered.
Intermunicipal agreements on growth management and annexation must be based on the open sharing of information, resources, and analysis. Economic and fiscal data, population projections, triggers for infrastructure upgrades, and planning for service provision all require intermunicipal collaboration.

Long-term commitment to intermunicipal cooperation increases public support for local government and makes the most effective use of scarce municipal resources. Irrespective of any agreement negotiated by the Town and the M.D., issues of growth management and annexation need the endorsement of citizens from both municipalities. The success of this Growth Study will depend upon meaningful citizen engagement in its implementation over the long term.
The Annexation Process

The following information includes a general description of the annexation process, a flowchart of events, and specific information pertaining to the actual annexation submission.

General Description of Annexation Process
(Alberta Municipal Government Act. Division 6, Sections 112.1 to 128)

1. The municipality proposing an annexation must provide notice to the Board and to the municipality from which the land is to be annexed. The notice must describe the lands to be annexed and the reasons for the annexation. The notice must include proposals for consulting with the public and meeting with the owners of the land to be annexed. If the proposal is an uncontested application pursuant to Section 126 of the Act and the municipality is satisfied that there is no objection to the proposal, public consultation is not required.

2. Both municipalities must meet, discuss the annexation proposal and negotiate in good faith. If there are matters on which there is no agreement, the initiating municipality must attempt mediation and if mediation failed or did not occur, the reasons for this must be provided to the Board along with the negotiation report. If there is agreement between the municipalities, the report must still be filed with the Board.

3. The negotiation report, all related information and the appropriate fees must be sent to the Board at which time the proposal becomes an official application for annexation.

4. If the Board decides that there is general agreement with the proposed annexation, it will notify all interested parties, including landowners that objections or concerns must be received by a certain date (usually within a month). If no objections are received then the Board will not hold a public hearing. The Board will then forward its report and recommendation to the Minister of Municipal Affairs.

5. If the Board receives objections within the specified time or if the Board finds there is not general agreement and that mediation attempts have failed, then the Board must conduct one or more hearings and allow any affected person to appear before the Board at the hearing.

6. The Board’s notice of hearing must be advertised for 2 consecutive weeks in a newspaper which is circulated in the affected territory.

7. After the hearing is closed, the Board forwards its report and recommendation to the Minister of Municipal Affairs.

8. The Lieutenant Governor of Alberta, after considering the Board’s report may, by Order in Council, approve, approve in part or refuse the annexation proposal. The order in Council may list specific conditions of approval if the annexation has been successful in full or in part.
Annexation Flowchart
Submitting the Annexation Application

**ANNEXATION APPLICATIONS**

(For notification requirements see Section 116 of the Municipal Government Act)

1. Application Fee (Cheque payable to Minister of Finance)
   
   $300.00 for the first quarter section or portion of a quarter section.
   
   $50.00 for each additional quarter section or portion of a quarter section.

2. An up-to-date map showing the location of the existing municipal boundary and the proposed municipal boundary.

3. Excerpts from any Municipal Development Plan or other Statutory Plan that apply to the application.

4. A description of the intended uses for the annexation area including a general description of how the area can be serviced with water, sewer, storm sewer and other related municipal services.

5. The written consent (or signed negotiation report) of the municipality from which the land is to be annexed.

6. The up-to-date written consent (signed) of each landowner with territory in the annexation area.

7. The results of the public consultation process (Public consultation not required for Section 126 application).

8. Which boundary roads are to be included or excluded in the annexation approval.

9. Up to date copies of titles for each parcel proposed to be included in the annexation.

10. The names and mailing addresses of each landowner and each circulation agency or any other party known to have an interest in the annexation proposal.

11. Any special requirements such as the effective date of the annexation, any special conditions regarding assessment and taxation, any special conditions on compensation or revenue sharing and references to any other matter which may arise during the annexation process prior to submission of the formal application.

*Other information that may be required by the Board after the formal application is received.*

Contact: Dennis Hawthorne, Senior Secretary, Municipal Government Board - 15th Floor, Commerce Place, 10155 - 102 Street, Edmonton, Alberta, Canada, T5J 4L4. Direct Phone: 780-422-8652; Direct Fax: 780-427-0986. e-mail: dennis.hawthorne@gov.ab.ca
Appendix 2

34 Southern Alberta Communities included in *A Context for Change Management in the Calgary Regional Partnership Area*, January 2008, prepared by David Baxter, Urban Futures

- Airdrie
- Banff
- Beiseker
- Bighorn No. 8
- Black Diamond
- Calgary
- Canmore
- Carstairs
- Chestermere
- Cochrane
- Cremona
- Crossfield
- Didsbury
- Eden Valley 216
- Ghost Lake
- High River
- Hussar
- Irricana
- Longview
- M.D. Of Foothills #31
- M.D. Of Rocky View # 44
- Mountain View County
- Nanton
- Okotoks
- Olds
- Rockyford
- Sarcee 145
- Standard
- Stoney
- Strathmore
- Sundre
- Turner Valley
- Waiparous
- Wheatland County