



HORSESHOE LANDS

AREA STRUCTURE PLAN

**Submission to:
The Municipal District
of Bighorn No. 8**

**Prepared for:
Moondance Land
Company Ltd. and
Stoney Nakoda
Developments Ltd.**

September 2007

MUNICIPAL DISTRICT OF BIGHORN NO.8

BYLAW 19/06

A BYLAW OF THE MUNICIPAL DISTRICT OF BIGHORN NO.8 FOR THE PURPOSE OF ADOPTING THE HORSESHOE LANDS AREA STRUCTURE PLAN IN ACCORDANCE WITH THE MUNICIPAL GOVERNMENT ACT, CHAPTER M-26, RSA 2000 AS AMENDED.

WHEREAS the owners of the lands known as the Horseshoe Lands want to develop the lands to create a new community in accordance with the Municipal District of Bighorn's Municipal Development Plan;

AND WHEREAS the owners also want to include adjoining lands in their development plan, including the old Seebe town site, the Kananaskis and the Horseshoe dam sites, and adjacent land on the north side of the Bow River;

AND WHEREAS the Municipal District of Bighorn's Municipal Development Plan requires preparation of an area structure plan prior to any municipal approvals being granted for the proposed level of development intensity;

AND WHEREAS the Horseshoe Lands property owners have provided the Municipal District with an area structure plan and requested that it be adopted by the Municipality;

AND WHEREAS the owners of the adjacent properties have consented to their lands also being regulated through the area structure plan;

AND WHEREAS Council, having considered at a public hearing the concerns of persons claiming to be affected by this area structure plan, believes that the plan should be adopted in order to achieve the orderly, economical and beneficial use of land in the Municipal District;

NOW THEREFORE, the Municipal Council of the Corporation of the Municipal District of Bighorn No. 8 in the Province of Alberta, duly assembled in Council, enacts as follows:

1. The Horseshoe Lands Area Structure Plan, attached hereto as Schedule "A", is hereby adopted to guide future development on the Horseshoe Lands (Lot 2, Block 2, Plan 0410611), the old Seebe Settlement and the Kananaskis Dam site (Ptn. SE-4-25-8-W5M), the Horseshoe Dam site (Lot 1, Block 1, Plan 0410611), and the adjacent lands north of the Bow River (Block 1, Plan 9610181).

READ A FIRST TIME THIS 12TH DAY OF DECEMBER, 2006 A.D.

READ A SECOND TIME THIS 12TH DAY OF JUNE, 2007 A.D.

READ A THIRD TIME AND FINALLY PASSED THIS 27TH DAY OF SEPTEMBER, 2007 A.D.



REEVE



MUNICIPAL SECRETARY



Horseshoe Lands

AREA STRUCTURE PLAN

Prepared for:

Moondance Land Company Ltd. and
Stoney Nakoda Developments Ltd.

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September 2007



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Supporting Documents to the Horseshoe Lands ASP

1. Horseshoe Lands Final Environmental Assessment, August 2007
2. Environmental Issues Scoping, July 2005
3. Fall Wildlife and Vegetation Habitat Reconnaissance Survey, September 2006
4. Fish Population and Aquatic Habitat Inventories Within the Bow River: Kananaskis Falls to Horseshoe Dams and Downstream, April 2006
5. Historical Resources Overview (HRO), October 2005
6. Winter Tracking Survey, September 2006
7. Spring Investigation of Fish Populations and Aquatic Habitats in the Bow River Within the Horseshoe Reservoir and Downstream, June 2006
8. Historical Resources Impact Assessment (HRIA), September 2006
9. Spring/Summer 2006 Vegetation and Wildlife Assessment for the Proposed Horseshoe Lands Development, October 2006
10. Discussion Paper on Groundwater Source--Horseshoe Lands Development
11. Horseshoe Lands Development Environmental Assessment (DRAFT), October 2006
12. Horseshoe Lands Development Revised Fiscal Impact Evaluation, August 2006

1.0 Introduction

The Moondance Land Company Ltd. and Stoney Nakoda Developments Ltd. (a wholly-owned Stoney Nakoda Company), are proposing the development of an exciting new community along the banks of the Bow River at the gateway to the Rocky Mountains. The development will be located on an area referred to as the “Horseshoe Lands” which is situated north of the TransCanada Highway and Kananaskis Highway 40 interchange. This strategically selected community location was chosen to take advantage of the wide valley floor which provides long sunny days and spectacular mountain views. The development of the magnificent natural setting will respect and protect environmentally sensitive areas. It will combine leisure and tourist attractions, create local employment opportunities, and put the M.D. of Bighorn on the map as a destination location in the growing mountain tourism and recreation industry while also complementing the facilities provided in Kananaskis, Banff, and Canmore. The development at the Horseshoe Lands will be a balanced, wooded community that will attract and accommodate residents and visitors of all ages, interests, and means. There will be a balance of employment and residential opportunities with a range of housing, retail, industrial, and public uses.

In 1877, the Horseshoe Lands became part of the Stoney Indian Reserve under Treaty No. 7. In the early 1900's, the Horseshoe Lands were acquired from the Stoney Nakoda Nation by the Calgary Power Company (TransAlta Utilities Corporation) to allow the construction of two dams along the Bow River. Recently, TransAlta sold back a portion of the land to the Moondance Land Company and Stoney Nakoda Developments Ltd. as the company no longer required the total site to service the dams. With the site being so close to Highway 1, it has the potential to attract highway travelers between Calgary and Banff. The Moondance/Stoney Nakoda Developments Ltd. partnership are looking at opportunities to ensure the Horseshoe Lands development becomes a self-sustaining community that will enable new tourism and recreation opportunities and provide additional employment for residents of the surrounding areas.

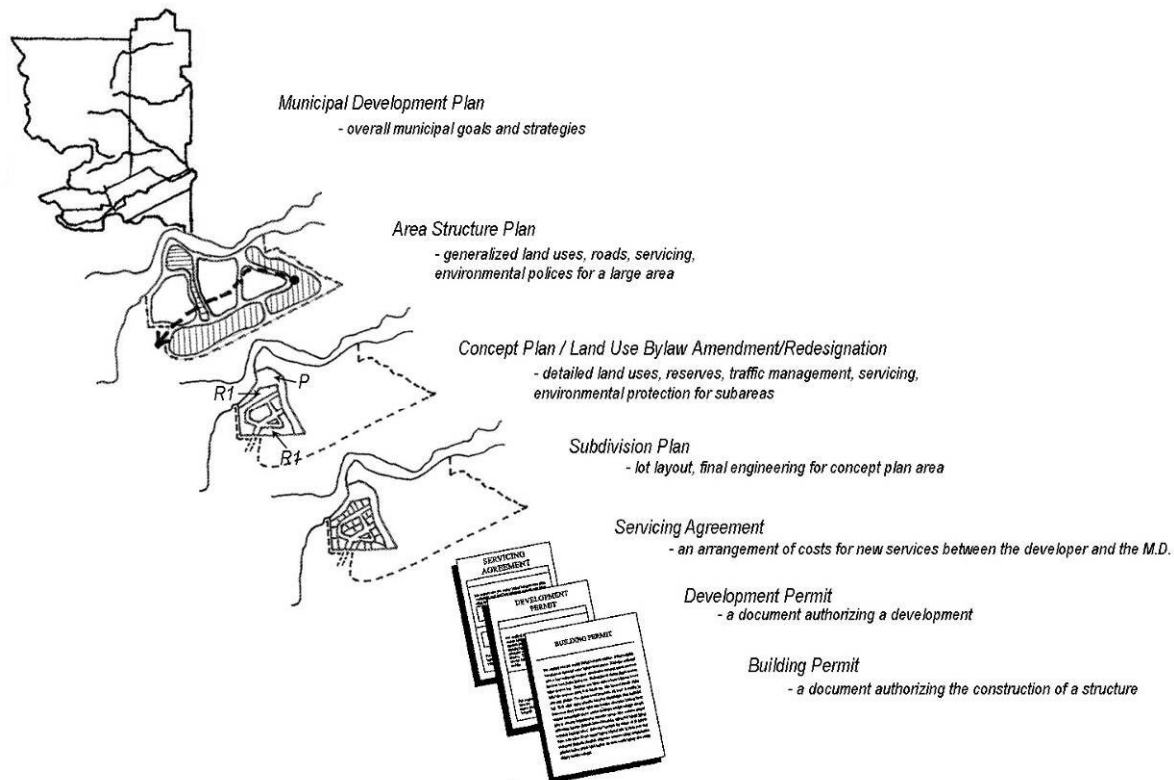
The Horseshoe Lands development will provide a combined rural/urban lifestyle with a variety of housing for permanent and seasonal residents, an artisan Town Centre and an attractive employment district. The Horseshoe Lands development will strive to be a 'balanced' community. In addition to policies for affordable housing, the community will encourage the development of retirement and seniors residences. The community will consist of distinctly themed residential areas joined by open spaces and trail networks. All roads and trails will lead to the Town Centre, thereby creating a hub of activity. Restaurants, community facilities, personal services, and retail outlets in the Centre will provide day to day necessities, as well as opportunities for relaxed socialization and appreciation of the breathtaking vistas of Mt. Yamnuska and the Bow River. Tourism facilities and sustainable employment opportunities will follow as the community develops, creating a balanced, self-sustaining community. Attracting employment (commercial/industrial/institutional uses) to the Horseshoe Lands is necessary for balance in the community, and to avoid the creation of a 'bedroom' community where residents live on the Horseshoe Lands but work outside the M.D. of Bighorn.

The location, and the land's history, provides the setting for major visitor attractions for both tourists and local residents to enjoy. These potential attractions may include a First Nations interpretive/convention centre, eco-tourism opportunities, a river view artisans' village, and a business park. While the Town Centre provides the attraction to the community, the business park will provide the strength and the base of local employment for the residents.

Special attention was given to the design layout, which responds to the need to protect and respect wildlife habitats and environmentally sensitive areas such as the Bow River. To ensure this occurs, a number of thorough environmental studies were conducted. The anticipated timeline to begin construction is 2008, with subsequent development occurring based on market demand.

2.0 Planning Processes

Municipal Planning Process



2.1 The Horseshoe Lands ASP

An Area Structure Plan (ASP) is a statutory plan prescribed in the Municipal Government Act that is generally required for large parcels of land within Alberta on which little or no development has taken place. The Horseshoe Lands ASP will be consistent with the vision in the M.D. of Bighorn's Municipal Development Plan while establishing a planning framework for future development of the proposed area. An ASP such as this one identifies where residential, commercial, industrial, and open space uses will be located in general terms and how essential municipal services such as water, sanitary and sewer systems, and major roads will be provided. The plan also estimates the number of people that are expected to live in the new development and how development will be staged over time. The plan reflects the interests of both the adjacent residents and stakeholders near the proposed development area, as well as the interests of the M.D. of Bighorn. The ASP, once approved, provides guidance to Council for more detailed land use, development and subdivision decisions, while providing the public with a sense of the vision, plan, and impacts of the future development.

An ASP identifies where residential, commercial, industrial and open space uses will be located in general terms and how essential municipal services such as water, sanitary and sewer systems, and major roads will be provided.

From time to time, it is necessary for a variety of technical and marketing reasons, to amend an ASP bylaw. The amendment process resembles the ASP approval process and requires a public hearing and three readings of the amending bylaw.

A “Supporting Document to the Horseshoe Lands Area Structure Plan” has been prepared to provide the background environmental and archaeological information on which some of the ASP policies are based.

2.2 What is the process after the ASP is approved?

As indicated in the Planning Process Diagram, the ASP is one step in the development process. It describes in general terms the proposed land uses, population, roads, parks, servicing systems, and the policies to address other matters such as environmental protection and protective services. ASP’s generally do not address the specific development details for specific sub-areas (stages) of the Study Area. Once Council has given approval to the ASP, the landowner may proceed with more detailed planning for individual sub-areas of the Study Area. This process is referred to as Concept Plans in the case of this Horseshoe Lands ASP. The Concept Plan process is not statutory and is designed to provide greater detail on land uses and servicing for a parcel of the lands within the ASP boundary, and is the basis for land use redesignation (re-zoning) and subdivision approvals. As the development builds out over the years, a number of Concept Plans will be brought before Council. Stakeholder participation will take place in the Concept Plan process. Following the approval of the Concept Plan, redesignation applications for the lands will be approved by Council. Subdivision Plans, Servicing Agreements, Development Permits, and Building Permits will then follow. All documents and plans submitted after the ASP approval will respect the approved policies in the ASP.

Once Council has given approval to the ASP, the landowner can proceed with more detailed planning for individual sub-areas of the Study Area. This process is referred to as Concept Plans in the case of this Horseshoe Lands ASP.

Items to be addressed for each sub-area of the Horseshoe Lands Concept Plans will include:

- Detailed environmental reserve, municipal reserve and environmental/conservation easement locations
- Proposed land use designations
- Layout of street, lane, sidewalk, trail, park locations/general dimensions, and standards
- General details of grading and slope stability reports
- Deep and shallow servicing networks
- Details of environmental and historic protection/preservation/enhancement proposals
- Sustainability provisions
- Details of sanitation, fire protection, traffic management, and phasing
- Any other details the M.D. of Bighorn considers necessary.

The details of the Concept Plan content and approval process are outlined in Section 7.2

2.3 Legislation

2.3.1 Municipal Development Plan

The Municipal Development Plan is the ‘senior’ planning document for Alberta communities and establishes broad planning goals for the municipality. The M.D. of Bighorn’s Municipal Development Plan contains a section addressing future development for the Study Area:

15.9 Seebe Planning Area

Portion A and associated policies apply to the lands south of the Bow River while Portion B and associated policies apply to the lands north of the Bow River.

Portion A

- 15.9.1 *The two areas now used for industrial purposes (hydroelectrical power generation and associated activities) are expected to continue in that use. Development of alternative energy systems based on wind, solar or geothermic sources is encouraged.*
- 15.9.2 *The M.D. may encourage the preservation and enhancement of the existing Seebe residential community and recreational developments. There is some uncertainty about the future of the community because of TransAlta Utilities Corporation's stated intention to remove or demolish the residences in Seebe, and a land claim challenge raised by the Stoney First Nation. At least until the land claims are resolved every effort should be made to maintain the existing community and recreational areas.*
- 15.9.3 *A broad range of development opportunities will be contemplated on the balance of the Portion A lands, including continued agricultural activities with very low-density development or intensive community development.*
- 15.9.4 *With any significant development, an effort shall be made to identify and preserve environmentally sensitive areas, particularly as related to unique plant species and birds.*
- 15.9.5 *Limited commercial development on a stand alone basis, such as Country Recreational Lodges and Country Recreational Centres as defined in the Land Use Bylaw, would be acceptable as part of the low-density development scenario.*
- 15.9.6 *If intensive development is proposed, this land shall be developed as a functioning, sustainable community. There shall be an effort to create substantial employment on site through commercial or possible industrial development.*
- 15.9.7 *In the intensive development option, the following shall be encouraged:*
- *a diversity of land use, including residential, commercial and recreational development, natural areas, and light industrial use as appropriate;*
 - *a diversity of residential use, such as single-detached dwellings, duplexes, multi-family townhouse developments, and senior's housing;*
 - *affordable housing in a portion of 10% - 15% of the total supply in order to establish a more diverse community, the definition of affordability being based on Canadian Mortgage and Housing Corporation (CMHC) criteria and average Bow corridor income levels; and*
 - *the provision of a wide range of recreational opportunities including an integrated trail system.*
- 15.9.8 *Development of the Portion A lands based on one major, large scale, commercial development may be considered provided the functioning, sustainable community requirement with significant on-site employment is also met.*

15.9.9 *Prior to intensive development of the area, an Area Structure Plan (ASP) must be prepared by the development proponent. In addition to the normal ASP requirements, water acquisition and treatment, sewage treatment, and the provision of suitable access and egress capable of functioning in emergency situations shall be addressed.*

15.9.10 *If the Portion A lands are developed into an integrated community, Council will consider a hamlet designation for this area.*

Portion B

15.9.11 *A limited range of uses will be contemplated in this portion of the Seebe Planning Area, which has restricted public access.*

15.9.12 *Development of a Country Recreational Lodge or Country Recreational Centre, as defined in the Land Use Bylaw, may be acceptable. This could include such things as an aboriginal cultural centre.*

15.9.13 *Prior to any significant development of this area, the proponent must ensure the provision of suitable access and address the need to preserve any environmentally sensitive areas.*

2.3.2 Area Structure Plan

The purpose of the Area Structure Plan (ASP) is to outline future development on the Study Area lands in a manner that abides by the guidelines set out in the Municipal Development Plan (MDP) and is satisfactory to the M.D. of Bighorn .

According to Section 633 of the Municipal Government Act, an ASP must describe:

1. *The sequence of development proposed for the area;*
2. *The land uses proposed for the area, either generally or with respect to specific parts of the area;*
3. *The density of population proposed for the area, either generally or with respect to specific parts of the area;*
4. *The general location of major transportation routes and public utilities; and*
5. *May contain any other matters the Council considers necessary.*

The M.D. of Bighorn's MDP further outlines the requirements of the ASP:

9.1.11 *In some instances, before subdivision or development of land is allowed, the M.D. of Bighorn may require that the proponent of the subdivision or development prepare an Area Structure Plan (ASP), at the expense of the proponent. The ASP will include the following:*

Generally required for large parcels of land on which little or no development has taken place, this plan will provide direction for the M.D. of Bighorn to guide how subdivision and development of these lands might occur.

- i. Site suitability;*
- ii. Environmental consideration and impact;*
- iii. Types of proposed uses;*
- iv. Density of population and intensity of use;*

- v. *Impact on adjacent uses;*
- vi. *Location of utilities;*
- vii. *Water and sewer servicing;*
- viii. *Fire protection;*
- ix. *Internal road development;*
- x. *Highway access;*
- xi. *Development phasing;*
- xii. *Archaeological resources impact assessment;*
- xiii. *Traffic impact assessment;*
- xiv. *Ground water impact assessment;*
- xv. *Stormwater management plan; and*
- xvi. *Any other matters deemed necessary by Council.*

The Horseshoe Lands ASP meets the above requirements.

2.3.3 Land Use Bylaw

The M.D. of Bighorn Land Use Bylaw No. 19/96 currently designates the Study Area as an Agriculture Conservation District (AC). A Recreation District (R) designation exists on a small piece of land near TransAlta's west lands leased for Bow River rafting operations. The lands surrounding the Horseshoe Falls Dam have been redesignated from an AC to a Natural Resource Extraction District (NR) to secure the site as a hydroelectric generating plant. Land Use Bylaw amendments, which replace the current designations will be required to implement the Horseshoe Lands ASP.

2.3.4 Municipal Ward System Boundaries

The M.D. of Bighorn Municipal Development Plan (MDP) indicates that the preferred governance structure for the Horseshoe Lands would be to establish the site as a hamlet, which would be governed by the M.D. This may require the Study Area to have its own ward boundary. According to the Municipal Government Act Section 148(2):

A municipality's council may by bylaw:

- a) *divide the municipality into wards and establish their boundaries,*
- b) *in the case of wards established for a municipal district or a specialized municipality, change the number of wards and their boundaries,*
- c) *give each ward established or changed a name or number, or both,*
- d) *state the number of councillors to be elected for each ward established or changed, and*
- e) *in the case of any municipality, including a municipal district or specialized municipality, eliminate the wards.*

Should a decision be made in the future to establish the Horseshoe Lands community as a self-governing town or village, Alberta Municipal Affairs has indicated that appropriate financial arrangements with the M.D. of Bighorn could be established to ensure the M.D. of Bighorn does not sustain unreasonable financial or other impacts.

3.0 Background

3.1 Location

The Horseshoe Lands ASP Study Area, as shown on Figures 1, 2 and 3, is located in the south-central region of the M. D. of Bighorn, predominantly in section 10-25-8-W5M. These lands will be referred to as the “Study Area” in this Horseshoe Lands ASP. The Study Area is almost fully surrounded by Stoney Nakoda Nation lands. It is located on the north and south bank of the Bow River, north of the Canadian Pacific Railway line and the Trans Canada Highway / Highway 40 interchange, and east of Highway 1X.

3.2 Area and Land Ownership

Table 1 illustrates the ownership and area of the ASP lands according to the general boundaries outlined in Figure 2. The Study Area is divided into 5 areas.

Table 1: Site Areas

Land Ownership	Area (ha)	Area (ac)
TransAlta West Lands (Kananaskis Dam)	17	42
TransAlta North Lands (Horseshoe Falls Dam)	14	36
TransAlta Seebe Lands**	18	44
1117123 Alberta Ltd. (A Stoney Nakoda Company)	93	229
Horseshoe Lands (Moondance/Stoney Nakoda Developments Ltd. partnership)	218	538
Total	360	889

All numbers are rounded

** Purchase negotiations are currently underway that would result in obtaining ownership of the TransAlta Seebe settlement lands. As a result, the Horseshoe Lands ASP identifies the Seebe lands as part of the developable area.

3.3 Supporting ASP Lands

3.3.1 TransAlta Lands

TransAlta, the owner of the entire ASP area from the early 1900's until 2003, will retain ownership of lands associated with the hydroelectric power generation and transmission facilities. There are currently no plans for any significant changes to the operations of the dams; however, it was deemed important to include these lands in the ASP for a number of reasons:

1. Future TransAlta redevelopment could otherwise require the preparation of a new ASP/ASP amendment for a very small development area.
2. Future residents of the Horseshoe Lands need to be informed that the existing hydroelectric power generation and transmission operation will continue, and there may be impacts from the continued operations on the residential development. The uses on the TransAlta lands will impact the Horseshoe Lands development due to:
 - Industrial impacts on residential development (and vice versa)
 - Possible servicing extensions from the Horseshoe Lands into the TransAlta lands

- Heavy truck traffic generated by the industrial uses travelling through the residential areas
 - Possible use of the TransAlta lands for pathways and access to the Kananaskis River by Horseshoe residents.
3. An ASP should address all contiguous lands that share the same roads, servicing, environmental, and development constraints.
 4. Inclusion of the lands in the ASP gives the public information regarding the long range proposed use of the property.

TransAlta and the Horseshoe Lands developers believe this ASP creates an effective legal and planning context that will help protect the industrial use of the existing dam sites and provide a structure to support agreements on joint use of lands and new uses on the TransAlta lands.

The approval process that would be required for new development to proceed on these lands is outlined in Section 7.

3.3.2 Lands North of the Bow River

As with the TransAlta lands, there are no current plans for development on the lands owned by 1117123 Alberta Ltd. north of the Bow River. These lands are held by a Stoney Nakoda company. As the land is a titled parcel rather than part of the Stoney Nakoda Reserve, it can be developed in the future. Discussions have been undertaken with the Stoney leadership that resulted in this land being included in the ASP, recognizing its future development potential. Although currently not seeking approvals for specific development, this parcel has been included in this ASP for the following five reasons:

1. To establish a comprehensive planning context for all the non-Reserve lands in the Study Area, combining all contiguous lands with common servicing/access/constraints
2. Under a regional servicing plan, water and sanitary sewers would cross these lands to enter the 'south of the river' lands—thus, these lands would be made serviceable by the development of the southern lands
3. The construction of a pedestrian bridge connecting the north lands and their use for recreation purposes is under discussion
4. An alignment for a potential vehicular bridge joining the north and south sides of the river has been identified
5. The Transportation Impact Assessment (TIA) for the southern lands includes potential development north of the river and access roads (including Highway 1 interchange) will be improved accordingly.

The approval process that would be required for development to proceed on these lands is outlined in Section 7.

Prior to subdivision approvals, easements for all roads and bridges crossing the river, and public trails extending off the Horseshoe Lands must be approved by the appropriate landowners.

3.4 Surrounding Land Uses and Activities

The majority of the surrounding lands (north, east, and south) of the Study Area are Stoney First Nation Reserve Lands. The lands further to the west are split between Brewster's Kananaskis Ranch and Lafarge Canada. These westerly lands are zoned R – Recreation District (rafting operations and Kananaskis Ranch), CF – Conservation Area Forestry District and NR – Natural Resource Extraction District (Lafarge).

There are a number of developments/facilities in close proximity to the Study Area including: Brewster's Kananaskis Guest Ranch and Golf Resort; Willow Rock Campground; Bow Valley Provincial Park; Rafter 6 Ranch Resort; Nakoda Lodge; Nakiska Ski Resort; Kananaskis Country Golf Course; Kananaskis Country; Proposed Stoney Nakoda Entertainment Centre; and residential neighbouring properties. The locations of these facilities in relation to the Study Area are shown on Figures 1 and 2.

3.5 Involvement with Adjacent Landowners

The developer has met with TransAlta, Altalink, Fortis, Rafter 6 Ranch, Brewster Guest Ranch, and Lafarge, and will continue to meet neighbours and stakeholders during the development approval process. TransAlta, Altalink, and Fortis have provided background information on their operations for the Horseshoe Lands ASP. Open houses have been held on the Stoney Reserve Lands. Future planning will involve relevant provincial departments and other stakeholders.

3.6 History

The valley of Mini Thni (Bow River) anchors the traditional territory of the Stoney Nakoda people, now represented by the Bearspaw, Chiniki, and Wesley First Nations. The Nakoda forefathers first welcomed the arrival of newcomers to Nakoda country over 200 years ago. The Stoney Nakoda people traded with the Hudson's Bay Company at Rocky Mountain House (1799) and Fort Edmonton (1795). The Methodist missionary Robert Rundle annually visited the Nakoda camps along the eastern slopes of the Rocky Mountains from 1840 to 1848. The present Methodist mission of Morleyville, established in 1873 by pioneers George and John McDougall, now centres the Stoney Indian Reserve along the banks of the Bow River.

Upon accepting Treaty No. 7 in 1877, the Stoney Indian Reserve No. 142, 143, and 144 were surveyed in 1879 with the Reserve boundary encompassing 109 square miles, straddling the Bow River from the Kananaskis River to the Ghost River. The Horseshoe Lands were included in these original Reserve boundaries.

At the turn of the 20th century, the Calgary Power Company (now TransAlta Utilities Corporation) purchased 1000 acres of Reserve land for the Horseshoe Falls Dam (1909) and a further 106 acres for the Kananaskis Dam (1913), in part to provide power to Calgary and to the nearby cement plant in Exshaw. The legal transfer of the Kananaskis Dam lands was not completed until 1947. As TransAlta's business operations grew, so did Seebe which housed its workers. Seebe was once home to 22 houses, a 17-unit apartment complex, a one-room schoolhouse, a baseball diamond, and the smallest curling rink in the world. The development of the industrial power generation facilities and the supporting settlement provide a glimpse of the modern settlement and development of southern Alberta. The development of the Horseshoe Lands, a joint project, can be seen as a new stage—co-operation between Canada's founding cultures.

The transfer of these lands from the Stoney Nakoda Nation to the Calgary Power Company was not without dispute by the Nation. The terms of the original land surrender negotiated by the Department of Indian Affairs in 1906-1914 continue to form the basis of discussions with the Federal Government.

Furthermore, on the basis of written representation received by the Nation in 1913 that the land would be returned when no longer used for the dams, the Stoney Nakoda Nation holds a caveat on the remaining TransAlta lands representing the Nation's reversionary interest and other related rights.

In 1992, the Stoney Nakoda Nation entered into an Agreement in Principle with TransAlta to return part of the Calgary Power lands situated on the north side of the Bow River back to the Stoney Nakoda Nation. These "north of the river" lands were transferred back to the Nation in 2002 and are held by 1117123 Alberta Ltd., a wholly owned Stoney Nakoda company.

As technology advanced and the dams were modernized, fewer people were required on site to operate the dam facilities so employees were free to live elsewhere and TransAlta no longer required the Seebe community. In 2003, TransAlta subdivided certain lands south of the river for divestment into two parcels. The first parcel included the Seebe lands (44 acres) while the remainder of the lands (538 acres) formed a second parcel (the Horseshoe Lands). In addition, TransAlta dedicated a parcel near the Horseshoe Dam as an environmental reserve easement. The Horseshoe Lands and the Seebe lands were offered for sale.

The Horseshoe Lands were purchased by the Moondance Land Company and Stoney Nakoda Developments Ltd. partnership. The Stoney Nakoda Nation, through its wholly owned company Stoney Nakoda Developments Ltd., is currently completing negotiations with TransAlta to subdivide the Seebe lands so they can be purchased. TransAlta will retain lands surrounding the Horseshoe Falls and Kananaskis Dams for its operations.

As is clear from the history of these lands, the Horseshoe Lands are important to the culture and history of the Stoney Nakoda people. Located at the confluence of two rivers, the lands have been Stoney Nakoda lands for centuries. Furthermore, the area was part of the original Reserve lands. Anthropological studies have identified three "regionally significant" locations, including an aboriginal site from pre-European contact. Elders have told of hunting and fishing on these lands. The Horseshoe Lands are almost totally surrounded by the Reserve and, inevitably, development as proposed in this ASP will impact the Reserve lands. Therefore, any development and regulation of these lands shall always be done in consultation with the Nation.

It is for this reason that the Moondance Land Company and Stoney Nakoda Developments Ltd. have partnered to prepare plans for this new cooperative phase in the story of these lands.

4.0 Development Concept/Strategy

4.1 Vision

The Horseshoe Lands will be developed as a unique rural community with small town features. It will have an attractive employment business district, cater to the Rocky Mountain tourist industry, and will appeal to people looking to live close to the mountains in a location unlike Banff or Canmore. The design, as shown on Figure 4, will focus on a comprehensively designed Town Centre that will act as the heart of the community in all seasons. The Centre will combine residential, retail, and public uses with a variety of recreational public spaces and plazas. While the Town Centre provides the attraction to the community, the commercial/industrial business district including the existing hydroelectric power generation and transmission facilities, will provide the strength and the foundation for local employment. The remainder of the lands will be a range of low, medium, and high-density residential developments, completing a well rounded, balanced, and 'sustainable' community. A curvilinear roadway system will create a community with scenic vistas around each bend with panoramic views of Mt. Yamnuska and the Bow River.

To strengthen the economic base of the community, the business services necessary to support residents who want to develop home occupations will be included in the development program. Incubator business opportunities will be encouraged within the business areas.

The pathway system will connect various areas of the community, and will encourage residents to walk and bike through the community. Preservation of natural landscape elements and sensitive areas will be a priority.

The environmental integrity of the area and the Bow River will be protected and sustainable development practices will be included in the development plans.

4.2 Timeframe of the Plan

The ASP depicts how the Horseshoe Lands area will be developed over an extended period, including the phasing of residential and non-residential developments and the ratios to which these areas will proceed. For this development to proceed, a series of public and private sector actions must occur. No definite timeframe is applied to this Plan although a projected goal is to begin stage one of the development in 2008. The timeline for the overall development will be based on Alberta's real-estate market. Current projections suggest full build-out will occur by 2022. Figure 13 shows a proposed staging plan based on demand projections and logical servicing areas. This staging plan, particularly with reference to non-residential uses, will be accelerated or changed to meet market demand.

4.3 Development Goals

The goal of this development is to create an attractive, environmentally responsible, economically sustainable community that attracts year-round residents. The proposed community will benefit the residents of the neighbouring Stoney Nakoda Nation and the M.D. of Bighorn.

The development will:

1. Include a mix of land uses to provide commercial and employment opportunities, as well as a residential base for the community
2. Create a community that respects its natural surroundings, and supports/protects and enhances regional facilities, enterprises, and communities

3. Establish a hierarchy of streets while encouraging non-motorized transportation routes and managing speed through design
4. Encourage home occupations, small businesses, and telecommuting as well as create a variety of business/industrial/institutional opportunities – some within defined business park settings – to create a strong employment base in the community and serve the needs of Bow Valley residents and businesses
5. Provide for a level of fiscal self-sufficiency so that the Horseshoe Lands community does not become a financial burden on the M.D. of Bighorn taxation base
6. Encourage year-round occupancy
7. Initiate and foster a Property Owners Association (POA) with the related infrastructure (community halls, siting, etc.)
8. Implement sustainable community development practices through innovative energy and resource conservation approaches
9. Create a community that encourages respect for the history of the land, First Nations traditions and the natural beauty of the area
10. Preserve, protect, conserve, and enhance the natural features of the Study Area, and in particular the wetland features of the site as outlined in the environmental studies
11. Incorporate as appropriate the “Dark Sky” standards outlined by the International Dark Sky Association
12. Discuss environmental enhancement and mitigation approaches with environmental and other stakeholders such as Ducks Unlimited, Trout Unlimited, and Wildsmart
13. Create a community centre that will act as the ‘heart’ and focus of the community
14. Provide services and activities which will serve visitors, local residents of the M.D. of Bighorn, and the Stoney Nakoda Nation
15. Achieve an orderly, efficient, sequential pattern of development which allows various land uses in each stage
16. Encourage a range of housing types including opportunities for affordable seniors/retirement housing
17. Recognize the existing hydroelectric power generation and transmission facilities, and their ongoing operations.

4.4 Town Centre

The Horseshoe Lands will evolve into a vibrant, strong mountain community. For this growth to occur and for people to want to make Horseshoe their home, a community core – a focus or heart – is essential. To achieve the desired functionality and attractiveness of the Town Centre additional design work will be undertaken.

The Town Centre will be a mixed-use area that accommodates a range of commercial, retail, residential, and public service uses with medium to high density slope-adaptive buildings. The concentration of uses will ensure this is the area with the highest activity and density in the community.

The Town Centre will be designed as the community/transportation node where entry features, signage, and road design will lead visitors into the community, allow them to leave their vehicles and explore the pedestrian friendly environment with its Mt. Yamnuska and Bow River vistas along the main streets. The

core of the Centre will be a gathering space containing urban design elements such as: water features, landscaped and sheltered seating areas, stamped concrete walkways, and local art landmarks. Retail and personal services will occupy the lower levels of the core buildings, creating a place where people congregate to relax and meet. The upper levels of some buildings will consist of apartment units available for those who work below. The Town Centre will attract local residents and visitors by providing all-season activities such as: swimming, biking and rafting in the summer, and skating, cross country skiing and festivals in the winter. An entertainment convention/heritage centre is also proposed next to the Town Centre attracting visitors throughout the year.

Local roadways and recreation trails will branch out from the Town Centre, allowing local residents to revisit the area for day-to-day necessities such as groceries, postal services, and to visit friends.

4.4.1 Integrated Development Area

There will be a central land parcel adjacent to the Town Centre developed as a multi-use community development area, which will integrate complementary public and non-public uses.

This Integrated Development Area is envisaged to include such public and quasi-public uses as a community centre, medical clinic, emergency and protective services, library, arena, gymnasium, recreational facilities, park, and school site. Privately developed uses such as multi-family residential, seniors housing, private schools, and community focused commercial may also be included.

This mix of public and private uses will not only enhance the Town Centre but, due to its central location in the Horseshoe community, will also benefit from the cultural, social, and functional interactions which can result. An example of this interaction would be the benefit of senior's housing developments alongside activities and programs for children, youths and young adults, allowing both youth and seniors to enhance each others experience.

Common components of the Integrated Development Area such as parking may serve a number of on-site uses, and when used in such a complementary and shared fashion, can reduce the need for duplication found in separated projects.

The higher density residential development contemplated for this area may include a variety of adult living formats and seniors housing to ensure that the community remains viable as the population ages. The comprehensive designed area will provide for a mix of market affordable and socially assisted adult and senior living units.

The Integrated Development Area will accommodate a number of public uses that will be developed by or with public agencies, and therefore detailed concepts or commitments as to the uses to be included cannot be provided until the responsible agencies (e.g. RCMP, Fire Department, and school boards) have been consulted.

PRINCIPLES

1. Create a Town Centre that will act as a meeting place and commercial core, strengthening community relationships.
2. The primary commercial and retail uses in the community will be located in the Town Centre.
3. Centralize the commercial, institutional, and public uses close to the Town Centre to maximize pedestrian activity and reduce vehicular movement.
4. Design the Town Centre in a flexible way so it can expand and adapt as the community matures and new uses emerge.

5. Locate high density residential close to the Town Centre.
6. In building design and location, create comfortable micro climates by considering winter sun angles and ways to protect core spaces from prevailing winds.
7. Design the Town Centre so it acts as a community attraction in all seasons.
8. Illustrate First Nations and Alberta History through signage and art.
9. Encourage local artists and artisans to live and work in the Town Centre.
10. A centralized Integrated Development Area will enhance and stimulate the creation of community activity and identity.

POLICIES

1. The Town Centre will be located as shown conceptually on Figure 4, and will include residential, retail/commercial, and public uses.
2. The design of the Town Centre will be subject to architectural controls applied by the developer.
3. Public open space and a significant 'property owners association owned' water feature will be located within the Town Centre.
4. Parking will be subject to architectural controls for the area and will be screened.
5. Bicycle racks will be provided in appropriate locations that are convenient, visible, and well-lit.
6. Traffic calming measures will be employed in appropriate locations in order to reduce speed, enhance aesthetic appearance of the road design, and pedestrian safety.
7. The Town Centre will be comprehensively designed. Initial development of the Town Centre will occur in the first stage of development and will continue as the overall community grows.
8. The final design of the Town Centre will be determined through a Concept Plan process.
9. A comprehensively planned Integrated Development Area will be part of the Town Centre as shown in Figure 4 and will integrate institutional, recreational, commercial, and residential uses, and will be detailed in the relevant Concept Plan.

4.5 Residential Areas

The residential areas will contain a range of housing types that will meet the needs of a variety of users. There will be a mix of single-detached, townhouse, and condominium apartment style housing distributed throughout the community (refer to Table 2). No one housing form will predominate, although the eastern portion of the site will be developed predominantly with single-detached homes. New technologies will be reviewed and incorporated (as appropriate) into the design of the homes such as slope-adaptive design and solar/wind energy generation opportunities. If economically feasible, the developer may apply for Net Zero (zero pollutants/energy sustainable) housing grants from the Federal Government. These grants would help to maintain eco-housing prices at a reasonable cost for moderate-income residents, particularly those who are employees of businesses on the Horseshoe Lands or in other areas of the M.D. of Bighorn.

4.5.1 Affordable Housing

Due to attractiveness and development constraints in the Bow Valley Corridor, there have been significant challenges in providing housing that is affordable to many residents. Often these residents are the ones who are necessary to keep the community going—the retailers and public servants for example. It is not expected that the housing prices in the Horseshoe area will be as high as those in the Banff -

Canmore area; however, an affordable housing strategy is required by the M.D. of Bighorn MDP and may be necessary to support the employment uses on the Horseshoe Lands. Providing and controlling home price levels for affordable housing is a very challenging task that has arguably not been successfully accomplished as of yet in Western Canada, in spite of extensive effort by developers and municipalities.

There will be a substantial number of smaller multi-family units – townhouses and apartments – included in the development program. The market prices for a number of these units will approximate the purchase prices of ‘cost controlled/affordable units’ in Canmore and Banff.

The Horseshoe community will include 10 - 15% affordable housing units; made up with market affordable units and social housing affordable (below market) units. The units will be distributed throughout the development. An affordable housing strategy will be an important component of the first Concept Plan.

The developer, the M.D. of Bighorn, and the related higher levels of government will collectively provide affordable housing strategies that will include a mixture of housing types, accommodation styles (rental, lease to own, titled ownership), and demographic characteristics (seniors facilities, young families, singles, etc.). The developer is willing to explore the development of a perpetually affordable housing program to ensure long-term affordability.

The affordable housing initiative is envisioned to encompass three key components:

1. Market Affordable Residential Product

- Most of the housing that will be built in Horseshoe will be less expensive than housing in Banff and Canmore. As such, Horseshoe will be providing housing for a number of individuals economically stressed by the west Bow Valley housing prices. The Horseshoe Lands development will construct a number of additional apartment units to further serve this market. The Horseshoe Lands developers will consult with the M.D. of Bighorn, Bow Valley Regional Housing, and relevant agencies in other municipalities to determine whether other market affordable units should be included.

2. Staff accommodation

- Will basically be housing provided by and subsidized by employers for staff employed within the Horseshoe Lands development only.
- Most businesses locating within Horseshoe Lands will be required to provide a certain amount of staff housing depending on the number of employees and type of business. These units may be administered by the developer/POA through a Professional Property Manager administered rental pool or may be acquired independently by the business.
- To ease the burden on small business, linked investor units may provide the staff and affordable housing.

3. Social Housing Units

- A social housing strategy shall be provided with each Concept Plan in conjunction with the M.D. of Bighorn and Bow Valley Regional Housing.
- Below market affordable housing will be provided intermixed within certain multi-unit complexes.
- The developer will work with Bow Valley Regional Housing to create a pool of dwelling units available at below market rates. It is expected that up to 3% of the Horseshoe Lands dwelling units will fall within this pool.
- The potential social housing units and eligibility criteria will be determined in conjunction with Bow Valley Regional Housing.

- Any ongoing subsidies for social housing will be dependant on financial support provided to the residents by the relevant governmental agency.
- The details of the method by which affordability will be established and maintained will be discussed with Bow Valley Regional Housing, and may include sale of units to them at costs designed to meet CMHC affordability criteria.
- A purchase or rental agreement with Bow Valley Regional Housing would have to be developed.
- Social housing units would only be provided under very strict guidelines and requirements as dictated by the development. These guidelines could include:
 - Available for residents or persons employed within the Horseshoe Lands development
 - For the working poor and health incapacitated only.
 - The M.D. of Bighorn may consider a separate assessment classification for social housing units. These units would be exempt from any developer financial balancing warranty.

PRINCIPLES

1. Provide a range of housing types catering to differing economic and demographic markets.
2. Use conservation subdivision design principles, slope-adaptive housing, and higher density developments to maximize the amount of open space available in the community.
3. Provide a variety of housing types in each stage of development.
4. Provide 'secondary suites' in single-detached home designs where appropriate.
5. Create a balance between single and multi-family development.
6. Tie all residential areas and nodes to the Town Centre and the regional pathway system.
7. Increase the housing opportunities for current area residents by providing the opportunity for current M.D. of Bighorn residents (including Stoney Nakoda residents) to acquire lots prior to the general public.
8. The market affordable residential product, staff accommodations, and social housing units will be first offered to persons employed within the development, and secondly to the residents and/or persons employed in the M.D. of Bighorn, the Bow Valley (from Lake Louise to the Ghost Dam), the Stoney Nakoda Lands and Kananaskis Country.

POLICIES

1. Residential areas will be located as shown conceptually on Figure 4.
2. Density ranges will be: low density areas in the range of 12 units per hectare (UPH) (excluding secondary suites), medium density 30-49 UPH, and high density 67-110 UPH. Development on individual sites, in some cases, may exceed these levels.
3. Building design and lot landscaping will be subject to architectural controls applied by the developer.
4. Fencing will be installed for all residential lots and public spaces backing onto steep river slopes.
5. Energy-efficient homes will be provided/encouraged in the development, where the market demands.
6. Where possible, cluster housing/conservation subdivision planning approaches will be followed.

7. Detailed site layout/local roads/cell densities will be submitted for approval at the Concept Plan stage.
8. Building heights will be appropriate to the scale of surrounding buildings. The Town Centre will contain medium profile buildings (up to 4-5 storeys above grade) to create a visible node/entry to the community.
9. No residential building will be built within 30 m of the CPR tracks.
10. The Horseshoe Lands community will include 10-15% affordable housing. This will be comprised of market, social, and employee housing as detailed above.

4.5.2 Alternative Land Use

The Stage 9 site shown on Figure 13 has been identified for high density, slope adaptive, residential uses and the densities and development plan for the community have been developed in keeping with that scenario. Once development of the community is nearing completion Council may consider the redesignation of some, or all, of the site to non-residential uses to increase the area employment levels or provide a larger site for a 'landmark' use such as a research facility or post secondary institution. Such a change in land use would only occur if Council is convinced there was a need for those non-residential uses.

Table 2: Proposed Land Uses

	Residential Density (units per acre)	Number of Persons per Household	Acres	Hectares	Proportion of Horseshoe Developable Area (%)	Approximate # of units	Population	Proportion of Developable Area (%)
Table 2A: ASP Lands								
Non-developable Areas								
Wetlands / Slopes / ER			73	29.5				
Future Developable Areas								
North of the River lands - 1117123 Alberta Ltd.			229	92.7				
Horseshoe Developable Area (Table 2B)								
Horseshoe Lands			509	206.0				
TransAlta Developable Lands								
Existing Industrial			78	31.6				
Total ASP Lands			889	359.8				
Table 2B: Horseshoe Developable Area								
Municipal Reserve								
Institutional (School) ¹			10	4.0	2.0			
Parks and Regional Links ¹			40	16.2	7.9			
Total Municipal Reserve ²			50	20.2	9.8			8.5
Stormwater Ponds			48	19.4	9.4			8.2
Roads			106	42.9	20.8			18.1
Public Utilities			5	2.0	1.0			1.0
Mixed-Use								
Mixed-Use (Residential / Commercial)	22	1.5	15	6.1	2.9	330	495	2.6
Residential								
Low Density	5	2.5	78	31.6	15.3	390	975	
Medium Density ¹	15	2.0	37	15.0	7.3	555	1110	
Higher Density	25	1.5	90	36.4	17.7	2250	3375	
Total Residential			205	83	40.3	3525	5955	34.9
Commercial								
Town Commercial / Public Facilities ¹			15	6.1	2.9			
Hotel / Convention Centre			15	6.1	2.9			
Industrial								
Proposed Industrial			50	20.2	9.8			
Total Commercial / Industrial			80	32.4	15.7			
Total Horseshoe Developable Area ³			509	206.0	100			
¹ Proportion of area included as part of Integrated Development Area (24 ac)								
² Excludes lands north of the river which will consist of a separate land dedication								
³ Total Horseshoe Developable Area is calculated by totaling Blue numbers								
Table 2C: Combined Industrial / Commercial								
Commercial								
Town Commercial / Public Facilities			15	6.1				2.6
Hotel / Convention Centre			15	6.1				2.6
Industrial								
Proposed Industrial			50	18.2				8.5
TransAlta Developable Lands								
Existing Industrial			78	31.6				13.3
Total Industrial / Commercial (Existing and Proposed)			158	62.0				26.9
Total Developable Area ⁴			587	237.6				100

⁴ Total Developable Area is calculated by adding the two rows in Table 2A identified by the arrows

* All areas are approximate and will be confirmed at the Concept Plan and Subdivision Stage.

4.6 Employment Areas

Attracting employment (commercial/industrial/institutional uses) to the Horseshoe Lands is necessary for balance in the community, and to avoid the creation of a 'bedroom' community where residents live on the Horseshoe Lands but only work outside the M.D. of Bighorn. The Horseshoe Lands ASP allows for the creation of several employment areas, which will grow as the community matures.

As shown on Table 2, there are 32.4 ha of new employment oriented use areas proposed throughout the Study Area, which will supplement the existing 31.6 ha of industrial development (TransAlta hydropower generation sites).

The developer has designed a proactive strategy to attract non-residential uses to the area. This campaign will be launched once Council has given third reading to this ASP. It is important to recognize the challenge in attracting industry before the community has been at least initially settled—business owners often look for a level of neighbouring services and residential opportunities to ensure they can operate effectively.

Although the staging plan shown in Figure 13 indicates the proposed servicing schedule for non-residential lands, this staging can be accelerated to meet the market demand. The specific employment areas are:

- **Lowlands Employment Area**

The lowlands area is south of the main ridge that slopes down towards the CPR tracks. These lands pose a development challenge due to their proximity to the rail line. For example, challenges include noise and visual impacts from the rail crossing and tracks, drainage concerns, and servicing. These lands will be used for light industrial employment uses. The layout, landscaping, and urban design must optimize the attractiveness of this area since it is the primary access into the community, and the housing along the top of the ridge will overlook this employment area. Ensuring the attractiveness and not allowing outdoor storage, noise, odours, dust, or fume producing land uses in this area will be a priority.

- **Central Business Park**

Surrounding the existing Altalink transformer station in the middle of the Uplands will be the site of a unique employment area. This area along with the Town Centre will provide opportunities for local or new businesses to expand or relocate onto the Horseshoe Lands. Building design is conceived as two storey buildings that will surround the transformer station, screening it from residential view. The uses will include clean industrial, office, and service/retail industrial (e.g. upholstery, repairs, automotive specialties). Urban design elements (e.g. "living walls" – vine covered walls) and architectural controls will ensure the building designs are integrated into the overall design of the community, and all parking is screened. As one moves away from the industrial park, high to medium density housing will abut the business park providing transition to the single-detached housing.

- **Town Centre Employment**

The Town Centre will be the site of specialized commercial/artisan employment-generating uses. Local commercial uses that will serve the basic needs of tourists and the entire community will be located in the Town Centre (e.g. grocery stores, video outlets, restaurants, coffee shops, pubs, retail stores, and other personal services). The Town Centre will also act as the starting point for all recreation excursions and activities such as: rafting, biking, hiking, cross country skiing, bird watching, etc. The 'magnet' that will help attract people will be the 'artisan village' theme that will be the basis for the urban design elements of the area, along

with the entertainment, views, and festivals that will be attracting visitors. The artisan village will encourage artists, craftsmen, and hobbyists to open outlets in the Town Centre, and reside in the Town Centre by living above their workshops. Operational policies to financially support the incubation of this unique artistic community will be formulated.

- **Tourism Facility Centre**

An attractive development site near the Town Centre (see Figure 4) will be reserved for the development of a regional facility, serving tourism throughout the region. Discussions with the Province are underway with regard to the possibility of locating a convention centre or heritage centre in this location. Such uses could be complemented by an ecotourism facility, hotels, restaurants, etc. No decision has been made as to the final use for the site; however, the intention is to locate a regional facility that will attract tourism and support the Town Centre/artisan's village.

- **Residential Home Occupation**

The Horseshoe Lands development is committed to supporting home occupations and small businesses. Internet 'hot spot' technology, other business services, and flexible zoning will be considered in an effort to create a small business 'artist – friendly' community.

PRINCIPLES

1. The Horseshoe Lands development will include commercial and employment uses serving tourists, area residents, and the larger Bow Valley region.
2. The inclusion of a substantial employment component will provide employment opportunities for community residents, and ensure there is day-round activity in the community.
3. The existing power generation and related facilities will remain and will be incorporated into the development, but will be buffered, screened, and fenced to minimize the effect on the residential areas. Further conversations and design will be required with the power generation facility owner during the Concept Plan stage of these areas.
4. Preferred employment uses will be 'clean', environmentally safe uses with minimal impacts on the new community.
5. Development of non-residential uses, and medium and high density residential will provide important fiscal contributions to the M.D.
6. Employment opportunities will be provided as mixed-use areas develop, including residential units, to the greatest extent possible.
7. Home-based businesses, business incubator facilities and services, will be included and encouraged in the development.

POLICIES

1. The employment areas will be located as shown on Figure 4.
2. Detailed designations and employment site design will be described at the Concept Plan stage.
3. Sustainable building designs will be used whenever appropriate. Non-residential development will be located and designed to ensure its compatibility with the residential community.
4. Building design and lot landscaping will be subject to development controls applied by the developer.

5. Development of the employment uses will occur as the market and external funding (i.e. Province) allows. The Horseshoe Lands partnership will develop and implement a regional marketing campaign attracting compatible non-residential development.

4.6.1 Existing Employment

- **Kananaskis and Horseshoe Falls Dam sites**

Within the Study Area, TransAlta owns and operates two power generation sites. The Kananaskis dam is located on the westerly boundary of the Study Area, while the Horseshoe Falls Dam lies centrally on the site. Between the two facilities TransAlta presently employs 50 people, 10 of whom live in the Bow Valley area. The Horseshoe and Kananaskis Plants generate enough electricity to supply 26,000 homes. Altalink (previously owned by TransAlta) is the owner/operator of the transmission lines, operation buildings and transformer station on the dam site supplies overhead power from the dam to the southern Alberta power grid. These two industrial facilities represent substantial investments by TransAlta to the southern Alberta power supply and play an important role in the Bow Valley economy.

4.7 Environmental Protection

A range of environmental studies have been undertaken for the Horseshoe Lands. These studies carefully examined the following environmental components: soils and terrain; surface water; groundwater; vegetation; wildlife and wildlife habitat; fish and fish habitat; archaeological and historic resources.

The results of these studies are summarized in the Supporting Documents. The Final Environmental Assessment report, which is one of the Supporting Documents, provides a summary and an analysis of the different environmental components.

Environmental planning for the Horseshoe Lands will take place at three stages: this, the ASP stage; at the Concept Plan stage; and at the subdivision stage. At each of these stages and where appropriate, the environmental components will be examined in progressively greater detail. The Final Environmental Assessment identifies significant environmental components of the area and the extent to which they could influence development on the lands as a whole. At the Concept Plan and subdivision stages these components will be examined in greater detail and the form of development planned so that the integrity of the environmental components are maintained and the environmental protection principles followed.

The Final Environmental Assessment has examined the potential impact of each component on the proposed land use plan (Figure 4). It should be noted that the land use plan has evolved during the process of preparing the ASP in response to emerging environmental issues. The conclusion of the Environmental Assessment is that, subject to the implementation of a range of mitigation measures, no significant adverse impact should result from the proposed development of the Horseshoe Lands

Protection of the unique Horseshoe Lands environment is not only good land development and stewardship practice and a requirement of the various approving bodies but also it is an expectation of future residents of the community. As well as addressing the full range of specific environmental concerns outlined below the land use concept in the ASP is based on the following environmentally related principles.

PRINCIPLES

1. The Final Environmental Assessment report, which is one of the Supporting Documents, provides a summary and an assessment of the potential effects of the project on the different environmental components and will act as a guiding reference throughout the various stages of the development of the Horseshoe Lands.
2. Ensure that the Horseshoe Lands development plan meets or exceeds the recommendations of the relevant environmental studies and approving authority decisions.
3. Emphasize 'sustainable' land use policies such as conservation subdivision design, reduction in vehicular traffic and water conservation technologies.
4. Protect the quality of water in the Bow River.
5. Actively support the new community in developing conservation and educational programs designed to enhance the understanding and appreciation of the natural environment.
6. Explore all feasible new technological and management approaches to improve water and energy conservation.
7. Wetlands are an important characteristic of the Horseshoe Lands development and as such every effort will be made to protect them.

POLICIES

1. Development within the Horseshoe Lands shall be consistent with the recommendations contained in Final Environmental Assessment and supporting studies as they apply to ensure the integration of the development and the natural environment.
2. Identification, protection and appropriate treatment of significant natural features (e.g. tree stands, wetlands, and steep slopes) shall be undertaken within the Study Area and addressed in the relevant Concept Plans.
3. Where possible, representative and viable natural habitat types will be protected and maintained as an integral component of the parks and open spaces. Generally, natural areas may be protected through:
 - Dedication as environmental reserve and/or municipal reserve.
 - Environmental reserve easements.
 - Conservation easements.
4. Construction management plans shall be prepared as part of the subdivision approvals and will be consistent with the City of Calgary Guidelines for Sediment Control. Procedures shall be in place during construction for sediment and erosion protection to prevent adverse impacts on the Bow River and other riparian areas.
5. Sensitive areas will be protected from public activity, to the extent possible and reasonable, for protection of the areas and the residents.
6. Significant wetlands will be protected and may be enhanced. Treated storm water runoff will be used to augment the existing wetlands.
7. Prior to the approval of the first Concept Plan an Environmental Protection Plan (EPP) shall be submitted which shall include the various mitigation, monitoring and follow up measures identified in the Final Environmental Assessment and other Supporting Documents. The EPP shall refer to different environmental components and mitigation measures for different stages of development.

4.7.1 Detailed Study / Environmental Mixed Use Area

Environmental studies have indicated that there may be an opportunity to allow sensitively designed development on a portion of the area near the southeast wetlands. In conjunction with environmental enhancements, such development would be of a non-residential nature although mixed use with some residential could be contemplated. The preferred uses would incorporate educational, research or business park type of uses that would be developed to enhance environmental solutions and to ensure no negative impact on the wetland area.

4.8 Archaeological / Historical Resources

4.8.1 Superintendent's Residence and School House

Historical Impact Assessments undertaken by TransAlta Utilities Corporation identified the possibility of protecting two old buildings on the former Seebe settlement as municipal heritage resources. The M.D. and the developer agree that preservation of these two buildings would likely be beneficial for the Horseshoe Lands development, as they would provide a historic link to past use of the site and the old Seebe community. The buildings have the potential to be preserved for historic purposes while performing useful functions in the new community.

PRINCIPLES

1. Protect historic resources where possible to link the new community to the historic Seebe settlement.

POLICIES

1. The Superintendent's Residence and the old Seebe school house are potential municipal heritage resources, and the developer and the M.D. will investigate ways to preserve them.
2. The two potential municipal heritage resources may be used for either private or public purposes. The final use of the buildings will be determined by the owner(s) of the two buildings.

4.8.2 Archaeological

The area contains a record of early aboriginal activity on and around the Study Area. Several sites of historic interest relating to aboriginal activities were identified with recommendations that the Stoney Nakoda Nation be consulted with regard to appropriate mitigation activities if necessary. The results of a Historical Resources Impact Assessment identified nine newly recorded heritage sites; two of which were within the TransAlta lands and one (grave) site on the Stoney Reserve lands east of the development. Of the six newly recorded sites, three have been granted clearance by the Ministry of Alberta Tourism, Parks, Recreation, and Culture (ATPRC) (Final Environmental Assessment – 2007).

Three sites were identified as having a moderate historic significance. Two of these sites were found on the Seebe lands (EgPs-80 and EgPs-83) and one was found on TransAlta's Horseshoe Falls Dam lands (EgPs-86).

PRINCIPLES

1. Protect historic resources where possible to link the new community to the First Nations history in the area.

POLICIES

1. The three sites (EgPs-80, EgPs-83 and EgPs-86) shown in Figure 5 shall be mitigated or avoided as outlined in the Final Environmental Assessment. The mitigation strategy will be determined at the relevant Concept Plan stage.
2. The developer and the M.D. will investigate ways to preserve and protect any Aboriginal site identified by the Historical Resources Impact Assessment and determined to be of historic significance to the Stoney Nakoda Nation.

4.9 Open Space and Recreational Trail Network

As shown on Figure 5, the development provides pathways throughout the entire community. These linkages will branch out from the Town Centre, guiding users through a number of naturally vegetated settings with look-outs, animal habitat areas and passive and active open spaces. The Horseshoe Lands development will have four distinctive residential communities, each represented by a unique landmark at the community node. Interpretive stations along the trails and at the nodes will tell stories of the landmarks and the natural heritage of the area. The community nodes may include ponds for swimming, wetlands for bird watching or picnic areas as gathering places. The trail network will be multi-purpose and all-season, providing pedestrian/bicycle movement opportunities in the area.

PRINCIPLES

1. Provide trails and pedestrian paths that provide convenient and attractive alternatives to vehicular travel.
2. Retain high quality stands of mature vegetation as open space.
3. Design parks and open spaces to provide passive and active recreational opportunities to community residents and visitors.
4. Design the pathway and open space system to provide viewpoints and interpretive sites to enhance enjoyment of the vistas and appreciation of the natural heritage of the area as well as to ensure pedestrian linkages to recreation spaces/facilities, schools and commuting areas.
5. Program year-round recreational opportunities.
6. Access to the Bow River will be an important amenity for the general public. Access will be provided in suitable locations with appropriate parking and pedestrian/cycle trail connections.

POLICIES

1. The pathway system will be located approximately as shown in Figure 5.
2. Where possible, common paved pedestrian/bike paths will be developed,
3. A pedestrian bridge is proposed by way of easement over the Bow River that leads to a natural trail along the north side of the Bow River. Approval of this pathway will be requested from the landowner (1117123 Alberta Ltd.).
4. Discussions will be undertaken with TransAlta and 1117123 Alberta Ltd. (lands north of the river) to allow easements through their properties to incorporate a pathway network for the full area.
5. Where trails are not included in integrated park or natural features, they may be located in the road right-of-way.
6. Adequate lighting should be provided along well traveled trails in the community.

7. Municipal reserve, environmental reserve and conservation easements will be used to protect important open spaces and heritage sites as appropriate.
8. Detailed open space plans will be submitted to the M.D. at the Concept Plan/subdivision stage.

4.9.1 Baseball Diamond

When the Seebe settlement transfer to Stoney Nakoda Developments Ltd. is finalized and the new access from the Trans Canada Highway is constructed, the developer will restore (cut grass and level playing surface) the baseball diamond to a usable standard or provide an alternative. It will be available as a recreation facility for M.D. residents on a temporary basis in its current location once safety, access and liability concerns have been addressed.

As development commences on the town site and after discussions with the M.D. to ensure the priority of using recreational lands and funding in this way, the existing baseball diamond will be relocated freeing up developable space in the town site.

PRINCIPLES AND POLICIES

1. The principles and policies for Section 4.9.1 Baseball Diamond are contained in the text above.

4.9.2 Schools

Students in the Bow Valley are presently attending schools in Exshaw, Morley, Canmore and Banff. The Horseshoe Lands could be an asset to Exshaw and Canmore, strengthening student enrollment, if Horseshoe students choose to enroll in schools located in these towns.

There are four school boards in the Bow Valley area (Public, Separate, Francophone and Charter). Currently, the Canadian Rockies Public School Board is developing a new grade 4 – 8 middle school that will replace the existing Lawrence Grassi School in Canmore and the Christ the Redeemer Catholic Separate School Board is joining with the Greater Southern Separate Catholic Francophone School Board who are also developing a new school. The catholic francophone school will be a K-6 and the catholic separate school will be a K-12. All school boards will be building their new schools in Canmore.

The need for school development on the Horseshoe Lands will be determined by each school board as part of their regional strategy and will be agreed upon by the M.D. Through the concept planning process, further planning conversations will occur with the four school boards in determining their timing and their demand for a school site.

A possible school site location is included in the Integrated Development Area (see Figure 4). This proposed location of the future school site may change upon further detailed planning and through further conversations with the school boards and the M.D.

PRINCIPLES AND POLICIES

1. The principles and policies for Section 4.9.2. Schools are contained in the text above.

4.10 Public Facilities

It is recognized that a new community will require a number of public facilities. The ASP recognizes the need for a range of public and quasi-public facilities such as:

- Fire hall and emergency vehicles
- Ambulance and police services
- Community hall/meeting rooms
- School(s)
- Places of worship
- Indoor and outdoor recreation facilities (e.g. rink, baseball, soccer, swimming)
- Business centre
- Recycling drop-offs
- Library/compu-centre
- Museum/cultural centre

The need/demand for these services will be reviewed by the developer and the M.D. and lands will be made available as necessary. The developer will be responsible for the construction of a community centre/hall on the site. The M.D. may provide support and assistance in accessing government grants and other funding sources. Costs will be recovered by the developer from Horseshoe Lands residents. A community centre for the POA and a fire hall will be located near the Town Centre. The detailed design and marketing of the Horseshoe Lands will take into consideration and generally reserve the most appropriate locations for the required public facilities. Some services, such as fitness centres and a business centre, will ultimately be provided by private interests. Some facilities may be developed through resident fundraising or become eligible for provincial grants, as with most Alberta communities.

Appropriate fire protection equipment will be provided for the Horseshoe Lands by the developer. Depending on what is needed, the M.D. of Bighorn may leverage grant-funding possibilities to assist in the provision of this equipment. The costs will be recovered by the developer from Horseshoe Lands residents. The public facilities that are listed above should not be anticipated by Horseshoe Lands residents until a population threshold in the range of 2,500 people has been exceeded. Studies have indicated that the types of public services listed above are normally not developed in Alberta communities until a population of 2,000-3,000 has been exceeded and sometimes much later than that. The actual timing of the construction of such facilities will be dependent on:

- M.D. and POA budget priorities
- Volunteer support
- Provincial funding and grant availability
- Availability of services in the region

PRINCIPLES AND POLICIES

1. The principles and policies for Section 4.10 Public Facilities are contained in the text above.

4.11 Horseshoe Lands - A Sustainable Community

Modern day planning throughout North America is taking a more environmentally responsible approach, often referred to as “*smart growth*” or “*sustainability*”. A “*sustainable*” community is one that has been organized in such a way that the fiscal, social, and environmental activities that take place within it are capable of being sustained far into the future.

More recently, sustainability has come to place a primary emphasis on the environmental aspects of development with the promotion of energy efficiency and reduction of greenhouse gas emissions, together with the goal of reducing, minimizing, or mitigating the residual effects/impacts of development on the natural environment. However, since most components of sustainable initiatives are interdependent, all aspects of these initiatives need to be collectively considered. The final resolution of all initiatives must ensure that they are sound (when tested) – environmentally, economically, and socially, in order that they may succeed.

The commentary from responsible agencies stresses the need for “balance”. This area structure plan reflects the ongoing objective of balancing building and development requirements with the need to preserve and protect our natural environment, and the need to act responsibly in an environmental, fiscal, and social manner.

The disciplines of energy efficiency and sustainable building and development practices are rapidly evolving fields both in the areas of technologies and emergent associated regulations. This area structure plan needs to provide and maintain flexibility to give direction towards the future without being tied to a given point in time.

PRINCIPLES

Future development shall:

1. Minimize impacts and sustain the environment with implementation of the “best practices of the day”, given those found in such responsible organizations and agencies as:
 - Built Green™ Society of Canada
 - Built Green™ Alberta
 - The Canada Green Building Council (LEED® Canada)
 - The Government of Canada
 - ecACTION
 - Natural Resources Canada's - Office of Energy Efficiency – R2000 Standards
 - CMHC EQUilibrium Housing (the Net Zero Energy Healthy Housing initiative).
2. Increase employment opportunities for M.D. and Stoney Nakoda residents.
3. Create a complete and balanced community both self-sustaining and self-sufficient in terms of more interdependent employment, residential, and recreation activities and opportunities.
4. Use conservation technologies and processes.
5. Incorporate renewable energy solutions into the development where possible.
6. Minimize the impact of new development on the natural environment.
7. Minimize the use of automobiles on the site.
8. Incorporate as appropriate the International Dark Sky standards to the approval of the M.D.
9. Provide setbacks next to the river and habitat areas while ensuring appropriate river access points/locations are maintained and enhanced.
10. Promote cluster development of a variety of land uses to maximize open space.
11. Relocate or protect vegetation species native to the area.
12. Ensure full consideration is given to the needs of elders and children.

13. Include a recycling program, which may include strategically placed recycling material receptacles.
14. Capitalize on opportunities to educate residents and visitors in the natural and human history of the site.
15. Support other existing businesses and activities in this part of the M.D.
16. Incorporate, where possible, "Living Wall" and other methods of integrating the built environment into the natural environment.
17. Facilitate home-based and incubator business solutions.
18. Encourage cultural and artistic endeavours through event programming and sponsorship and the creation of an artisan's village.
19. New options and technologies will be continuously explored, as the Horseshoe Lands develop, to ensure that these new lands continue to work on maintaining sustainability.

POLICIES

1. The first Concept Plan shall include a detailed sustainability strategy based on the principles outlined above for the whole of the Horseshoe Lands area.
2. Each subsequent Concept Plan shall include a sustainability program for the specific area based on the strategy approved as part of the first Concept Plan.
3. The Horseshoe Lands development will endeavour to employ the "best practices of the day" with regards to "Built Green" technologies and practices, to advance towards a more sustainable community within the context of a balanced appreciation and application of the environmental, fiscal, and social constraints and responsibilities of the community.
4. The Horseshoe Lands development will set up community recycling programs.
5. The Horseshoe Lands development will investigate and consider new ways of generating or providing energy from environmentally friendly sources.

4.12 Local Integration

The Horseshoe Lands development will be an exciting addition to the eastern slopes of the Rockies and will provide future growth and increased attendance for regional amenities. The Horseshoe Lands development will provide the lodging for local residents and tourists while the Kananaskis Country Golf Course, Nakoda Lodge, Brewster's Kananaskis Guest Ranch and Golf Resort, and Rafter Six Guest Ranch will provide recreational and sport activities, such as golf, horseback riding, and various social events.

Day trips for hiking and biking in the Bow Valley Provincial Park and the Kananaskis Provincial Park, as well as river rafting trips, could be organized out of the Town Centre. Visitors to the Horseshoe Lands could stay in the community and travel to landmark locations throughout the region.

In addition, the Horseshoe Lands will provide a much broader choice of housing options for M.D. residents and employees of companies in the Bow Valley area.

4.13 Fiscal Sustainability

Like many rural municipalities near larger urban centres, the M.D. of Bighorn is experiencing pressures of population growth from the Banff – Canmore – Calgary corridor. With a small existing population base and a rural standard of services, any major new development's land use mix, associated built forms, and development strategies must be carefully considered in order to ensure a fiscally sustainable future for the M.D. These development-specific fiscal considerations are especially critical for municipalities such as Bighorn, where existing residential, commercial, and agricultural land uses are spread over very large distances, resulting in increased cost pressures which must be subsidized by the higher net revenue generation of major industrial employment uses.

With a mix of land uses including mixed density residential, commercial, and employment-based land uses, the Horseshoe Lands community is intended to be a departure from more conventional single-family "sprawl" forms of development. The Horseshoe Lands development program will be designed and monitored to ensure it is not only fiscally sustainable on its own merits, but can also assist in generating a positive net fiscal position for the M.D. as a whole over the long term. A number of challenges and circumstances need to be addressed in order to do this including:

- **Net cost of providing services for residential uses**

As noted in the Cost of Community Services Study (COCS) recently completed for Red Deer County by the Miistakis Institute, local governments usually do not subject residential uses to the tax rates necessary to cover the true costs of providing services. The resulting fiscal deficit for residential uses must therefore typically be subsidized by fiscal surpluses generated by other non-residential land uses.

- **Need for government grants**

Grants represent the second largest source of income for the M.D. of Bighorn (roughly 35% of overall municipal revenues for the fiscal year 2006). Any municipality seeking sustainability, however, should not place reliance upon government grants: within the past decade, grant programs have fluctuated considerably, and can only be considered very unstable.

- **Property tax burden on existing residents**

Current Bighorn residents have indicated that they should not be expected to bear property tax hikes as a result of new development and subsequent new services that current residents may not utilize nor benefit from.

- **Attracting employment-based uses**

Employment-based uses such as research office parks, business parks, and other industrial uses tend to generate better revenue to expenditure ratios than other forms of development. For this reason, they are highly sought after by municipalities of all sizes. Employment-based uses, however, make location decisions based on a wide range of factors, including the quality and extent of the existing business base, the availability of public transportation and lower cost housing options. These factors make it difficult for more rural municipalities to compete for office and industrial uses.

In order to meet these challenges, and to achieve a positive fiscal position for the M.D., the Horseshoe Lands development will incorporate a number of key strategies, including:

- **Incorporating residential land uses with superior fiscal implications**

Fiscal impacts vary widely not only across major land uses, as shown in the Red Deer County COCS study, but also within major land use categories. The Horseshoe Lands community includes a range of medium and higher density residential land uses which tend to generate significantly better fiscal results than more conventional, lower density and lower value single-family homes.

- **Incorporating mixed-use/town centre development pattern**

Mixed land uses can convey substantial fiscal and economic benefits. Higher property values often reflect commercial uses in close proximity to residential areas and therefore help raise local tax receipts. Businesses recognize the benefits associated with areas able to attract more people, as there is increased economic activity when there are more people in an area to shop. In today's service economy, communities find that by mixing land uses, they make their neighbourhoods attractive to workers who increasingly balance quality of life criteria with salary to determine where they will settle. Higher density mixed-use areas also help to reduce costs of providing municipal services given the more compact development pattern.

- **Inclusion of employment-based land uses**

The Horseshoe Lands community will accommodate a range of employment-based land uses including light industrial and artisan live/work spaces to an extent that can be effectively supported by the local and/or regional market. An aggressive marketing campaign will be undertaken to attract non-residential uses to the new development.

- **Local benefit bylaws and area-specific tax rates**

The current residential tax rates being applied to M.D. residential properties may be appropriate given the significant re-assessment that took place in 2003 and the rural standard of services being provided. They may not, however, be appropriate for the Horseshoe Lands community, whose residents will enjoy more urban densities and a more urban standard of services (e.g. centralized water treatment and sewerage systems, hydrants, community facilities). Council may pursue area specific taxation practices for the Horseshoe Lands, recognizing that the development creates a higher level of servicing requirements, and subsequently servicing costs, than is required in the rest of the M.D. of Bighorn.

- **Regional servicing strategy**

A regional servicing strategy accommodating new growth beyond the Study Area will help reduce the development-specific cost load for the M.D. of Bighorn and will free-up other M.D. lands which can subsequently be developed.

- **Shared municipal service responsibilities**

The Horseshoe Lands development team and future Horseshoe Lands POA could assume responsibility for certain services that are traditionally delivered by the municipality in question (e.g. community hall, library, sports/playing fields, recreation centre). In this way, per capita costs for some municipal categories can be significantly reduced, ensuring that overall per capita costs for the M.D. of Bighorn can be held to a level that is more easily offset by associated development-specific municipal revenues. Cost sharing with the M.D. could be facilitated if the lands were partially or fully developed as a bare-land condominium.

- **Property Owners Association (POA)**

A POA will be established for the entire development prior to the sale of the first unit. Responsibilities of the POA shall include the full or partial funding, operation, and maintenance of services and facilities in the community as agreed with the M.D. It is expected that a 'user-pay' system will be implemented for many traditional 'municipal' services, particularly in the community/leisure services area. In this way, Horseshoe Lands property owners can participate in the determination of the level of services they receive, and M.D. taxpayers outside of the Horseshoe Lands do not have to pay for disproportionate service levels.

It is also vital to recognize that while traditional fiscal impact assessments, including COCS studies, contemplate major land use categories in isolation, this does not reflect the interaction and interdependence of land uses in a real world context. Industrial uses may, on their own, generate fiscal surpluses but also increase demand for residential uses, which tend to be a fiscal drain. Similarly, residential uses may, on their own, generate fiscal deficits but also create demand for more fiscally positive commercial uses, while supporting existing and future industrial uses. The Horseshoe Lands development will therefore effectively support both existing and future industrial and commercial uses in the M.D. of Bighorn beyond the Study Area boundaries.

PRINCIPLES

1. The development of the Horseshoe Lands will result in a long-term net fiscal gain for the M.D.
2. Existing M.D. residents should not be required to subsidize the Horseshoe Lands development through municipal taxes.
3. The M.D.'s long-term expenditures on the Horseshoe Lands will not impact the contribution of existing industrial taxes to overall M.D. expenses.

POLICIES

1. A POA will be established in Horseshoe that will be responsible for a number of items that may include the following:
 - Entering into agreements with the M.D. relative to the POA funding and operation of facilities and services in order to shift costs normally assumed by the M.D. onto the developer/POA.
 - Assessing home and business-owners in Horseshoe for the costs of various services. The funds may be spent by the POA for services it provides.
2. If desired by the M.D. a cost-sharing strategy may be developed between the M.D. and the developer/POA to see the POA directly responsible for a number of operational costs that might normally be a municipal function. Those costs might include such areas as recreational operations (arenas, sports/playing fields, tennis courts, skateboard parks, etc.), community services (community hall, library), and special events (local fairs, parades, etc.). The M.D. may consider a contribution towards the costs of these functions and operations, but any such contribution made will be of a lesser secondary nature to the association's primary funding role.
3. When appropriate, the M.D. may consider the viability of creating a new property tax assessment category to reflect the higher level of urban infrastructure provided on the Horseshoe Lands. The Horseshoe Lands developer will place notation on property titles to advise future purchasers that Council may do this (create a separate property assessment category for Horseshoe Lands residential properties).

4. Prior to consideration of the first Concept Plan, the Horseshoe Lands developer/proponent and the M.D. shall engage in a full fiscal analysis of the proposed “at full build-out stage” Horseshoe Lands development. The analysis may include computer modelling, professional consultation with municipal financial experts, and detailed commentary from Provincial government departments and academic sources. This analysis may lead to minor adjustments to the Area Structure Plan and to different levels of developer/property owner contributions.
5. The Horseshoe Lands proponent recognizes that developer/POA will contribute towards the cost of facilities, in addition to those levies mandated by provincial statute.
6. To attract non-residential development to the site, an aggressive marketing campaign will be undertaken throughout the Bow Valley and beyond.
7. Non-residential uses shall incorporate a level of density, development, and site-usage to ensure maximum capacity of the lands is reached, with respect to potential developability.
8. The M.D. and the developer will establish a Community Enhancement Contribution (CEC) that will be applied on a per lot basis to all residential and non-residential tax generating properties in the community (except for units/lots identified as affordable housing). The CEC will be implemented through title restrictions or in other ways acceptable to the M.D. The CEC will be used to finance the construction of recreational and social facilities in the Horseshoe community. The CEC will be jointly administered by the M.D. with expenditure authority vested in the M.D. and the POA under the agreement detailing how the funds may be spent.

5.0 Natural Features

5.1 Preamble

The landscape is a mix of grassy meadows (fescue, June grass, bluegrass), with stands of Douglas fir, pine, spruce and aspen. Several vegetation clearings of various sizes have been created over time within the Study Area, primarily in association with construction and operation of the two hydroelectric dams and the development of the Seebe settlement. The construction of the Canadian Pacific Railway mainline through the southeast wetlands has had major effects in this area.

Portions of the site proposed for development are bounded by the steep valley walls of the Bow River to the north and the CP Rail mainline to the south. These two features provide both challenges and opportunities for the development. Considerable industrial uses occur within the lands, including operations at the two hydroelectric plants, the electrical substation and the five power line rights-of-way that divide the Study Area. Difficult access to and from the site, down the cliffs to the river has resulted in limited human and animal activity on the lands.

5.2 Topography and Drainage

The topography of the Study Area as shown on Figure 3, consists of rolling terrain and a series of defined ridges and plateaus (Uplands), sloping generally downwards from south to north, with steep slopes characterizing much of the Study Area along the Bow River. The general topography slopes from the Upland area (1,300 m elevation) towards the rivers edge (1,270 m elevation). A significant lowlands area is present along the south boundary and parallel to the CPR tracks. This area gently slopes eastward to a wetland area created by construction of the CP Rail mainline, towards the east boundary of the Study Area.

5.3 Soils and Geology

The primary surficial geology of the site consists of till with a drumlinized surface. Some of the drumlins are bedrock cored. Along the southeast property line the surficial geology consists of glacio-fluvial non-ice contact deposits including gravel, sand and minor silt, clay and till that can be locally overlain by undifferentiated sand and silt, gravel or till.

5.4 Floodplain Management

Alberta Environment floodplain mapping of the area shows no inundation of the site with the Bow River at the 1:100 year flood elevation. The potential for inundated areas under a failure of an upstream dam exists adjacent to the Horseshoe Reservoir and east downstream from the Horseshoe Falls Dam. The elevation of the inundation wave varies downstream from each structure. However, it is generally 6 m above the Horseshoe Reservoir elevation and a similar height below the Horseshoe Falls Dam above the mean Bow River elevation. No permanent development or facilities are proposed within the 1:100 floodplain or within this “dam-break” zone, but recreational facilities and pathways may be constructed on these lands.

POLICIES

1. No new development other than recreational facilities and pathways shall take place within the 1:100 year floodplain elevation or within the preliminary dam break elevation provided by TransAlta. The floodplain mapping is illustrated on Figure 6.

5.5 Development Setbacks – Bow River and Slopes

It is the intention of the development to provide public access to the Bow River wherever possible and safe. The typical setback will be 30 m, which may be modified under the following circumstances:

- Public safety is protected
- Geotechnical studies have been completed and recommendations satisfied
- Public access to the Bow River is provided to the extent possible while maintaining public safety
- The resulting development is unique and attractive

The proponent may provide greater than 30 m in selected areas to provide habitat and more significant areas of benefit to the public and the environment. The proposed setbacks will be identified in the relevant Concept Plan.

The Horseshoe Lands are bounded by relatively steep north facing slopes to the Bow River. In addition, several ridges with a height of 10 m or more cross the site. The initial geotechnical investigation provided preliminary information on lot boundary setbacks from these river slopes, both crest and toe, as well as a general evaluation of the geotechnical conditions of the entire site.

The M.D. of Bighorn Land Use Bylaw provides general guidelines for slope setbacks:

12.5.6 All buildings or structures shall be sited at least 30 m (98.42 ft) from the top or toe of the escarpment having a slope of 15% (15:100) or greater.

12.5.7 Deleted

12.5.8 Notwithstanding Section 12.5.6 and 12.5.7 the setback provisions may be varied provided that an engineer's report outlining slope stability is acceptable to the Development Officer or Municipal Planning Commission.

12.5.9 Notwithstanding Section 12.5.6 and 12.5.7 the Municipal Planning Commission may allow development on greater slopes.

It is standard practice to impose a setback for top of slope development of 1.5 times the height of the slope (cliff). This standard should only be adjusted after a slope stability study has been completed to determine an appropriate setback distance. Slope stability studies are planned for the entire development to support slope-adaptive sustainable buildings and to address any setbacks.

1. Slope areas within the Study Area are illustrated on Figure 7.

Construction of slope-adaptive buildings on steep slopes is necessary for the Horseshoe Lands development to be viable and able to create the high density Town Centre node. To this end, engineered slope analysis studies will be undertaken along the west edge of the Horseshoe Lands development to determine appropriate construction techniques for the slope-adaptive buildings and to determine reduced setbacks in this area.

POLICIES

1. The typical setback from the Bow River shall be 30 m as determined in the relevant Concept Plan. This setback may be reduced if the proposed development:
 - Does not jeopardize Public safety
 - Complies with the recommendations of Geotechnical studies
 - Provides public access to the Bow
 - Is unique and attractive
2. Slope-adaptive development is encouraged where appropriate, subject to review of slope stability, visual impact, environmental impact and vegetation. The use of alternate design standards and designs will be considered where appropriate. Criteria and guidelines for slope-adaptive building techniques will be determined between the M.D. and the developer and will be reviewed for site-specific applicability at the subdivision application stage.
3. Prior to subdivision or development on or adjacent to steep slopes, suitable geotechnical analysis studies shall be provided to the M.D. to determine that the proposed development can be safely constructed.

5.6 Natural Water Features, Rivers, and Riparian Areas

Natural water features of the Horseshoe Lands are strong attractors for the incoming population. Protection of significant natural water features will be of paramount importance for the development and for the M.D. Access will be provided in suitable locations with appropriate parking and trail connections.

POLICIES

1. Detailed studies of the wetlands described in the Final Environmental Assessment shall be undertaken and appropriate measures identified to protect them. The results of these studies shall be submitted prior to the approval of the Concept Plan including those lands.

6.0 Infrastructure

6.1 Preamble

To provide services and utilities to service the Horseshoe Lands development, a new access road and key utilities will be constructed in conjunction with the first stage of development. Rights-of-way and easements, if required, will be provided through the Study Area to accommodate regional services for water, wastewater and other utilities to service the Horseshoe Lands development. Design details of the utility alignments will be confirmed during the subdivision application stage.

No servicing will be provided to the TransAlta lands or the lands north of the river by the Horseshoe Lands development however, the Horseshoe Lands developers will provide tie-in points to allow additional services to the adjacent landowners if they choose to expand and develop their lands in the future. These tie-ins are illustrated on Figure 11 and can be accessed by the extension of local servicing lines or regional servicing lines that cross through Reserve lands from Highway 1X and cross the river into the Horseshoe Lands development.

POLICIES

1. The development shall be serviced with municipal water, sanitary sewer and stormwater utilities.
2. Lines and facilities shall be sized to accommodate future development/growth of the TransAlta and 1117123 Alberta Ltd. (lands north of the river) lands at the developer's expense.

6.2 Transportation

As shown in Figure 8, the primary access to the Horseshoe Lands development will be a newly constructed, physically separated road that will connect to the interchange of Highway 40 and TransCanada Highway # 1. From the interchange the new road will bend west and then north through the Stoney Nakoda Nation lands. The access road will be a public road created under the appropriate section of the *Indian Act* and to the sole and absolute satisfaction of the M.D. The decision on the right-of-way ownership will be reached prior to approval of the first Concept Plan. The access road will be designed to fulfill an emergency access function. It will have a divided carriageway from the interchange to the first intersection within Horseshoe Lands and will be designed to M.D. requirements. This will allow for the movement of emergency vehicles on one side of the median if the other side is blocked in some way. The detailed design standards for the entrance road will be determined at subsequent development stages. Before entering the Horseshoe Lands development, the roadway will cross over the CPR line on a grade-separated structure, accessing the Horseshoe Lands parcel approximately midpoint. From the property line a collector road will continue west through the Horseshoe Lands development, to the Town Centre. This will provide the opportunity to create a strong arrival/distribution transportation node within the community. The balance of the Horseshoe Lands development will be served by a number of collector/residential streets designed on a curvilinear pattern.

Presently, the only access to the Horseshoe Lands development is from Highway 1X. Upon completion of the new access road from Highway 40, the Highway 1X access may only be available for recreational rafting users and TransAlta activities. Development of the Horseshoe Lands could benefit from a possible future emergency and/or fully-public west access to Highway 1X and discussions with the Province and TransAlta will continue on this possibility.

POLICIES

1. The developer shall conduct traffic studies with respect to access onto the interchange at Highway 1. Any upgrades identified by such studies shall be to the satisfaction of the M.D. and Alberta Infrastructure and Transportation.
2. Street standards will reflect the requirements for emergency vehicles and truck access to the dam sites and employment nodes.
3. Where possible streets should provide views of the mountains, of key activity nodes, parks and natural features to enhance appreciation of the visual beauty of the area.
4. Roads will be designed to control speeds and promote safe pedestrian movement.
5. Operations and maintenance for all roads will be provided by the M.D.
6. At some point in the future, the west access to the Horseshoe Lands through the TransAlta lands may be upgraded to act as an emergency access. The M.D. will not be responsible for any construction or maintenance of this future west access until it is approved for use as an emergency access by the M.D.
7. Road layouts and design shall be determined at the time of Concept Plan.
8. Access to the ASP lands north of the Bow River may be by either the construction of a bridge across the Bow River or by means of a road to be established across the Stoney Reserve, to the satisfaction of the M.D. Any significant development on the lands north of the Bow River will be subject to an amendment of the ASP, at which time the ownership, design and access will be determined.
9. Unescorted public access to the site will be prohibited until construction of a grade-separated structure that crosses over the CPR line on the main access road is complete. Construction of the grade separated structure shall be completed before any residential and commercial/industrial occupancy, unless specifically otherwise allowed by the M.D.
10. Environmental assessments shall be undertaken for the proposed access road and CPR overpass and the results submitted for approval by the appropriate authority (Canadian Environmental Assessment Agency (CEAA), Indian and Northern Affairs Canada (INAC) and the Stoney Nakoda First Nation).
11. The access road from TransCanada Highway # 1 north to the land will be designed to fulfill an emergency access function as set out in section 6.2.

6.3 Servicing

There are two practical options for the major servicing of the Horseshoe Lands:

1. Regional Servicing that would create a water and wastewater servicing network focused on Exshaw and the Horseshoe Lands but that could be extended to other parts of the M.D., and
2. On-site Servicing that would locate wastewater and water treatment plants on the Horseshoe Lands with a river water intake and would only service the Study Area lands.

The regional plan is preferred for cost, environmental and regional capacity reasons; however, both options are technically feasible and are currently being pursued.

Preliminary modeling of a regional water and wastewater treatment system has been prepared on Figures 9 and 10 to show how surrounding lands and the Horseshoe Lands development could be serviced by a regional system.

The M.D. of Bighorn Council will decide if a regional water and sanitary servicing system will be pursued prior to detailed planning approvals.

6.3.1 Water Supply, Treatment and Distribution

In the short term, water will be provided to the development from the existing TransAlta water intake and treatment plant as shown on Figure 11. This facility has capacity to service the first 100 dwelling units in the development. The TransAlta water intake treatment plant is part of the improvements to be purchased by Stoney Nakoda Developments Ltd. along with the Seebe Lands. The TransAlta water intake treatment plant will need to be re-permitted. Stoney Nakoda Developments Ltd. have submitted an application for a water permit to Alberta Environment with respect to re-permitting this treatment facility to service the first 100 dwelling units in the Horseshoe Lands development. Over 100 units in the Horseshoe Lands development will require additional water from a groundwater well. As part of the submission for Concept Plan approval, the developer will prove the capacity of the groundwater source by drilling a well and test pumping to the requirements of the Water Act. A qualified hydro-geologist will prepare a professional report and will submit the report to Alberta Environment and to the M.D. of Bighorn as a requirement of approval of the first Concept Plan. The M.D. of Bighorn shall be satisfied that Alberta Environment will issue a license to withdraw water prior to approval of the first Concept Plan. The alternative option would be a new water intake on the Bow River. When the permanent water system is in place, the small TransAlta plant will be decommissioned.

The developer will provide a suitably designed water distribution system to serve the development, whether the water source is the Exshaw well or a local river intake. Watermain looping for development will follow the internal road network in response to the rate of development.

One or more treated water storage reservoirs may be required to handle demand peaks, fire flows and provide disinfection contact time (in the case of a surface water source). The existing treated water storage volume of 227 m³ should be increased to 1,125 m³ in order to accommodate a first stage population of 1,000. This volume is equivalent to one maximum day demand as per Alberta Environment regulations.

For a population of 6,000, approximately 6,750 m³ of treated water storage will be required.

POLICIES

1. Water supply for the development may either be part of a regional system or from an on-site water intake from the Bow River. Both possibilities are currently under study and discussion.
2. The major components of the regional water treatment and distribution system are shown conceptually on Figure 9.
3. The water treatment facility on the Study Area will be landscaped and integrated into the hillside to minimize visual impacts.
4. The location, size and general standards of the potable water system will conform to the latest edition of the Standards and Guidelines for Municipal Waterworks, Wastewater and Storm Drainage Systems (January 2006) and to the M.D. of Bighorn's engineering design guidelines.

5. The development will employ alternative approaches for water conservation measures to minimize the use of water. The developer shall include details on water conservation measures in the subsequent planning approval stages.
6. The M.D. shall become the owner and operator of the on site water purification and distribution facilities upon completion and turnover from the developer.

6.3.2 Wastewater Collection and Treatment

The Horseshoe Lands development is committed to ensuring the highest water quality standards are met and the wastewater treatment plant will be a tertiary treatment plant designed to meet and exceed the quality requirements currently being formulated by the Province. These standards will be among the most stringent in North America and will require leading edge technology. The wastewater treatment plant will use best available, demonstrated technology.

Approval and licensing of a wastewater treatment plant is done under the auspices of the Alberta Environmental Protection and Enhancement Act. The approval will be issued by Alberta Environment based on the submission of a complete application, Process and Instrumentation Drawing, a Process Flow Diagram and a detailed description of the various components. A letter of intent from Alberta Environment to approve a permit for a WWTP shall be provided, to the M.D. by the developer, prior to approval of the first Concept Plan.

A new wastewater treatment plant (WWTP) will be required to service the development. The existing WWTP Seebe settlement facilities were developed for the Seebe settlement and consist of a lift station and a series of wastewater stabilization ponds that will be decommissioned and removed

The new WWTP will be a state-of-the-art sewage treatment system to treat and dispose of sewage flows. A regional system may be developed in which case sewage from Exshaw and other regional developments would be piped to the Horseshoe WWTP. A location downstream from the Horseshoe Falls Dam on the Study Area has been identified for the plant site. This location is sheltered from the development by the steep river walls and the existing vegetation on the cliff side. A regional facility would allow the closure of the Exshaw lagoons, located in the middle of the Diamond Drive industrial area, allowing land to be made available for development by the M.D. Major components of the regional wastewater sewer system are shown conceptually on Figure 10.

Effluent disposal from the WWTP, whether it is a regional facility or an independent facility to the Horseshoe Lands development, will occur at the Bow River at a point downstream from the Horseshoe Falls Dam. This is an area of rough water and rapids (turbulence) in the river and good aeration should result in minimal impact to the natural environment. An estimated 85% of the treated wastewater will be returned to the Bow River basin at a higher quality than the water initially removed from the river using the on-site servicing option. It is assumed that both servicing options will require tertiary treatment with quality objectives at least as stringent as those stated in Alberta Environment's *Standards and Guidelines for Municipal Waterworks, Wastewater and Storm Drainage Systems (January 2006)*.

POLICIES

1. Sewage treatment may be part of a regional system or may be limited to the Horseshoe Lands development only.
2. The WWTP on the Study Area will be landscaped and integrated into the hillside to minimize visual impacts.
3. Protection of the Bow River water quality will be high priority.

4. The sanitary sewage system for the Horseshoe Lands development shall be designed to adequately and efficiently serve the ultimate development of the area.
5. The location, size and general standards of the sanitary sewage system shall conform to the latest edition of the *Standards and Guidelines for Municipal Waterworks, Wastewater and Storm Drainage Systems (January 2006)* and to the M.D. of Bighorn engineering design guidelines.
6. The M.D. shall become the owner and operator of the wastewater facility upon completion and turnover from the developer.
7. A letter of intent from Alberta Environment to approve a permit for a WWTP shall be provided to the M.D. by the developer, prior to approval of the first Concept Plan.

6.4 Stormwater

Development within the Horseshoe Lands will be served by a suitably designed stormwater management system based on Best Management Practices (BMP's). Best Management Practices consist of proven technology for reducing stormwater flow and for increasing the quality of the flow. These practices are the best available, demonstrated technology. A Stormwater Management Plan will be prepared concurrent with the Concept Plan process to provide a framework for detailed planning and technical review. The maintenance or enhancement of storm runoff quality will be of paramount importance.

Design for stormwater facilities for the Horseshoe Lands development will conform to the Provincial standards for stormwater quality as well as local M.D. of Bighorn specifications and guidelines.

1. Stormwater collected from the site will be captured in a variety of ways to decrease the volume discharge to receiving bodies and promote recharge of the groundwater table where appropriate. Stormwater collection flows are shown conceptually on Figure 12.

6.4.1 Best Management Practices

- **Rain Gardens**

Rain gardens provide an effective method of capturing runoff at the source via redirection of site drainage from roof areas into depressed garden areas that serve to redirect the majority (up to 90%) of the runoff back into the water table. Effective choice of plant species and underground dispersion pits promote the reduction of runoff to other stormwater management facilities and provide screening of sediments and pollutants.

- **Infiltration Trenches**

Infiltration trenches also promote the redirection of surface water back to the water table through the use of pervious areas to collect surface water from road areas. The Horseshoe Lands development is proposed to have an urban road section (curb and gutter), but infiltration can still be promoted through the use of bottomless catch basins with additional overflow devices to a minor piped system.

- **Stormwater Management Ponds (wet and dry)**

All surface water that is to be discharged to a receiving body will first pass through either a dry or wet stormwater detention facility. Where appropriate, dry ponds can be promoted in the design of open spaces set aside as park or green space, that may act as a detention facility during large storm events. Stormwater that enters that facility is stored and infiltration to the groundwater table is promoted along with a piped discharge to accommodate drainage of the facility in a timely fashion. Wet stormwater ponds will also be integrated into the stormwater management plan using a combination of forebay and storage

ponds to accommodate the volume required and promote settling of suspended particles in accordance with Alberta Environment (AENV) criteria.

The stormwater management facility will be sized to accommodate the 1:100 event with overland flow routes delineated for flows in excess of this.

The wet ponds will be designed and constructed using best available demonstrated technology to provide quality treatment to the stormwater. The design of the wet ponds will separate out floating and suspended pollutants.

- **Separation chambers**

Separation chambers such as Stormceptor™ and Vortech™ will be used in the central core and industrial areas. These units separate out floating pollutants such as debris, oil and gasoline and most suspended pollutants such as sands and grit.

- **Evaporation Ponds**

As the Bow River adjoins the site, protection of the aquatic ecosystem will be paramount. There is a possibility that evaporation ponds may be utilized in conjunction with wet/dry ponds to promote evaporation of the collected overland drainage and reduce the overall discharge to the Bow River. A series of spray nozzles can also be utilized in the wet ponds to encourage evaporation.

6.4.2 Discharge Criteria

Overall discharge of overland drainage to receiving bodies will be minimized. Discharge flows will be retained at pre-development levels, or as otherwise established in consultation with appropriate approving authorities.

Discharge quality will be in accordance with restrictions set by AENV which dictate that the ponds must be capable of removing 85% of grain sizes 75 microns and larger. AENV is currently looking to reduce this value further. If these changes are forthcoming, the design of the stormwater management facilities will be modified to meet the latest requirements in effect during the design phase.

Existing wetlands areas will be protected and further ones developed to promote sediment and nutrient removal prior to release. Wetlands will also promote further evaporation and decrease the total volume of discharge.

POLICIES

1. Protection of the Bow River water quality will be high priority.
2. The stormwater management system for the Horseshoe Lands development shall be designed to adequately and efficiently serve the ultimate development of the area.
3. Studies shall be undertaken relative to storm water management indicating the location and size of wet and dry ponds to provide for the temporary storage of storm water. The results of these studies shall be submitted prior to the approval of each Concept Plan.
4. Prior to the application for subdivision approval, the developer shall submit a Stormwater Management Plan consistent with the Master Drainage Plan as approved by the M.D. and the Province to demonstrate that the site can be serviced in accordance with municipal and provincial regulations.

5. The stormwater management system will include mitigation measures, where determined appropriate, to address the potential impact on water quality of existing water courses.
6. The wetlands in the southeast portion of the site will be protected from significant stormwater runoff.

6.5 Solid Waste Disposal

Solid waste pickup and disposal may be provided as a utility within the Horseshoe Lands area, and billed accordingly. Recycling services will be provided in the community.

The M.D. of Bighorn is a member of the Bow Valley Waste Management Commission (BVWMC) that operates the Francis Cooke Regional Landfill Site. The site is a Class III dry waste landfill site and located 3 km east of Exshaw on Highway 1A. The remaining municipal waste is trucked to a landfill in Calgary.

POLICIES

1. All outdoor waste bins must be animal-proof bins.
2. Recycling and waste drop-off areas will be designated in the community.
3. A waste transfer site may be required in the future to service the needs of the community.

6.6 Shallow Utilities

Utilities will be designed and installed to service the development as it proceeds. Rights-of-way and easements will be provided to accommodate services such as: water, wastewater, cable, fibre-optics, phone and gas to the development.

POLICIES

1. Utility rights-of-way and easements will be provided to accommodate municipal and shallow utilities, as necessary.
2. Existing overhead lines may be relocated or buried at the developer's expense.
3. Utility rights-of-way and easements shall be provided as necessary.
4. Fibre-optic servicing will be provided to the development.

6.7 Protective Services

Police service to the Study Area will be provided by the Royal Canadian Mounted Police. There are existing fire and ambulance services that service the area from Exshaw and Canmore. It is expected that an on-site fire hall will be required by full build-out. If additional emergency service facilities are required, they will be provided on site. Emergency vehicular access within the area will be a component of the design when applications for subdivision are made within the Study Area. The developer and POA may be responsible for some or all of the provision of protective services equipment and facilities as outlined in Section 4.13.

POLICIES

1. Emergency facilities for police, fire, and ambulance will be provided on site as required.

2. The existing west access route through the west TransAlta lands and over the Bailey bridge will be retained as an alternative possible future emergency access, as agreed by TransAlta and the M.D.
3. The Emergency Services Committee will monitor the provision of emergency services on a regular basis, to ensure the adequacy of the service.
4. Adequate fire protection will be provided. This will likely include a fire station, equipment and adequate full-time and volunteer staff.

6.8 Wildfire Hazards

Alberta's Sustainable Resource Development Forest Protection Division categorizes the M.D. of Bighorn as a potential high wildfire hazardous area. No wildfires have recently occurred in the surrounding areas of the Study Area. However, dry grass, forest litter, fallen limbs and dry tree branches can intensify and accelerate fires due to lightening or human activities. To limit the potential for grass or brush fires, measures will be taken to clear out dead boughs that are seen as a fire risk. The design of the development will provide patterns that avoid bottlenecks and isolated pockets of development. Longer cul-de-sac roads will have a future emergency access to exit the area in case of a fire.

POLICIES

1. The Horseshoe Lands development will provide and promote adequate fire protection in accordance with the MDP and the FireSmart Manual. Upon full build-out, the POA will be encouraged to continue the FireSmart education process in educating residents of possible fire hazards.
2. In conjunction with applications for new development, the developer shall provide a fire protection and wildfire hazard assessment plan to the Municipality in accordance with the Alberta Building Code and FireSmart Manual.
3. Hydrants will be included in all new development areas.
4. The developer will include FireSmart guidelines within any architectural guidelines noted on restrictive covenants on title.

7.0 Plan Implementation

7.1 Implementation Process

As outlined in Section 2 – Planning Process, the ASP is the first step in the development process of the Horseshoe Lands.

This plan will be implemented in the following manner:

- By the adoption of the Horseshoe Lands Area Structure Plan;
- By the approval of Concept Plans for specific areas;
- By the amendment of the Land Use Bylaw to create new land use districts, if necessary;
- By the application and redesignation of the lands through amendments to the Land Use Bylaw for specific parcels;
- By the approval of subdivision plans for each stage of development;
- By the negotiation and approval of development agreements;
- By approval of development and building permits; and
- By approval of other applications by the relevant local, provincial and federal bodies and the CPR.

There will likely be requirements imposed on the developer at various stages by the M.D. such as federal approval of the major road access through the Reserve.

7.2 Concept Plans

7.2.1 Purpose

Subsequent to the approval of the Horseshoe Lands ASP, the developer will prepare Concept Plans as the next stage of approval for the Horseshoe Lands development. Each Concept Plan will be prepared for a logical planning area based on development phasing, servicing and type of land use, and will provide a clear overview of all aspects of the proposed development. The Concept Plan will not include specific subdivision, land use designation or detailed engineering but address all other relevant aspects of the development.

As is clear from the breadth of material to be included in the Concept Plan as listed below preparation of each Concept Plan will be a detailed process requiring extensive consultation and input by M.D and other regulatory agencies.

7.2.2 Content

Each Concept Plan will contain information on the following where applicable:

1. Overall Objectives of Concept Plan Area development
2. How the Concept Plan proposals fit into the approved Horseshoe Lands Area Structure Plan
3. Overview of Implementation of previously approved development (Update on development to date)

4. Land Use & Engineering

- Generalized land uses (e.g. detached/attached housing, town housing, apartments), projected densities and populations and rationale
- Ranges of building heights
- Preliminary street, pedestrian and cycle path layouts and park locations
- Preliminary engineering concepts including storm water management plan and facility locations
- Proposed environmental and municipal reserve locations
- Proposed setbacks and treatment of steep slopes and river access
- Proposed Ownership approach (condominium vs. fee simple)
- Generalized landscaping concepts
- Proposals re school sites and bussing (as discussed with the relevant School Boards)
- Preliminary proposal for new land use designation districts required to implement the Concept Plan
- Proposed community services/facilities
- Identify areas which require special landscaping or screening in order to minimize the impact of commercial/industrial uses on residential development.

5. Sustainability Provisions

- Environmental, archaeological and historic preservation proposals (including conservation easements, public access provisions)
- Affordable Housing provisions
- Details of sanitation, fire protection, traffic management, community facilities
- Specific sustainability initiatives (see ASP section 4.11)
- Actions to mitigate impacts on adjacent parcels (if required),
- Community development initiatives (Property owners/Community Association implementation)
- Public safety provisions
- Details of expected job/housing balance for the Concept Plan area

6. Identification of required Additional Studies and Agreements

- Slope Stability Study Areas
- Geotechnical Studies
- Area specific environmental studies where required
- Agreements necessary for Concept Plan implementation (e.g. agreements with the M.D., TransAlta, CPR, Stoney Nakoda First Nation, Alberta Government departments etc.)

7. Fiscal Analysis

- Analyses as previously agreed between the developer and the M.D. to determine fiscal impact on the M.D. and any necessary actions
- Off-site levies, assessments
- Generalized proposals regarding utility operations, infrastructure maintenance and turnover of facilities to the M.D.
- Taxation policy
- User fee policy
- Cost sharing and recovery policy

8. Other matters as required by the Approving Authority
9. First Concept Plan
 - Due to the scale of the Horseshoe Lands project it has not been possible to include in the ASP full details of all the policies that affect the whole area covered by the ASP. The first of the Concept Plans, therefore, will incorporate more area-wide detail than subsequent Concept Plans.

In addition to the content of Concept Plans outlined above, the first Concept Plan (likely to include the town centre) shall include the following additional items:

- An indication of how the results of the Final Environmental Assessment for the whole Horseshoe Lands area will be applied to the first Concept Plan, indicating those areas and features to be protected and the measures to be implemented to ensure protection.
- Details of how the ASP's affordable housing policies will be monitored over the whole Horseshoe Lands residential area and in turn how the policies will achieve the MDP's minimum 10-15% affordable housing objective.
- Details indicating how the Horseshoe Lands project will be fiscally sustainable and will not adversely impact on the M.D.'s resources.
- Details indicating how the Horseshoe Lands project will be developed in an environmentally sustainable manner.
- Proof satisfactory to the M.D. and Alberta Environment that groundwater is available, or failing that, agreement to a viable alternative from the relevant parties.
- Approval from Alberta Environment to the waste water treatment plant based on best available demonstrated technology.
- Approvals from all relevant parties for the construction of the access road from the Trans Canada Highway and a program for construction.
- A program for the construction of the CPR flyover.
- Details of how the balance between new residents and the development of commercial/industrial lands will be monitored for the whole project area, together with mechanisms to restore any imbalance.
- Details of the program to attract new jobs to the project area and results to date.
- Details of when various community services and facilities will be provided relative to population levels.

7.2.3 Approval Process

During Concept Plan preparation the developer will consult with affected agencies, government departments, and regulatory bodies. A draft Concept Plan will be submitted to the M.D. for review and comment prior to preparation of the final Concept Plan. The final Concept Plans will be approved by Council in keeping with Council policy.

7.2.4 Detailed Planning Approvals

Subsequent to approval of a Concept Plan, the developer may submit applications for Subdivision, Land Use Redesignations, grading permits, development and building permits, and other approvals as laid out in the M.D.'s Land Use Bylaw. Servicing and Development Agreements will be entered into between the developer and the M.D.

7.3 Municipal and Environmental Reserve

Under Alberta legislation, a developer may be required to provide Municipal Reserve (MR) and Environmental Reserve (ER) to the municipality; the ER in certain circumstances may be provided as an environmental reserve easement remaining in title to the landowner. These lands provide for parks, school sites, and the protection of sensitive areas and undevelopable lands. The Horseshoe Lands development will provide ER and MR lands in specific locations which will be described as part of the Concept Plans and be based on M.D. policy set out in the Community Services Master Plan. However, Figure 5 indicates the proposed open space network much of which is expected to be dedicated as MR or ER.

7.4 Redevelopment of TransAlta Lands

Any substantial redevelopment of the TransAlta Lands (Kananaskis or Horseshoe Falls Dams) will require that the environmental and archaeological issues identified in the Horseshoe Lands environmental studies and any subsequent studies be addressed. The following environmental studies for the TransAlta lands were completed as part of the Horseshoe Lands Supporting Document to the ASP:

- Fall Wildlife and Vegetation Habitat Reconnaissance Survey
- Winter Tracking Survey
- Spring and Fall Investigation of Fish Populations and Aquatic Habitats in the Bow River within the Horseshoe Reservoir and Downstream
- Historic Resource Overview and Historical Resources Impact Assessment (HRIA); and
- Vegetation and Wildlife Assessment.

Specific environmental issues may merit further review.

POLICIES

1. There is no M.D. requirement to provide oversizing of any infrastructure for any future potential development of the TransAlta Lands.
2. Any significant development proposed for the TransAlta Lands will require an amendment to Horseshoe Lands ASP.

7.5 Development of the 'North of the Bow River' lands

1117123 Alberta Ltd. (a Stoney Nakoda Nation company) owns the lands north of the river and has identified them for possible future development. Any significant development on these lands will require an amendment to Horseshoe Lands ASP and the submission of a Concept Plan. The ASP requirements outlined in the M.D.P (Section 2.3.2) will have to be met including the environmental, archaeological and groundwater studies. All infrastructures within the Horseshoe Lands development will be sized to accommodate development on the lands north of the Bow River at the developers' expense. Servicing assumptions are based on the equivalent of 2,000 people.

7.6 Staging of Growth

The staging for Horseshoe Lands, with exception of the 1117123 Alberta lands, is shown conceptually on Figure 13. Development will generally commence on the west of the Horseshoe Lands, developing around the Town Centre and spreading out towards the north, west and east. Development staging will occur in a sequence that focuses the community on the Town Centre, and responds to prevailing market conditions.

POLICIES

1. The phased development of lands shall reflect Councils' stated aim of a simultaneous and balanced availability of both residential and commercial/industrial in proportional amounts to their final build-out. Notwithstanding this requirement, the first phase(s) of development may be allowed to contain only residential lands up to a net area of 30 hectares. Development of lands beyond this 30 net hectare amount requires an overall proportional ratio between the developed residential and developed commercial/industrial to be achieved and subsequently maintained in the order of 3:1 to the satisfaction of the approving authority. The intention of the M.D. is to create a large number of direct employment opportunities.
2. The M.D. may implement existing policies to effect cost sharing between developers when and where appropriate (e.g. endeavours to assist, oversize charges).
3. In recognition of the strong desire to create employment generators within the Horseshoe Lands, the commercial/industrial lands may be developed at earlier stages than set out in Figure 13 if market demands warrant it.

7.7 ASP and Land Use Bylaw Amendments

In order to achieve the goals and objectives of the ASP, amendments to the M.D. of Bighorn Land Use Bylaw No. 19/96 may be required to create appropriate land use districts that implement the vision and goals of the ASP. Although minor changes to the ASP may not require a formal amendment substantive changes will require a public hearing and the approval of an amending bylaw.

POLICIES

1. Lands described in this ASP will be redesignated to land use districts that are appropriate to the future development.
2. New land use districts may be required to implement this ASP if existing land use districts cannot reasonably accommodate the development as envisioned in this ASP.
3. The future land use and development outlined in the Horseshoe Lands ASP is intended to address a long-term horizon. Minor adjustments that do not impact the basic structure of the ASP may be necessary over time during more detailed levels of planning. With the agreement from the M.D. no amendment to the ASP will be required for such minor changes.