

TERMS OF REFERENCE: CONTEXT STUDY JOINT PLANNING AREA 2



April 11, 2023

Table of Contents

1. INTRODUCTION	3
2. CONTEXT STUDY AREA	3
2.1. Area Overview	3
2.2. Growth Corridors	5
2.3. Joint Services and Initiative	5
2.4. Key Opportunities & Challenges	5
3. PURPOSE	6
4. REGULATORY FRAMEWORK	7
4.1. Context Study (Non-statutory)	7
4.2. Growth Plan	7
4.3. Intermunicipal Development Plans	7
4.4. Municipal Development Plans	7
4.5. Area Structure Plans (ASPs)	8
4.6. Non-statutory Plans	9
5. ROLES AND RESPONSIBILITIES	10
5.2. Trilateral JPA 2 Committee	11
5.3. Council	11
5.4. Calgary Metropolitan Region Board	11
6. DISPUTE RESOLUTION PROCESS	11
6.1. Administration	12
6.2. Trilateral JPA 2 Committee	12
6.3. Municipal Council Negotiations	12
6.4. Formal Mediation	12
6.5 Voluntary Binding Arbitration	13
6.6. Further Study	13
7. CONTEXT STUDY CONTENTS	13
7.1. Guiding Principles	13
7.2. Context Study Scope	14
7.3. Context Study Work Plan	15
8. BUDGET AND COST SHARING	18
9. PROCUREMENT PROCESS	18
10. PARTICIPANT ENGAGEMENT	19
11. CHANGE MANAGEMENT	19
12. DELIVERABLES	20
SCHEDULES	21
Schedule A: Natural Systems	21
Schedule B: Transportation & Transit Corridors	22
Schedule C: Energy Corridors	23
Schedule D: Water & Wastewater Corridors	24

1. INTRODUCTION

The Calgary Metropolitan Region (CMR) Growth Plan (GP) prescribes the creation of Context Studies in four areas. This approach focuses on Joint Planning Areas (JPA) between municipalities where higher growth levels are forecasted. This Terms of Reference provides guidance to these municipalities on how they should work together to produce the Contextual Studies.

This Terms of Reference pertains to: JPA 2: City of Chestermere - Rocky View County - City of Calgary

Each municipality has established relationships with their neighbour(s) on how they jointly address adjacent urban and rural growth, as articulated in their respective Intermunicipal Development Plans. Building on the principles of the GP, the JPA 2 Context Study will focus on forecasted development pressure and growth management in the JPAs. Residential, non-residential, and agricultural operations will benefit from regional collaboration to manage growth in these areas to ensure efficient use of land, infrastructure, and services. This will be particularly important for managing infrastructure costs that require funding from multiple levels of government.

2. CONTEXT STUDY AREA

2.1. Area Overview

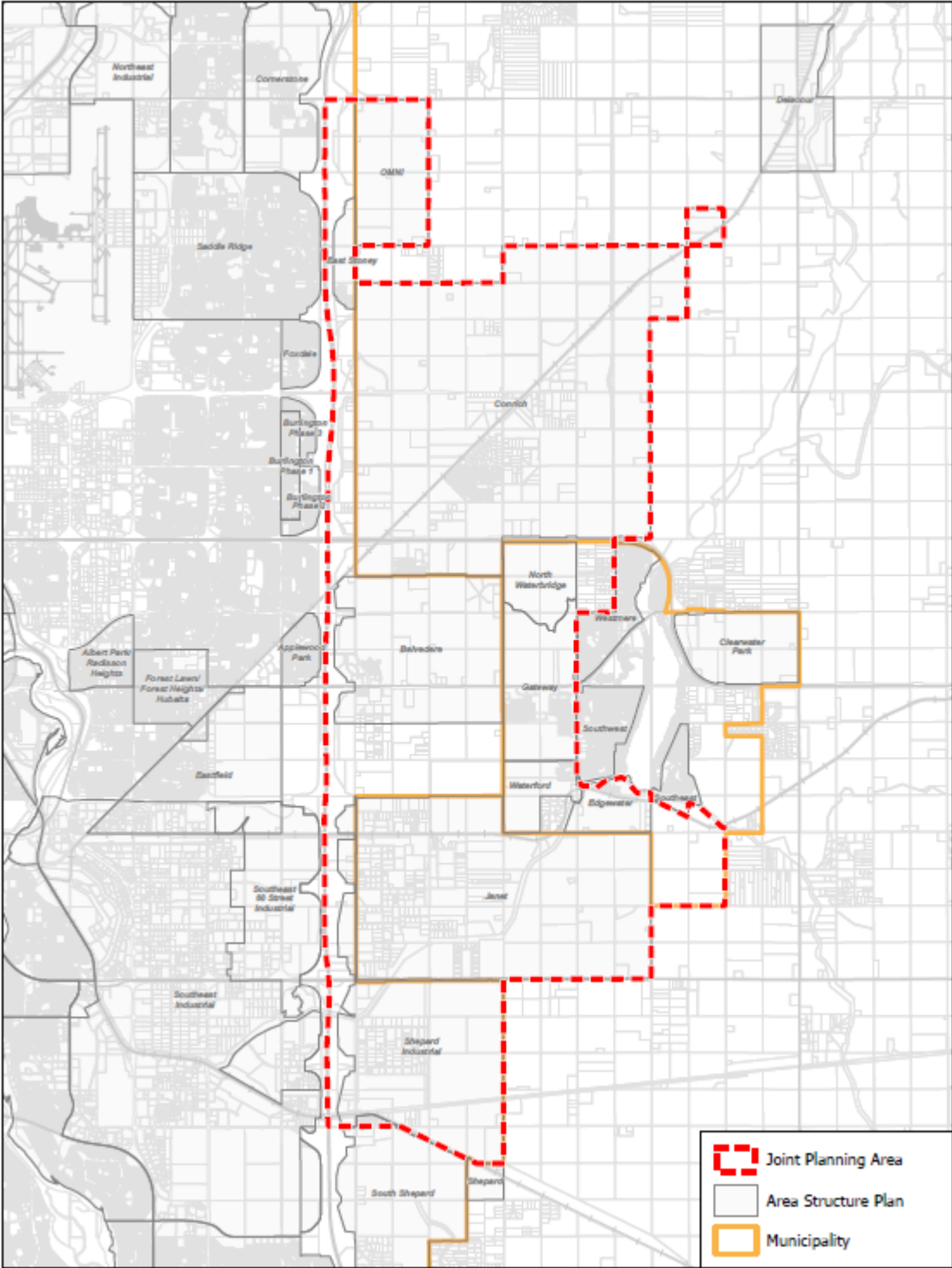
JPA 2 is identified within the Growth Plan as a Preferred Growth Area. It focuses growth along the eastern boundary of the City of Calgary (East Stoney, Belvedere, and Sheppard Industrial), the western boundary of the City of Chestermere (Waterbridge, Gateway, Waterford, and Edgewater Crossing), and the Conrich, OMNI, and Janet areas within Rocky View County. JPA 2 is bisected by Highway 1 (the Trans-Canada Highway), a critical route for the region and beyond. Growth pressures vary by municipality with planned residential and non-residential development.

Map 1 below provides an aerial map and delineation of municipalities, JPA 2 subject boundaries, and major transportation routes.

A mix of agricultural, industrial, commercial, and residential land uses exist in this area; all playing a critical role in the ultimate success of the JPA. A strong reliance on the provincial highway system, with access to the commercial rail network exists as well.

In addition to transit corridor planning, coordinated land use, transportation, utility, and servicing planning, the identified area has the potential to align and balance individual identity and develop cohesion in this area. In other words, creating a range of placetypes will be important to ensure boundary interface conditions are aligned from one municipality to the next. Environmentally sensitive areas, environmental connectivity and natural infrastructure play an important role in the area and potential future development.

Map 1 – Joint Planning Area 2 Boundaries



2.2. Growth Corridors

There are existing industrial, commercial, and residential areas that will continue to attract development, taking advantage of existing infrastructure (i.e., rail access and utility servicing) along with other compatible uses.

The main growth corridor in JPA 2 is the planned 17 Avenue SE/Chestermere Boulevard transit corridor that is intended to ultimately be the backbone for local service for the full Joint Planning Area. Proposed land uses are primarily residential and mixed-use commercial that are intended to ultimately support an integrated transit corridor.

The GP, along with the South and East Calgary Regional Transportation Study, includes information on additional transportation corridors. Further, the GP contains corridors (e.g., natural systems, transit, energy, water / wastewater) that intersect JPA 2. The Context Study will need to consider these corridors to support the implementation of the GP.

2.3. Joint Services and Initiative

The Context Study process will include a review of opportunities for shared service provision. Where efficiencies exist and where there is an ability to offer services that benefit the area, these may be offered collaboratively through shared agreements (implemented outside of the Context Study; additional details to be determined).

Joint services may include: transportation upgrades; joint provision of transit service along future corridors and connecting development nodes; economic development opportunities in each jurisdiction; intermunicipal commuting and service usage; and, environmental protection and enhancement.

2.4. Key Opportunities & Challenges

The GP and supporting studies will provide fundamental information on opportunities and challenges for growth within the study area. JPA 2 plays an important role in residential, non-residential growth, and employment opportunities.

Intermunicipal collaboration on land use, public transit and active transportation connections, environmentally sensitive areas, ecological corridors, servicing corridors, and economic development strategies will be investigated as part of the Context Study (see Section 7.3). Given the development goals for each of the municipalities within JPA 2, there will be challenges to the study related to growth such as development sequencing, types of development, rate of growth, residential versus non-residential growth, stormwater management, transit operations to employment nodes, and servicing infrastructure upgrades. Currently, water and wastewater servicing has been designed and implemented in a large range from fully serviced to limited pump in/pump out systems. Stormwater will be an important factor in the success of JPA 2's ability to fully develop.

The City of Calgary and the City of Chestermere have a strong history of collaboration and coordination. Both municipalities have an Intermunicipal Development Plan (IDP) and a jointly established Intermunicipal Committee (IMC) for the purpose of addressing intermunicipal issues and to continue a cooperative working relationship. The municipalities have pursued a number of joint projects and studies to create efficiencies and equitable sharing of costs in providing services to the residents of both municipalities. The City of

Calgary has a Master Servicing Agreement with the City of Chestermere for providing potable water and wastewater servicing.

The City of Calgary and Rocky View County share over 115 kilometres of border and have a long history of collaboration and coordination. Both municipalities have an IDP and a jointly established IMC for the purpose of addressing intermunicipal issues and to continue a cooperative working relationship. The municipalities have pursued a number of joint projects and studies, including the adoption of the Cooperative Stormwater Management Initiative, a regional stormwater management solution.

While the City of Chestermere and Rocky View County do not have an IDP or a jointly established IMC, there is a functioning intermunicipal relationship in areas including the Marigold Library System, the Alberta South Central Mutual Aid Agreement (emergency management), and shared contribution towards recreation.

All three municipalities participated in the development of the North Calgary Region Transportation Study and the South and East Calgary Regional Transportation Study.

The Context Study will help foster further collaboration and partnership between the JPA 2 municipalities by identifying current understanding and knowledge gaps pertaining to the area. Through greater understanding and coordination, JPA 2 and the Calgary Metropolitan Region will be more efficient, competitive, and collaborative in realizing focused world-class growth.

3. PURPOSE

This Terms of Reference establishes the processes, contents, schedules, deliverables, and budget for preparing a Context Study for lands within Joint Planning Area 1 (JPA 2), as identified in the Calgary Metropolitan Region Growth Plan (GP). This Terms of Reference guides the Context Study to assure a timely, collaborative, and efficient delivery.

4. REGULATORY FRAMEWORK

4.1. Context Study (Non-statutory)

This Context Study will be implemented by statutory plans and the actions of the partners collaborating in the best interest of the region. Where opportunities and efficiencies are envisioned in the Context Study, statutory plans should be updated to align with the outcomes of the Context Study. The plan area has a significant amount of planned and unplanned lands. The effectiveness of the Context Study will be how it influences the development of new statutory plans, amendments to existing statutory plans, and collaborations by the municipalities moving forward. New statutory plans and plan amendments can be developed and approved prior to this Context Study being adopted; however, as incremental deliverables of the Context Study are realized, they should be used to inform each municipalities statutory plan development process.

4.2. Growth Plan

The Calgary Metropolitan Region Board's (CMRB) vision is to support the long-term economic, environmental, and social wellbeing of the Calgary Metropolitan Region by facilitating collaborative regional planning practices, optimizing shared services and land use, and fostering sustainable growth. The GP provides direction and policies for achieving the vision of our region as it grows, collaboratively makes efficient use of infrastructure, fostering economic opportunities, and creating vibrant communities. One of the requirements of the GP is the preparation of a Context Study for each Joint Planning Area.

4.3. Intermunicipal Development Plans

Rocky View County/City of Calgary Intermunicipal Development Plan (IDP)

The fundamental purpose of the Rocky View County/City of Calgary IDP is to identify areas of mutual interest, to minimize land use conflicts across municipal borders, provide opportunities for collaboration and communication, and outline processes for the resolution of issues that may arise within the Plan Area.

City of Calgary/City of Chestermere Interface Intermunicipal Development Plan (IDP)

The purpose of the City of Calgary/City of Chestermere IDP is to provide a common vision and framework for development along the shared boundary and interface street Range Road 284/116 Street E. The plan provides opportunities for intermunicipal coordination and collaboration and outlines a conflict resolution process.

4.4. Municipal Development Plans

Municipal Development Plans (MDPs) identify future development patterns within municipal boundaries and facilitate local planning and economic growth. These plans provide citizens and businesses with information on how the municipality will address the current and future needs of the community, including land use, transportation systems, municipal services, and environmental considerations.

Section 3.1.11.1 of the GP requires all member municipalities to update their MDP to align with the GP within three years of the approval of the GP. As part of the MDP updates, JPA 2 member municipalities will make considerations to ensure the MDP and Context Study are in alignment with one another and the GP.

4.5. Area Structure Plans (ASPs)

Within JPA 2, there are several existing Area Structure Plans. Where opportunities and efficiencies are envisioned in the Context Study, ASPs should be updated to align with the outcomes of the Context Study. New ASPs must align with the outcomes of the Context Study, unless otherwise agreed to by the partners.

OMNI ASP (Rocky View County)

The OMNI ASP is located in a portion of central east Rocky View County adjacent to the City of Calgary. The plan area is approximately 518 hectares of land and provides for medium to large sized commercial and light industrial uses. Commercial development of approximately 267.1 hectares, and light industrial development of approximately 250.9 hectares, make up the plan area.

Conrich ASP (Rocky View County)

The Conrich ASP is centered on the hamlet of Conrich and encompasses 68 quarter sections, for a total of approximately 4,402 hectares. The ASP area has 2,677 hectares of employment lands, 232 hectares of residential and 1,493 hectares of either long term development or future policy area.

Janet ASP (Rocky View County)

The Janet ASP was adopted in 2014 and includes 2,330 hectares of land in central east Rocky View County. The area is bordered by Glenmore Trail (Highway 560) to the south, the City of Calgary to the south and west, the City of Calgary and City of Chestermere to the north, and Range Road 282 on the east. The Janet Land Use Strategy provides for the development of a Regional Business Centre through an expansion of the existing industrial area developed under the Shepard Area Structure Plan. The total land area is approximately 2,330 hectares, with approximately 989 hectares of Long Term Development Area, which is located southeast of the Western Irrigation Canal.

Waterford ASP (City of Chestermere)

The Waterford Area Structure Plan (ASP) provides the planning framework to guide the future development of approximately 199 hectares of land within southwest Chestermere. The ASP area comprises all the “South Community” as identified in the Waterbridge Master Area Structure Plan. The ASP provides for a complete community with predominantly residential land uses, along with supporting commercial and mixed-use areas.

Gateway ASP (City of Chestermere)

The Gateway ASP forms the western gateway to the City of Chestermere and encompasses 970 hectares of land. The area will eventually accommodate approximately 46,000 residents living in four communities, together with a business park at its north end along the TransCanada Highway and a Town Centre along Chestermere Boulevard.

Edgewater ASP (City of Chestermere)

The Edgewater Crossing Area Structure Plan (ASP) provides a land use and servicing framework and policies to guide development on approximately 188 hectares (466 acres) of land in south Chestermere. The ASP is predominantly residential land uses with supplemental mixed use and commercial development.

East Stoney ASP (City of Calgary)

The East Stoney ASP guides development of 95 hectares of land in northeast Calgary. The ASP sets the development framework for one new residential neighbourhood on the east side of Stoney Trail.

Belvedere ASP (City of Calgary)

The Belvedere ASP is located in the east quadrant of the city of Calgary and consists of approximately 1,204 hectares. This area is bound by 8 Avenue NE (Rocky View County border) to the north, 116 Street (Town of Chestermere border) to the east, 26 Avenue SE to the south and the Transportation / Utility

Corridor to the west. The ASP will ultimately realize a predominantly residential community with a series of commercial and retail serving the local needs of residents and bringing people to the area for regional shopping interests. Approximately 61,000 people will call Belvedere home at full build-out while offering employment opportunities for nearly 14,000.

Shepard Industrial ASP (City of Calgary)

The Shepard Industrial ASP comprises approximately 1,356 hectares of land located in the southeast quadrant of the city of Calgary. The ASP area is intended to provide a broad range of business and industrial uses and will accommodate approximately 21,000 jobs at build-out.

South Shepard ASP (City of Calgary)

The South Shepard ASP provides a policy framework for the development of approximately 1,038 hectares of land in the southeast quadrant of the city of Calgary. The plan is predominantly comprised of residential Neighbourhood Areas centered on Neighbourhood Activity Centres and Joint Use Sites with Environmental Open Space throughout and a Business/Institutional area. The plan is anticipated to accommodate 27,800 people and 2,800 jobs.

4.6. Non-statutory Plans

East Regional Context Study (City of Calgary)

The East Regional Context Study provides high level planning direction for a sustainable growth corridor that includes residential, employment, and industrial uses. The estimated population is 160,000 people and 57,000 jobs upon full build out.

Cooperative Stormwater Management Initiative (Rocky View County/City of Calgary)

The Cooperative Stormwater Management Initiative (CSMI) is an innovative and collaborative regional stormwater solution for the Western Irrigation District and surrounding municipalities that will facilitate new development, create flood resiliency, and address water quality issues.

North Calgary Regional Transportation Study (All)

The North Calgary Regional Transportation Study undertook an intensive network development process that included an analysis with the Calgary Regional Transportation Model and an evaluation with a range of qualitative and quantitative criteria. The study recommended comprehensive network plans that reflect a mix of primary transit, corridor, and interchange projects that can support the planned growth at the 10- and 20-year horizons.

South and East Calgary Regional Transportation Study (All)

The South and East Calgary Regional Transportation Study adopted a similar methodology and approach as the North Calgary Regional Transportation Study, with the intent to be able to integrate the two studies to provide a complete regional baseline for the Transportation component of the Growth and Servicing Plans.

5. ROLES AND RESPONSIBILITIES

Preparation of the JPA 2 Context Study is to be jointly undertaken by the City of Chestermere, City of Calgary, and Rocky View County and will involve the participation of each municipal Administration and Council. Furthermore, Administration and Council will be required to participate in the Trilateral JPA 2 Committee outlined below. Finally, the Context Study will ultimately be approved by the Calgary Metropolitan Region Board (CMRB).

The Context Study roles and responsibilities are based around an equitable allocation of workload, resources, and time.

5.1. Administration

Administration from each municipality will be responsible for the project management and preparation of the Context Study. Each Municipality will designate up to three key staff to support the Context Study Administration team. In addition, Administration may utilize staff from various departments to provide their expertise and support the Context Study as required. Administration's primary tasks will include:

- a) gathering and review of regionally significant and relevant documents;
- b) meeting as necessary to complete the Context Study – meetings shall have an agenda circulated in advance, and a record of the meeting including key decisions, action items, and follow-up items shall be maintained by the Chair of each meeting;
- b) managing project budgets, deliverables, and timelines;
- c) hiring and managing of consultants;
- d) designing and implementing public and participant engagement processes;
- e) supporting the drafting of the Context Study document(s); and
- f) providing regular updates to the Trilateral JPA 2 Committee and respective Councils.

The delegated key staff for the Administration team from each municipality are:

- a) City of Chestermere: Senior Planner
- b) The City of Calgary: Leader, Regional Planning; Senior Planner, Regional Planning; and Senior Planner, Community Planning
- c) Rocky View County: Planning Manager and Regional Planning Strategists

Decision making by Administration will be through the consensus of each of the JPA 2 member municipalities through at least one delegated key staff member. Where consensus cannot be reached, senior administration may be included to help reach a resolution. If consensus cannot be reached at the Administration level, then the decision(s) will be escalated to the Trilateral JPA 2 Committee as per the Dispute Resolution outlined in Section 6. Key decisions that Administration will make include recommendations to the Trilateral JPA 2 Committee, evaluation of request for proposals (RFPs), and general project tasks outlined in this Terms of Reference or delegated by the Trilateral JPA 2 Committee.

Regular Administration meetings will be held on a bi-weekly basis, or as required to meet the Context Study work plan outlined in Section 7.3. Meetings will be a hybrid of in-person and virtual video calls. Any in-person meetings will make a reasonable effort to accommodate attendees through a virtual video call option. Meetings will be chaired on a rotating basis, with a new municipality chairing each subsequent

meeting. The rotation order will be alphabetical. For example, City of Calgary, City of Chestermere, Rocky View County, repeat order.

5.2. Trilateral JPA 2 Committee

The Trilateral JPA 2 Committee will consist of six elected officials, with two members appointed from each municipal Council. Each municipality may bring up to three municipal staff to support and participate in the meeting. Additional participants (e.g., technical experts) may attend the Trilateral JPA 2 Committee meeting, if approved by the voting members.

The Trilateral JPA 2 Committee will be responsible for providing overall direction to Administration and making decisions on most matters pertaining to the Context Study. The Trilateral JPA 2 Committee will also be responsible for ensuring their respective Council is updated regarding the progress of the Context Study and recommending the completed Context Study for approval to the Councils of the JPA 2 member municipalities.

Decision making by the Trilateral JPA 2 Committee will be through consensus of all elected officials in attendance at the Trilateral JPA 2 Committee meeting. When consensus cannot be reached, the Dispute Resolution Process outlined in Section 6 shall be initiated. Meetings and decision making will require a quorum of at least one appointed elected official from each municipality.

The Trilateral JPA 2 Committee will meet in-person with options for attending online throughout the Context Study preparation (as required by Administration) for direction, decision making, and approval. In-person meetings will be hosted and chaired on a rotating basis, with a new municipality hosting and chairing each subsequent meeting. An Administration member of the Trilateral JPA 2 Committee from the host municipality will chair the meeting. The rotation order will be alphabetical, as described above in Section 5.1. Administration. If required, the meetings will be chaired following Robert's Rules of Order. Finally, the Trilateral Committee may adjust the meeting schedule and format at its discretion.

5.3. Council

The Councils of the City of Chestermere, City of Calgary, and Rocky View County will each be responsible for appointing two voting members to the Trilateral JPA 2 Committee and for approving the Context Study for submission to the Calgary Metropolitan Region Board (CMRB). Furthermore, Councils will approve any expenditures of municipal funds related to the Context Study. The Councils will also have a role in the dispute resolution process outlined in Section 6. The Council of each respective municipality will meet at regular council meetings when a Council decision is required as per this Terms of Reference.

5.4. Calgary Metropolitan Region Board

Following the approval of the Context Study by all three Councils, the Context Study will be referred to the CMRB through the REF process for Board approval.

6. DISPUTE RESOLUTION PROCESS

When making decisions related to the Context Study the goal will always be to achieve consensus. Where consensus cannot be reached, the following dispute resolution process will be initiated:

6.1. Administration

When developing recommendations for the Trilateral JPA 2 Committee, Administration will make every effort to reach consensus among the designated Administration representatives from each municipality. If Administration reaches a disagreement, Administration should use the following process:

- a) identify the perspectives of each side (not positions);
- b) prioritize the issues and interests;
- c) gather any data required to make objective decisions; and
- d) create alternative solutions.

If consensus cannot be achieved at the Administrative level, then each municipality will forward a letter on the issue(s) to the Trilateral JPA 2 Committee for discussion. The letters should describe the issue(s) in question, the interests that were identified by Administration, solutions that have been explored in an attempt to resolve the issue(s), and any outstanding items that require resolution.

6.2. Trilateral JPA 2 Committee

After consideration of the information presented, the Trilateral JPA 2 Committee may:

- a) Provide suggestions and send the matter back to the Administration Committee for further discussion;
- b) Seek additional information and alternate options for consideration at a future meeting of the Committee;
- c) Agree on a consensus position or conclude that no initial agreement on a consensus position can be reached.

If no initial agreement can be reached, where considered necessary, and if agreed to by all municipalities, a facilitator may be engaged to help the Committee work towards a consensus position. If consensus is achieved, then the work on the Context Study will proceed on that basis. If consensus cannot be achieved at the Committee, the issue(s) may be referred to the respective municipal Councils for review and further direction.

6.3. Municipal Council Negotiations

After receiving the recommendations of the Trilateral JPA 2 Committee and the respective municipal staff, with respect to a particular issue or issues about which consensus has not been reached, each municipal Council will establish its position on the issue(s) in question and communicate it to the other. If all municipal Councils agree, then the work on the Context Study will proceed based on that position, and the decision will be followed by the Trilateral JPA 2 Committee.

If the three Councils cannot agree on the issue(s), a formal mediation process may be commenced upon agreement by all Councils.

6.4. Formal Mediation

The following will be required for a formal mediation process to be undertaken:

- a) agreement by all Councils that mediation is necessary;

- b) appointment by all Councils of a mediation committee comprised of Administration from all municipalities, and where deemed appropriate, an equal number of Councillors from each municipality;
- c) engagement, at equal cost to all municipalities (unless otherwise agreed to by all municipalities), of an impartial and independent mediator agreed to by all municipalities; and
- d) approval by all municipalities of a mediation schedule, including the times and locations of meetings and a deadline by which the mediation process is to be completed.

All participants in the mediation process will be required to keep the details of the mediation confidential until the conclusion of the mediation. At the conclusion of the mediation, the mediator will submit a mediator's notes to all municipalities.

If a mediated agreement is reached, then that agreement will be recommended to all municipal Councils for ratification. Each Council will consider the mediator's report and the respective positions of the municipal Administrations with respect to the mediated agreement. Any mediated agreement will not be binding on any municipality and will be subject to the approval of all municipal Councils.

6.5 Voluntary Binding Arbitration

If a mediated agreement is not reached or if a mediated agreement is not approved by all municipal Councils, a voluntary binding agreement arbitration process may be initiated.

The following will be required for a formal binding arbitration process to be undertaken:

- a) agreement by all Councils that arbitration is necessary;
- b) agreement by all Councils of the specific issue(s) to be determined through the arbitration process;
- c) appointment by all Councils of an arbitration committee comprised of administration from all municipalities, and where deemed appropriate, an equal number of Councillors from each municipality;
- d) engagement, at equal cost to all municipalities unless otherwise agreed to by all municipalities), of an impartial and independent arbitrator agreed to by all municipalities; and
- e) approval by all municipalities of an arbitration schedule, including the times and locations of meetings and a deadline by which the arbitration process is to be completed.

All participants in the arbitration process will be required to keep the details of the arbitration confidential until the conclusion of the arbitration. At the conclusion of the arbitration, the arbitration decision will be provided through an order. The arbitration decision will be binding.

6.6. Further Study

If agreed to by all Councils, the Context Study could be structured as such that the unresolved essential issue(s) would continue to be studied after each Council's approval of the Context Study. If this option is pursued, a deadline should be provided for when the unresolved issue must be brought forward to the respective Councils for reconsideration.

7. CONTEXT STUDY CONTENTS

7.1. Guiding Principles

The following guiding principles will provide direction for the development of the Context Study:

- Foster collaboration and partnership between municipalities;
- Promote the integration and efficient use of regional infrastructure and services;
- Practice environmental stewardship and promote the health of the regional ecosystem, watersheds, and environmentally sensitive areas;
- Encourage efficient growth and strong, sustainable communities;
- Protect water quality and promote water conservation; and
- Identify matters of joint planning and development interest and promote aligned processes and approaches to maximize benefit in these areas.

7.2. Context Study Scope

The CMR Growth Plan Section 3.1.9.7. states:

A Context Study should include the following:

- a) a vision for the area;*
- b) a servicing strategy for water, wastewater, and stormwater;*
- c) a transportation and mobility plan identifying the designation of key future transportation corridors, including major roads with regional connections, regional transit corridors and Transit Ready Corridors for Transit Oriented Development, and pathways and active transportation networks;*
- d) strategies to address intermunicipal environmental issues;*
- e) strategies to equitably share costs and benefits associated with the development of the Joint Planning Area and its services such as fire, police, recreation, transportation and utilities;*
- f) strategies to provide efficient and logical servicing, incorporating shared servicing to the greatest extent possible;*
- g) a general land use plan that aligns the servicing strategy with future development areas. The general land use plan shall identify the location of Placetypes as defined and regulated in the Growth Plan and may identify non-development areas that are reserved for long-term growth, Agriculture, and/or environmental protection;*
- h) a land use statistics table based on the land use plan identifying the amount of land, and required densities allocated to various Placetypes as defined in the Growth Plan; and*
- i) sequencing of developments, including strategies to ensure that development occurs in an orderly manner, maximizing the efficiency of servicing.*

Interpretations:

- 'Intermunicipal environmental issues' - Environmental issues with impacts that cross municipal boundaries and/or would benefit from a coordinated effort.
- 'Equitably share costs and benefits' - Where substantial efficiencies can be realized, cost and/or revenue sharing for infrastructure, services, studies, and other initiatives where the cost is shared between all parties based on proportional benefits, population, area, users, and/or other agreeable metrics.
- 'Sequencing of developments' - Development sequencing within the JPA will be informed by statutory plans (e.g., Municipal Development Plans and area structure plans).

The JPA 2 Context Study is intended to address all the criteria listed above to varying degrees. The degree of investigation into each criterion will depend on which areas are prioritized by the Trilateral JPA 2

Committee, as well as the Council approved budget for the Context Study. Areas that cannot be thoroughly studied within the scope and budget of the Context Study will be highlighted as areas requiring future study.

The JPA 2 municipalities recognize the importance of working collaboratively to develop and deliver efficient infrastructure services to support sustainable growth and development in each municipality and as a region. The Context Study will result in a better understanding of the study area and help guide the focused, efficient, and collaborative development of this Preferred Growth Area.

7.3. Context Study Work Plan

Work on the JPA 2 Context Study will begin following the approval of the Terms of Reference by each Council. The Context Study will be completed by August 15, 2025, as per the CMR Growth Plan requirement. The Context Study work plan consists of five phases (see Figure 1 - Work Plan):

- a) Phase 1 – Initiation
- b) Phase 2 – Gap Analysis and Prioritization
- c) Phase 3 – Context Study Action Items
- d) Phase 4 – Draft Context Study
- e) Phase 5 – Approvals

The scope and budget of each subsequent phase will be refined in greater detail in the lead up to that specific phase.

Phase 1 – Initiation will proceed immediately after the approval of the JPA 2 Terms of Reference and will be completed by Q3 2023. This phase focuses on the compilation of background documents, the hiring of a consultant, and the creation of the Trilateral JPA 2 Committee.

Administration will compile a shared repository of relevant plans, policies, studies, and other regionally significant documents for the JPA 2 Context Study. This shared online document repository will support the JPA 2 gap analysis followed by technical studies. The gap analysis and technical studies will be conducted by a consultant, which will be hired through the procurement process outlined in Section 9 - Procurement Process.

Finally, each Council from JPA 2 will appoint two members of Council to the Trilateral JPA 2 Committee (i.e., six voting members total) within three months as per Section 5 - Roles and Responsibilities.

Phase 2 – Gap Analysis and Prioritization will begin in Q3 2023 and is planned to be completed by the end of Q1 2024. This phase consists of a gap analysis based on the Context Study scope criteria and the shared document repository created by Administration. The gap analysis will be conducted by the consultant hired in Phase 1. The consultant will provide a report on the gap analysis that identifies where there are significant gaps in knowledge, and where existing documents may already address the scope criteria listed in Section 7.2. – Context Study Scope.

A Gap Analysis Report created by the consultant will be presented to the Trilateral JPA 2 Committee. This report will include a list of potential actions to resolve knowledge gaps in relation to the Context Study scope criteria. The action items listed in the report may include conducting technical studies, participant engagement, models, and other information gathering methods.

Administration will then release a request for proposal for the completion of action items that require consultant support. As per the procurement process outlined in Section 9 - Procurement Process, the highest evaluated proposal(s) will be presented to the Trilateral JPA 2 Committee. Furthermore, Administration will assess the costs, benefits, timelines, and deliverables to prioritize the potential action items for the Context Study. Administration will then present the prioritized list of action items to the Trilateral JPA 2 Committee to make a decision on which action items they would like to be completed as part of the Context Study.

The Context Study scope will be heavily influenced by the budget approved by Councils. The initial Context Study budget outlined in Section 8 - Budget and Cost Sharing only covers the cost of the Gap Analysis Report. Administration will be direct by the Trilateral JPA 2 Committee to request additional funding from each respective Council to complete the action items that the Committee deem essential for the Context Study. Action items that cannot be completed due to budget and/or time constraints will be highlighted in the Context Study as areas requiring future study.

Phase 3 – Context Study Action Items is anticipated to start in Q1 2024 and conclude by Q4 2024. Phase 3 consists of completing the action items approved in Phase 2, which are based on the direction of the Trilateral JPA 2 Committee and the approved Council budget. Action items will be completed through a collaborative approach between the consultant(s) and Administration. The results of Phase 3 will be presented to the Trilateral Committee for general feedback or further direction.

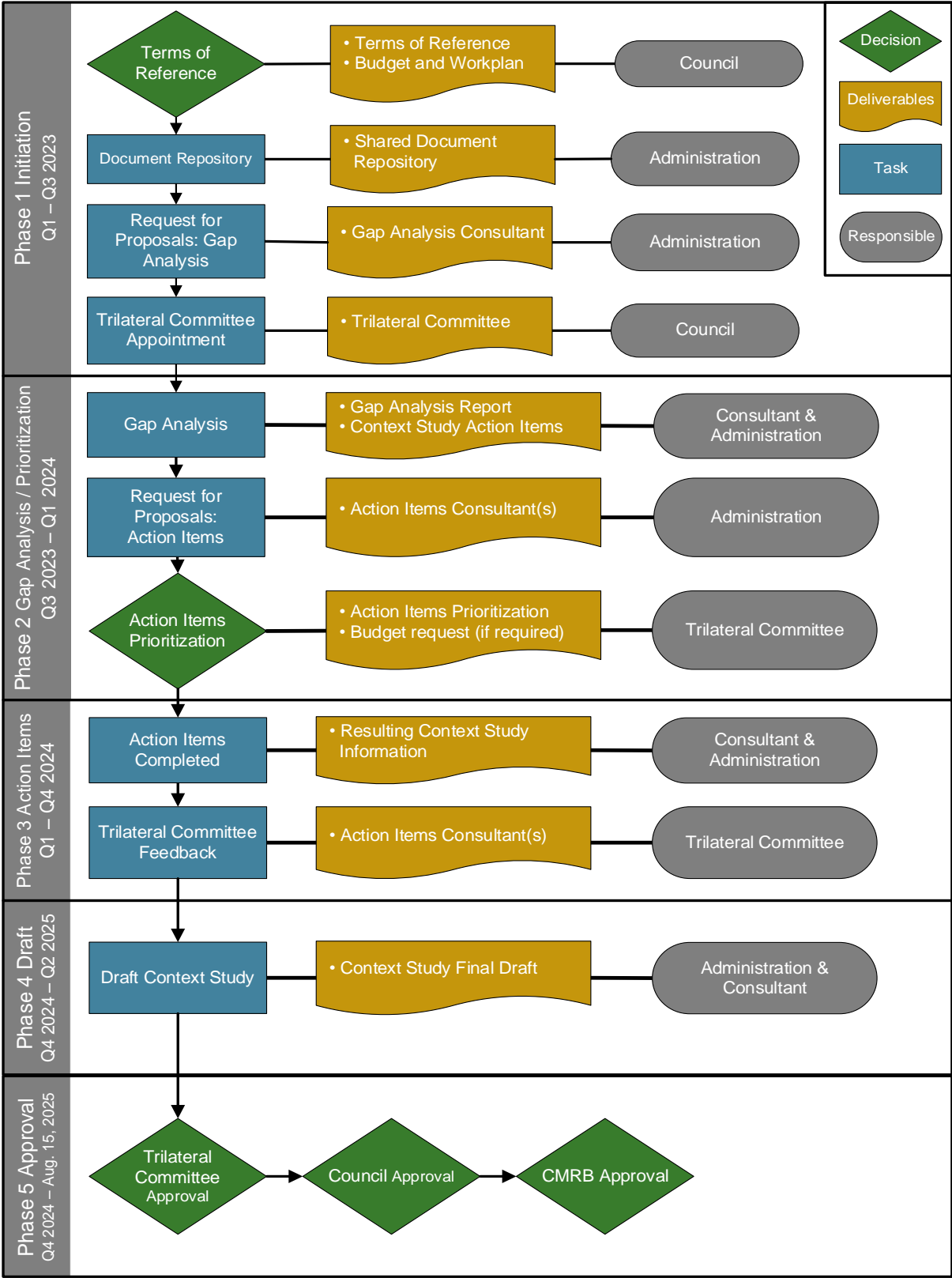
Phase 4 – Draft Context Study is anticipated to begin in Q4 2024, and a draft Context Study is planned to be completed by Q2 2025. The draft Context Study will be completed based on the results of the previous phases of the Context Study work plan. The draft will be completed through the collaboration of Administration and the consultant(s) hired in Phase 2.

Phase 5 – Approvals is the final phase of the Context Study project. If all other timelines are met, then the approval process will begin in Q2 2025, with the final adoption of the Context Study before August 15, 2025. The Context Study approval process will proceed in the following order:

1. Trilateral Committee
2. Council of each JPA 2 member-municipality
3. CMRB

Any issues of approval will be resolved through the Terms of Reference dispute resolution process outlined in Section 6, or the CMRB dispute resolution and appeal process.

Figure 1 – Context Study Workplan



8. BUDGET AND COST SHARING

This Terms of Reference includes an initial budget request in 2023 of \$25,000 per municipality (i.e., \$75,000 total) to support the hiring of consultants for the Context Study Gap Analysis in Phase 2. The Phase 3 Context Study action items (e.g., technical studies, participant engagement, models, etc.) will require the Trilateral JPA 2 Committee to direct Administration to present the action items that the Committee deem essential and the associated budget request for each respective Council. The Phase 3 Context Study action items are estimated to cost an additional \$75,000 per municipality (i.e., \$225,000 total) in 2024/2025. However, this estimate may vary based on the direction of the Trilateral JPA 2 Committee, and ultimately the budget approval of each respective Council.

The financial costs related to the Context Study will require approval of each Council prior to the procurement of services or purchasing of resources. The Context Study expenses are to be shared equally between all three JPA 2 member municipalities. The Trilateral JPA 2 Committee may determine an action item(s) only benefits one or two of the three municipalities, and the Committee may distribute the cost equitability between the municipalities benefiting from the action item(s).

9. PROCUREMENT PROCESS

The Context Study procurement process will be led by Rocky View County with a joint evaluation of proposals from the Administration representative of each JPA 2 member-municipality. To ensure that work on the Context Study does not exceed the Council approved budget, the request for proposals (RFPs) and subsequent contract will include a 10% contingency and a cost cap.

The procurement evaluation process will be rated based on the following criteria:

- a) Corporate Experience and Qualifications – 15%
- b) Key Staff Experience and Qualifications – 15%
- c) Service Delivery Plan – 35%
- d) Pricing – 35%

Section 7.3 - Context Study Workplan identifies two procurement processes to be completed as part of the Context Study work plan. The first RFP in Phase 1 – Initiation will be for a consultant to conduct a Gap Analysis of plans, policies, studies, and other regionally significant documents relevant to JPA 2. These documents will be provided by Administration. The consultant's report will identify where there may be significant gaps in knowledge, and where existing documents may already address the scope criteria listed in Section 7.2. – Context Study Scope. The report will provide a list of action items that include rough cost estimates and timelines for each action item. The Gap Analysis scope of work is anticipated to cost ~\$45,000 - \$75,000.

The Context Study work plan includes a second RFP in Phase 2, following the completion of the Gap Analysis Report. This RFP will be for a consultant to complete the action items that are identified through the Gap Analysis Report. Once the proposals have been evaluated by Administration, the highest evaluated proposal will be presented to the Trilateral JPA 2 Committee to prioritize and determine which actions are to be completed. Based on the direction of the Trilateral JPA 2 Committee, Administration will present an overview of the action items along with a budget request for additional funding to each respective Council.

Finally, the RFP will include a clause stating that the awarding of a contract will be contingent on the Trilateral JPA 2 Committee approval and budget.

The Trilateral JPA 2 Committee may request additional procurement processes to support the JPA 2 Context Study as required and within the approved Council budget.

10. PARTICIPANT ENGAGEMENT

The Trilateral JPA 2 Committee may direct Administration to conduct participant engagement based on the criteria being examined through the Context Study. The level of engagement for each participant will be highly dependent on the prioritized scope of work by the Trilateral Committee. A participant engagement strategy will be developed, as required, through the direction of the Trilateral JPA 2 Committee.

Already identified external participants include the following groups located within the JPA 2 boundary:

- landowners, residents, and businesses;
- developers;
- community groups;
- utility providers;
- First Nation communities;
- environmental non-government organizations;
- institutions (e.g., Calgary Airport Authority); and
- government agencies (e.g., Alberta Transportation, Environment and Protected Areas, etc.)

This list of key external participants is not an exclusive list, and additional participant groups may be added as required and requested by the Trilateral JPA 2 Committee.

11. CHANGE MANAGEMENT

Further to the Terms of Reference, a Change Management Plan (CMP) will be created by the JPA 2 Administration team and subsequently discussed and refined with the Context Study consultant(s). Changes to the process and/or the product are common, and the CMP will lay out a process to manage through those changes thereby minimizing the amount of disruption. Factors impacting changes may include:

- Provincial Government shift
- Designated Trilateral Municipal Elected Officials
- Project data availability/cost
- Municipal Administration working on project
- Project schedule

The Change Management Plan provides information on how to prepare and handle forecasted and unforeseen changes. Upon project start up (March 2023), the CMP will be created and will include the following functionality:

- Configurable change request form
- Change approvals process
- Change monitoring and update process
- Trilateral Committee change approval process
- Schedule of changes and change log for historical tracking

- Budgeting and cost controls
- Risk registry

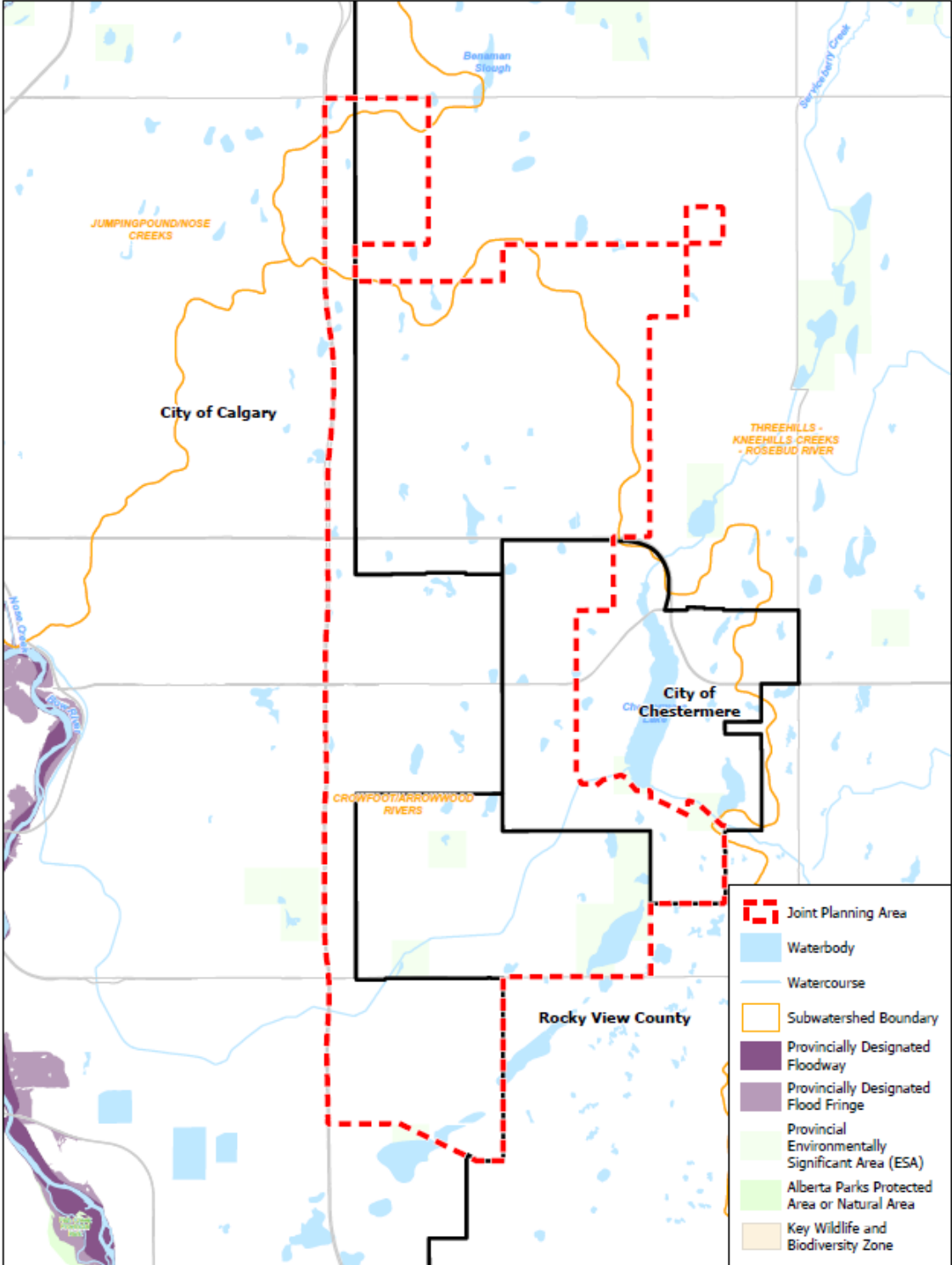
12. DELIVERABLES

The JPA 2 Terms of Reference and resulting Context Study will result in the Following deliverables:

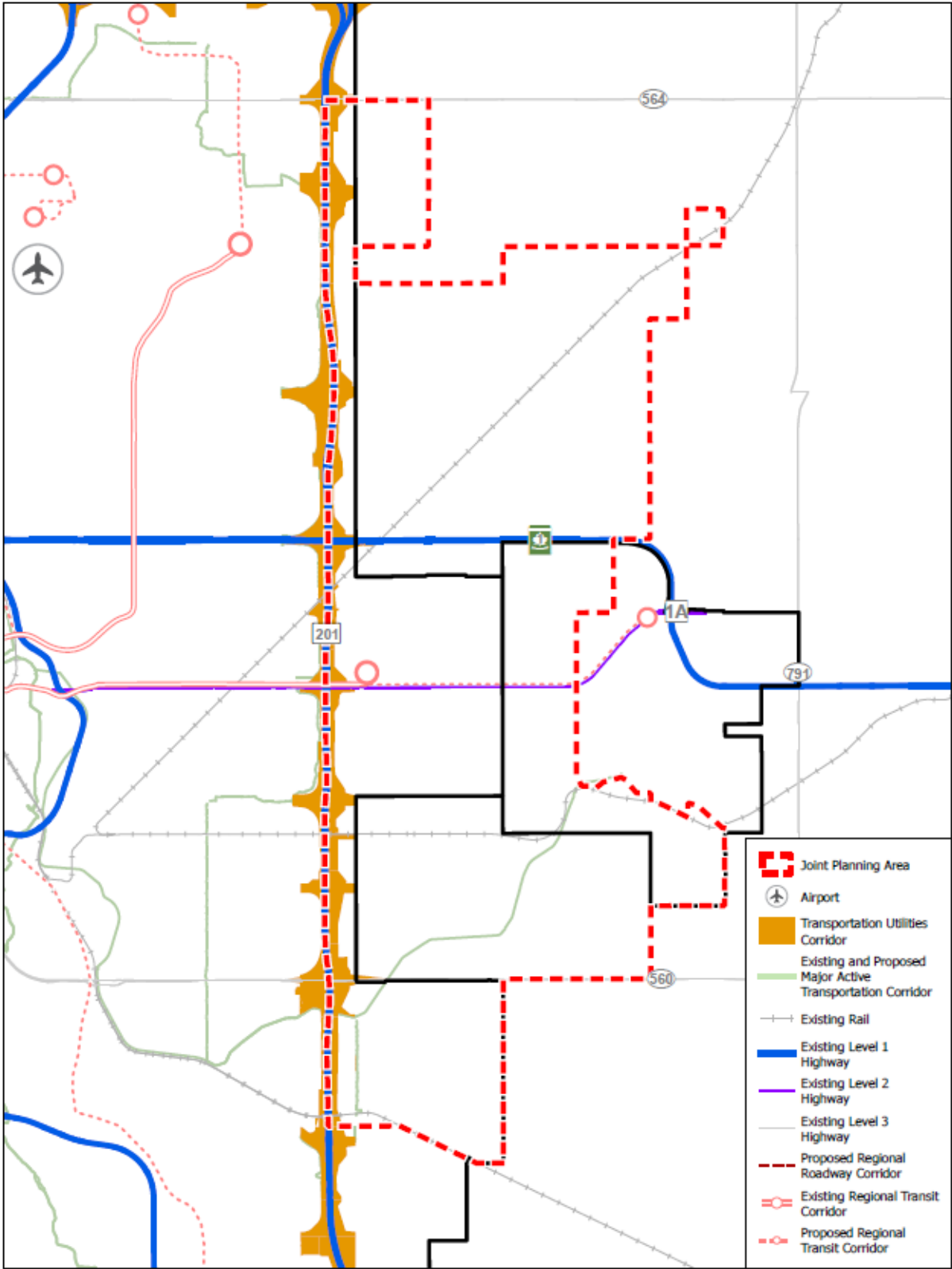
#	Deliverables	Terms of Reference (TOR) Section	TOR or Context Study
1	Context Study Area Description and Map	2.1	TOR
2	Regulatory Framework – Upstream and downstream plan/policy influence on Context Study	4.	TOR
3	Roles and responsibilities – Administration, Trilateral JPA Committee, and Municipal Council	5.	TOR
4	Dispute Resolution Process	6.	TOR
5	Context Study Principles	7.1	TOR
6	Context Study Scope	7.2	TOR
7	Context Study Work Plan	7.3	TOR
8	Budget	8.	TOR
9	Procurement Process	9.	TOR
10	Change Management Process	11	TOR
12	Gap Analysis Report	NA	Context Study
13	Gap Analysis Action Items Report – List of potential technical studies, engagement activities, etc.	NA	Context Study
14	Context Study	NA	Context Study

SCHEDULES

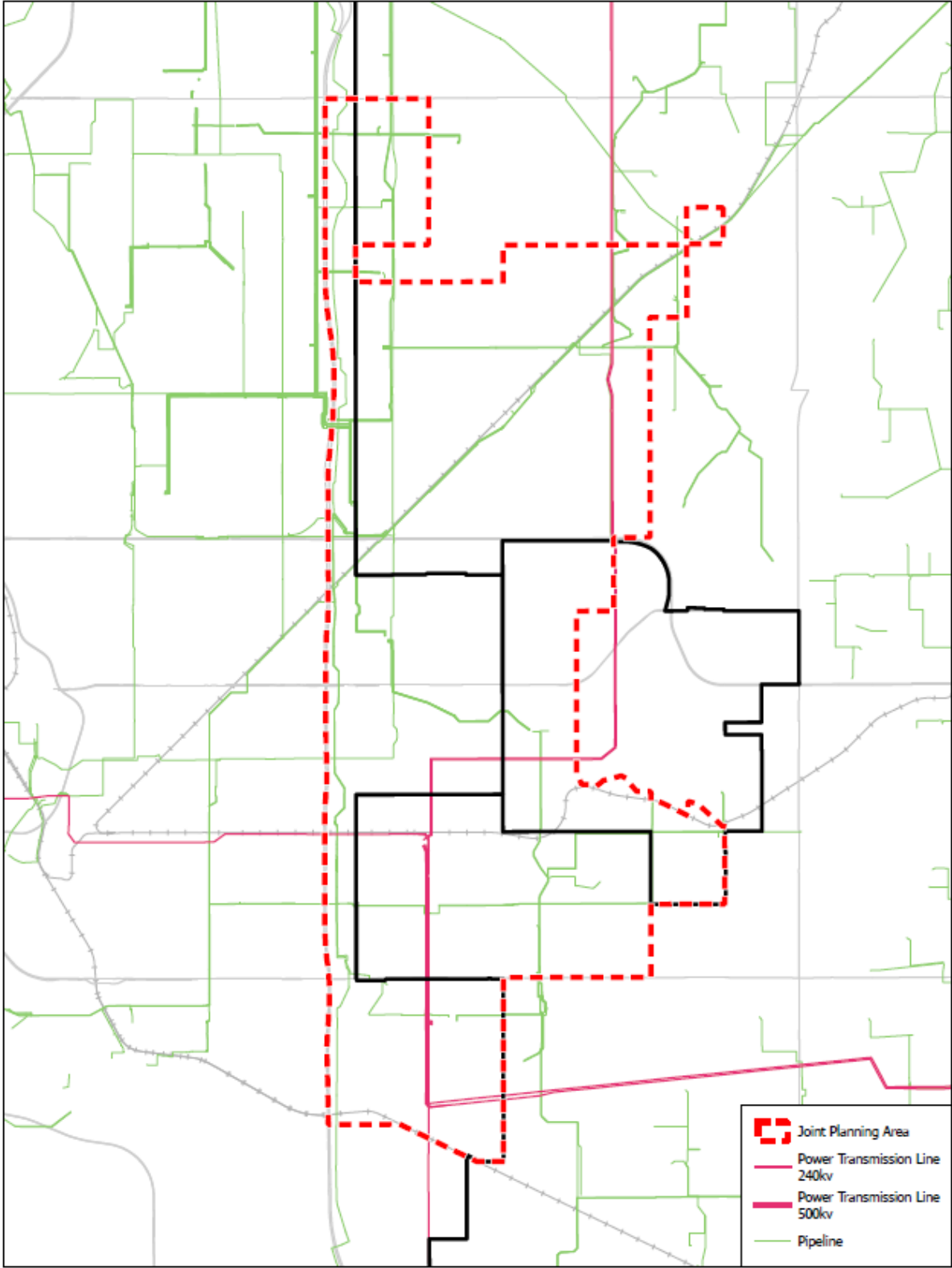
Schedule A: Natural Systems



Schedule B: Transportation & Transit Corridors



Schedule C: Energy Corridors



Schedule D: Water & Wastewater Corridors

