



JPA 2 Context Study: A Vision for the Future

RECIPIENT

Joint Planning Area 2 - Working Group

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SECTION 1.0

Introduction

The Joint Planning Area 2 (JPA 2), encompassing parts of the City of Chestermere, Rocky View County, and the City of Calgary, has been identified as a region where significant growth is expected. In response, these three municipalities have established a collaborative relationship to address their adjacent urban and rural growth together. The JPA 2 Context Study focuses on managing development pressures and growth in the area, ensuring residential, non-residential, and agricultural operations benefit from regional cooperation. This unified strategy promotes the efficient use of land, infrastructure, and services, while also helping to manage infrastructure costs, which often necessitate funding from multiple levels of government.

To support this effort, the team at Intelligent Futures have assisted administration and elected officials in creating a shared vision, guiding future growth and development in the area. This work was anchored by the following statement, which represents administration’s ambition for the study:

How might we create a shared vision that aligns diverse municipal priorities, fosters regional collaboration, and remains resilient beyond shifting political landscapes.

This report provides a comprehensive summary of the process, documenting the evolution of the vision. The following includes the methods used, the input received, and a refined vision developed as a result of the working session. It serves as a valuable reference, offering detailed insights to guide future stages of the Context Study. Building on this work, the Context Study will support in achieving the project north star, defined by administration as:

A region defined by shared services, vibrant communities, and a commitment to collaboration—where residents, businesses, and ecosystems flourish under a unified vision for the future.



SECTION 2.0

Process

The draft vision was developed through two key stages of work, first a workshop with the committee of elected officials responsible for JPA 2. The workshop aimed to conceptualize the ideal future of the area and understand how inter-municipal collaboration could be achieved to realize such a future. The second workshop, held with administration, built upon the insights from the first workshop, refining the vision and addressing key gaps and misalignments. The resulting draft vision, as found in Section 4.0, is a direct result of the input gathered from these two distinct sessions.

2.1 JPA 2 Trilateral Committees

Visioning Workshop

On December 6, 2024, a 3-hour workshop was held with six elected representatives, two from each of the municipalities. The session aimed to explore the representatives' aspirations for the future of the JPA and hear how inter-municipal collaboration could be best realized to bring that vision to life. The workshop consisted of two main activities:

- » **VISION KEY WORDS:** Participants engaged in a facilitated discussion to identify key phrases and words that reflect their desired future for the area. Prompts such as 'how have behaviours/ attitudes changed', 'how have policies changed', 'how have values/ norms changed' were used to spark initial thinking. Each elected representative then shared their thoughts and explained the rationale behind their contributions.
- » **RICH PICTURING:** Participants were divided into two groups of three, each including a representative from Chestermere, Rocky View and Calgary. They created "rich pictures", collaborative visual representations symbolizing the future for JPA 2. After completing these pictures, each group presented their depictions and garnered feedback on what those from the other group liked or disliked about what was presented.

The feedback from the vision key words and rich picturing exercises were then carefully analyzed by Intelligent Futures. Using the themes from each of the two rich picturing groups, the broadest possible list of topics for how JPA 2 will grow and develop

was established. This list was then cross-referenced with the key words and phrases to ensure the most holistic picture of the future state was captured. From this comprehensive analysis, Intelligent Futures then distilled the information into seven logical topic areas. These topics were used as the basis for discussion during the second workshop with the administrative working group.

2.2 Admin Working Group Workshop

On January 16, 2025, administration came together in a second workshop to build on the ideas and insights from the elected representatives. This session focused on refining the vision and addressing key gaps and misalignments with existing plans and efforts for collaborative growth. This 2-hour session involved administrative staff from each JPA 2 municipality and was structured around two key activities:

- » **REFLECTIONS:** Participants were prompted to reflect on the outcomes of the initial workshop and the vision shared by the elected representatives. Reflection questions included:
 - » What alignment and overlap were observed among councillors?
 - » How willing were they to cooperate?
 - » What are the obvious or potential areas of conflict?
 - » Were there any blind spots or inconsistencies in the vision?
- » **DRAFT TOPIC REVIEW:** Participants reviewed key topics resulting from the Trilateral Committee's workshop. They reviewed the statements created by the Intelligent Futures team and responded to questions such as:
 - » What is missing?
 - » What stands out?
 - » Are the ideas aligned or misaligned with existing local or regional plans?

The insights and outcomes from both the elected representatives' workshop and the administrative staff workshop directly informed the development of the draft vision presented in Section 4.0.

SECTION 3.0

Feedback Summary

3.1 Trilateral Committee Visioning Workshop

Vision Key Words

Council representatives were asked to share key phrases and words that they believed should be included in the JPA 2 vision. There was consistency among the responses as well as some unique hopes and ambitions. The key words they identified have been boiled up into themes by Intelligent Futures, however the verbatim language they used is found in the bullet points below:

VISION AND SUSTAINABILITY

- » Clear, coherent picture that is stable and sustainable
- » Resilience (relational, smart planning, climate/renewable)
- » Environment, comprehensive green system
- » Very forward thinking (eco, transit)
- » Courage to do the hard thing

MOBILITY AND CONNECTIVITY

- » TOD (Transit-Oriented Development)
- » Flow
- » Less commute pain
- » Seamless transition
- » Effectively work with our barrier

PLANNING PRINCIPLES AND DESIGN

- » Balance (investment/revenue balance)
- » Clarity on boundaries (blue blobs and trilateral use)
- » Thoughtful
- » Relative scale for the region

COLLABORATION AND GOVERNANCE

- » Fair, respectful
- » Collaborative
- » Governance, thinking long term, can evolve
- » Pragmatic
- » Considerate

COMMUNITY AND IDENTITY

- » Distinct identities
- » Condenses urban/rurban microcosm
- » Huge range of development forms (estate living to heavy industry)
- » Accommodates different options for living and working
- » Variety of form, not same-same

QUALITY OF LIFE

- » Live/work/play
- » Well balanced
- » More time for families/self
- » Affordable

Rich Picturing

Using the key terms generated in the first exercise, elected representatives divided into two groups, each having representation from all three municipalities, to create a rich picture of the future vision for JPA 2. One group focused on mobility and the environment, while the other emphasized economic development and land use—though significant overlap emerged between the groups. Feedback from the rich picturing exercise included the following:

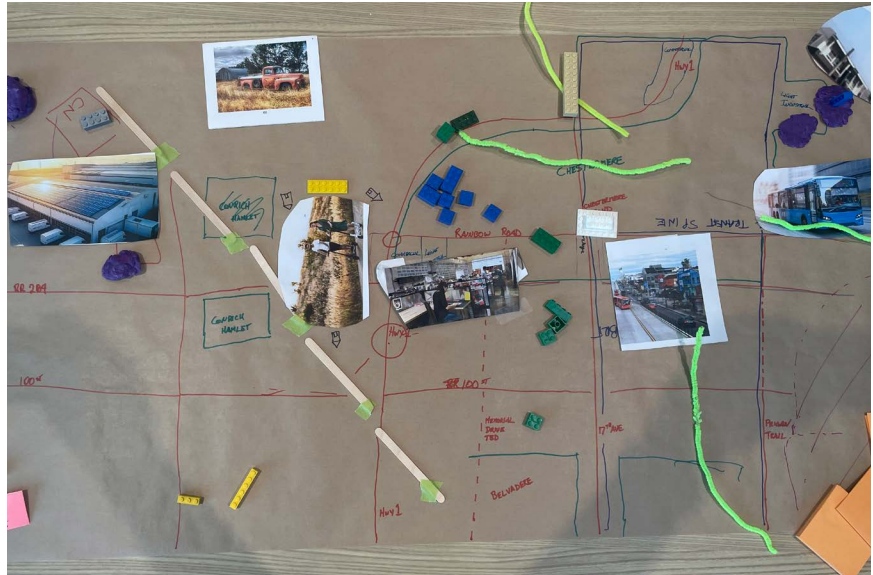
Group 1 - Mobility and Environment

A recorded video of the presented rich picture can be accessed here: [Group 1 Video](#)



Group 2 - Economic Development and Land Use

A recorded video of the presented rich picture can be accessed here: [Group 2 Video](#)



3.2 Admin Working Group Workshop

Reflections

Building on the workshop feedback from the Trilateral Committee, administrative representatives from each municipality refined the vision for JPA 2. Key reflections from their discussions were as follows:

ALIGNMENT AND OVERLAP OBSERVED AMONG COUNCILLORS:

- » Unique Identity per municipality
- » Need to preserve unique identities and mix of development types
- » Importance of intermunicipal connections (transportation, servicing)
- » Desire for economic development that reflects economic goals/abilities of each municipality
- » Seamless transitions for transit, active transit, and transportation
- » Boundary-less transitions between municipalities, being seamless
- » Need for the JPA to think visionary and even look outside the [current geographic] boundaries
- » Great opportunity for a green space network (active use vs. conservation areas)
- » Importance of interface roads and transportation
- » Consideration for Agriculture
- » Importance of pathways and green spaces
- » Relevant economic projects and the link to rail transport
- » Resident-focused
- » Openness to think high level, not too technical/rigid
- » Making sure we preserve identity while also being seamless for user

WILLINGNESS TO COOPERATE:

- » Transitions through JPA
- » Commitment to work trilaterally

for mutual/shared benefit

- » Identifying north-south roads for creating concentrated development
- » 17th is the central east-west route for concentrated development (this example shows constituents we weren't working together)
- » Clear cohesive vision for the area / avoid 16th Ave issue
- » Interface
- » Principles based approach
- » Connections throughout area
- » Playing to strengths in land use (Chestermere does light industrial, RVC heavy, Calgary limited industrial)
- » Importance of interface roads, seamlessly connected - key to cooperation

OBVIOUS OR POTENTIAL AREAS OF CONFLICT:

- » The elected representatives were diving into the how and technical details too early
- » What do we do with agricultural land (i.e. should it all be developed? Retain any agricultural use?)
- » JPA are places for development/ intensity, but begs the question if we can balance / sensitively integrate ag. / weaving into the fabric of the community
- » Green belt, contentious word around here, but conceptually want to allow ag to function
- » Transitions (inside and outside of JPA) to be considered
- » Determining intermunicipal impact on services
- » Challenges with funding, growth impact of one muni on another
- » What's the cost share to respond to this impact

BLIND SPOTS OR INCONSISTENCIES:

- » Attracting diverse land use/assessment
- » Market demand understanding / Economic Assessment
- » Funding infrastructure/ cost-sharing
- » Vision is great, but if too pie in the sky, people who build/invest might not see feasibility
- » Water and water license capacity to continue to develop (Can a vision happen without this?)

The JPA 2 group emphasized the importance of preserving the unique identity and development goals of each municipality while fostering seamless intermunicipal connections in transportation, servicing, and land use. They highlighted the value of collaborative planning to achieve shared economic and community benefits, alongside a commitment to balanced transitions that integrate green spaces, pathways, and agricultural considerations. These discussions have informed the draft vision statement, ensuring it reflects the collective aspirations for the area while addressing potential challenges, and should guide the ongoing development of the Context Study for JPA 2.

Draft Topic Review

The feedback from the first workshop with the Trilateral Committee was distilled into seven key topics. These topics were used as the basis for discussion during the second workshop with the administrative group. As a note, there is no particular order or hierarchy to these topics.

- » Integrated mobility and transit networks
- » Transit-oriented development
- » Balanced and collaborative land use planning
- » Strategic and innovative economy
- » Environmental integration and green spaces
- » Future-ready phased growth
- » Infrastructure and connectivity enhancements

The administrative working group were presented with these topics and asked to provide feedback on what was missing, what stood out, and whether the ideas were aligned or misaligned with existing local or regional plans. The feedback from this exercise is summarized as follows:

INTEGRATED MOBILITY AND TRANSIT NETWORKS

- » Robust east-west and north-south transit corridors, including key routes like 17 Ave, Glenmore Trail, and Airport Trail integrate movement through JPA2
- » Transit-oriented development (TOD) and mixed-use nodes around transit hubs encourage sustainable commuting and vibrant communities
- » Active transportation is available along green pathways
- » Connectivity across jurisdictions is smooth and seamless
- » Goods movement is seamless with the area’s efficient multimodal systems

WHAT IS MISSING	WHAT STOOD OUT	LOCAL/REGIONAL PLAN ALIGNMENT:
<ul style="list-style-type: none"> » Link to Western Irrigation Canal » Upgrades to infrastructure considers multi-modal transit » Active Transportation a critical and integrated part of the transportation system » Goods movement as an important consideration to support economic development » TOD and mixed-used nodes support the needed infrastructure investments » Shared standards » Is 100 St SE /RR284 going to be a major N-S connector? » How does transit interact with the daily flux of people into/out of industrial areas? » 17th - Chestermere Blvd Corridor 	<ul style="list-style-type: none"> » Connectivity across jurisdictions is smooth, seamless and flows logically » Robust east/west and north/south transit and active transport connections » Need for TOD development along major corridors » Planning for people not jurisdiction » Design, maintenance, operation 	<ul style="list-style-type: none"> » Emphasis on transit, TOD and active modes consistent with Calgary’s growth model (not sure on RVC and Chestermere) » Direction supports Calgary’s Belvedere ASP and the Calgary/ Chestermere IDP » Possible alignment with the South and East Calgary Regional Transportation Study » IDPs outdated/ or not completed

TRANSIT-ORIENTED DEVELOPMENT

- » Higher-density housing and commercial services are located near transit hubs to create walkable, vibrant communities and support transit ridership
- » Each transit stop has a unique character and incorporates residential, commercial, and recreational uses for a balanced urban experience

WHAT IS MISSING	WHAT STOOD OUT	LOCAL/REGIONAL PLAN ALIGNMENT:
<ul style="list-style-type: none"> » Connections to TODs and transit hubs (i.e. first/last mile) » Accessibility » Employment areas (e.g. Janet) » Employment areas outside of the JPA boundary (e.g. Prairie Gateway) » Anchors along TOD, but not mixing res/industrial » Focused TOD along corridors, but not every station » How much TOD can the area support? (Brentwood/Dalhousie as examples of what not to do) 	<ul style="list-style-type: none"> » Very urban focused » The need for variety in stops 	<ul style="list-style-type: none"> » IDPs outdated/ or not completed » Uncertainty on Regional Transportation and Transit Master Plan (RTTMP) » Lack of regional transportation plan » Belveder ASP

BALANCED AND COLLABORATIVE LAND USE PLANNING

- » Industrial, commercial, and residential growth across Calgary, Chestermere, and Rocky View fosters corridors of compatible and mutually beneficial use
- » Clear transitions between high-density urban areas, medium-density developments, and rural lands support the lifestyle mix needed in regional growth
- » Collaboration means each jurisdiction avoids competing for similar industries, focusing rather on complementary uses like technology and smaller-scale commercial activities
- » Cooperation among Calgary, Chestermere, and Rocky View ensures management of shared resources aligns with regional priorities.

WHAT IS MISSING	WHAT STOOD OUT	LOCAL/REGIONAL PLAN ALIGNMENT:
<ul style="list-style-type: none"> » Venue or document for where this will be done » Understanding of what industries we should be focused on 	<ul style="list-style-type: none"> » The importance of recognizing that not all types of development are appropriate for all municipalities. RVCs commercial development may not meet the urban municipalities needs » Spirit of collaboration over competition » Cooperating to locate type of businesses where best suited 	<ul style="list-style-type: none"> » IDPs outdated/ or not completed

STRATEGIC AND INNOVATIVE ECONOMY

- » Dedicated industrial zones like Prairie Gateway offer space for heavy and medium industries, while being supported by adjacent commercial services and economic corridors
- » Opportunities for innovation-driven employment clusters support the regional economy by creating spaces for diverse industries and businesses

WHAT IS MISSING	WHAT STOOD OUT	LOCAL/REGIONAL PLAN ALIGNMENT:
<ul style="list-style-type: none"> » Janet and Conrich are in JPA 2. » Connection between residential, industrial, and transit (maybe wrong section for comment) » Operationalize the movement of goods and people 	<ul style="list-style-type: none"> » Need for an economic strategy » Just a feeling, but it feels a little too vague. Perhaps a bit more defined, even at the vision level. 	<ul style="list-style-type: none"> » There is a Regional Ec-Dev initiative that is launching that could link to this strategic focus.

ENVIRONMENTAL INTEGRATION AND GREEN SPACES

- » Green corridors are preserved for recreation, biodiversity, and ecological health, ensuring equitable access to natural spaces for all
- » Green infrastructure is integrated into development plans, prioritizing stormwater management, agricultural preservation, and sustainable urban design

WHAT IS MISSING	WHAT STOOD OUT	LOCAL/REGIONAL PLAN ALIGNMENT:
<ul style="list-style-type: none"> » Link to Western Irrigation Canal » Green spaces for conservation/nature outside of green corridors » Access and sharing of water amenities (aka Chestermere) » Collaboration on Operations and Maintenance » Shared standards » Understanding and respecting migration routes » Integrity of wetland networks/ how might we preserve this 	<ul style="list-style-type: none"> » Low Impact Development practices to reduce need for hard infrastructure » Basing ecologically respectful development on reducing impacts to green corridors 	<ul style="list-style-type: none"> » Cooperative Stormwater Management Initiative

PHASED GROWTH AND FUTURE-READY DEVELOPMENT

- » Farmland and undeveloped areas are thoughtfully planned as urban uses through deliberate, phased approaches, that ensure sustainable growth
- » Existing assets like Area Structure Plans (ASPs) and Joint Planning Areas (JPAs) are leveraged to guide long-term development and infrastructure planning and resourcing

WHAT IS MISSING	WHAT STOOD OUT	LOCAL/REGIONAL PLAN ALIGNMENT:
<ul style="list-style-type: none"> » Could look at some farmland strategically preserved for market garden/urban agricultural uses » Noting the Ranchero ASP (I believe) in South Calgary incorporates a farm/urban development concept - as an example of this 	<ul style="list-style-type: none"> » Overarching Guide to development » Like ‘Sustainable’ came up often in workshop 	<ul style="list-style-type: none"> » Keeping in mind that Chestermere is mostly planned

INFRASTRUCTURE AND CONNECTIVITY ENHANCEMENTS

- » Critical infrastructure needs are regularly addressed, including intersections, railways, utilities and irrigation corridors, to improve mobility, economic development and livability in the area
- » Building adaptable infrastructure to accommodate evolving transportation, technological, and urban development needs

WHAT IS MISSING	WHAT STOOD OUT	LOCAL/REGIONAL PLAN ALIGNMENT:
<ul style="list-style-type: none"> » Clarity in the mechanisms to implement cost sharing strategies involving all the stakeholders » A clearer regional transit, active and rail network responding to residential - employment needs but also the goods movement (international competitiveness) » Can we think of active transit networks as critical infrastructure? Kay pathways and trails? 	<ul style="list-style-type: none"> » Vision is amenable to future innovations » What do we mean by “adaptable infrastructure”? 	<ul style="list-style-type: none"> » Misalignment between what ASPs and Calgary/Chestermere IDP for the RR284 » Personal and good movement responding to residential and economic investment

SECTION 4.0

Draft Vision

A vision is a forward-looking statement that defines the desired future state of the region. It serves as an overarching guide for decision-making and policy development, and outlines the long-term aspirations of the community.

Based on this input received from both elected officials and administrative representatives have led to the following draft vision for consideration in the JPA 2 Context Study. This vision captures the breadth of hopes and ideas the trilateral committee put forward, while being concise and inspirational enough to garner collective buy-in and momentum toward realizing what's set out in the Context Study.

JPA 2 envisions a future where sustainable and integrated regional growth thrives, creating vibrant and interconnected communities that represent a unique blend of urban and rural development patterns. The area is a model of seamless mobility networks, where residential, commercial, agricultural, industrial and natural spaces harmoniously coexist through collaborative land-use planning and strategic economic development.

With established economic corridors and bustling employment hubs, we collectively drive shared economic prosperity and enhanced connectivity. Prioritizing accessible transit, active transportation, expansive green spaces and efficient goods movement, JPA 2 is committed to fostering a dynamic, inclusive and resilient region.

While the vision may not encompass every single piece of input gathered throughout this process, it will serve as the guiding principle and driving force behind the detailed work of the Context Study that lays ahead.

SECTION 5.0

Next Steps

The draft vision and the feedback gathered during this process serve as foundational for future work on the Context Study for JPA 2. The vision represents a significant milestone, as it establishes a guiding direction for the project's next steps. Once the vision is accepted by administration, the study will proceed through the following phases:

- » **Policy Guidance (Q1/Q2 2025):** Engagement with subject matter experts (SMEs) to develop policy recommendations.
- » **Context Study Drafting (Q2/Q4 2025):** Preparation of the draft Context Study document.
- » **Approvals (Q3 2025):** Council approvals for the finalized Context Study.

These steps will ensure the vision is translated into actionable strategies and frameworks for JPA 2.