

JPA 4 Context Study Terms of Reference

Town of High River and Foothills County

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1. Introduction

The Town of High River and Foothills County have a long history of collaboration in planning and service delivery. The current intermunicipal development plan (IDP) promotes coordinated planning, including the identification of four joint planning areas, and provides a framework for communication, collaboration and conflict mitigation.

The approval of the Calgary Metropolitan Region Board (CMRB) Growth Plan by the Minister of Municipal Affairs, that went into effect August 15, 2022 created an obligation for the two municipalities to undertake a joint Context Study to address the coordination of land use and servicing for a large area that comprises lands in both the Town and the County that is referred to as Joint Planning Area 4 (JPA 4).

2. Purpose

Joint Planning Areas provide opportunities for neighbouring municipalities to collaborate in areas where growth impacts multiple municipalities and where a high level of municipally provided services will be necessary to support the full potential of the area. Existing Area Structure Plans and approved land uses introduce planning challenges, and they also highlight the need for collaboration.

3. Regulatory

The Town of High River and Foothills County are members of the CMRB, which was established by the Province of Alberta in 2018 with the approval of the CMRB regulation. The member municipalities were mandated to work together to prepare a Growth Plan and a Servicing Plan to promote an integrated and strategic approach to planning for future growth in the region.

The Growth Plan identifies a number of Preferred Growth Areas throughout the region where the majority of future population and employment growth is to be directed. The Preferred Growth Areas include all lands within urban municipalities, hamlet growth areas within rural municipalities and four Joint Planning Areas (JPAs) that each include lands in two or more municipalities. **Figure 1 – CMR Growth Structure** contains the Regional Growth Structure map from the CMR Growth Plan, which illustrates the Preferred Growth areas in the region.

The Growth Plan requires that the municipalities who are part of the Joint Planning Areas develop a joint Context Study. The Context Studies for the four (4) JPAs must be completed within three (3) years of Ministerial approval of the Growth Plan. The terms of reference for the Context Studies, which will guide their preparation, must be completed by February 15, 2023, six (6) months after the Growth Plan approval. The requirements for the Context Study are outlined in Section 3.1.9.7 of the Growth Plan as follows:

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;*

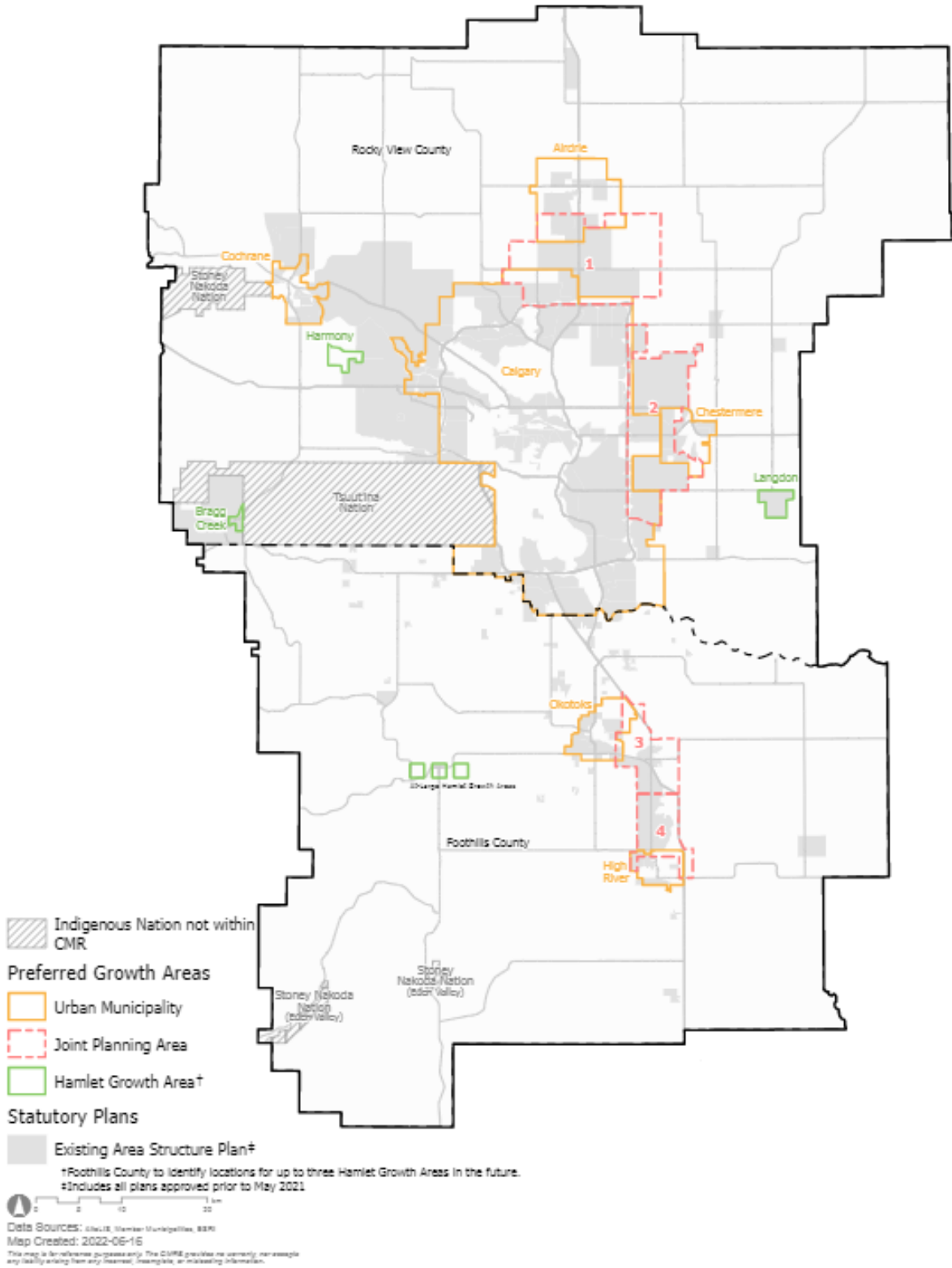
- e) *strategies to equitably share costs and benefits associated with the development of the Joint Planning Area and its services such as fire, police, recreation, transportation and utilities;*
- f) *strategies to provide efficient and logical servicing, incorporating shared servicing to the greatest 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.*

Section 3.1.9.5 of the Growth Plan outlines the requirements for the Terms of Reference for the Context Study as follows:

Within six months of the approval of the Growth Plan by the Minister, the participating municipalities shall adopt a Terms of Reference to govern the development of the Context Study, including:

- a) *a process for dispute resolution;*
- b) *details pertaining to how new Area Structure Plans will be considered by the member municipalities prior to completion of the Context Study; and*
- c) *a project schedule for completion of the Context Study.*

Figure 1 – CMR Growth Structure



4. Project Authority

Preparation of the context study is to be undertaken jointly by Foothills County and the Town of High River; it will involve the participation of both municipal councils, the Town of High River and Foothills County Intermunicipal Committee (IMC) and administration from both municipalities.

4.1 Roles of Council, IMC and Administration

Municipal Councils

The municipal councils of the Town of High River and Foothills County will ultimately be responsible for approving the Context Study for submission to the Board. Any expenditures of municipal funds related to the project, including the hiring of technical consultants, will require approval from the municipal Councils in consideration of recommendations from the IMC.

The Councils may also have a role in the dispute resolution process and could be asked to attempt to resolve issues if the IMC cannot come to agreement in accordance with the dispute resolution process outlined in Section 7.

Town of High River and Foothills County Intermunicipal Committee (IMC)

Members of the IMC will provide overall direction during the creation of the Context Study, will approve the hiring of technical consultants (within the budget approved by both Councils) and will be tasked with resolving any issues that might arise to the best of their abilities. They will participate in the public and stakeholder engagement process and will provide regular updates to their respective Councils on the progress of the Context Study and any issues that may present themselves. In negotiating specifics of the Context Study, the Committee members may request guidance from their respective Councils. The IMC will make recommendations to the municipal Councils on any budget requests related to preparation of the Context Study.

Once the Context Study has been completed to the satisfaction of the IMC, the IMC will forward it to the two municipal Councils for consideration for approval by resolution.

Administration

Administration from both municipalities, with direction from the IMC will be responsible for project management and for the preparation of the Context Study. Project management may include the issuing and administration of RFPs for technical studies that have been approved by the IMC as well as the managing of the technical consultants hired.

Administration from both municipalities will design and implement public and stakeholder engagement processes as outlined in the Engagement Strategy.

Both municipal administrations will keep a written record of activities undertaken by administrations. On receipt of written communication from one municipality by the other, a written response will be provided. Both municipal administrations will provide regular reports on the progress of the project to the IMC and Councils as required and will cooperate as directed by the IMC to ensure completion of the tasks outlined in these Terms of Reference. The workload should be allocated as equitably as possible between the municipalities.

4.2 Budget Requests

Throughout the course of the project, the IMC may determine that there is a requirement to retain technical consultants or purchase data or materials to support the completion of the Context Study, in which case a recommendation to allocate funds will be provided to both Councils for approval.

4.3 Approval of TOR and Context Study

Approval of the Terms of Reference

Once administration have completed a draft TOR for the Context Study, it will be placed on the agenda for an IMC meeting for review and consideration to recommend for approval. The IMC may make a motion to forward the TOR to both Councils, or may direct administration to undertake amendments to the TOR. When the IMC agrees that they are satisfied with the TOR, they will forward to both Councils for consideration with a recommendation for approval. Once approved by both Councils, the TOR will be filed with the CMRB. There is no approval required by the Board for the TOR.

Approval of the Context Study

Administration will draft the Context Study with regular guidance being provided from the IMC. Once a draft of the Context Study has been completed, it will be placed on an IMC meeting agenda for consideration to recommend for approval. As with the TOR, the IMC, upon review of the Context Study, may make a motion to forward it to both Councils (with or without minor amendments at their discretion), or the IMC may direct administration to undertake substantive amendments and bring the resulting document back to the Committee for further review. When the IMC agrees that they have a final draft that they are satisfied with, they will forward the Context Study to both Councils for consideration with a recommendation for approval. Once approved by both Councils the Context Study will be sent to CMRB to obtain approval from the Board. Both Councils must endorse the Context Study before it can be forwarded to the Board for approval. The process by which this will be undertaken is as yet undetermined.

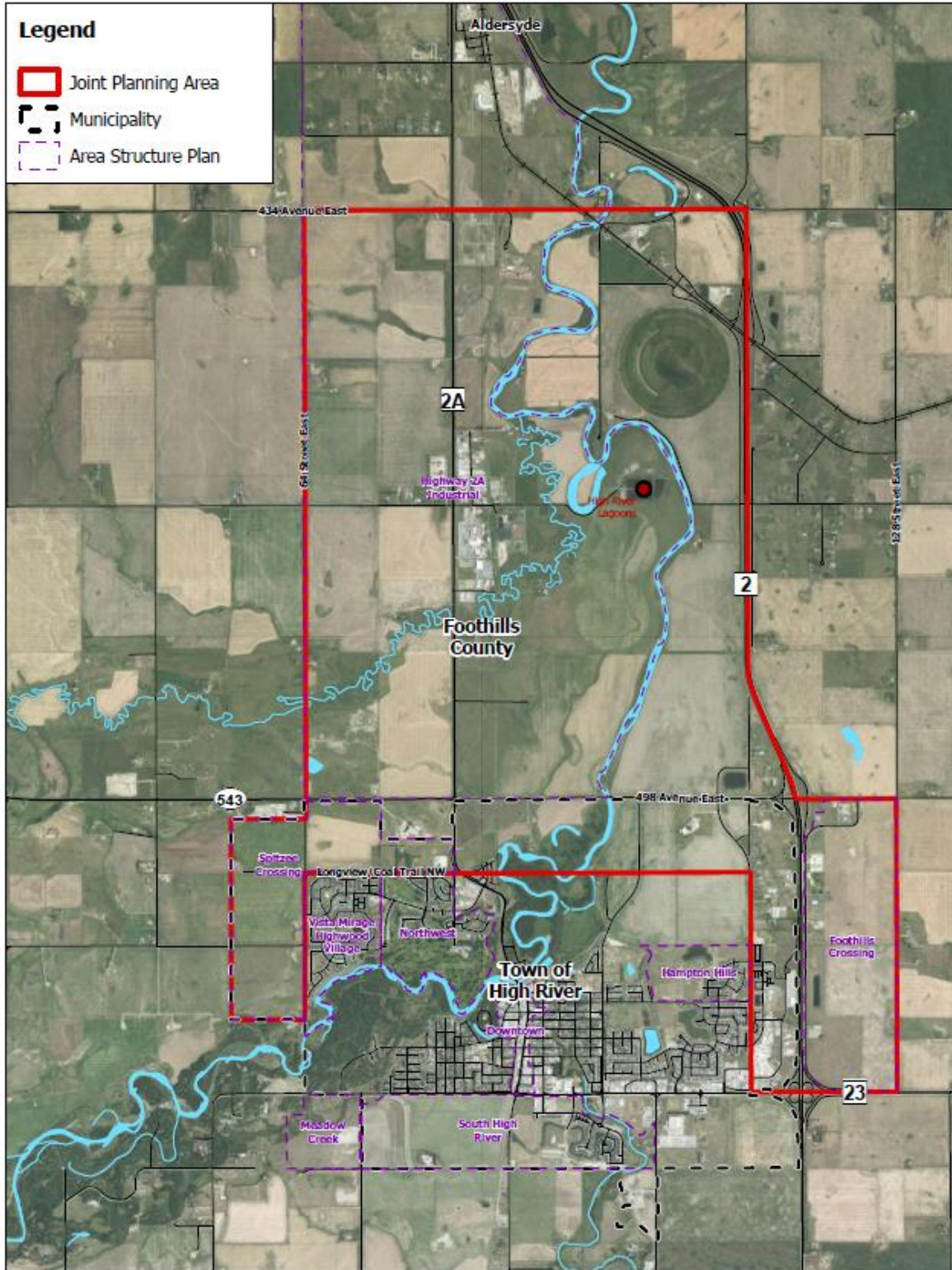
5. Context Study

5.1 Study Area

JPA 4 includes lands within the north and east areas of the Town of High River, as well as lands within Foothills County that are directly east of Hwy 2 and north of High River along the Hwy 2A corridor, as shown in **Figure 2 – JPA 4 Context Study Area**. Some of the land is already planned under current Area Structure Plans, and some of the land is currently unplanned.

Through the process of developing the Context Study the two municipalities may determine that the boundaries of the study area should be adjusted. If this occurs, it will be articulated in the final Context Study document. Once the Context Study has been approved by the CMRB, amendments to the Growth Plan maps and local Municipal Development Plans may be required.

Figure 2 - JPA 4 Context Study Area



5.2 Scope

The Context Study will meet the requirements of the Growth Plan as outlined in Section 3 of this document. Additional items may be included at the discretion of the IMC or the two (2) Councils.

5.3 Project Influences

There are a number of plans, studies and policies and agreements that have the potential to influence the direction of the project. These include (but may not be limited to) the following:

- Municipal Government Act;
- Provincial Land Use Framework;
- Alberta Land Stewardship Act;
- South Saskatchewan Region Plan,
- Calgary Metropolitan Region Growth Plan and Servicing Plan;
- Foothills County and Town of High River IDP;
- Foothills County MDP and High River Town Plan;
- existing and proposed Area Structure Plans, Outline Plans and Area Concept Plans within each municipality;
- existing land use policies in both municipalities;
- water and wastewater agreement
- shared services agreement
- any studies jointly undertaken specifically to support of the Context Study; and
- results of the public and stakeholder engagement processes.

5.4 Guiding Principles

- Consensus-based decision-making;
- Collaboration with a Regional lens;
- A clear focus on those aspects of development planning that are intermunicipal in nature and appropriately considered at the JPA scale of planning;
- Find clarity on which aspects of development planning and growth are of mutual interest and which are of single jurisdictional interest;
- Fostering a holistic understanding of the opportunities and constraints within JPA 4 to facilitate opportunities for more efficient use of land and optimization of existing and planned infrastructure;
- Working together to find mutually beneficial solutions.

6. Public and Stakeholder Engagement

As part of the development of the Context Study, a Public and Stakeholder engagement process will be undertaken. The details of this engagement process will be outlined in an Engagement Strategy to be developed subsequent to the approval of the TOR. It is anticipated that there will be two different levels of engagement, one for stakeholders and the other for the public, with stakeholders being engaged sooner and more frequently through the development of the Context Study than the general public.

Several groups of stakeholders have been identified that are likely to have an interest in the development of the Context Study. These include area landowners, government agencies and utility

providers, and watershed groups. In developing the Engagement Strategy, additional stakeholders may be identified.

6.1 Engagement Strategy

The Context Study will inform the development of future statutory plans and regionally significant amendments to existing statutory plans in the study area. As such, it is important that the public is informed and afforded the opportunity to provide input to the Context Study. Subsequent to the approval of the Terms of Reference for the Context Study, Town and County administrations will develop an Engagement Strategy for the project. This document will lay out the details regarding who will be engaged, how, and at what stage of the project.

The Engagement Strategy will be designed in accordance with Foothills County's Public Participation Policy and the Town of High River's Community Engagement Policy. It will articulate the goals for engagement, outline the levels of engagement that will be undertaken and will describe the timing and methods of engagement that will be used.

Suggested goals for the engagement include:

- providing accurate and timely information to the public,
- identifying and establishing relationships with area stakeholders,
- gathering information from stakeholders that will assist with setting priorities for the project,
- checking in with stakeholders at key decision points in the development of the Context Study,
- obtaining feedback on proposed designs and concepts,
- providing the IMC and ultimately both Councils with an accurate record of the feedback received to assist with decision making relative to the Context Study, and
- reporting back to stakeholders and the public on the results of engagement activities and how the information gathered was utilized in decision-making.

As previously mentioned, it is anticipated that there will be two different levels of engagement, one for the public and another for identified stakeholders. The intent is that stakeholders would be engaged early in the project so that their input can be used to develop the overarching vision and assist in setting priorities for the project. Stakeholders would be engaged again along with the general public after the information gathering phase of the project, once a preliminary draft of the context study has been produced. Feedback received at this stage of the project will be used to refine the Context Study. Stakeholders and the public could be afforded an additional opportunity to provide feedback, ask questions, or express concerns prior to the approval of the Context Study, if each municipality were to decide to hold a public meeting once a complete Context Study document has been produced.

It is expected that there will be different methods of engagement for stakeholders than for the general public. Stakeholders are likely to be engaged in person and individually (although digital meetings could also be used if preferred). Engagement with the public may involve an in-person event or on-line event together with a survey or other means to obtain feedback, or it may be undertaken using primarily electronic platforms. The specific methods used for engaging with each group of stakeholders and with the public, and how advertising will be undertaken will be detailed in the Engagement Strategy.

6.2 Stakeholder Groups

6.2.1 Area Landowners

The Context Study will inform the future development of statutory and non-statutory plans, and will have a significant impact on the future development of lands in the study area, as such it is anticipated that landowners in the study area will have an interest in the results of the project. It is also recognized that there may be landowners in the plan area that have stewarded lands for several generations. These long-term residents can provide valuable knowledge and insights that may not otherwise be understood. For these reasons, landowners in the study area will be engaged as stakeholders.

6.2.2 Government Agencies and Utility Providers

Because the Context Study will outline servicing strategies for water, wastewater, stormwater, and transportation; as well as strategies to address intermunicipal environmental issues, certain branches of the Provincial Government including Alberta Transportation (AT) and Environment and Protected Areas (EPA) will likely have an interest in the plan. Utility Providers such as AltaLink, Fortis, Atco and Telus are also likely to have an interest should the two (2) municipalities decide that the Context Study will address transmission corridors. Government agencies and utility providers should therefore be included as stakeholders during the Context Study development process.

6.2.3 Watershed groups

Water is our most critical resource. The Highwood River runs through JPA 4 and will provide the water that will be needed to support future development. As such, it may be appropriate to engage with the area watershed groups such as the Bow River Basin Council or the Highwood Management Plan Public Advisory Committee (HMP-PAC) as stakeholders in developing the Context Study.

6.2.4 Additional Stakeholders

Additional stakeholders may be identified through preparation of the Engagement Strategy and the ongoing work to prepare the Context Study. These stakeholders will be engaged as deemed appropriate. This may include Indigenous groups if the need is identified.

7. Decision-Making / Governance

7.1 Staff and Administration

Staff will, when developing the Context Study or making recommendations, take into consideration relevant direction contained in legislation, regulations, policies, standards, strategies and plans from both municipalities, including information from any supporting studies. Every effort will be made to achieve consensus among administrations when developing recommendations for consideration by the IMC regarding the Context Study. Where consensus cannot be achieved, administration may refer the item to the IMC for discussion or may initiate the Dispute Resolution Process as outlined in Section 8.

7.2 Foothills County and Town of High River Intermunicipal Committee (IMC)

Foothills County and Town of High River IMC will be responsible for providing overall direction for the preparation of the study and for making decisions on most matters pertaining to the Context Study. The IMC will also be responsible for recommending the completed Context Study to both Councils for

consideration of approval. As with administrations, the goal with respect to decisions related to the Context Study made by the IMC will be to achieve consensus. When consensus cannot be reached the Dispute Resolution Process should be initiated.

7.3 Municipal Councils

The Foothills County and the Town of High River municipal councils will each be responsible for approving the Context Study when recommended for approval by the IMC. Each Council will consider the Context Study for approval by resolution. The Context Study shall not be forwarded to the CMRB until such time as both Councils have given their approval. Should one Council approve the Context Study and the other Council refuse or postpone a decision, then the context study may be sent back to the IMC for further work or the Dispute Resolution Process may be initiated.

Figure 7 in the implementation section of the Growth Plan indicates that the CMRB is responsible for approving the Context Studies after they have been approved by both Councils. The process through which this is to be accomplished is not defined.

8. Dispute Resolution Process

The goal when making decisions regarding the development of the Context Study will always be to achieve consensus.

8.1 Negotiations between Chief Administrative Officers (CAOs)

When developing recommendations for the IMC regarding the Context Study, every effort will be made to achieve consensus among administrations. Should an issue or issues arise where there is disagreement, the Chief Administrative Officers (CAOs) or designate of both municipalities shall meet and work towards resolving concerns and reaching agreement. Any agreement would be communicated in writing and then should be presented at both Councils for endorsement.

8.2 Intermunicipal Committee (IMC) Negotiations

When consensus cannot be achieved by the CAOs or designate, a report prepared jointly by both administrations on the issue(s) should be forwarded to the IMC for discussion. The report should describe the issue(s) in question, the interests that were identified by each administration, solutions that have been explored in an attempt to resolve the issue(s), and any outstanding items that require resolution.

After consideration of the information presented, the IMC may:

- 1) provide suggestions and send the matter back to the CAOs for further discussion;
- 2) agree on a consensus position and provide direction to administration;
- 3) 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 both municipalities, a facilitator may be engaged to help the IMC 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 IMC, the IMC may make a recommendation to both councils that formal mediation be undertaken.

8.3 Formal Mediation

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

- 1) agreement by both Councils that mediation is necessary;
- 2) appointment by both Councils of a mediation committee comprised of administration from both municipalities, and where deemed appropriate an equal number of Town Councillors and County Councillors;
- 3) engagement, at equal cost to both municipalities, of an impartial and independent mediator agreed to by both municipalities; and
- 4) approval by both 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, although it is expected that municipal participants will report back to their respective councils in closed session or open session, at the discretion of the mediation committee. At the conclusion of the mediation, the mediator will submit a mediator's report to both municipalities. The report must include formal recommendations.

If a mediated agreement is reached, then that agreement will be recommended to both 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 either municipality, and it will be subject to the approval of both municipal Councils.

8.4 Further Study

If agreed to by both Councils, the Context Study could be structured such that the unresolved issue will continue to be studied after CMRB approval of the Context Study.

9. Statutory Plan Approval Prior to Completion of Context Study

All new statutory plans and amendments to existing statutory plans shall be able to be considered for CMRB approval before the completion of the Context Study.

The following are a list of approved area structure plans that are approved.

JPA 4 includes the following approved area structure plans in the Town of High River:

- Spitzee Crossing Area Structure Plan (revised in 2016);
- North Eagleview Area Concept Plan (revised in 2006);

JPA 4 includes the following approved area structure plans in Foothills County

- Foothills Crossing Area Structure Plan (2022)
- Highway 2A Industrial Area Structure Plan (2010)

10. Project Schedule

The following table outlines the anticipated process that will be undertaken to develop the Context Study as well as a tentative schedule.

ACTIVITY	ANTICIPATED STARTING DATE / DURATION	STAFF OR OTHER RESOURCES REQUIRED
1.0 Collecting background information, undertaking site analysis, and identification of opportunities and constraints.		
1.1 Consolidation of municipal mapping data including existing parcels, approved statutory and non-statutory plan areas, current land use, utility infrastructure, and transportation infrastructure.	July 2023 – Q4 2023	Municipal staff primarily from GIS and Planning.
1.2 Gathering pertinent additional mapping data including Provincial ESAs, provincially identified heritage resources, regional energy transmission corridors, and nonmunicipal utility infrastructure.	July 2023 – Q4 2023	Municipal staff primarily from GIS and Planning.
1.3 Gathering and inventory of existing technical studies for plan area including transportation studies, environmental assessments, ground water studies, historical resource assessments and wetland assessments.	July 2023 – Q4 2023	Municipal staff primarily from Planning and Public Works
1.4 Analysis and identification of opportunities and constraints in study area.	July 2023 – Q4 2023	Municipal staff primarily from planning and public works.
2.0 Identification of any missing information, studies required etc.		
2.1 Based on mapping and inventory of existing technical studies, identify missing information and determine how gaps may be filled.	Q4 2024	Municipal staff primarily from planning and public works.

2.2 Review the land within the boundary of JPA 4 to ensure that it is logical. In accordance with Policy 3.1.9.8, a Context Study may propose amendments to the boundaries of a Joint Planning Area to the Board.	Q4-Q1 2024	Municipal staff primarily from Planning.
3.0 Engagement Strategy		
3.1 In accordance with both municipal public participation policies, develop a public engagement strategy and seek approval from IMC. Once the engagement strategy is complete, engagement activities will be incorporated into the project schedule as appropriate.	Q4 2023	Municipal staff primarily from Planning and Communications
4.0 Develop a vision for the study area and a set of objectives for the Context Study		
4.1 Develop a vision for the study Area. This process will include a stakeholder engagement process to be outlined in the Engagement Strategy.	Q4 2023-Q1 2024	Municipal staff primarily from planning.
4.2 Develop a list of objectives that will provide high level direction for the Context Study.	Q4 2023-Q1 2024	Municipal staff primarily from planning,
4.3 Submit draft vision for study area and Context Study objectives to IMC for approval.	Q1 2024	Municipal staff primarily from planning, IMC.
5.0 Technical Planning		
5.1 Develop a draft general land use plan for the Plan Area.	Q2 2024	Municipal Staff primarily from planning.
5.2 Develop draft servicing strategies for water, wastewater and stormwater services.	Q3 2024-Q1 2025	Municipal staff primarily from infrastructure.
5.3 Develop a draft transportation strategy	Q3 2024-Q1 2025	Municipal staff primarily from infrastructure.

<p>5.4 Develop strategies to equitably share costs and benefits associated with development of the Plan Area.</p>	<p>Q3 2024-Q1 2025</p>	<p>Municipal staff primarily senior administration in consultation with respective Councils as appropriate.</p>
<p>6.0 Preliminary draft of context study</p>		
<p>6.1 Prepare a preliminary draft of the Context Study for review by IMC.</p>	<p>Q4 2024-Q1 2025</p>	<p>Municipal staff primarily from planning.</p>
<p>6.2 In accordance with the Engagement Strategy undertake stakeholder, and public review of draft study.</p>	<p>Q2 2025</p>	<p>Municipal staff primarily from planning.</p>
<p>7.0 Refinement of Context Study</p>		
<p>7.1 Based on results of IMC review as well as stakeholder and public review, make refinements to the Context Study.</p>	<p>Q2 2025</p>	<p>Municipal staff primarily from planning.</p>
<p>8.0 Context Study approval process</p>		
<p>8.1 Once the Context Study has been refined and a final draft completed, it will be submitted to the IMC for consideration to recommend to both Councils for approval.</p>	<p>Q2-Q3 2024</p>	<p>Municipal staff primarily from planning, IMC.</p>
<p>8.2 Upon approval by IMC, the Context Study will be taken to both municipal Councils for approval. Councils may decide to hold non statutory public hearings prior to rendering a decision. The Councils may approve the Context Study as recommended or may refer it back to administration and the IMC for further refinement.</p>	<p>Q3 2025</p>	<p>Municipal staff primarily from planning, Both municipal Councils</p>

9.0 Submission to CMRB for approval		
9.1 Prepare submission for CMRB approval of Context Study.	Q3 2025	Municipal staff primarily from planning
9.2 Final approved Context Study will be submitted to the CMRB for approval.	Q3 2025	Municipal staff primarily from planning

11. Closure

The Town of High River and Foothills County are looking forward to working collaboratively to create a Context Study for JPA 4 over the course of the 2023-2025 to address land use and servicing in the area to ensure that the area is planned for in a sustainable and efficient manner using best planning practices.

Appendix A – Tentative Schedule in Table Format

ACTIVITY	2023		2024			2025				
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	
1.0 Collecting background information, undertaking site analysis, and identification of opportunities and constraints.										
1.1 Consolidation of municipal mapping data including existing parcels, approved statutory and non-statutory plan areas, current land use, utility infrastructure, and transportation infrastructure.										
1.2 Gathering pertinent additional mapping data including Provincial ESAs, provincially identified heritage resources, regional energy transmission corridors, and nonmunicipal utility infrastructure.										
1.3 Gathering and inventory of existing technical studies for plan area including transportation studies, environmental assessments, ground water studies, historical resource assessments and wetland assessments.										
1.4 Analysis and identification of opportunities and constraints in study area.										
2.0 Identification of any missing information, studies required etc										
2.1 Based on mapping and inventory of existing technical studies, identify missing information and determine how gaps may be filled.										
2.2 Review the land within the boundary of JPA 4 to ensure that it is logical. In accordance with Policy 3.1.9.8, a Context Study may propose amendments to the boundaries of a Joint Planning Area to the Board.										
3.0 Engagement Strategy										
3.1 In accordance with both municipal public participation policies, develop a public engagement strategy and seek approval from IMC. Once the engagement strategy is complete, engagement activities will be incorporated into the project schedule as appropriate.										

ACTIVITY	2023		2024			2025				
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	
4.0 Develop a vision for the study area and a set of objectives for the Context Study										
4.1 Develop a vision for the study Area. This process will include a stakeholder engagement process to be outlined in the Engagement Strategy										
4.2 Develop a list of objectives that will provide high level direction for the Context Study.										
4.3 Submit draft vision for study area and Context Study objectives to IMC for approval.										
5.0 Technical Planning										
5.1 Develop a draft general land use plan for the Plan Area.										
5.2 Develop draft servicing strategies for water, wastewater and stormwater services.										
5.3 Develop a draft transportation strategy										
5.4 Develop strategies to equitably share costs and benefits associated with development of the Plan Area.										
6.0 Preliminary draft of context study										
6.1 Prepare a preliminary draft of the Context Study for review by IMC.										
6.2 In accordance with the Engagement Strategy undertake stakeholder, and public review of draft study.										
7.0 Refinement of Context Study										
7.1 Based on results of IMC review as well as stakeholder and public review, make refinements to the Context Study.										
8.0 Context Study approval process										
8.1 Once the Context Study has been refined and a final draft completed, it will be submitted to the IMC for consideration to recommend to both Councils for approval.										
8.2 Upon approval by IMC, the Context Study will be taken to both municipal Councils for approval. Councils may decide to hold non statutory public hearings prior to rendering a decision. The Councils may approve the Context Study as recommended or may refer it back to administration and the IMC for further refinement.										

ACTIVITY	2023		2024			2025			
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
9.0 Submission to CMRB for approval									
9.1 Prepare submission for CMRB approval of Context Study.									
9.2 Final approved Context Study will be submitted to the CMRB for approval.									