

**KEY STAKEHOLDER MEMORANDUM OF UNDERSTANDING
DATED SEPTEMBER 30, 2006**

regarding

Emerald Hills Urban Village SUN Pilot Project
(hereinafter referred to as "EHUV"),

and key stakeholders including

Christenson Developments
(hereinafter referred to as "ChD"),

and

Strathcona County
(hereinafter referred to as "SC")

and

Natural Resources Canada
(hereinafter referred to as "NRCan")

and

the Design Centre for Sustainability
(hereinafter referred to as "DCS")

and

Howell-Mayhew Engineering
(hereinafter referred to as "HME")

The intent of this Memorandum of Understanding (MOU) is to create common understanding and agreement amongst the EHUV stakeholders signing this document. It details the commitment of each key stakeholder to the EHUV project and the commitment of the project to meeting the goals and aspirations of each of the key players involved.

This MOU articulates the expertise, roles and aspirations of each participating stakeholder. It provides them the opportunity to communicate what they intend to contribute to the process, what they hope to achieve through their participation, and any longer term or broader aspirations they may have.

It is understood that this MOU is a living document that will be expanded as additional key stakeholders are identified.

1. Introduction

- 1.1. The EHUV, a sustainable urban neighbourhood (SUN) pilot project, spans a broad spectrum of perspectives from international to municipal, from developer to academic scales of interest. Key stakeholders coalescing around the EHUV initiative have agreed to collaborate and cooperate to ensure the project's success. Beyond the immediate project, stakeholders are also coming to the table with broader aspirations.

2. Mission & Vision Statements, and Approach

- 2.1. *Mission Statement:* Christenson Developments and its key stakeholders will lead market-oriented land development towards collaborative, replicable models and processes that balance economic viability, environmental health, social equity and cultural vitality. Emerald Hills Urban Village will be a viable, inclusive neighbourhood that demonstrates the feasibility and desirability of adopting sustainable planning, design and implementation practices.
- 2.2. *Vision Statement:* Emerald Hills Urban Village will be an inspirational neighbourhood benefiting both people and the planet, now and in the future. It will integrate beautifully designed natural, public, private and commercial spaces into a pedestrian friendly, mixed use community for young families, active adults and seniors. It will make sustainable living easy, attractive and affordable by transforming homes, shops and services into opportunities to live, work, play and relax that enhance the health and well-being of both its citizens and the ecosystems upon which they rely.
- 2.3. *Approach:* The Sustainable Urban Neighbourhood Development Process (*SUN Process*) is the approach being applied to EHUV. The process is designed to facilitate a clearer understanding of how to incorporate sustainability into the planning, design and implementation of urban developments. It presents a holistic planning and integrated design methodology to guide the creation of a concept design and action plan for enabling and fostering neighbourhood-scale sustainability. Characterized by an expanded set of development parameters and a robust suite of decision-support tools embedded into the process, it offers a comprehensive methodology for achieving sustainable neighbourhood development.

3. Common Objectives

- 3.1. To influence the culture of development such that sustainable communities become the norm rather than the exception
- 3.2. To effect the implementation of developments that incorporate comprehensive sustainability principles
- 3.3. To create wider public and industry awareness and acceptance of sustainable community planning, design and construction
- 3.4. To increase the knowledge and participation of citizens and community organizations in local development processes
- 3.5. To provide tangible evidence and case studies of the costs and benefits of smarter, cheaper, greener sustainable communities
- 3.6. To develop national and international recognition for the efforts of EHUV and its key stakeholders

4. Expertise of the Key Stakeholders

- 4.1. Each of the key stakeholders brings a unique expertise to this initiative.
 - 4.1.1. ChD brings extensive experience in all facets of residential developments including construction, sales and risk management and a growing commitment and internal capacity to delivery sustainability at the neighbourhood scale.
 - 4.1.2. SC brings the demonstrated ability to create the policy and regulatory environment required to achieve success at EHUV and to advance sustainability within the municipality.
 - 4.1.3. NRCan brings a national vision for sustainable community development and the ability to provide expertise and funding for a wide variety of relevant areas pertaining to the sustainable built environment.
 - 4.1.4. DCS brings sustainable community decision and development research, round table based community design visioning process management (charrettes), and urban design expertise.
 - 4.1.5. HME brings a depth of knowledge and a vision for achieving true sustainable neighbourhood development and the ability to assemble, lead and coordinate the efforts of a project team committed to realizing this vision.
- 4.2. The key stakeholders agree that this project is strengthened by their joint collaboration and cooperation and that the project, as conceived, requires this breadth of expertise.

5. Roles of the Key Stakeholders

- 5.1. Christenson Developments. ChD agrees to undertake the following:
 - 5.1.1. Act as the overall facilitator of the EHUV initiative
 - 5.1.2. Provide dedicated staff to ensure the vision of the project is maintained
 - 5.1.3. Facilitate the development of core relationships with the development partners
 - 5.1.4. Manage (and coordinate with partner developer/builders) the final design, financing, marketing and sales, project management coordination and construction process
 - 5.1.5. Share all data and research with interested parties
 - 5.1.6. Administer project funding and financial distributions duration of the funding period
- 5.2. Natural Resources Canada: NRCan agrees to undertake the following:
 - 5.2.1. Provide funding to ChD in the form of a leveraged Contribution Agreement that will extend through to March 31, 2008
 - 5.2.2. Contribute and facilitate access to expertise in the areas of energy efficient technologies or practices
 - 5.2.3. Facilitate engagement and communication with Ottawa-based federal players to the project (CMHC, OEE, Infrastructure Canada, etc.)
 - 5.2.4. Participate and contribute to various working groups for the project
 - 5.2.5. Contribute CETC-O expertise to any marketing, promotional, communications or media events associated with the project including federal government of Canada messaging and liaison with other federal or provincial partners

5.3. Strathcona County: SC agrees to undertake the following:

- 5.3.1. Establish policy, process and standards for new developments seeking to improve sustainability in Strathcona County
- 5.3.2. Contribute expertise in the development, building, utility infrastructure areas to advance the discussion of new and alternative approaches in advancing sustainability in the Emerald Hills area
- 5.3.3. Review policy and regulatory processes to assist in the advancement of sustainability in the Emerald Hills area
- 5.3.4. Participate with our partners in the communications and promotion of the Emerald Hills area as an example of sustainable community and a demonstration of a development to achieve the Strathcona County Council's Strategic Plan
- 5.3.5. Review and provide critique to various outputs produced for the project

5.4. UBC Design Centre for Sustainability. DCS agrees to undertake the following:

- 5.4.1. Assist with the production of educational materials
- 5.4.2. Provide workshop materials necessary for stakeholder communication
- 5.4.3. Participate in educational workshops with stakeholders
- 5.4.4. Prepare design briefs
- 5.4.5. Facilitate and staff charrette events
- 5.4.6. Facilitate and staff follow up meetings with design table members
- 5.4.7. Produce drawings and schematic community plans following charrette event
- 5.4.8. Produce, with input from partner community staff, neighbourhood concept plan or local area plan necessary for council approval
- 5.4.9. Provide targeted research
- 5.4.10. Assist with presentation of neighbourhood concept plans and other deliverables to partner community councils
- 5.4.11. Assist partner community staff in the production of by-laws, zoning amendments, and corporate reports for council action
- 5.4.12. Assist partner community staff in review of first proposed development project for conformance with approved plans, and participate in roundtable sessions to resolve outstanding issues
- 5.4.13. Develop and apply a nested suite of tools that support the charrette process and concept plan creation

5.5. Howell-Mayhew Engineering. HME agrees to undertake the following:

- 5.5.1. Provide the leadership and decision-making required by the SUN stakeholders to advance the SUN mission and achieve the SUN vision
- 5.5.2. Communicate the SUN mission and vision to the key stakeholders and consultant teams and ensure all participants are committed to achieving success at EHUV
- 5.5.3. Ensure that the roles and objectives of the SUN Pilot Project stakeholders are clearly understood, articulated and achieved
- 5.5.4. Ensure that the SUN Integrated Workplan is delivered in a manner that will efficiently and effectively achieve the SUN vision and goals
- 5.5.5. Hold the consultant team accountable for project milestones and deliverables
- 5.5.6. Secure the funding necessary to carry out the project's integrated workplan and approve budget expenditures

6. Aspirations of the Key Stakeholders

6.1. Christenson Developments. ChD aspires to:

- 6.1.1. Use EHUV as learning tool to become the leader of Sustainable Urban Neighbourhoods or Sustainable Urban Villages in Canada
- 6.1.2. Develop the expertise to design and construct advanced sustainable multi-family housing at costs comparable or lower than conventional methods
- 6.1.3. Use EHUV to instill the necessary corporate culture change to effectively deliver and market cost effective sustainable multi-family housing. This likely will include the adoption of an Integrated Design Approach
- 6.1.4. Share the learning and methodologies with other developer/builders and municipalities
- 6.1.5. Document all process and procedures from the developers point of view
- 6.1.6. Effectively manage financial risks associated with the design, construction and marketing of sustainable multi-family

6.2. Strathcona County: SC aspires to:

- 6.2.1. Include policy direction in the Municipal Development Plan based on EHUV and CITP
- 6.2.2. Establish County policy and framework for improved sustainability in the operations of the County
- 6.2.3. Establish policy, process and standards for new developments seeking to improve sustainability in Strathcona
- 6.2.4. Establish policy direction for the improving sustainability in other parts of the County including such areas as Sherwood Park and other hamlets, Industrial areas, and rural developments and any potential new growth node as may be established by Council.
- 6.2.5. Include sustainability requirements into the remainder of Emerald Hills, and other urban neighbourhoods
- 6.2.6. Establish alternative infrastructure standards in the Emerald Hills area
- 6.2.7. Improve water conservation
- 6.2.8. Reduce the amount of storm water released into the Cloverbar Creek system, post development flows
- 6.2.9. Integration of transit and other forms of transportation into the Emerald Hills area
- 6.2.10. Include a community heating system into the EHUV and the potential to link other community facilities
- 6.2.11. Implement waste reduction from construction projects in EHUV

6.3. Natural Resources Canada: NRCan aspires to:

- 6.3.1. Use the EHUV project as a vehicle to develop an integrated design process and appropriate tools that can be applied and replicated in other neighbourhood scale projects in Canada
- 6.3.2. Use the SUN processes and tools developed within EHUV as a platform for the development of a national program for sustainable communities that might be led or co-sponsored by NRCan
- 6.3.3. Use the EHUV project as a flagship project for Sustainable Buildings and Communities Group of CANMET Energy Technology Centre (CETC-O) that demonstrates tangible examples of how of energy efficient housing, building and

renewable energy technologies can contribute to achieving sustainable goals within the built environment

- 6.3.4. Use the EHUV project as a vehicle to define relevant energy R,D and D priorities for CETC-O Sustainable Buildings and Communities Group

- 6.4. UBC Design Centre for Sustainability. DCS aspires to:

- 6.4.1. The DCS goal of changing the way development is done, such that sustainable neighbourhoods become the norm rather than the exception
- 6.4.2. The DCS mission of developing and applying knowledge, tools and processes in support of this goal

- 6.5. Howell-Mayhew Engineering. HME aspires to:

- 6.5.1. Realize the vision of SUN development in Canada by providing continued leadership and project coordination for developer and municipality led initiatives

7. *Signatures*

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Date

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