

North Glenmore Sector Study | Terms of Reference

North Glenmore Sector

North Glenmore is centrally located within the region, surrounded by several existing and growing economic drivers. The ~4,000-acre sector is an important area for future planning consideration by the City of Kelowna. Currently designated as a mix of Rural – Agricultural + Resource, Natural Area, Public Services/Utilities, and Educational/Institutional, the North Glenmore lands present an opportunity to plan for future housing, employment, parks, civic facilities, protected conservation areas, and infrastructure – all in a way that aligns with the 10 Pillars of the City’s OCP.

Sector Study

The Sector Study is an OCP-identified Implementation Action. The purpose of the study is to evaluate the subject area for development potential, infrastructure servicing, and community facility requirements to better understand which lands hold the potential for designation for future urban growth – all subject to future neighbourhood scale planning.

The Sector Study will serve as a bridge between the current 2040 OCP policies and future detailed neighbourhood planning + zoning. The ultimate goal is for the Sector Study to inform a Council decision on next steps for planning identified development nodes in the sector.

The North Glenmore Sector Study will be undertaken as a proponent-led Plan, involving a collaborative public planning process led by Placemark, overseen by municipal staff, and ultimately endorsed by Council as a reference document alongside consideration of OCP Amendments to signal future growth in the sector. The proponent landowner group, representing approximately 60% of the privately owned lands within the planning area, is committed to supporting this planning initiative and engaging with stakeholders throughout the process.

This Terms of Reference serves as the framework for the preparation of the North Glenmore Sector Study, including the required content, engagement process and technical studies. The Sector Study will identify a planning framework for future growth, environmental management, civic facilities, transportation, and infrastructure servicing. Aligning with the City’s goals of building more complete livable communities, the Sector Study will exemplify sustainability, establishing a planning framework for compact, walkable neighbourhoods with a diversity of housing, services, retail, and employment opportunities.

The Sector Study will be prepared by a Professional Consulting Team led by Placemark according to the following summary of resources and expertise - for details refer to Schedule A:

- **Proponent’s Professional Consulting Team Expertise:**
 - Master Planning and Urban Design | Placemark;
 - Environmental Assessment and Management | TBD;
 - Archaeological Assessment and Management | TBD;
 - Geotechnical Assessment and Management | TBD;
 - Wildfire Hazard Assessment and Management | TBD;
 - Professional Agrologist | TBD;
 - Transportation Engineering | TBD;
 - Civil Engineering | TBD;
 - Commercial, Industrial and Employment Analysis | TBD; and,
 - Financial Analysis | TBD.

Initiating the Sector Study

On May 26, 2025, Council unanimously passed a resolution for staff to initiate the accelerated North Glenmore Sector Study. Representing a majority of the private land ownership within the Sector, Placemark has landowner authorization to complete the Sector Study work in accordance with this City-approved Terms of Reference.

The Sector Study will undertake the following:

- Inventory and designate key Biophysical + Planning Features towards determining developable and non-developable lands (i.e., steep slopes, Environmentally Sensitive Areas, wildlife corridors, Agricultural Land Reserve);
- Describe a vision and rationale for future growth in the North Glenmore sector;
- Identify future growth nodes with estimated potential housing units, housing mix, and employment lands, including population and employment projection scenarios;
- Identify the community infrastructure required to support the North Glenmore study area, including schools, parks and civic services without designating specific land uses on particular properties;
- Prepare and evaluate major street network (arterial + collector) alignments to support sector growth, including consideration for active transportation + transit;
- Prepare and evaluate trunk infrastructure alignments + capacities for municipal servicing of the sector;
- Identify conceptual phasing of future growth nodes (Note: As a long-term planning initiative, it is anticipated that a majority of North Glenmore Sector homes will be completed and occupied post-2040 and, therefore, will not compete with short-term initiatives in City's Core Area);
- Engage with landowners in Sector Study area; and,
- Identify areas for future land use designation planning and summarize alignment of future planning with OCP's 10 Pillars.

Study Outcomes

Following completion of the process, the Sector Study will be presented to Council alongside consideration of OCP Amendments to signal future planning work. Specific OCP Amendments will be recommended in Phase 3 of the process and should consider updates to mapping, policies, implementation actions, and review of the Permanent Growth Boundary. A likely outcome is the identification of future Neighbourhood Planning areas within the sector.

Reference Material

The following government reference materials will be reviewed to ensure coordination with the overall planning framework:

- Imagine Kelowna, the Vision to 2040 | 2018;
- City of Kelowna 2040 Official Community Plan (OCP) | 2022;
- City of Kelowna Council Priorities 2023-2026 | 2023;
- City of Kelowna 2040 Transportation Master Plan | 2022;
- City of Kelowna Interim Housing Needs Assessment | 2024;
- City of Kelowna Parks Master Plan | Currently underway;
- City of Kelowna Indoor Recreation Facility Strategy | 2023;
- City of Kelowna Agriculture Plan | 2017;
- District of Lake Country Official Community Plan 2018-2038 | 2018;
- UBC Okanagan Campus Plan | 2025 update currently underway;
- Kelowna Airport Master Plan 2045 | 2016;
- Central Okanagan Regional Employment Lands Inventory and Gap Analysis | 2025;
- Central Okanagan Regional Transportation Plan | 2020; and,
- Other ongoing City of Kelowna studies currently underway.

Terms of Reference Structure

The Sector Study Terms of Reference is structured according to the following:

- Schedule A – Neighbourhood Plan Scope of Work;
- Schedule B – Communication and Public Engagement Strategy;
- Schedule C – Technical Studies Terms of Reference; and,
- Schedule D – Project Checklist.

SCHEDULE A:

SECTOR STUDY – Scope of Work

PROCESS + SCHEDULE

The Sector scope of work is structured according to the following four-phased process and is expected to be completed within 10-12 months:

- PHASE 1 | Technical Due Diligence - Inventory + Analysis (*June 2025 – August 2025*)
- PHASE 2 | Visioning + Structuring Options (*September 2025 – October 2025*)
- PHASE 3 | Preferred Option + Technical Feasibility (*November 2025 – January 2026*)
- PHASE 4 | Sector Study Document (*February 2026 – March 2026*)

Each phase will involve submission of deliverables to staff and incorporation of feedback prior to advancing to the next phase. In order to accomplish this accelerated timeline, staff and consulting teams will agree to frequent, ongoing meetings, check-ins and availability.

Details and deliverables associated with each phase are described in the following sections.

PHASE 1

Technical Due Diligence – Inventory + Analysis

Phase 1 of the Sector Study process involves completing technical due diligence of the biophysical, planning, and infrastructure attributes of the North Glenmore area. The studies completed through Phase 1 will provide the analysis for understanding the opportunities and constraints of the land towards identification of future growth nodes.

Project Kickoff

- Kickoff meetings with City staff to review Scope of Work, milestones, schedule and resources.
- Understanding concerns and requirements of the City staff, including expectations for alignment with the OCP's 10 Pillars.
- Acquire available digital mapping and technical background information.

Biophysical Assessments

- The following studies will be completed as part of Phase 1:
 - Physical: Aerial with Cadastral Overlay, Landform, Slope and Aspect Analysis;
 - Archaeological: Archaeological Overview Assessment;
 - Environmental: Environmental Overview Assessment;
 - Geotechnical: Geotechnical Hazard Assessment;
 - Wildfire: Wildfire Hazard + Mitigation Assessment; and,
 - Agricultural: Agricultural Assessment.
- Refer to **Schedule C** for further details.

Planning and Engineering Inventories

- Planning: Cadastral, ALR lands, OCP Land Use, Zoning and Land Ownership plans;
- Engineering: public streets, water, sanitary, and drainage infrastructure plans, including utilities;
- Commercial + Industrial Demand Study: identification of the Sector's commercial catchment and potential future supportable commercial and industrial area; and,
- Community Facilities Inventory: identification of existing and planned parks and civic facility requirements within sector.
- Refer to **Schedule C** for further details.

Community Engagement

- Placemark will consult with landowners (virtual meetings) in the North Glenmore Sector to share parcel-specific Phase 1 findings and collect landowner feedback.
- Placemark will prepare a summary of the Phase 1 technical findings which may be shared with the public via a dedicated project website.
- The City will develop a “Get Involved” site for residents to learn about the project, directing them to the project website.

PHASE 1 | DOCUMENT SUMMARY:

- Environmental, Geotechnical, Archaeological, Agrolology, and Wildfire draft studies and associated GIS mapping;
- Biophysical Assessment Summary with Opportunities and Constraints Plan;
- Planning, Engineering, Commercial/Industrial Demand, and Community Facilities Inventory Summary; and,
- Summary of Landowner Engagement.

PHASE 2

Visioning + Structuring Options

Based on the technical assessments and studies undertaken in Phase 1, Placemark will identify future growth nodes and will prepare visioning and structuring options for the Sector Study lands.

Development of Structuring Options

- Based on the work completed in Phase 1, Placemark will develop structuring scenarios (not less than 2), with:
 - Conservation framework;
 - Proposed growth nodes and potential infrastructure linkages;
 - Sector Vision + growth rationale incorporating guidance from 10 OCP Pillars;
 - statistical summary (density and population projections);
 - major street + servicing infrastructure systems and,
 - schools, parks + community facilities.
- The City team will review, provide feedback and work with Placemark to refine the structuring scenarios prior to a report to Council outlining the options. This review will include an assessment of the anticipated impacts of the growth nodes on the city’s residential growth scenarios, with a lens on ensuring that the City’s goals and investments in Urban Centres and Core Area are not undermined by additional growth in North Glenmore and consideration for regional growth, given the proximity to the District of Lake Country.
- Placemark will facilitate a workshop with staff + Council to present the structuring options and collect feedback towards determination of Council directions and towards the Phase 3 Preferred Option.

Community Engagement

- Placemark will engage with the School District to present the Structuring Options, evaluate school enrollment projections and confirm potential future school requirements within the sector;
- Placemark will engage with major employment stakeholders located near the sector (e.g., KF Aerospace, YLW, UBCO, etc.) to understand potential synergies with the Gateway lands;

- Placemark will provide an update to landowners including sharing of Phase 2 Structuring Options; and,
- Placemark will prepare a summary of the Phase 2 Structuring Options which may be shared with the public via a dedicated project website.

PHASE 2 | DOCUMENT SUMMARY:

- Structuring Options and supporting community metrics; and,
- Documentation of Phase 2 workshop and School District + Stakeholder engagement.

PHASE 3

Preferred Option + Technical Feasibility

Reflecting a comprehensive evaluation of the Structuring Options, Placemark will undertake the preparation of a Preferred Option for the North Glenmore Sector. The Preferred Option will be tested through feasibility studies including Engineering Servicing Studies, Transportation Impact Assessment, and Financial Analysis. These studies will identify growth impacts and provide recommendations for addressing impacts and leveraging future growth for community benefit. The results of these studies will be used to refine the Preferred Option towards a draft Sector Study document.

Prepare Preferred Option

- Based on staff + Council feedback and discussion during Phase 2, Placemark will prepare a Preferred Structuring Option for the North Glenmore Sector.
- Placemark will facilitate an in-person workshop with the City Team early in Phase 3 to get further staff feedback that guides the decision on the Preferred Structuring Option.
- The City Team will undertake ModelCity analysis in this phase of the process and will facilitate a workshop/information session on the “model” so Placemark can understand the analytical inputs and parameters for the purpose of refining the Preferred Structuring Option.
- Placemark will work with the City Team to develop specific recommended OCP Amendments to be included in the Sector Study Implementation Section.

Engineering Studies

- The following engineering studies are required to determine the major components, routing and systems towards ensuring feasibility and maximizing strategic advantages of the Preferred Option:
 - Servicing: Conceptual Water, Sanitary and Stormwater Servicing Plans;
 - Streets: Conceptual Major Street Network Plan; and,
 - Transportation: Transportation Impact Assessment.
- Refer to **Schedule C** for further details.

Commercial + Industrial Lands Analysis

- The Commercial and Industrial lands inventory prepared during Phase 1 will be updated based on the population projections for the Preferred Structuring Option to understand supportable commercial and industrial floorspace within the Sector Study area.
- Refer to **Schedule C** for further details.

Financial Study

- Financial Analysis: Assessment of life-cycle costing implications as it relates to planning, finance, engineering, and infrastructure.
- Property Tax and Development Cost Charge Analysis.
- Economic + Employment Impact Assessment.
- Refer to **Schedule C** for further details.

Community Engagement

- Placemark will engage with the School District to present the Structuring Options, evaluate school enrollment projections and confirm potential future school requirements within the sector;
- Placemark will consult with landowners (virtual meetings) in the North Glenmore Sector to provide an update on the status of the process and collect landowner feedback; and,
- Placemark will prepare a summary of the Phase 3 Preferred Option and technical studies which may be shared with the public via a dedicated project website.

PHASE 3 | DOCUMENT SUMMARY:

- Preferred Structuring Option and statistical summary of Land Uses;
- Draft Civil Conceptual Master Plans;
- Draft Conceptual Major Street Network Plan;
- Draft Transportation Impact Assessment;
- Draft Financial Study;
- Draft Commercial + Industrial Demand Analysis; and,
- Documentation of School District and Landowner Engagement.

PHASE 4

Sector Study Document

Phase 4 will require synthesizing technical findings, staff feedback, Preferred Structuring Option and associated figures, schedules and policies into a Sector Study document. Following review of the draft Sector Study, Placemark will present the findings to Council in the form of a facilitated workshop. The document will be refined based on workshop feedback and direction before being brought forward for Council consideration for adoption within the OCP.

Final Sector Study and Technical Studies

- Finalize Structuring Option based on staff feedback from Phase 3, as well as potential new findings from Engineering and Financial studies;
- Finalize Engineering and Financial studies to reflect the Structuring Option and associated statistical summary.

Sector Study document

- Prepare draft Sector Study document with associated figures, schedules and policies according to the content requirements outlined in the Terms of Reference;
- Submit draft Sector Study document for review by City staff;
- Refine draft Sector Study document based on staff feedback;
- Present refined Sector Study to Council via facilitated workshop; and,
- Finalize document.

Community Engagement

- Placemark will undertake community engagement required in support of the recommended OCP Amendments accompanying the Sector Study. Specific community engagement methods and objectives will be determined in consultation with the City Team once the recommended OCP Amendments have been determined. This is likely to require either an in-person or online Open House event.

Adoption Process

- City staff prepare report on Sector Study and recommend OCP Amendments to implement Sector Study findings;
- The Sector Study will be presented to Council during a formal Council meeting. The presentation format and objectives will be determined at the outset of Phase 4, and a morning meeting with Council is recommended to allow more time for discussion.
- Provide Sector Study document and the final Technical Appendices for public information sharing;
- OCP Amending bylaw to be adopted as per legislative requirements.

PHASE 4 | DELIVERABLES:

- Draft Sector Study document
- Summary of Community Engagement
- Final Sector Study document; and,
- Final Technical Studies formatted as a Technical Appendix to the Sector Study.

A Project Checklist will be maintained and shared to ensure all requirements are completed before advancing to the next phase of the process. Refer to **Schedule D** for current Project Checklist.

SECTOR STUDY DOCUMENT CONTENT

The specific contents of the Sector Study document may evolve as work is undertaken and priorities for the North Glenmore Sector are more clearly understood. The specific Sector Study structure and contents will be determined as the process unfolds, but are generally expected to include the following:

Overview

- Rationale for Sector Study
- Alignment with 10 Pillars of OCP

Sector Vision

- A Vision for the North Glenmore Sector
- Sustainable Planning Principles to guide future Neighbourhood Planning

Future Land Use Structuring

- Conservation Framework
 - Natural Environmental Areas
 - Recreation Areas
 - Agricultural Areas + Farmland
- Future Growth Nodes
 - Housing Composition
 - Industrial + Commercial Uses
 - Natural + Active Parklands
 - Schools + Community Facilities
 - Public Amenities

Neighbourhood Infrastructure

- Transportation:
 - Major Street Network
 - Active Transportation
 - Transit
- Servicing:
 - Water Conceptual Master Plan
 - Sanitary Conceptual Master Plan
 - Stormwater Conceptual Master Plan

Implementation

- Conceptual Neighbourhood Plan Phasing
- Regulatory Requirements
- Recommended OCP Amendments

Mapping

- Context Plan
- Aerial Plan
- Topographic Analysis Plans
- Planning Inventory
- Infrastructure Inventory
- Community Facilities + Retail Inventory
- Archaeological Overview Plan
- Environmental Overview Plan
- Wildfire Hazard Assessment Plan
- Conservation Framework Plan
- Future Growth Nodes + Walkable Neighbourhoods Plan

- Housing Composition Plan
- Employment Lands Plan (commercial + industrial)
- Transportation + Transit Network Plan
- Active Transportation Network Plan (pedestrian + cycling)
- Water Conceptual Master Plan
- Sanitary Conceptual Master Plan
- Stormwater Conceptual Master Plan (including stormwater management infrastructure)
- Conceptual Phasing Plan

Technical Appendix

- Final Technical Studies

FILES + DOCUMENT MANAGEMENT

Preparation of the Sector Study will involve a variety of software systems, including AutoCAD, MicroStation, InfraWorks, SketchUp, ArcGIS, MS Word, MS Excel, Adobe Creative Suite, and civil + transportation engineering modelling software. Placemark will coordinate with staff to provide files required to facilitate efficient staff review.

To ensure transparency and an efficient iterative design process, ModelCity and other simulation modelling software including their inputs, analytical parameters and results will be shared with staff + the consulting team.

Following adoption of the Sector Study, PDF + GIS-ready files of approved mapping will be submitted.

RESOURCING: PEOPLE AND EXPERTISE

To utilize private landowner resources and avoid burdening City budgets and staff, the North Glenmore Sector Study will be undertaken by Placemark, supported by technical consulting experts with City oversight throughout the process.

The following outlines roles and responsibilities of parties collaborating on the study.

Proponent Group

The Proponent Group, having initiated and funding the Sector Study, represent a majority of the lands within the study area and will participate at key milestone meetings.

Landowners

Landowners within the study area that are not members of the Proponent Group will be provided information on the process and technical findings along with an opportunity to provide feedback.

Prime Planning Consultant - Placemark

Placemark has been retained by the Proponent Group based on experience and expertise in master planning and community design at both the sector and neighbourhood scales, to undertake structuring design, public engagement, and support the project through the Municipal review process.

Professional Consulting Team Expertise

A number of professional disciplines are required to work together to develop the Sector Study:

- **Proponent's Professional Consulting Team Expertise:**
 - Master Planning and Urban Design | Placemark;
 - Environmental Assessment and Management | TBD;
 - Archaeological Assessment and Management | TBD;
 - Geotechnical Assessment and Management | TBD;
 - Wildfire Hazard Assessment and Management | TBD;
 - Professional Agrologist | TBD;
 - Transportation Engineering | TBD;
 - Civil Engineering | TBD;
 - Commercial, Industrial and Employment Analysis | TBD; and,
 - Financial Analysis | TBD.

City Liaison

Preparation of the study will be overseen by a lead City Liaison, responsible for working with Placemark and funded by the Proponent Group. The City Liaison will attend weekly status meetings with the consulting team at a minimum and will be responsible for updating Council and facilitating departmental comments and deliverables.

Municipal Departments

In preparing the study, the City Liaison and Placemark will work with the following City departments:

- Planning & Development Services;
- Infrastructure;
- Civic Operations;
- Active Living & Culture;
- Kelowna International Airport;
- Partnerships & Investments;
- Community Safety; and,
- Fire Departments.

Municipal departments will provide review of technical reports, plans, and will participate in internal workshops where applicable.

Council

Placemark and City Liaison will present updates to Council on progress of the North Glenmore Study as required and will facilitate Council workshops as part of Phase 2 + 4. Council will consider OCP Amendments as recommended by the Sector Study.

SCHEDULE B: COMMUNICATION AND PUBLIC ENGAGEMENT STRATEGY

Placemark will collaborate with the City Liaison on public engagement. As the Sector Study is a high-level planning study, the majority of engagement is anticipated to occur at the Inform level of the IAP2 spectrum for public engagement (attached). Landowners within the study area will be engaged at the Consult level of the IAP2 spectrum. The public will also be provided with an opportunity to provide feedback through a public hearing OCP Amendments as an outcome of the Sector Study, per legislative requirements. The City will be responsible for government-to-government engagement with First Nations through the standard referral process.

This Communication and Public Engagement Strategy (CPES) has been prepared to describe potential public engagement for the Sector Study process, including the following key elements:

- Engagement Objectives; and,
- Engagement Formats.

Each phase of engagement is expected to be flexible to allow modifications for new and emerging topics, as required.

ENGAGEMENT OBJECTIVES

The CPES identifies the following objectives for North Glenmore Sector Study engagement:

- Fair Process: accessible and inclusive notification, communication and engagement of stakeholders;
- Equitable Stakeholder Involvement: rational information, communication and response to stakeholder feedback and queries; and,
- Transparent + Timely Communication: easy to understand information provided in a timely manner to permit stakeholders to be informed about the project, ask questions and provide input.

ENGAGEMENT FORMATS

The CPES identifies the following range of potential on-line and in-person communication formats:

- City of Kelowna project website and social media notices, information + updates;
- Staff + Council Workshops;
- Individual Landowner Meetings; and,
- Public Open House with information boards, annotated plans and perspective renderings, 3D models and animated videos.

On-line Consultation Options:

- Project page – hosted on City website. The project page will serve to inform residents and the public and provide the opportunity to:
 - learn more about the Sector Study (written, plans, videos);
 - review plans and reports;
 - learn about the status of the project;
 - be notified about upcoming meetings or milestones;
 - provide comments and ask questions.
- Project information may also be shared on the Proponent's project website.

Staff + Council Workshops

In addition to weekly meeting with the City Liaison and Council updates as required, Placemark will facilitate workshops at key points during the Sector Study Process. Workshops with Council are anticipated in Phase 2 + 4 of the process.

Materials prepared to support Council Workshops will make use of annotated plans and infographics, 3D site models and fly-through videos to communicate technical information and concepts.

Landowner Meetings

Placemark will facilitate individual meeting with landowners during Phases 1 + 3 of the process to share findings and collect feedback on the Sector Study.

Open House Workshops + Meetings

One Open House is expected towards the end of the process to share Sector Study findings with the general public. The specific timing of the Open House will be determined in collaboration with the City Liaison and will align with the Sector Study processes underway. Materials prepared for the Open House will make use of annotated plans and infographics, 3D site models and fly-through videos to communicate complex or technical information and concepts.

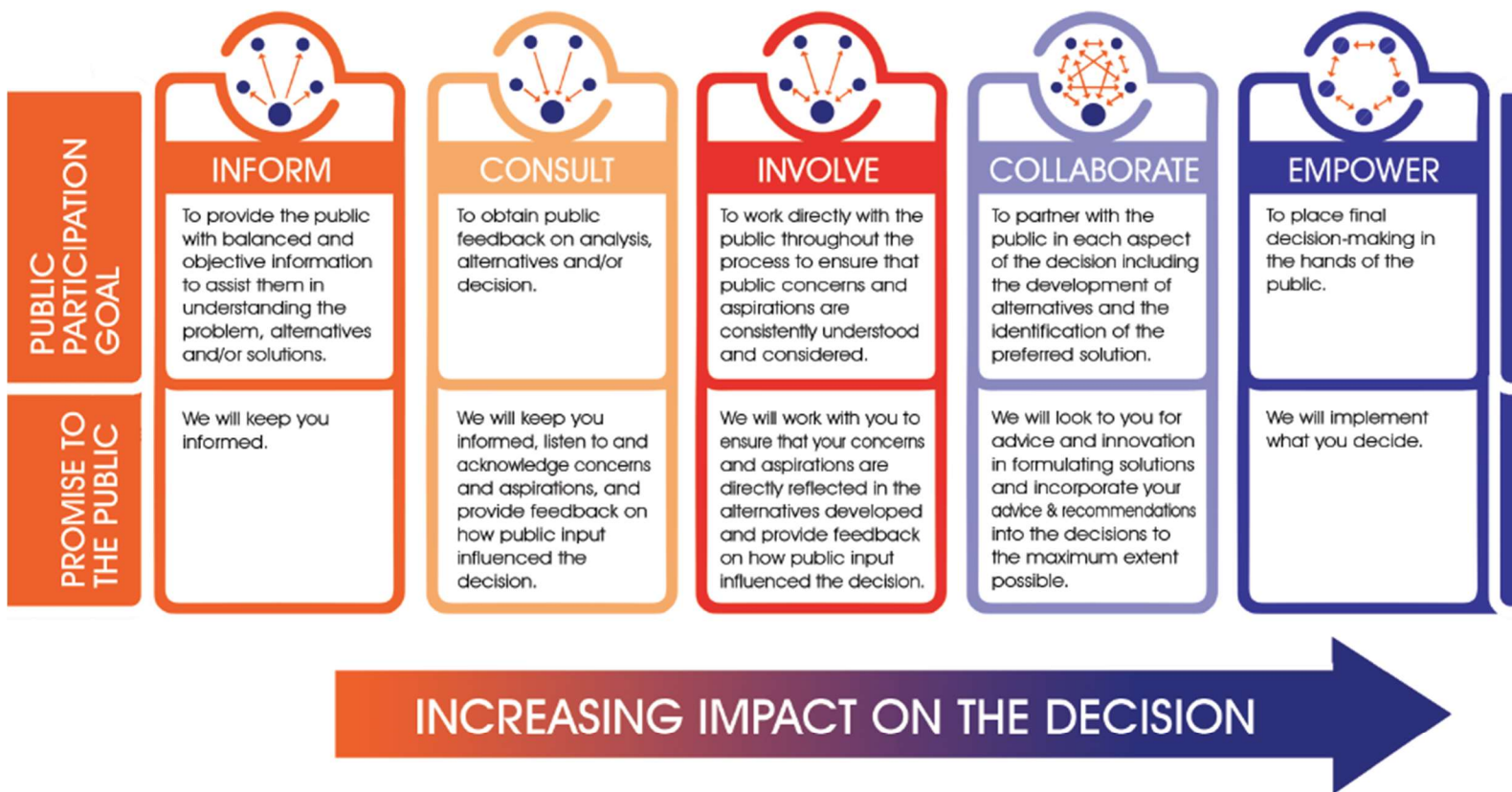
The Open House is expected to conform to the following process:

- Advertised through mailouts, newspaper, and on-line notifications;
- Hosted in local facility to ensure an accessible meeting venue; and,
- Placemark will prepare required materials and information, and will be in attendance to present findings and answer questions from the public.

INTERNATIONAL ASSOCIATION FOR PUBLIC PARTICIPATION (IAP2) SPECTRUM

<https://www.iap2.org/mpage/Home>

IAP2 Spectrum



© International Association for Public Participation

[iap2.org](https://www.iap2.org)

SCHEDULE C:

TECHNICAL STUDIES – Terms of Reference

ENVIRONMENT

Environmental Baseline Assessment

An Environmental Baseline Assessment will be conducted in Phase 1 of the Sector Study process. Undertaken by a Registered Professional Biologist (R.P.Bio), and following provincial methodologies and professional standards, the required Environmental Baseline Assessment will identify environmental values and resources on-site to help inform the development opportunities and constraints planning.

The Environmental Baseline Assessment will be primarily a desktop study, and may include selective field assessments in critical or representative sites.

The assessment will document the following:

- Mapped watercourses, wetlands and riparian areas;
- Mapped terrestrial habitat types and sensitive ecosystems;
- Known wildlife occurrences and ranges;
- Documented occurrences of Species at Risk or their habitats; and,
- Environmental Corridors and functional habitat connectivity.

The R.P. Bio responsible for the Environmental Baseline Assessment will continue to provide support and guidance with respect to environmental issues throughout the structuring design process.

Wildfire

Wildfire Assessment Report

A qualified Professional will prepare a Wildfire Assessment Report that addresses the following:

- Ignition potential and predictable fire behaviour including the influence of weather, topography and structural conditions;
- Fuel hazards and physical fuel characteristics such as fuel arrangement, load, condition of herbaceous vegetation and the presence of ladder fuel;
- The risk of a fire starting and difficulty controlling the fire; and,
- Define their rating: Low, Moderate, High and Extreme.

A supportive tool for Sector Study Structuring Options, the Wildfire Assessment Report will be carried out to identify potential fire hazard and locations with higher-than-normal fire risk.

GEOTECHNICAL

Geotechnical Hazard Assessment Report

Phase 1 of the Sector Study process will require a high-level geotechnical assessment that provides a geological characterization and identifies major geotechnical limitations in the sector. Undertaken by a Professional Geoscientist (P.Geo.) or appropriately qualified Professional Engineer (P.Eng.), the Geotechnical Hazard Assessment will be a desktop assessment that:

- Summarizes available geotechnical information and mapping of geologic features and potential geotechnical hazard areas;
- Identifies potential geologic events, in particular slope instabilities and rockfall hazards within or adjacent to the sector study area, that may present potential hazards or challenges;
- Identify areas where anthropologic changes to the natural terrain have created potential geologic hazards will be identified in the assessment; and,
- Provide geotechnical recommendations for future Neighbourhood Plans and rezoning.

The report will provide guidance used to support opportunities and constraints mapping including identification of growth nodes and the conservation framework.

ARCHAEOLOGICAL

Archaeological Overview Assessment Report

Phase 1 of the Sector Study process requires preparation of an Archaeological Overview Assessment (AOA). The AOA will be used to support opportunities and constraints mapping towards the identification of future growth nodes and the sector conservation framework. Undertaken by a Registered Professional Archaeologist, the AOA will:

- Provide a summary of the archaeological and cultural context of the Sector Study area;
- Identify known archaeological site records within and in proximity to the sector;
- Provide high-level archaeological site potential mapping; and,
- Include recommendations for future archaeological management during future neighbourhood planning.

AGROLOGY

Agricultural Suitability Assessment

Phase 1 of the Sector Study process requires preparation of an Agricultural Suitability Assessment by a Professional Agrologist (P.Ag.). This desktop assessment will:

- Provide a high-level summary sector's agricultural context;
- Provide high-level mapping of the Soils and Agricultural Capability of lands within the Agricultural Land Reserve;
- Identify known active farm operations within the sector;
- Provide a list of agricultural and Agricultural Land Reserve Use Regulation conforming non-farm uses.

The assessment will be used to help understand those areas that are most suitable for future farm use and areas better suited for other conforming non-farm uses, such as natural parks.

COMMERCIAL + INDUSTRIAL DEMAND

Sector Study Commercial + Industrial Demand Analysis

A Commercial + Industrial Demand Analysis will be undertaken by a professional land economist/market analyst to understand the current market for retail and service commercial space in the City's northern sector. The Phase 1 analysis will consider existing and planned commercial and industrial space in the region, including in the Gateway Lands and District of Lake Country, to help determine opportunities for these future uses in the Sector. The analysis will also document employment trends in the region.

In Phase 3, once the Preferred Option and approximate housing composition of and population projections have been determined, the Analysis will be updated to reflect the Sector Study metrics and recommend future commercial and industrial floorspace allocations for the identified growth nodes, along with associated employment projections.

COMMUNITY FACILITIES INVENTORY

Community Facilities Inventory

As part of the Phase 1 planning inventory, existing community facilities and future requirements will be documented by Placemark, including but not limited to, schools, civic centres and parkland.

In Phase 3, once the Preferred Option and approximate housing composition of and population projections have been determined, the inventory will be updated to include recommendations on future facility requirements for the identified growth nodes.

STREET NETWORK + TRANSPORTATION

Conceptual Major Street Network

As part of Phase 3, the sector's Major Street Network will be evaluated and recommendations will be made by a Professional Engineer (P.Eng) for new conceptual collector and arterial alignments to connect identified growth nodes, along with associated plans and construction and life-cycles cost estimates to a level C.

The Conceptual Major Street Network will be designed with consideration to:

- Arterial + Collector Street alignments;
- Applicable street standards;
- Cycling and pedestrian routes;
- Potential transit circulation;
- Connections to existing and future neighbourhoods; and
- Traffic control details - signals or roundabouts.

Transportation Impact Assessment (TIA)

Phase 3 will involve completion of a Transportation Impact Assessment (TIA) by a professional transportation engineer to determine the impacts of phased development of growth nodes identified in the Preferred Structuring Option. The TIA will be prepared with consideration to:

- Existing observed traffic conditions in the North Glenmore Sector;
- Regional and local commuting patterns to employment lands;
- Background traffic growth;
- Future traffic modelling (such as EMME) based on potential future growth;
- Theoretical road capacity and peak hour trip-generation impacts;
- Major intersection performance;
- Phased infrastructure improvements including intersection upgrades, additional laning, and new major street connections;
- Transit looping opportunities; and,
- Transportation Demand Management recommendations to be incorporated in future neighbourhood planning.

SERVICING

Water Engineering Plan

Phase 3 of the Sector Study will include a conceptual Water Engineering Plan by a Professional Engineer (P.Eng) that:

- Includes a strategy to connect the growth nodes to water trunk infrastructure;
- Includes watermain routing, and required reservoirs + booster pumps;
- Completes required water modelling; and,
- Includes a written summary of the proposed Water Engineering Plan, along with associated plans and construction and life-cycles cost estimates to a level C.

Sanitary Engineering Plan

Phase 3 of the Sector Study will include a conceptual Sanitary Engineering Plan by a Professional Engineer (P.Eng) that:

- Includes a strategy to connect the growth nodes to sanitary trunk infrastructure;
- Includes sanitary routing and required pump stations;
- Completes required sanitary modelling; and,
- Includes a written summary of the proposed Sanitary Engineering Plan, along with associated plans and construction cost estimates to a level C.

Stormwater Management Plan

Phase 3 of the Sector Study will include a conceptual Stormwater Management Plan by a Professional Engineer (P.Eng) that:

- Identifies major drainage catchments and storm main routing;
- Completes required rainwater modelling;
- Includes a written summary of the proposed Stormwater Management Plan, along with associated plans and construction cost estimates to a level C.

Financial Study

Phase 3 of the Sector Study will include the preparation of a Financial Analysis by a professional land economist/fiscal analyst that reflects the Preferred Structuring Option with accuracy and resolution in terms of cost, phasing, and forecast housing absorption, providing information relating to the following:

- Estimated additional tax revenue by phased growth node, compared to expenses of new development, accounting for emergency services, operations and infrastructure replacement funding
- Estimated Development Cost Charge values to support future infrastructure provision; and,
- Estimated employment generated by future commercial, industrial and institutional land uses.

SCHEDULE D: PROJECT CHECKLIST – Terms of Reference

Sector Study Component	Status
Phase 1	
Physical Inventory Plan Set with Cadastral Overlay, Landform, Slope and Aspect Analysis	☐
Planning Inventory Plan Set with OCP Land Use, Zoning and Land Ownership	☐
Engineering Inventory Plan Set with Public Streets, Water, Sanitary, Stormwater, Utility Infrastructure, Rights-of-Way, and Easements	☐
Archaeological Overview Assessment	☐
Environmental Baseline Assessment	☐
Geotechnical Hazard Assessment	☐
Wildfire Hazard + Mitigation Study	☐
Agricultural Land Capability Study	☐
Biophysical Assessment Summary with Opportunities + Constraints Plan	☐
Commercial + Industrial Inventory	☐
Community Facilities Inventory	☐
Phase 1 Complete	☐
Phase 2	
Growth Node Structuring Options (at least 2) with objectives, statistical summary, and civic facilities	☐
Documentation of Phase 2 Staff Workshop	☐
Documentation of School District Consultation	☐
Phase 2 Complete	☐
Phase 3	
Preferred Structuring Option with objectives, statistical summary, and amenities	☐
Conceptual Major Street Network Plan	☐
Draft Civil Engineering Study, including:	☐
Water Conceptual Master Plan	☐
Sanitary Conceptual Master Plan	☐
Stormwater Conceptual Master Plan	☐

Draft Transportation Impact Assessment	☐
Commercial + Industrial Demand Study Update	☐
Draft Financial Analysis	☐
Phase 3 Complete	☐
Phase 4	
Draft Sector Study Document	☐
Final Civil Engineering Study, including:	☐
Water Conceptual Master Plan	☐
Sanitary Conceptual Master Plan	☐
Stormwater Conceptual Master Plan	☐
Final Transportation Impact Assessment	☐
Final Commercial + Industrial Demand Study	☐
Final Financial Analysis	☐
Documentation of Council Workshop	☐
Final Sector Study Document + Technical Appendix	☐
Phase 4 Complete	☐