

Terms of Reference

TOR #1015-526

Executive Summary

Direction

- On May 6, 2025, Council directed that a terms of reference be prepared to create a new South Glenmore Area Structure Plan.

Schedule and Deliverables

Phase 1 – Options and Engagement (Q1-Q2 2026)

- Identify potential solutions and constraints in addressing development concerns within the area.
- Complete initial public engagement.
- Engagement Summary Report.
- Options Report.

Phase 2 – Area Redevelopment Plan Drafting

- ARP focus and deliverables to be determined by revised terms of reference.

Project Focus

The South Glenmore area has a number of parcels designated as Business – Live-Work district currently, along with several redesignation applications being reviewed by Administration. To guide future growth and ensure coordinated servicing, a statutory plan is required to establish an appropriate land use strategy and requirements. Administration has determined that an area redevelopment plan is the most suitable planning tool to address the needs of this area.

The key project considerations are:

- Determining the appropriate land use strategy and types of uses permitted within the area.
- Determining the level of transportation and servicing requirements to accommodate the types of developments.
- Demonstrating the unique locational requirements for the development's location and alignment with County policies.

Project Budget

- A project budget of \$15,000 is required to complete Phase 1 of the project. It is anticipated that a budget adjustment will be required when the project moves into subsequent phases.

Principal Risks

- Lack of consensus internally amongst landowners adjacent to Sunshine Road.
- Lack of consensus from all other stakeholders within the area.
- Lack of integration with surrounding area structure plans.

Direction

- 1 On May 6, 2025, Council directed that a terms of reference (“TOR”) be prepared to guide the development of an area structure plan for the South Glenmore area. Following a review of existing conditions and planning context, Administration has determined that an area redevelopment plan would be a more appropriate planning tool to address the circumstances and needs of the area.
- 2 Under Part 17, Division 4 of Alberta’s *Municipal Government Act* (“MGA”), both an area structure plan and an area redevelopment plan are statutory plans that operate under a Municipal Development Plan (“MDP”). Each serves a distinct purpose in providing land use and development direction within a defined area.
- 3 Section 634 of the MGA authorizes Council, by bylaw, to adopt an area redevelopment plan to facilitate improvements to land, buildings, and infrastructure, as well as to support other forms of development within the area.
- 4 Under the MGA Section 635(1)(a), an area redevelopment plan must describe:
 - (1) The objectives of the plan and how they are proposed to be achieved;
 - (2) The proposed land uses for the redevelopment area;
 - (3) If a redevelopment levy is to be imposed, the reasons for imposing it;
 - (4) Any proposals for the acquisition of land for any municipal use, school facilities, parks and recreation facilities or any other purposes the council considers necessary; and
 - (5) Any other matters that Council considers necessary.
- 5 The purpose of the South Glenmore Area Redevelopment Plan (“ARP”) is to provide statutory policy guidance to manage key matters, including, but not limited to, appropriate land uses, transportation requirements, and lot screening. Establishing statutory guidance will assist Administration in providing well-informed recommendations on redesignation applications and future development permits.
- 6 In undertaking the South Glenmore ARP project, considerations will include, but not limited to:
 - (1) The statutory planning framework to ensure alignment with higher-order plans;
 - (2) Alignment with Council’s Strategic Plan objectives;
 - (3) Community input to ensure the planning framework aligns with residents’ vision;
 - (4) Intergovernmental input to ensure external agencies’ interests are reflected where applicable and appropriate; and
 - (5) To ensure that developments are serviced in an adequate and efficient manner.



Subject Site Location

7 The extent of the area to be covered by the South Glenmore ARP is shown below in **Figure 1: Location**.

8 The subject site is bounded to the north by Highway 560 (Glenmore Trail), to the west by Range Road 282, and to the east by Glenmore View Road. The site encompasses approximately 123 hectares (304 acres) and is adjacent to the Janet Area Structure Plan to the northwest. The site is also located approximately 800 metres north of both the Prairie Gateway and Beacon Area Structure Plans.

9 The site is located approximately 3.3 kilometres (two miles) east of the city of Calgary and 1.6 kilometres (one mile) south of the city of Chestermere.

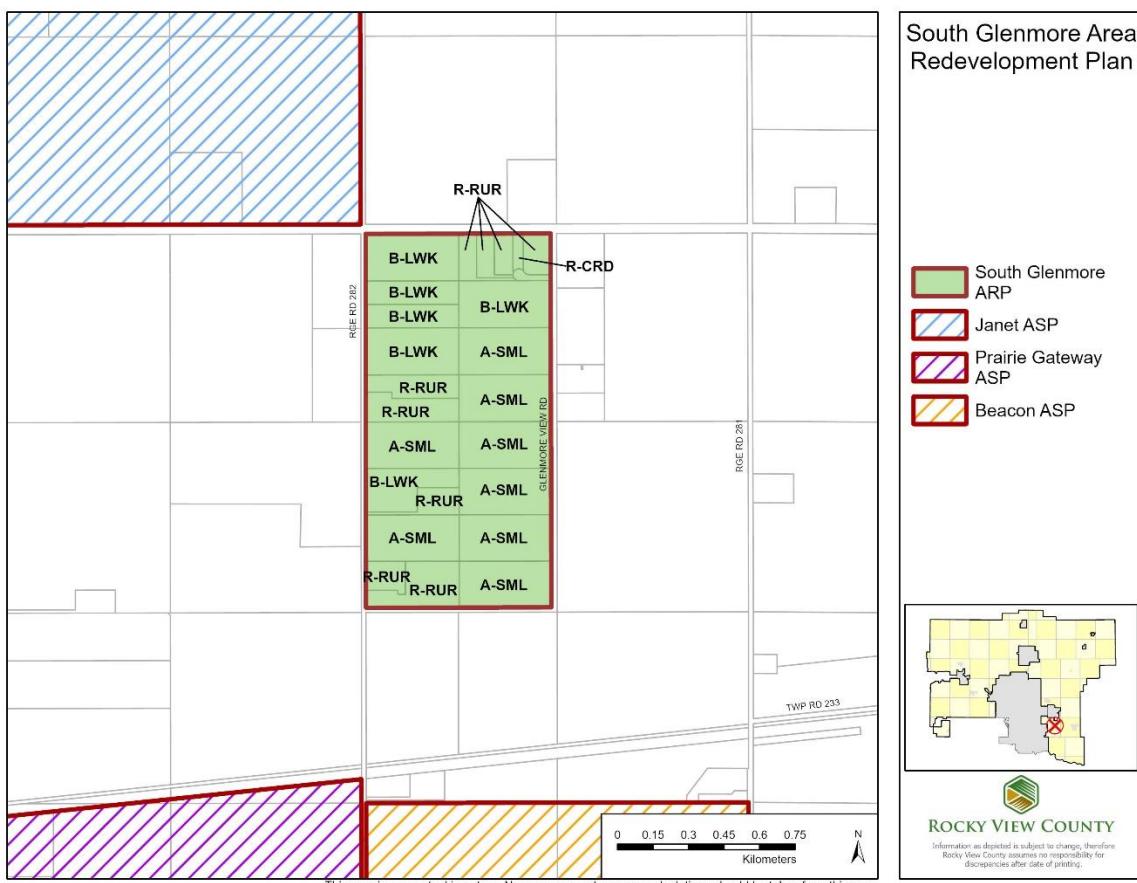


Figure 1: Location



Background

10 Following a public hearing on October 31, 2023, Council approved an amendment to the County's Land Use Bylaw that removed the option for parcels to be redesignated to the Business, Live-Work District. Exceptions to this amendment were granted for parcels located along Sunshine Road and within the South Glenmore area.

11 The subject lands are made up of 24 individual lots. The land use districts are as follows:

Land Use District	Number of Lots
Agriculture, Small ("A-SML")	8
Business, Live-work ("B-LWK")	6
Residential, Rural ("R-RUR")	9
Residential, Country Residential ("R-CRD")	1

12 Administration is currently reviewing three redesignation applications submitted to the County to redesignate lots from the R-RUR to B-LWK district within the South Glenmore ARP boundary.

13 There are currently two approved development permits for business uses. One permit is for a site operating an excavation business, classified as an industrial, medium use. An additional home-based excavation business was approved in 2023; this permit is scheduled for renewal in 2026. Three other development permit applications are currently on hold, all of which involve either the outdoor storage of trucks or the operation of a trucking company.

14 In the summer of 2025, the County commissioned a Traffic Impact Assessment ("TIA") to evaluate existing and projected impacts on Range Road 282. The assessment considered multiple development scenarios, each indicating a need for road upgrades to accommodate anticipated traffic volumes.

15 Alberta Transportation has published functional studies demonstrating that Range Road 282 and Glenmore View Road would be closed subject to the development of interchanges at Range Road 281 and Range Road 283. A new service road would be built to access the lots within the South Glenmore ASP boundary.



Municipal Development Plan

16 On September 16, 2025, Council adopted a new MDP (Bylaw C-8635-2025). The MDP emphasizes area structure plans and does not provide specific policy guidance for the preparation of area redevelopment plans. In the absence of such guidance, Administration will endeavor to follow the requirements outlined in Appendix B of the MDP for area structure plans wherever feasible.



Project Principles and Objectives

Project Principles

17 The South Glenmore ARP will be developed around the following principles:

(1) Significant engagement with both the South Glenmore landowners and wider community, to understand concerns and to identify agreed upon solutions;

- (2) Identification of opportunities to rectify transportation and other servicing concerns within the area;
- (3) Confirmation of the funding mechanism to complete any servicing upgrades within the area;
- (4) Determination of appropriate land uses, development regulations, and mitigation measures; and
- (5) Delivery of statutory policy guidance to aid Council and the Development Authority in making well-informed decisions.

18 The development of the South Glenmore ARP will involve a comprehensive review of existing development patterns, proposed redesignation applications, and relevant regulations outlined in County plans, bylaws, procedures and standards. The following factors will also significantly influence this process:

- (1) Community and stakeholder input;
- (2) Intergovernmental collaboration;
- (3) Agency collaboration;
- (4) Baseline technical studies;
- (5) Benefit to the community;
- (6) Compatibility and integration with the surrounding area; and
- (7) Direction and intent of higher-level policies (e.g. Municipal Development Plan, etc.).

Project Objectives

19 The County will prepare the South Glenmore ARP to align with the community's vision, higher-level policy documents, and recommendation from technical studies to make a cohesive land use strategy. The new South Glenmore ARP will seek to achieve the following goals:

- (1) Undertake extensive engagement with both the landowners adjacent to Glenmore View Road and Range Road 282, and the surrounding community;
- (2) Establish a land use strategy taking into account all feedback received;
- (3) Ensure the project vision balances the interests of the ARP landowners and surrounding agricultural community;
- (4) Provide statutory policy guidance on how to manage any transportation concerns raised with the area;
- (5) Provide statutory policy guidance on how to manage any water and wastewater concerns raised in the area;
- (6) Ensure an appropriate funding mechanism is established to provide funding for any required infrastructure upgrades required;

- (7) Identify best practices to screen lots from public roadways;
- (8) Identify best practices to limit offsite nuisance impacts including noise, air and light pollution; and
- (9) Demonstrate sensitivity for critical environmental and natural features.



Project Team

20 The South Glenmore ARP project is an extensive undertaking to create the eventual South Glenmore ARP. Direction will be required from Executive Leadership and Council throughout the project. Additional internal/external resources will be required throughout the project. Below are the project team roles and responsibilities:

Project Sponsor	Executive Director of Community Services
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Provide resources, support, and organisational coordination to support the project goals and objectives.

Project Manager	Supervisor, Policy Planning
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Set and monitor project direction, coordinate project tasks and timelines, liaise with the Project Sponsor, Council, and other key stakeholders.

Planning Support Team	Planning Department Staff
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Undertake project tasks such as drafting deliverables, carrying out engagement activities, and conducting relevant research, among others.

Subject Matter Expertise	Internal Departments
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Engage in the project, provide technical advice, and review as required. Support the drafting of the ESS deliverables to meet the needs of the County.

Third-Party Consultants	To be determined through procurement process
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Support the work of the project team as set out in the procurement process.



Mapping

21 As part of the South Glenmore ARP, mapping will include:

- (1)** Land use strategy;
- (2)** Transportation network;
- (3)** Storm water conveyance; and
- (4)** Environmental features.



Statutory Plan Alignment

22 The South Glenmore ARP will be drafted to align with the following statutory plans as guided by the MGA:

- (1)** South Saskatchewan Regional Plan;
- (2)** Municipal Development Plan; and
- (3)** Any of the adjacent or nearby area structure plans.



Initial Timeline and Deliverables

- 23** The initial timeline for the South Glenmore ARP project is outlined below. The results of the Phase 1 work to identify potential solutions and constraints in addressing the development concerns and subsequent engagement with landowners will guide subsequent project phases.
- 24** Upon completion of Phase 1, Administration will return to Council by the end of June 2026 with a Phase 1 Summary Report and an Options Report outlining potential solutions to identified development concerns, taking into consideration community feedback to help guide subsequent phases of the project.
- 25** Upon receiving the Options Report, Council may determine how to proceed with the potential solutions presented to address the identified development concerns.
- 26** Following further direction from Council, Administration will return with a proposed amendment to this TOR with revised phasing, schedule, and budget request to address Council's decisions on how to move the project forward.

Phase 1: Options and Engagement (Q1-Q2 2026)
<ul style="list-style-type: none"> • Identify potential solutions and constraints in addressing development concerns within the area. • Complete initial public engagement. • Engagement Summary Report • Options Report
Phase 2: ARP Drafting (to be determined)
<ul style="list-style-type: none"> • ARP focus, and deliverables to be determined by revised terms of reference.

Internal Research

27 Administration will identify and evaluate potential approaches to address key issues within the area, including transportation, servicing, and consistent site performance measures (landscaping, access, storage, etc.). Options to finance any required infrastructure will also be evaluated.

Stakeholder Engagement

28 Following the completion of initial research, Administration will engage directly with landowners adjacent to Glenmore View Road and Range Road 282 to present potential approaches and gather feedback on possible solutions. Broader engagement with the surrounding community will also be undertaken to ensure the views of impacted agricultural and residential landowners are considered in developing the South Glenmore ARP.

Options Report

29 Administration will collate gathered information with public engagement feedback to identify appropriate items that will be covered within the South Glenmore ARP. Specific consideration will be given to:

- (1)** Results of the engagement with community;
- (2)** Determining appropriate land uses;
- (3)** Identifying appropriate options for infrastructure and servicing; and
- (4)** Identifying financing options for the required upgrades.



Upgrade Financing

30 As part of the initial timeline, financing options for any potential requirements will be identified and discussed with the landowners adjacent to Glenmore View Road and Range Road 282. The financing options and outcome of Phase 1 will be provided to Council as part of the Options Report.



Budget

31 The budget for completing the initial two phases of the South Glenmore ARP project is \$15,000. This amount is intended to cover all projected costs associated with engagement activities for the project.

32 A revised budget adjustment will be prepared as part of the anticipated TOR updates to account for any required technical studies and additional community engagement.



Technical Studies

33 To align with Council direction, technical studies will be required in Phase 2 to draft the ARP in alignment with the desired project direction. It is expected that the required technical studies may include:

- (1)** Stormwater, Wastewater, & Potable Water Servicing Analysis to determine servicing options and capacity;
- (2)** Environmental Screening Report to determine environmentally significant areas;
- (3)** Visual Impact Assessment to determine any viable methods to effectively screen lots from public roadways;
- (4)** Baseline Noise Assessment to determine the existing noise level for the area; and
- (5)** Baseline Air Quality Assessment to determine the existing air quality levels for the area.

34 In the summer of 2025, Administration commissioned a TIA to evaluate the impacts on Range Road 282. The TIA examined several potential scenarios and identified the road upgrades that would be required to accommodate them. As part of Phase 1, these scenarios and findings will be shared with stakeholders.



Communication and Engagement Principles

Engagement Principles

35 A detailed Communication and Engagement Strategy will identify all relevant interest groups within the County, intermunicipal partners, and internal and external stakeholders affected by the planning process.

36 A key focus of the Communication and Engagement strategy will be to promote trust and collaboration between all stakeholders so that policy solutions can be explored in an open and transparent manner.

37 Engagement approaches shall aim to provide a broad range of opportunities for meaningful stakeholder input and collaboration.

38 The Communication and Engagement strategy will identify how and when to collaborate with our intermunicipal and provincial partners to ensure compliance with provincial acts, regulations and statutory plans.

39 The Communication and Engagement Strategy shall be modified as the project proceeds in response to Council direction and stakeholder feedback on the quality of opportunities offered for feedback.

Council Communication

40 Council will be updated throughout the project through Council briefings, Governance Committee reports, regular memorandums, and other means that Council sees fit.

Public and Stakeholder Engagement

41 Public and stakeholder engagement will be delivered across a range of in-person and online formats encouraging both group and individual feedback.

42 Administration intends to engage directly with landowners adjacent to Sunshine Road to explore collaborative solutions to the concerns in the area.

43 Additional opportunities will be provided to engage with the surrounding community.

44 In scheduling engagement opportunities, the project team shall have regard to avoiding core summer vacation months and holiday periods to maximize stakeholder participation.

45 In-person public engagement venues shall have regard for proximity to the community and residents.

Intermunicipal and Agency Engagement

46 Although the South Glenmore area does not lie within the City of Calgary – Rocky View County Intermunicipal Development Plan (“IDP”), appropriate consultation will be conducted with the City of Calgary where necessary.

47 Currently, no IDP has been adopted between Rocky View County and the city of Chestermere. In accordance with Ministerial Order NO.MSD:025/25, municipalities that previously participated in the Calgary Metropolitan Region Board are required to adopt new IDPs with their adjoining municipal neighbors. If an IDP between Rocky View County and the city of Chestermere is adopted prior to the adoption of the South Glenmore ARP, the ARP will be aligned with the requirements of that IDP.

48 Appropriate consultation will be conducted with the Ministry of Transportation and Economic Corridors and the Ministry of Environment and Protected Area, and any other agency deemed necessary.



Principal Project Risks

Risks	Mitigation Strategies
Lack of consensus internally amongst landowners adjacent to Glenmore View Road and Range Road 282.	Administration will collaborate closely with landowners within the ARP boundary to identify reasonable solutions.
Lack of consensus from all other stakeholders within the area.	Administration will look to communicate with all stakeholders to identify their concerns with the South Glenmore ARP and integrate those concerns as part of the engagement.
Lack of integration with surrounding area structure plans.	Administration will ensure that the South Glenmore ARP will integrate into the surrounding area structure plan.

49 It is anticipated that further project risks will be identified in the anticipated TOR amendment following Phase 1.



Variance

50 Any substantial departure from the project scope and timeline detailed within this TOR shall require approval from Council.

Approval Date	<ul style="list-style-type: none"> December 9, 2025
Replaces	<ul style="list-style-type: none"> N/A
Lead Role	<ul style="list-style-type: none"> Executive Director of Community Services
Committee Classification	<ul style="list-style-type: none"> N/A
Last Review Date	<ul style="list-style-type: none"> N/A
Next Review Date	<ul style="list-style-type: none"> TBD

