

# **THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS**

## **STAFF REPORT**

**DATE:** January 31, 2023

**TO:** Committee of the Whole

**FROM:** David Shen, P.Eng, Director of Development Services and Engineering  
Shannon Gutoskie, Communications Coordinator  
Robert Smith, Engineering Technologist

**SUBJECT: Stakeholder Consultation and Communications Strategy for the Planning Projects Umbrella**

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### **RECOMMENDATION:**

**THAT Committee of the Whole receive this report as information;**

**AND THAT Committee of the Whole recommend that Council elect/approve a brand name for the project umbrella.**

### **BACKGROUND**

At the meeting of December 6<sup>th</sup>, 2022, staff submitted a report (Attachment A) recommending developing a “project umbrella” for branding, promoting, consultation and communications and using a consistent and integrated method for various municipal strategic planning projects.

Council approved this “umbrella” approach and directed staff to submit a report regarding Stakeholder Consultation and Communications Strategy. This report is to present the strategy for Population and Employment Projection 2048 (PEP2048), Water/Wastewater Master Plan, Transportation Master Plan, Development Charges Background Study as well as touch on the various participating projects that will take advantage of the project umbrella approach.

### **DISCUSSION**

#### **PROJECTS AND STAFF LEADS**

##### **Participating Projects**

The purpose of developing this project umbrella is to coordinate and integrate various strategic planning projects. These projects will have an impact on development and growth with Mississippi Mills and may also be included in the Development Charges Study. This project will provide a cohesive methodology for all relevant projects; however, it is not an all-encompassing engagement strategy for the municipality. Each

project should have the following elements in order to be included under the project umbrella.

- Strategy
- Planning purpose
- Significant impact
- Required stakeholder consultation.

The table below (Table 1) is a summary of the currently planned participating projects, staff lead, and current status of each project.

**Table 1- Participating Projects**

Participating Projects	Staff Lead	Status
Population and Employment Projection 2048 (PEP2048)	Melanie Knight Senior Planner David Shen Director of Development and Engineering	In progress with consultant (JL Richards)
Water/Wastewater Master Plan	Luke Harrington Engineering Technologist	in progress with consultant (JL Richards)
Transportation Master Plan	Robert Smith Engineering Technologist	Staff to recommend Council to award a contract to a consultant for project commencement in 2023
Development Charges Background Study	David Shen Director of Development and Engineering Andrew Hodge Deputy Treasure	Will be initiated in Q3 2023
Various Urban Planning Policy Updates	Melanie Knight Senior Planner	Will be initiated in 2023
Waste Management Master Plan	Cory Smith Director of Public Works	Will be initiated in 2023
Community Services Master Plan	Calvin Murphy Recreation Manager	In progress with consultant
Community and Economic Development Initiatives	Tiffany MacLaren Community and Economic Development Manager	Will be initiated in 2023
Other Studies.....		

Staff are of the opinion that this project umbrella will be a great opportunity for Departments across the Corporation to fulfill stakeholder consultation and communication mandates of their strategic projects. For example, the Planning Branch will be undertaking a study on private roads and Limited Service Residential zoning as well as an update to the Official Plan and Zoning By-law arising from Bill 23. Both projects can take advantage of the project umbrella approach whereby stakeholder consultation can occur at the same time as the Transportation Master Plan consultation sessions. As discussions with other Departments continue, the project list will continue to grow.

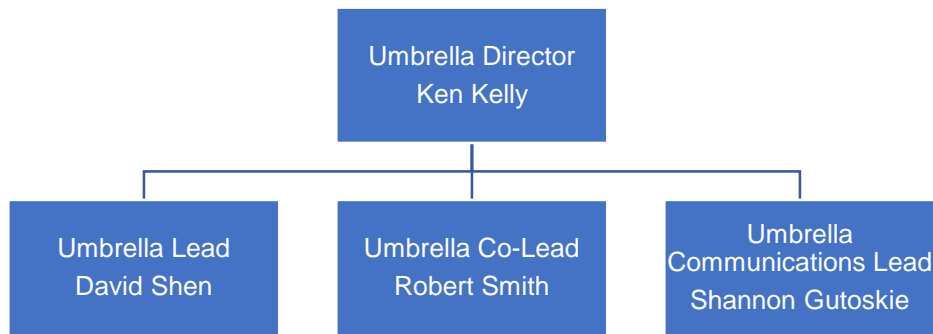
## Partial Participating Projects

Staff recognize some municipal projects may have different scopes and timelines, or the projects have no substantial or required components of stakeholder consultation and communications. In recognition of these factors, there is also a “partial participating” option, by which a project team can skip some processes or events; however, any “partial participating” team is anticipated to adopt our project umbrella brand, communications format, and planning parameters, if applicable.

## Umbrella Management

At the “umbrella” level, Figure 1 below illustrates the management of the project umbrella.

**Figure 1- Umbrella Management**



## WHAT ARE THE STATUTORY REQUIREMENTS

The Water/Wastewater Master Plan and Transportation Master Plan must follow the consultation and notification requirements of the *Environmental Assessment Act* and the requirements of Ontario Municipal Engineers Association *Municipal Class Environmental Assessment Process*.

The Development Charges Background Study must follow under the consultation and notification requirements of the *Development Charges Act*.

Any Planning Policy studies must follow the consultation and notification requirements of the *Planning Act*.

It is for this reason that when the consultation events are held (in conjunction with other consultation events) that the notification requirements may be different but will all use the project umbrella branding.

Other participating projects may not have such specific requirements for consultation and in these circumstances a best practice approach for consultation will be used.

The *Accessibility for Ontarians with Disabilities Act, 2005 (AODA)* will also be adhered to during the consultation process.

## WHO ARE OUR STAKEHOLDERS

For this project umbrella and participating projects, stakeholders are defined as:

- Any individual/group/organization that has interests and capabilities to influence and affect any participating project.
- Any individual/group/organization that is anticipated to be influenced or affected by any participating project.

Umbrella leads, staff project leads, and their consultants (if any) will work together to identify stakeholders for their individual projects. The stakeholders are categorized below based on different consultation methods and project scopes described later in this report:

**The Public**, including residents, businesses, business associations, landowners/developers and their representatives, online communities, other interest groups.

**Agencies and other Levels of Government**, including Lanark County, neighbouring municipalities, Conservation Authorities, Provincial Ministries (such as Ministry of Environment, Conservation and Parks (MECP), Ministry of Transportation (MTO), Ministry of Natural Resources and Forestry (MNR), and Ministry of Municipal Affairs and Housing (MMAH)), and applicable Federal agencies/departments.

**Indigenous Stakeholders**, including communities and organizations.

It should be noted that the stakeholder list is a living document, and as each project proceeds, the stakeholders may change throughout the duration of the projects to make sure our stakeholder consultation will be comprehensive, fruitful, and meaningful.

#### HOW ARE WE PLANNING

Specifically, for the Population and Employment Projection 2048, two master plans, and Development Charges Background Study, the following parameters are being used:

**Planning Base Year:** 2023

**Planning Horizon:** 2048

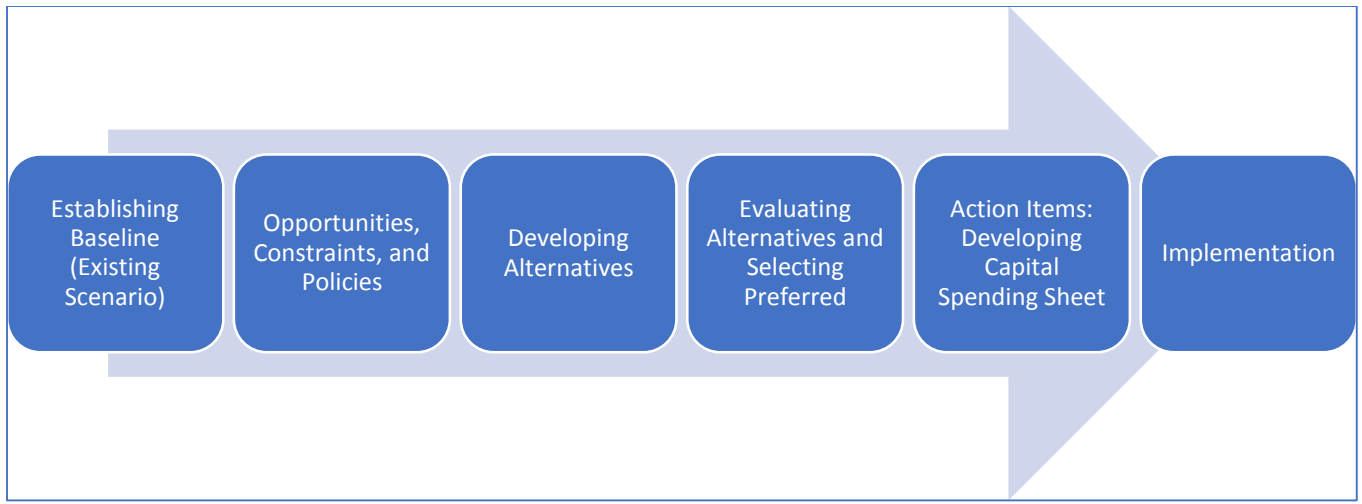
**Planning Intervals:** 2028 (5 years), 2038 (15 years), and 2048 (25 years)

**Demography Input:** Municipality's CGIS database, Statistics Canada 2021 Census, and the project of Population and Employment Projection 2048 (PEP2048)

## Planning Workflow:

**Figure 2 Planning Workflow**

### **Population and Employment Projection 2048, two Master Plans, and Development Charges Background Study**



It should be noted that not all participating studies are required to follow the planning workflow identified above depending on their study scope and mandate; however, it is encouraged and anticipated that all Departments use a similar approach and same parameters for consistency, as well as conducting stakeholder consultation under our project umbrella.

## HOW DO WE DO COMMUNICATIONS

### **The Theme: “Servicing”**

This year we have the Mississippi Mills’ Bicentennial celebration with a theme of “celebrating”. Our project umbrella has a theme of “servicing”. The “celebrating” is to commemorate the past, and the “servicing” is to accommodate the future. The two themes are coupled perfectly.

### **Branding Project Umbrella**

This project umbrella needs a brand, which will reflect the theme when we consult stakeholders and communicate. Similar to large scale events and projects such as Bicentennial celebrations, the purpose of branding the project umbrella is so that it is easily recognizable and identifiable by all stakeholders. Figure 3 is an example of a project umbrella branding and website used in Niagara Region for a number of their Master Plans and associated projects.

### **Brand Name Selection**

Staff have selected a number of brand names below for Council’s consideration and are open to other suggestions.

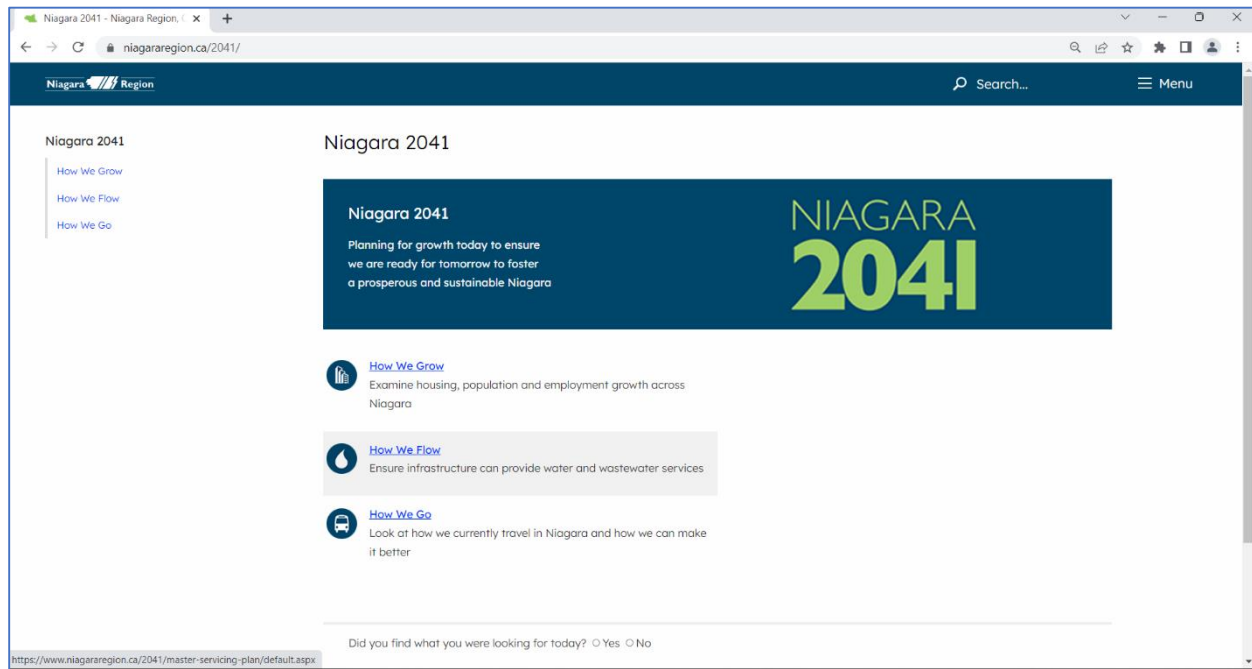
- ☐ MM 2048
- ☐ Planning to 2048
- ☐ MM Beyond Bicentennial
- ☐ Planning Next 25 Years
- ☐ Mississippi Mills: Next 25 Years
- ☐ Mississippi Mills 2048
- ☐ MM Next 25 Years
- ☐ Beautiful MM 2048
- ☐ Other Branding Names

### **Promoting Project Umbrella**

Various methods will be used to promote this project umbrella and participating projects:

- **Webpage**, a designated webpage on the municipal website will be used to introduce the project umbrella and participating projects, posting consultation notices and boards, reporting progression, and receiving feedback/comments.
- **Newspaper**, any public consultation notice will be advertised in the local newspaper.
- **Social Media**, our Umbrella Communications Lead will promote the project umbrella on Municipal social media accounts.
- **Media Interview and News Article**, a media interview with the Mayor may be arranged to introduce the project umbrella and the Municipality's goal of planning to 2048.
- **Hard Copy Materials**, knowing that not all stakeholders have access to the internet or have social media accounts, staff will ensure that hard copy materials such as copies of presentations, reports, surveys, and comment sheets are made available to the public.

**Figure 3 – Niagara Region Example**



## HOW THE PUBLIC WILL BE CONSULTED

### **Principles**

Three principles govern the public consultation process under this project umbrella:

- Starting at educating and informing
- Building relationships and consensus
- Respecting diversity and special needs

### **Purpose**

Two public consultation events are planned under this project umbrella (Refer to Figure 4 below).

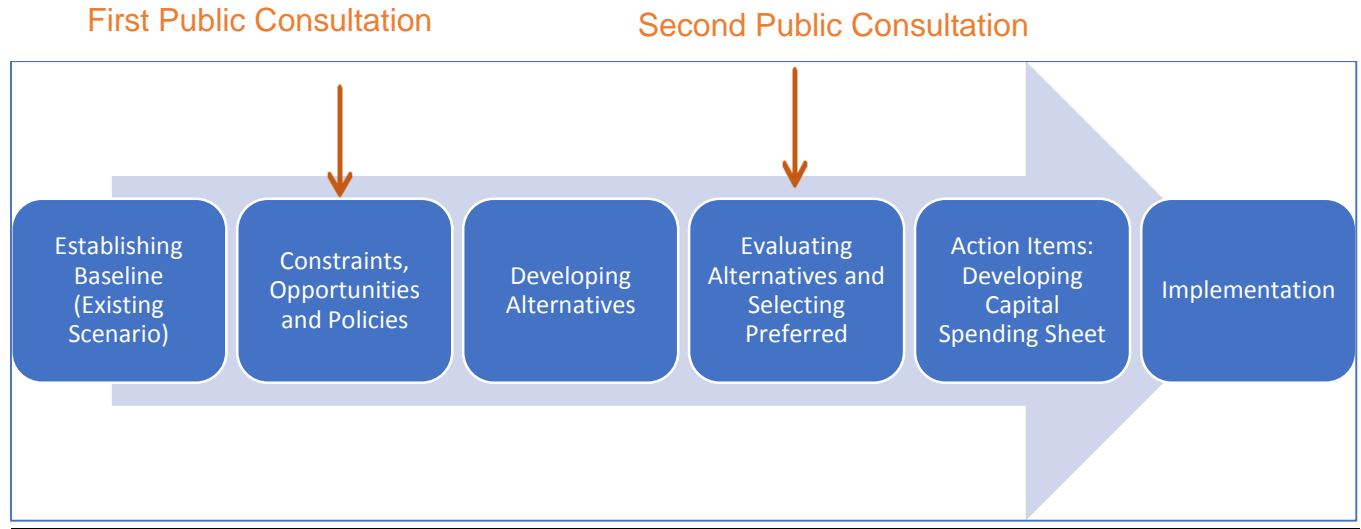
The first public consultation event will be held at the early stages of each participating project to:

- Introduce the purpose and scope.
- Provide information on the existing scenario (for example the current traffic capacity of certain roads or the current planning policy in effect).
- Outline the constraints, opportunities, and policies.

The second public consultation event will be held to introduce:

- Potential alternatives, options, or proposed policies.
- Evaluation criteria.
- An evaluation of these alternatives, options, or proposed policies.

**Figure 4 – Consultation Timeline**



### **Event Logistics**

Staff are aiming to have the first public consultation event in April 2023 and the second one in the Fall of 2023 (before November). The consultation events will include each participating project. The staff leads along with the consultants identified in Table 1 will attend and lead the onsite consultation for their own projects.

Council will be notified well in advance of the public consultations and are encouraged to attend. Staff will also prepare 'As We Heard It' reports on the results of the consultation which will be presented to Council and available on our project umbrella webpage.

### **Smaller Scale Consultation Event(s) Outside of Almonte**

Staff recognize a need of arranging consultation events outside Almonte. Considering by nature some of the project umbrella topics are focused on fast growing communities or within the existing urban boundary, smaller scale consultation event(s) will be arranged within the same timeframe in Pakenham at smaller scale, i.e., reduced scope or smaller number of participating projects.

### **Ongoing Effort**

Public consultation will not be limited to two public consultation events.

Our website has the capacity to receive comments and questions and the website will be used throughout the duration of the project umbrella and participating projects to receive feedback. In addition, any surveys or comment forms will also be provided in hard copy format for those stakeholders who do not use the internet frequently.

### **Terms Used**

To follow the statutory requirements of the Environmental Assessment process, in the term of "Public Information Centre" (PIC) will be used for Water/Wastewater Master Plan and Transportation Master Plan, and the term of "Public Meeting" will be used for



Official Plan and Zoning related studies, as well as the Development Charges Background Study.

### HOW THE AGENCIES WILL BE CONSULTED

In parallel to the public consultation, agency consultation will also be an important component in our stakeholder consultation. Agency consultation is generally more focused on regulatory and technical aspects of the participating projects. The agency consultation will also proceed under the project umbrella using coordinated and integrated approach.

### HOW THE INDIGENOUS STAKEHOLDERS WILL BE CONSULTED

The Municipality has the 'duty to consult' with Indigenous communities and organizations in Lanark County. At the time of writing this report, it is understood that the Municipality is establishing an Indigenous consultation process. This process will be used throughout the project umbrella process.

### WHAT ARE FINAL MANDATORY COMMENTING PERIODS

For some participating projects, there will be a final mandatory commenting period after the draft final reports are available to the public with various timelines for receiving comments. For example, as part of the Environmental Assessment process there is a 30-day commenting period required once a final draft of a Master Plan is released, and for projects under *Planning Act*, there are minimum notification and consultation requirements.

Similarly, the Development Charge Background Study should be made available to the public at least 60 days prior to the passing of the Development Charge By-law and until the by-law expires or is repealed.

These final commenting periods are the final opportunity for stakeholders to provide feedback and will be clearly communicated to stakeholders and documented in the final deliverables.

### HOW DO WE REPORT TO COUNCIL

Staff will be reporting back to Council at key milestones through the various projects. Specifically for the Population and Employment Projection 2048, two Master Plans, and Development Charges Background study, the planned reports are as follows:

- Stakeholder Consultation and Communications Strategy (this report)
- Draft Population and Employment Projection 2048 (with consultant)
- 'As We Heard It': After First Public Consultation Event
- 'As We Heard It': After Second Public Consultation Event
- Progress Report: to present Preferred Alternatives and Capital Spending Sheet (with consultant)
- What is going on around us (for information)

## **FINANCIAL IMPLICATIONS**

Costs associated with stakeholder consultation and communications have been included into a capital budget item of \$12,000 and have been given pre-budget approval by Council.

## **SCHEDULE IMPLICATIONS**

Staff point out that each participating team has its own scope and timeline. The scheduled first and second public consultation events (in April and in the Fall of 2023 respectively) are two important consultation milestones for this project umbrella. The majority of the work is anticipated to be completed in early 2024.

## **RISKS AND MITIGATION**

Implementing a large-scale project umbrella will be the first time for this Municipality and has the following risks that Council should be aware of:

Staff anticipate that the final Development Charges Background Study will not be approved before January 1<sup>st</sup>, 2024, which is the current Development Charges By-law expiration date, due to the mandatory commenting periods. As a result, staff will present a report in Q4 of 2023 to Council recommending an extension to the current Development Charges By-law.

Due to inter-disciplinary coordination required, some of participating projects may not be able to meet the scheduled consultation events/process of the project umbrella.

As development of the participating projects continue, there will be opportunities for participating projects to adjust their timelines, still using the project umbrella branding and communication strategy developed, which is the option of "Partial Participating" defined earlier.

## **SUMMARY**

In this report, a comprehensive stakeholder consultation and communications strategy of the planning project umbrella is presented. Staff recommend Council adopt a brand name for the project umbrella.



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Reviewed by:  
Ken T. Kelly  
Chief Administrative Officer

ATTACHMENTS:

Attachment A: December 6<sup>th</sup> Staff Report

Attachment B1: An Example of Public Notice for Consultation Event: Individual Project

Attachment B2: An Example of Public Notice for Consultation Event: Project Umbrella  
Type