

THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

STAFF REPORT

DATE: December 6th, 2022

TO: Committee of the Whole

FROM: David Shen, P.Eng, Director of Development Services and Engineering

SUBJECT: Attachment A Staff Report - Developing a Growth Management Planning Project Umbrella.docx

RECOMMENDATION:

THAT the Committee of the Whole recommend that Council adopt Option 2 to develop a growth management planning project umbrella and direct staff to include the funding for Option 2 in the draft 2023 budget for further consideration and provide a Project Plan for Council approval in Q1 of 2023 which includes a communication and stakeholder consultation strategy.

BACKGROUND:

Growth Management is an exercise to determine where and how new population and employment growth will be guided and accommodated in an integral manner that promotes healthy, complete, and livable communities.

In Ontario, Growth Management Planning typically consists of various inter-related planning studies including:

- Planning: such as Official Plans (OP), Comprehensive Review of Official Plans, specific Official Plan Amendments (OPAs), and other Planning studies
- Infrastructure Master Planning: such as Transportation Master Plan (TMP), Water and Wastewater Master Servicing Plan (MSP), and studies for other soft services provided by municipalities
- Financial Planning: Development Charges (DCs) Background Study, yearly budgeting and forecasting

DISCUSSION:

In the past due to different visions, resources and capacities, different Departments within the Municipality developed these master planning documents and studies individually without an overall coordinated timeline. This has resulted in inconsistency among Plans, fluctuating quality of deliverables, and overall difficulty of implementing these Plans.

The Municipality has had increased development activity for some years and this trend is anticipated to continue. In addition, the recently approved Bill 23 will impose significant and propound changes for the ability for municipalities to properly fund services and programs related to growth due to changes to the Development Charges Act. The Municipality's current Development Charges by-law will expire on January 1, 2024. All these factors require the Municipality to reconsider a new approach to Growth Management Planning in a coordinated manner.

Recently, the Municipality was re-organized creating a new Department of Development Services and Engineering with one of the main mandates being growth management. This new Department now has the expertise, vision and capacity to lead the next round of Growth Management Planning for the Municipality.

ANALYSIS:

Starting from Transportation Master Plan, Water/Wastewater Master Plan, and Development Charges (DCs) Background Study, staff are planning a project management methodology to address:

- Consistent planning horizons
- Consistent baseline population and baseline year for growth
- Consistent employment/population projections
- Consistent and integrated public consultation, council reporting and other stakeholder consultation activities
- Consistent and integrated capital planning

As part of in-house effort and through consulting services, staff will need to analyze the growth management components and capital planning for soft services such as Recreation and Library Services.

To achieve the goals above, developing an overall planning project umbrella is essential, including:

- Branding all growth management planning projects under one project umbrella. Using this approach, staff will be able to manage the Municipality's growth management effort and coordinate, manage, engage, and report on the progress at various intervals.
- Engaging with stakeholders, agencies, and the general public using this project umbrella approach in a comprehensive way that will result in more effective and efficient engagement.

OPTIONS:

Option 1: Continue to conduct growth management planning documents individually. This is the way the Municipality has developed these documents in the past.

Option 2: Develop a growth management planning project umbrella as proposed by staff and described above.

FINANCIAL IMPLICATIONS:

Option 1 will require these planning documents to be developed and funded individually. The financial implications are unknown, but staff are of the opinion that the total funding required will not be less than Option 2, rather the funding would be spread across multiple years, but the effectiveness and efficiency will continue to be an issue when implementing the Plans and Studies over time.

Option 2 will require:

- Consultants to modify their scope of work, level of effort, as well as develop consistent and integrated methodology
- Branding and consulting effort with a project umbrella approach that will require an integrated communication and stakeholder engagement strategy

Staff are proposing associated spending into the 2023 budget. At this stage, staff anticipate a budget of approximately \$160k.

CHALLENGES AND RISK MANAGEMENT:

Developing Growth Management Planning project umbrella (Option 2) will be the first time for this Municipality and has the following challenges that Council should be aware of:

- Complicated inter-disciplinary coordination among various planning studies to synchronize data, methods, schedules, deliverables, consultation, and reporting
- Internal coordination among different departments and branches
- Comprehensive stakeholder consultation and communications strategy

Our risk management will include, but not limited to:

- Learning from other municipalities that have done this successfully
- Sound project planning
- Proactive project monitoring and reporting
- Staff collaboration internally

SUMMARY:

In the past different Departments developed growth management planning documents individually without a coordinated management approach. This has resulted in inconsistency, fluctuating quality of deliverables, and difficulty in implementation of these Plans over time.

Staff recommend Option 2 - to develop a project umbrella including branding, consultation and using a consistent and integrated project planning method for the next round of Growth Management Planning. Financial implications will be included in draft 2023 budget for Council's consideration.

Respectfully submitted by,



David Shen,
Director of Development Services
and Engineering

Reviewed by:

Ken Kelly
Chief Administrative Officer