



THE REGIONAL MUNICIPALITY OF HALTON

Report To:	Chairman and Members of the Planning and Public Works Committee
From:	Peter M. Crockett, P. Eng., Commissioner of Planning & Public Works
Date:	May 17, 2006
Re:	Multi-Year Work Plan Responding to Provincial Growth Plan -- Proposed Organizational Structure, Consulting Services, and Staff Resourcing
Report No.:	PPW79-06

RECOMMENDATION

1. THAT the proposed organizational structure for the Multi-Year Work Plan as shown on Attachment #2 to Report PPW79-06 Re: Multi-Year Work Plan Responding to Provincial Growth Plan -- Proposed Organizational Structure, Consulting Services, and Staff Resourcing be endorsed.
2. THAT the Region enter into a professional services contract with the consulting firms of Meridian Planning Consultants Inc. and Hemson Consulting Ltd. to undertake Phase 1 of the Multi-Year Work Plan (Durable Halton Plan) on a single-sourced basis as set out in Report PPW79-06.
3. THAT the project budget for Growth Management Studies (T8023A) be increased by \$2,200,000 from \$300,000 to \$2,500,000 and that the additional \$2,200,000 be financed by transfers as set out in Attachment #3 to Report PPW79-06.
4. THAT invitations be extended to the Local Municipalities, Conservation Authorities and School Boards in Halton, Halton Regional Police Services, and the Niagara Escarpment Commission for staff to make a presentation at their respective Council/Board meetings on the Multi-Year Work Plan.
5. THAT the Regional Clerk forward a copy of Report PPW79-06 to the Local Municipalities and Conservation Authorities in Halton, Niagara Escarpment Commission, Halton Regional Police Services, Halton District School Board, Halton Catholic District School Board, and the Ministries of Public Infrastructure Renewal and Municipal Affairs and Housing for their information with a request for their participation on the Multi-Year Work Plan.

REPORT

Purpose

In February 2006, through Report PPW15-06, Council endorsed the Region and Local Municipalities' Joint Submission to the Ministry of Public Infrastructure Renewal on the Proposed Places to Grow Plan and approved a Multi-Year Work Plan that would lead to the conformity of the Regional Official Plan with the Growth Plan (when finalized), the Provincial Greenbelt Plan, and the 2005 Provincial Policy Statement by the year 2009. This Work Plan essentially launches a comprehensive review of Halton urban boundary and the next statutory five-year review of our Official Plan. The end product would be what staff characterized as a Durable Halton Plan that addresses future growth in Halton to the year 2031 and beyond, as well as the necessary amendment(s) to the Official Plan, or as an alternative, a new Official Plan. The flowchart of the Work Plan from Report PPW15-06 is reproduced as Attachment #1.

Council also endorsed that this Multi-Year Work Plan be considered as a corporate priority for inclusion in the 2007-2010 Corporate Strategic Plan.

The recent settlements of several appeals of Regional Official Plan Amendment 25 were also premised on the completion of the Multi-Year Work Plan within a three year timeframe.

The purpose of this staff report is to provide Council with an update of the progress of the undertaking of this Multi-Year Work Plan and seek approval to provide the needed resources to complete the project.

Phasing of the Project

For the purpose of organizing the various tasks under the Work Plan (see Attachment #1), staff has divided the project into four distinct phases:

- Phase 1 (2006-2007)—Building Blocks, with the deliverable being a series of policy research papers that would assist in formulating alternative policy approaches for the Durable Halton Plan,
- Phase 2 (2007-2008)—Strategic Planning, with the deliverable being the Durable Halton Plan at a conceptual level, building upon the policy papers from Phase 1, developing alternative land use scenarios and evaluating such scenarios,
- Phase 3 (2008-2009)—Policy Structure, with the deliverable being the necessary policies to accompany the Durable Halton Plan, including a Long-Term Growth Strategy and the development of mature state infrastructure plans, and
- Phase 4 (2008-2009)—Official Plan Review, which likely will start concurrently with Phase 3, with the deliverable being a draft Plan Amendment (or a new Official Plan), and a financial and implementation plan for Council consideration.

Phase 1 Project Status

To date, staff has initiated work on Phase 1 by preparing an overall scope of work of that phase, met with both Regional departments and our municipal partners on their expectations and deliverables of the project, and made plans for a first round of public engagement.

The following is a summary of the key tasks under Phase 1 and their general timing:

(2006)

- May - June Preparation of detailed terms of reference for each Building Block (or technical study)
- June Public consultation on study scope and terms of reference
- July - September Scan/scoping of the various technical studies and preparation of detailed work program for each technical study
- August - December Research and development of draft policy papers examining different options under each of the Building Blocks

(2007)

- January - February Release of draft policy papers for public consultation
- March - April Revision and finalization of policy papers
- May Report to Council confirming policy directions

This is a very aggressive work plan given that there are fifteen separate technical topics to be addressed, as follows:

- Growth/Intensification
- Agriculture
- Natural Heritage System
- Watershed Plan Updates
- Aggregate Resources
- Economic Development (on-going)
- Population, Housing & Demographic Forecasts (some on-going)
- Joint Regional/Local Municipal Housing Statement
- Transportation/Transit Network Concepts
- Servicing (Water and Wastewater) Concepts
- Solid Waste Management Strategy (on-going)
- Biosolids Management Strategy (on-going)
- Energy Needs
- Healthy Communities Principles
- Financial Implications

As noted, long term planning and strategies in some of these technical areas are already underway as part of the Region's on-going programs and initiatives. This project will build upon work done to date to avoid duplication and to ensure comprehensiveness and consistency. As well, there are also parallel projects in certain areas that are already part of Local Municipal work programs and they should be fully coordinated with the Building Block studies of this project. Given the importance of such coordination, a broad-based management structure for the project is essential.

Proposed Organizational Structure

Coordination and liaison are the cornerstones of the organizational structure proposed to manage the Multi-Year Work Plan, which is shown in Attachment #2. The structure is made up of a number of committees, shown with descriptions of memberships and mandates in Attachment #2.

At the very top of this structure is the *Inter-Municipal Liaison Committee*, which will be chaired by the Regional Chairman and consists of members of Regional Council and senior Regional and Local staff.

The purpose of this committee is to ensure that there is an ongoing and strong liaison among the five jurisdictions as well as an open and transparent public consultation process throughout the project. As there will be new municipal Councils in the fall this year and, given that the major public engagement on the technical aspects of the project will not commence until the new year, staff is proposing that this committee be struck after the municipal election and that the members be confirmed early in 2007.

At the heart of the project are the *Inter-Municipal Technical Committee* and the *Core Technical Team* to provide the important coordination for the project among the Regional, Local, and Provincial agencies and internally with the various Regional functions. With respect to the latter, staff has included the Regional Police Services and the two School Boards of Halton as they are part of the broader Halton community and are engaged in partnership with the Region in a variety of projects.

The *Consulting Team* and the *Individual Study Teams* (for the 15 Building Blocks) round out the technical component of the project. Also shown on the chart are the *Stakeholder Groups* that will be consulted on an on-going basis and the Region's *Management Committee* that will provide the administrative coordination within the Regional Corporation.

First Round of Public Consultation

As described earlier, staff is proposing a first round of public consultation in June, prior to the summer months. The purpose of this is to inform the public of the initiation and general scope of the Multi-Year Work Plan and receive input as to their views on the project scope, study details and level of consultation desired. This will form the basis for preparing detailed terms of reference and work programs for each of the 15 Building Blocks. It is expected that there will be one open house in each of the four Local Municipalities held in the evening in the last two weeks in June. Tentative dates for the open houses are contained in the table below. Once the details are confirmed, staff will advise Council of the dates and venues of these events.

Halton Hills	Milton	Oakville	Burlington
Tue., June 20 7.00pm - 9.00pm	Wed., June 21 7.00pm - 9.00pm	Wed., June 14 7.00pm - 9.00pm	Wed., June 28 7.00pm - 9.00pm

To keep members of Local and Regional Council up-to-date on the scope and directions of the Multi-Year Work Plan, staff is also planning a workshop for the Councillors in the month of June. The morning of June 28, 2006, is a tentative date for the Council Workshop. Given the busy schedules of members of the respective Councils, staff have tentatively scheduled the workshop on June 28th and will be following up with invitations.

In addition, staff are recommending that an invitation, to present the initiation and general scope of the Multi-year Work Plan, be sent to the Local Municipal Councils, two School Boards, three Conservation Authorities, and the Police Services to ensure that each are familiar with the program and that a full range of opportunities are provided for input at all levels.

Resourcing the Project

This Multi-Year Work Plan is a project of considerable scale and will require resourcing over and beyond the current level of staff resources.

As a result of the Regional Official Plan Amendment 25 and the North Oakville Secondary Plan hearings (starting, respectively, in April for four months and in August for nine months), current staff resources in Planning and Public Works are fully engaged. External consulting resources are needed. Given the depth and breadth of the project, the normal course of action would be to put out a multi-stage proposal call for a consortium of consultants that involves letters of expression of interests, short listing, submissions of proposals, interviews, evaluation, and selection of the successful consortium. Such a competition will take probably between two to four months. This was the process followed in the original Halton Urban Structure Review exercise in the early 1990's.

Circumstances are different with the current project. This has to be completed within a compressed timeframe given the statutory requirement of the *Places to Grow Act* for Official Plan conformity within three years. Choices for consultants are much narrower this time around because of the OMB hearings—there are only a limited number of qualified consultants who do not have a conflict of interest. After careful deliberations, staff recommends that the project be single-sourced to the two consulting firms of Meridian Planning Consultants Inc., represented by Mr. Robert Lehman, and Hemson Consulting Ltd., represented by Mr. Ray Simpson, for the following reasons:

- This will provide a quick start for the project, especially given the extensive amount of work to be completed in 2006.
- Both firms are carefully selected witnesses for the Region at both of the ROPA 25 and North Oakville OMB hearings—not only is there no conflict of interest, but also the advantage of short or no learning curves to the project.
- Both firms are highly qualified and well-recognized organizations to undertake multi-disciplinary projects of this kind. Hemson, Council may recall, was the lead consulting firm for HUSR.

The case for two lead consultants is in recognition of the size and scope of this project and the importance of peer support at the top level of the consulting team. The role of these lead consultants is to manage, coordinate, and execute the technical parts of the project. With the breadth of the project (15 Building Blocks), additional consulting firms will be added but managed under the umbrella of the lead consulting firms. Since the complexity of the project is evolving and being enunciated through the development of the detailed terms of references of the technical studies, the contract with the two firms will be negotiated and let in stages. More details are provided in the “Financial Implications” Section below.

FINANCIAL/PROGRAM IMPLICATIONS

The cost to undertake the entire Phase 1 of the Multi-Year Work Plan is estimated at \$2.5M. Council approved \$300,000 (T8023A – Growth Management Study) in the 2006 Budget for studies in response to the Provincial Growth Plan. To finance Phase 1 of the Multi-Year Work Plan, the project budget of T8023A (Growth Management Study) will need to be increased by \$2,200,000 from \$300,000 to \$2,500,000. Attachment #3 to this report shows the detailed financing of this additional funding requirements.

Of the \$2,500,000, \$2,150,058 is to be financed from development charges as the Multi-Year Work Plan relates to growth management studies. Currently, there is a shortfall in the development charges reserve funds related to growth studies, which will be addressed in the 2007 Development Charges update. Accordingly, a financing strategy to interim finance the shortfalls will be developed as part of the Capital Variance and Closure report that will be presented to Council in the fall.

As to the overall cost for the entire project, Phases 1-4, a preliminary estimate is in the range of \$4M to \$6M. This figure will be refined once the project gets underway and more details are available. Staff will include the entire project cost, additional staff resources and revised financing strategies in the 2007 Budget and Business Plan for Council's consideration in the fall.

RELATIONSHIP TO THE STRATEGIC PLAN

This report responds principally to Theme A Managed Growth, especially the goals "Control and manage growth in accordance with the Regional Official Plan", "Continue to protect rural lands", and "Manage Halton's environment by ensuring a balance amongst the natural heritage system (greenlands), communities and the environment. More specifically, the DHP project implements the following Planning and Public Works 2006 action items: "1c) Initiate an Intensification Strategy, coordinated with the Local Municipalities, in order to respond to the Provincial Growth Plan", "1d) Implement a Regional Plan Growth Management Strategy in concert with Provincial planning reform including supporting ROPA 25 at the Ontario Municipal Board", "2c) Develop a Regional framework to conform to the Provincial Greenbelt Plan", and "4d) Develop a framework to define a Natural Heritage System for Halton Region, in order to respond to the Provincial Growth Plan".

Another key relationship of the Multi-Year Work Plan with the Strategic Plan is Council's earlier (PPW15-06) commitment to include the Work Plan as a priority in its 2007-2010 Strategic Plan. The preparation of the 2007-2010 Strategic Plan will coincide with the major public consultation contemplated by the Work Plan to engage the public in the discussion of various planning options based on the policy papers to be released in early 2007. This provides an excellent opportunity to coordinate and cultivate the synergy between the two projects while presenting some challenges in communicating their respective objectives to the public and garner the public input properly for each project. Staff will be detailing a joint communication plan for both the Work Plan and the Corporate Strategic Plan in the new year.

Respectfully submitted,



for
Peter M. Crockett, P. Eng.
Commissioner of Planning and Public Works

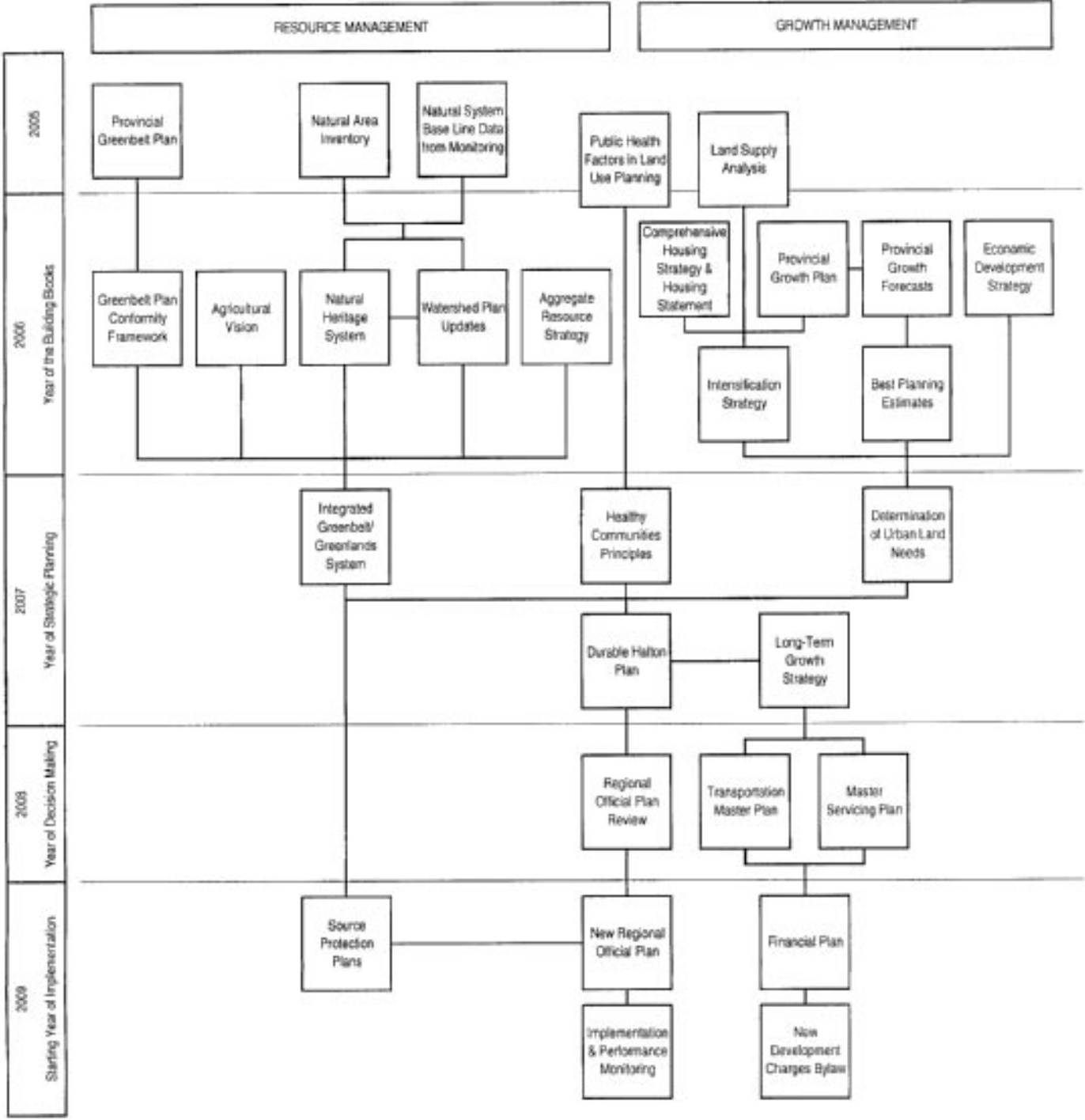
Approved by



A. Brent Marshall
Chief Administrative Officer

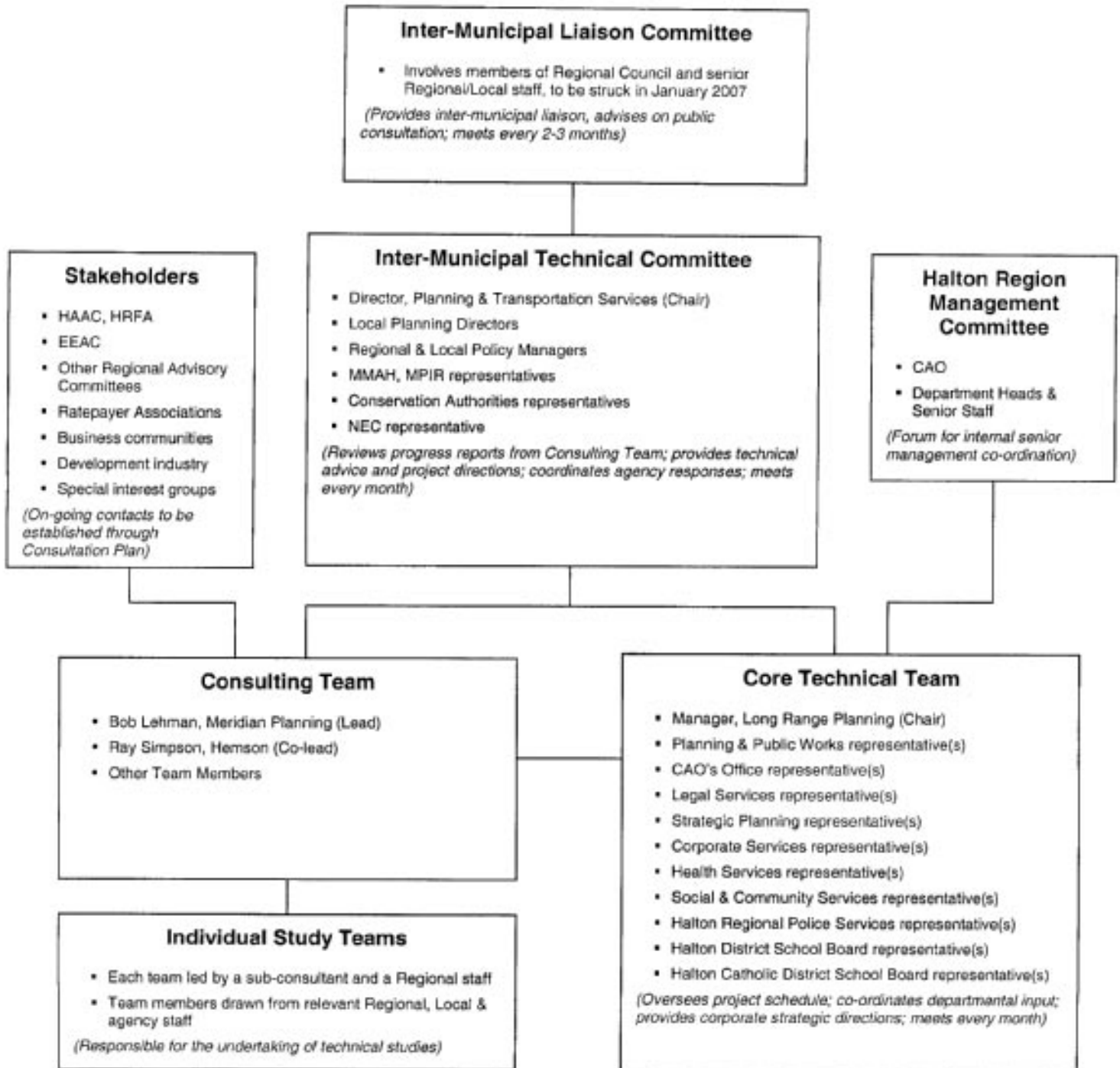
If you have any questions on the content of this report, please contact: Jane Clohecy Tel. # 7966
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HALTON'S MULTI-YEAR WORK PLAN RESPONDING TO PROVINCIAL GROWTH PLAN



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DURABLE HALTON PLAN PROPOSED ORGANIZATIONAL STRUCTURE



Attachment #3
to PPW79-06

Halton Region
Revised Capital Budget & Financing Plan

Project No: T8023A

Project Description: Growth Management Study

Section "A" - Revised Budget				
Description	Gross Costs	Transfer from Reserve	Transfer from Res DC	Transfer from Non Res DC
Approved Budget & Financing:				
Approved Budget - 2006 (CS-92-05)	\$ 300,000	\$ 41,993	\$ 194,535	\$ 63,472
Budget Increase/(Decrease) per PPW79- 06	\$ 2,200,000			
Total Revised Budget	\$ 2,500,000			
Section "B" - Financing Plan				
Revised Financing Plan	\$ 2,500,000	\$ 349,942	\$ 1,621,125	\$ 528,933
Funding Increase/(Redeployed)	\$ 2,200,000	\$ 307,949	\$ 1,426,590	\$ 465,461
Reserve/Reserve Fund Account Number		505010	516080	517040

