****

**TOWNSHIP OF WELLINGTON NORTH: GROWTH MANAGEMENT ACTION PLAN**

**TERMS OF REFERENCE**

***The Terms of Reference, approved by Wellington North Council on September 11th, 2023, will be utilized to help frame the scope and establish guidelines for the completion of a comprehensive Growth Management Action Plan.***

1. **Executive Summary:**

In 2017, Wellington North adopted its first Growth Management Strategy. This strategy outlined the existing provincial planning context for growth, identified preferred scenarios for development and defined capacity considerations. It involved extensive community consultation and provided steps for implementation at the municipal level. Since its adoption, the strategy has been a valuable tool as the municipality faced increased growth pressure, shortages in attainable housing as well as planning for key infrastructure to support the changing needs of the community. It was also a key input in the County of Wellington’s own work to review and update the Official Plan (still underway).

As the context for growth continues to change, there is an opportunity to refresh the growth management work and update it to address additional considerations that will help the municipality navigate the next phase of development – specifically related to key actions over the next 10-15 years.

This includes:

* Updated growth forecasts and timing based on recent trends.
* Growth location review
  + Residential and ICI
  + Employment Areas and requirements
* Impacts to Core Services (External Focused)
  + Environmental Protection /Servicing requirements (Water, Wastewater, Stormwater)
  + Transportation Needs (Roads, Sidewalks, Cycling, Parking, Operations)
  + Community Development/ Recreation needs (Parks, Trails, Programming, other facilities)
  + Property Development (Land Use Development/Economic Development)
  + Public Safety (Fire/Building/By-law)
* Impacts to Core Services (Internal Focused):
  + Governance and Civic Engagement (Council)
  + Corporate Services (HR, Finance, Clerks, Facilities, IT)
* Other

And specific implementation resources/action plan (10-15 Years):

* Service Action Plan
* Capital Plan
* Policy/By-law updates
* Planning & Development Framework
* Administrative/Staffing Considerations
* Asset Management Requirements (As per applicable legislation 2025 requirements)
* Facility and Fleet review
* Financing and Funding Strategy

**2.0 Terms of Reference:**

The purpose of the Terms of Reference is to establish a set of guidelines that outline the scope and limitations that will inform the update of the Growth Management Action Plan (GMAP) for the Township of Wellington North.

The Terms of Reference are the basis for making future decisions and refreshing our understanding of growth, density and infrastructure and the requirements, challenges, and considerations that the Township will need to address as the community evolves.

This work will synthesize the technical work completed to date and map out the next steps and integrated planning considerations and actions for the short, medium, and long term (to approximately 2041).

**3.0 Project Context:**

The Township of Wellington North is formed of two Urban Centres, Arthur and Mount Forest and including the rural and hamlet areas has a population of approximately 14,000 persons.

Wellington North is the most northerly Township in Wellington County, located 30 minutes north of Guelph on Highway 6, and takes in both rural and urban settings. At the south end, at the intersections of Highway 6 & Wellington Road 109 and across the Conestogo River, the Village of Arthur welcomes you. Designated as “Canada’s Most Patriotic Village” this gateway to the Grand River watershed is a great place to live, shop and play. In the north, at the intersections of Highways 6 & 89 and across the Saugeen River the Town of Mount Forest with an altitude of 1,407 ft. Welcomes you with “High, Healthy & Happy” proudly displayed on the water tower as you enter town.

Further, in the last 5 years, the Township has seen a transformation in our built form – going from predominantly single detached homes to a true mix of housing, including multiple four-story apartment buildings, main street rental units, as well as townhome blocks, stacked townhouse, condominium, semi-detached & detached homes.

**Number of Dwelling Units Constructed per Construction Type**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Housing Type** | **2018** | **2019** | **2020** | **2021** | **2022** |
| Single Detached | 28 | 13 | 20 | 58 | 126 |
| Semi-Detached | 4 | 8 | 6 | 36 | 30 |
| Townhouse | 9 | 12 | 18 | 28 | 35 |
| Apartment | 0 | 5 | 10 | 48 | 36 |
| Additional Dwelling Unit | 7 | 1 | 0 | 12 | 10 |
| **Total Dwelling Units** | **48** | **39** | **54** | **182** | **237** |

In Wellington North, all of this has been supported by the following:

* Development Charge Incentives for purpose-built rentals and intensification within built areas
* Early adoption of policies related to Additional Residential Units (ARUs)
* Advocating on behalf of local employers looking to build worker accommodations.
* Actively partnering in Wellington County’s "Make Wellington Home" and "Attainable Housing in Wellington" programs. <https://www.wellington.ca/en/business/ed-live-here.aspx>

The Growth Management Action Plan will build on the vision originally established in the first Growth Management Strategy ***“Wellington North is a place for everyone where a high quality of life is supported and defined by.”***

A blue and white text on a white background

Description automatically generated

Further, it will refine, expand, and provide further detail related to the implementation strategies that will be required to shape growth within the context of this vision.

The Growth Management Action Plan process will also consider the approved strategic priorities from the Township of Wellington North Strategic Plan 2022- 2026 and will include the goals established by Council at that time.

**4.0 Governance:**

**4.1 Terms of Reference:**

The Growth Management Action Plan will be a policy and comprehensive planning document used to establish the long-term service, development, and capital framework for Wellington North. It will be the starting point for moving forward with planning for growth that supports the economic prosperity in the Township and ensures available infrastructure to support growth while maintaining our unique community identity.

Internally the project will be co-led by the Chief Building Official and the Manager Community & Economic Development. The Terms of Reference for this project have been drafted by the Senior Management Team and reviewed and approved by Wellington North Council on September 11th, 2023.

**4.2 Steering Committee**

A Steering Committee consisting of Municipal and County staff will be established to work with the consulting team and the Steering Committee and will be comprised of the:

* Members from the Senior Management Team
* Representative from the County Planning Department

The intent of the Steering Committee is to provide leadership, technical review, and direction as well as input and information to feed into the GMAP.

**4.3 Community Building/Growth Management Advisory Committee**

The completion of the Growth Management Action Plan will be aided by the creation of a public focused community building advisory committee. The purpose of this advisory committee is to ensure that the perspectives, needs and expertise of the people of wellington north is included in both how the project is undertaken and implemented.

The Advisory Committee will consist of upwards to 15 representatives, including all council members, with a mix of both urban and rural perspectives. Representatives will represent one or more of the following areas:

|  |  |  |
| --- | --- | --- |
| Youth | Seniors | Accessibility |
| Business | Community | Infrastructure |
| Environment | Indigenous | Education |
| Recreation/Culture | At large |  |

**4.4 Engagement & Consultation:**

A detailed community engagement plan will be completed and will include the identification of key stakeholders in order to ensure expectations and core issues are identified at the beginning of the program. Stakeholder interviews will be completed early in the process in order to ensure open and transparent project involvement. Public meetings and Open Houses will also be scheduled during the course of the Growth Management Action Plan in order to provide opportunities for all community members to participate in person or virtually and to ensure their voices are heard.

**5.0 Action Plan Development:**

**5.1 Background Report Issues and Analysis:**

This phase of the study will involve background research and analysis of historical and evolving development growth, data collection, technical document review, system and infrastructure analysis, potential & real constraints, potential & real opportunities, costs & budgeting for infrastructure expansion and identification of stakeholders. See Attachment 1 for a list of relevant background studies.

Working sessions will be held with the Steering Committee to launch this phase of the study and will be followed by consultation with the Advisory Committee Public Open Houses in order to ensure there is understanding of all opportunities and constraints.

**5.1.2 Vision for the Future:**

As part of this phase, the vision for growth developed in the initial growth management strategy will be revisited and reviewed. It will also be expanded to provide context to the priorities of the Action Plan as it relates to key considerations. For example – to achieve this vision what should the Township do over the short, medium, long term as it relates recreation? What would success look like? This will be conducted in a number of ways with the feedback being shared with the Advisory/ Steering Committee.

**5.1.3 Refine Growth Scenario:**

With the information compiled during the background analysis, a primary growth assumption will form the basis for the remainder of the Action Plan development. This will provide the anticipated scope, scale and timing of growth based on the most recent technical work done by the Province, County, and any current development trends. Comments received during the above consultation phase will help refine the considerations and constraints around accommodating growth and provide insight into the implementation related to future action items. Upon completion the analysis the Background Report will be circulated through the Steering Committee for comment before being brought back to Council and released to the Public.

**5.1.4 External Service Impact Analysis:**

Using the growth scenario development above, impacts to core services (external) will be reviewed. These services include:

* Environmental Protection/Servicing requirements (Water, Wastewater, Stormwater)
* Transportation Needs (Roads, Sidewalks, Active Transportation, Parking, Operations)
* Community Development/Recreation needs (Parks, Trails, Programming, other facilities)
* Property Development (Land Use Development/Economic Development)
* Public Safety (Fire/Building/By-law)

Key Questions for each service area:

Based on the most current growth projections/trends:

* What is the current service standard (level of service/pop)?
  + Use 2021 Service List
  + Applicable Legislation
* Based on the approved 2041 vision for growth, what will would that standard look like in 2031 (medium) /2041 (long term)?
* Is there sufficient employment land to support the employment growth projections?
* Is there a plan and defined capital projects to meet the medium and long-term need?
* If yes:
  + Define projects.
  + Technical requirements
  + Schedule
  + Estimated Cost
  + Operational Impact
* If no:
  + Define proposed projects.
  + Community Justification
  + Preliminary Design
  + Schedule
  + Estimated Cost
  + Operational Impact
  + Next Steps
* What are the operational impacts over the medium and long-term? Number of FTEs?
* How will our communities attract the talent needed to meet the operational impacts?
* Are there opportunities to collaborate with others to meet the service delivery needs?
* Other?

**5.1.5 Internal Service Impact Analysis:**

Using the growth scenario development above, impacts to core services (internal) will be reviewed. These services include:

* + Governance and Civic Engagement (Council)
  + Corporate Services (HR, Finance, Clerks, Facilities, IT)

Key Questions for each service area:

Based on the most current growth projections/trends:

* What is the current service standard (level of service/pop)?
  + Use 2021 Service List
  + Applicable Legislation
* Based on the approved 2041 vision for growth, what will would that standard look like in 2031 (medium) /2041 (long term)?
* Is there a plan and defined capital projects to meet the medium and long-term need?
* If yes:
  + Define projects.
  + Technical requirements
  + Schedule
  + Estimated Cost
  + Operational Impact
* If no:
  + Define proposed projects.
  + Community Justification
  + Preliminary Design
  + Schedule
  + Estimated Cost
  + Operational Impact
  + Next Steps
* What are the operational impacts over the medium and long-term? Number of FTEs?
* Are there opportunities to collaborate with others to meet the service delivery needs?
* Other?

**5.1.6 Implementation and Action Plan Development:**

The final phase will define the specific implementation resources/action plan (10-15 Years). Components will include, but are not limited to:

* Service Action Plan
* Servicing Allocation
* Employment Land needs
* Capital Plan
* Policy/By-law updates
* Planning & Development Framework
* Administrative/Staffing Considerations
* Asset Management Requirements (As per applicable legislation 2025 requirements)
* Facility and Fleet review
* Financing and Funding Strategy

**6.0 Project Timeline and Cost:**

We anticipate that The Township of Wellington North Growth Management Action Plan will be completed in spring 2024 – with the final report and Council decision in June 2024. High level timeline is as follows:

**Growth Management Action Plan Project Timeline**

|  |  |
| --- | --- |
| 1. Wellington North Council approval of Terms of Reference & Staff Report | September 2023 |
| 1. Request for Quotation completed, posted on Wellington North website, and distributed to potential partners. | September 2023 |
| 1. Commence recruitment of Wellington North Growth Management Advisory Committee Members | September – October 2023 |
| 1. Final date for responses to RFQ | October 15th |
| 1. Review consulting proposals, interview potential partners and make final selection (Steering Committee) | October 15th – Nov 15th |
| 1. Review Advisory Committee composition based on consulting proposal and finalize recruitment. | November 30th, 2023 |
| 1. Establish Advisory Committee and finalize Consulting Services with report to Wellington North Council. | December 2023 |
| 1. Growth Management Action Plan Project Launch & Formal Public Communication | January 2024 |
| 1. First Background Report presented to Wellington North Council (5.1.1-5.1.3) | February 2024 |
| 1. Phase 5.1-4-5.1.6 Draft Development and Consultation | February - April 2024 |
| 1. Draft Report for Steering Committee Review | May 2024 |
| 1. Final Report and Strategy for Moving Forward approved by W.N. Council | June 2024 |

**Attachment 1 – Technical Documents and Background**

Strategic Plan 2019-2022

Strategic Plan 2022 - 2026

20 in 20 – Status (Specific Initiatives)

Service Review (KPMG, 2019) – Service List (2019)

IT Service Review (Blackline, 2021)

Recreation Master Plan (2018)

Municipal Cultural Plan (2022)

Township of Wellington North Community Growth Plan (2018)

Planned Capital Projects (10 Year Capital Forecast)

Asset Management Plan (2021)

Water and Wastewater Report from June 2021 (Report OPS 2021-012)

Water and Wastewater Master Plan (2011, 2012) and Technical Update (2020)

Township of Wellington North Mount Forest Sanitary and Water Servicing 2021 Technical Update

Township of Wellington North Arthur Sanitary and Water Servicing 2021 Technical Update

Development Charges Study (2021)

Community Satisfaction Survey (2023)

Community Improvement Plan (2023)

Organizational Chart (2023)

Fire Services Review (2023)

County of Wellington Official Plan/5 Year Review (2023)

County of Wellington Economic Development Action Plan 2023 - 2026

Road Needs Study (2023)

Bridge Inspection Report (2023)

Municipal Comprehensive Review Municipal Servicing Analysis (2022)