



PROJECT CHARTER

Municipal Development Plan Review/Rewrite

Submitted for approval: October 22, 2018

Prepared by:
Spencer Croil, RPP MCIP
Director of Planning and Community Development

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EXECUTIVE SUMMARY

The Town of Coaldale is a mid-sized town of 8215 people located approximately 9 kilometres east of the City of Lethbridge. The Town has historically had a healthy rate of population growth, averaging 2.37% per year over the past 50 years. Recently the growth of the community has resulted in shortage of developable land. Prior to 2018 only 5 to 7 years of developable land remained within town boundaries.

Due to mounting development pressures as outlined above, Coaldale successfully annexed 590 hectares (1459 acre) of land from Lethbridge County in April of 2018. The process that resulted in the annexation was approximately 2 years long and involved the creation and review of multiple technical documents such as growth studies, population projections and development scenario analyses.

One document that has not received a great deal of attention recently is the Town's Municipal Development Plan (MDP or "Town Plan"). Legislatively, an MDP is required for all municipalities in Alberta, and is generally made up an overarching vision, and various development, financial, economic and social goals, objectives and policies, which are developed, reviewed and implemented in such a way as to uphold and realize the values and desires of a community. An MDP is a critical document for the proper management of the growth and change of a community. The Town of Coaldale's current MDP was drafted and adopted in the year 2000 and has not been amended in any major ways for at least a decade.

Therefore, the purpose and justification for the Town MDP Review and Rewrite Project is because of a critical need for a new MDP to manage growth and change in the community for the next 20 years.

Given the major impact an MDP can have on a community, Coaldale's residents, businesses, institutions, and organizations are considered a primary stakeholder, as is Town Council. In this context, the approach taken to the preparation of a new MDP is focused on ensuring frequent and proactive communication with the project's key stakeholders. Due to the public and elected officials being integral to the success of this project, an aggressive timeline and sufficient budget have been proposed; 12 months from start to finish, within a budget of \$30,000.

It is assumed that the Project Team, which is primarily internal to the Town, will have the adequate resources and availability to successfully deliver a new MDP to the community. The project is largely knowledge-driven, and there is a risk that the team members assigned to the project may have other non-project priorities to contend with.

However, the Project Team is confident that with the proper approach to gaining an understanding of the desired project quality and measuring and evaluating project success (Councillor and community-driven), the project will be a success, and a new MDP will be delivered by the end of 2019.

PROJECT PURPOSE

Generally, an MDP should be reviewed and updated at intervals of no more than 5 years, and a major review and update should be undertaken at least once per decade. To grow and change effectively the Town's MDP needs to be reviewed and rewritten.

Therefore, the purpose and justification for the Town of Coaldale MDP Review and Rewrite project is to, in collaboration with the community:

1. Review the Town's current MDP and update data analysis/outcomes
2. Identify primary values and perspectives of the stakeholders/public
3. Identify what from the current MDP to carry forward to the new MDP
4. Develop a new MDP

STRATEGIC PLAN ALIGNMENT

The Vision, Priorities and Focus areas, and Strategies for the Planning and Infrastructure portion of the 2018 – 2021 Strategic Plan lay out the need for a new MDP.

Specifically, the Priorities listed in this portion of the Strategic Plan are:

1. *Gather good information so effective long-term planning and decision-making can take place*
2. *Investment readiness and preparedness*
3. *Invest in core infrastructure*

In addition to aligning with the three priorities set for the Planning and Infrastructure portion of the Strategic Plan, the first strategy listed is:

- *[preparation of a new] Municipal Development Plan (MDP)*

PROJECT DETAILS

REQUIREMENTS

Project requirements critical for the successful delivery of a new MDP include:

1. Update all technical information in the 2000 MDP with data/findings from 2018 studies
2. Identify, with input from Coaldale's citizens, which aspects of the current MDP to retain for inclusion in the new MDP
3. Provide multiple community engagement opportunities to ensure the new MDP reflects the values, desires and perspectives of Coaldale's citizens to the greatest extent possible
4. Develop and offer IAP2-based engagement opportunities aligned with Town policy
5. Engage a statistically significant number of citizens in the review of the current MDP and the development of the new MDP
6. Complete the project on-time and on-budge

SCOPE STATEMENT

The Town of Coaldale's MDP will be reviewed, those portions of it that will be carried forward will be identified, and a new MDP will be developed. Specifically, the new MDP must reflect the community's vision for the "future Coaldale" and must provide the following, in accordance with the MGA:

- Future land use concepts within Coaldale
- How and what proposals will be accepted for future development
- Cooperative framework with Lethbridge County
- Layout of the Town's transportation system and provision of municipal services

DELIVERABLES

The key project deliverable for this project is a new MDP.

ESTIMATED SCHEDULE

Project Milestones and/or Phases	Estimated Completion Date
Project kick-off	Oct 22, 2018
Background information gathering and review report completed	January 2019
Public engagement kick-off (leading with a MetroQuest survey)	November 2018
Public engagement event(s) – focused on values and perspectives	January – March 2019
Development of growth and change vision, mission, goals, objectives, policies, actionable strategies	March – August 2019
Public engagement – focused on review of draft plan and alternatives	September – October 2019
Project completion and celebration (Council approval of new MDP)	October – November 2019

ESTIMATED BUDGET

Provide high-level budget information.

Resource Description	Estimated Cost
ORRSC services (advisory resources and mapping)	\$15,000
Background information gathering and analysis	\$5000
Public engagement	\$5000
Advertising and notifications	\$2500
Contingency	\$2500
TOTAL	\$30,000

HUMAN RESOURCE REQUIREMENTS

Name	Department	Immediate Supervisor
Spencer Croil (PM)	Planning and Community Development	Kalen Hastings, CAO
Andrea Koester	Infrastructure and Engineering	Kalen Hastings, CAO
Kyle Beauchamp	Finance	Kalen Hastings, CAO
Cameron Mills	Planning and Community Development	Spencer Croil
Tim Koba	Finance	Kyle Beauchamp
Cindy L'Hirondelle	Planning and Community Development	Spencer Croil
Cindy Hoffman	Community Services	Spencer Croil
Kaitlyn Davis	Community Services	Cindy Hoffman
Michael Mikael	Infrastructure and Engineering	Andrea Koester
Dustin Yanke	Infrastructure and Engineering	Andrea Koester
Terry May	Operations	Kalen Hastings, CAO
Kate Bly	Planning and Community Development <i>Communications</i>	Cameron Mills
Ryan Dyck	Oldman River Regional Services Commission (ORRSC)	N/A
Kaylee Sailer	Oldman River Regional Services Commission (ORRSC)	N/A

PROCUREMENTS

There are no known procurements necessary for this project. All resources to be used are either available within the Town of Coaldale or Oldman River Regional Services Commission (ORRSC).

RISKS

There are a number of risks associated with this project, some of which are generally uncontrollable and others that are able to be reasonably mitigated. The following table provides a high-level overview of potential risks associated with the MDP review and rewrite, along with probabilities of each risk. A Risk Register is provided in tabular format on the following page.

Please note that for risks that are considered probable, and have a potential to have a high level of impact on the project, a risk mitigation process is used to identify suitable mitigative measures.

Town of Coaldale MDP Review/Rewrite – Project Risk Register

Last update: Oct. 17 2018 Version: 1

Category	Identified Risk	Probable Root Cause	Probability	Impact
			1 – low 5 - high	1 – low 5 – high
Organization	Team members are not available when needed due to other responsibilities	Scheduling conflicts and workload	3	5
Project Mgt.	Software malfunctions and delays project schedule	Lack of IT support availability	2	4
Project Mgt.	Lack of sender/receiver confirmation results in mis-scheduled or unfinished tasks	Not following communication protocol	2	5
External	Lack of communication with community results in poor engagement and belief that community views are not valued	Lack of time to prepare and adequately check what is going out to community	5	5
Organization	Team members external to the Town are not able to meet assigned timelines due to workload from other communities	Other communities demanding time from ORRSC team members	5	5
Organization	Community engagement scheduling is delayed and major no-go times such as summer significantly impact project schedule	A major task community engagement is dependent on is not finished in time	4	5
Technical	Data collection and analysis timelines and software requirements are underestimated and cost overruns occur	What is asked for is misunderstood and/or data is not readily available	2	5
Project Mgt.	Lack of internal communication results in misinformation shared with external stakeholders and a reduction in trust between team members and stakeholders	Not following communication protocols agreed to at beginning of project	3	5

Town of Coaldale MDP Review/Rewrite – Project Risk Register

Last update: Oct. 17 2018 Version: 1

Category	Identified Risk	Probable Root Cause	Probability	Impact
			1 – low 5 - high	1 – low 5 – high
Organization	Poorly designed public engagement materials result in confusion and frustration from external stakeholders (community)	Lack of quality control for engagement materials	3	5
External	Major conflict with an external agency occurs (irrigation district, County, etc.)	A political/administrative disagreement with agencies	1	2
External	Change in provincial government legislation results in major change of scope for MDP	Election outcomes	5	5
External	Lack of interest in engagement from the community	Community may feel engaged-out from other recent engagements	5	3
Organization	Some elements of the project are not supported by elected officials	Community pushback on aspects of the project	4	4
Organization	Lack of cooperation from other internal departments regarding the use of resources for the MDP review/rewrite	High workload and competing priorities from other assigned work	4	5

COMPLETION CRITERIA

In order for the MDP review and rewrite to be considered complete, Town Council must approve/adopt the MDP by way of passing an associated bylaw for three readings.

DEFINE PROJECT SUCCESS

Project success for this project is only achievable by delivering on all major requirements as outlined in the “requirements” section of this charter, and by Council adopting the new MDP.

ASSUMPTIONS

- In-house team members will have time in regular work schedules to do MDP work
- Same as above for contracted services providers
- Community engagement will be planned, scheduled and undertaken in timelines set
- The project will be completed in budget and on time
- External agencies that will be circulated will have no major concerns with the new MDP

CONSTRAINTS

- Limited staff and contracted resources
- Community engagement scheduling constraints (avoid “no-go” times of year)
- Final draft circulation requirements; 4 weeks for external agencies

ALTERNATIVES

Alternatives to undertaking this project are generally limited to 2 options:

1. *Continue using the current MDP as is*

This is generally not considered a viable option as the complexity and number of amendments to be completed are of a scope broad enough to justify a complete review and rewrite of the MDP.

2. *Have a consultant complete the MDP review/rewrite project*

An alternative to undertaking the MDP review and rewrite as it is proposed in this Charter, would be to prepare an RFP and award a contract to a third-party contractor. This is seen as less desirable as it does not make use of the excellent resources available through the Oldman River Regional Services Commission (ORRSC), nor does it reflect the value of the knowledge and benefit of having internal staff participate actively in the project. There is also a major financial consideration as a full review and rewrite of an MDP for Coaldale is likely to be in or around the \$150,000 mark.

STAKEHOLDERS

The Project Stakeholder Register is shown on the following page and captures the individuals and/or groups that are considered stakeholders in the context of this project. Any individuals or groups that are not shown can be added as they are identified. A much more detailed version of the registry will be developed for the Public Participation Plan.

Town of Coaldale MDP review and rewrite – Stakeholder Register – Current to Oct. 17, 2018				
Name of Stakeholder or Group of Stakeholders	Stakeholder <i>Individual or group</i>	Project Role	Organization	Type of stakeholder <i>Internal or external to project</i>
Council	Town Council	Elected Officials and Project Sponsors	Town of Coaldale	Internal
Kalen Hastings	Town Manager	CAO	Town of Coaldale	Internal
Project Team (13 people)	Project Team	Project Team	Town of Coaldale and ORRSC	Internal
Hilary Janzen	Senior Planner	External agency stakeholder	Lethbridge County	External
Steve Harty	Senior Planner	External agency stakeholder	ORRSC advisor to Lethbridge County	External
Council	Lethbridge County Council	Elected Officials	Lethbridge County	External
Terence Lazarus and staff	General Manager	External agency stakeholder	St. Mary River Irrigation Dist.	External
John Thomas and staff	Development Technologist	External agency stakeholder	Alberta Transportation	External
Kelli Kirkpatrick	South Zone Health Officer	External agency stakeholder	Alberta Health Services	External
Kathleen Murphy and staff	South Director	External agency stakeholder	Alberta Envi. and Parks	External
	Alberta Education	External agency stakeholder	Alberta Education	External
	Canadian Pacific Railway	External agency stakeholder	Canadian Pacific Railway	External
School divisions, principals, teachers and support staff	All k-12 schools in Coaldale	External agency stakeholders	Schools (7)	External
	Coaldale community <i>Inclusive of specific groups such as the Chamber, seniors, etc.</i>	External stakeholders		External

PUBLIC PARTICIPATION PLAN OVERVIEW

The Public Participation Plan for the MDP review and rewrite project is a separate document. The intention of this section of the Project Charter is to provide a high-level overview of the major steps that will be included in the participation plan for this project.

The participation plan for this project will be presented to Council subsequent to approval of the Project Charter.

Phase of Project	Type of Engagement	IAP2 Spectrum	Estimated date of activity
Kick-off	Values/perspectives survey	Involve	November 2018
Growth and change scenarios development and review	Focused events (IAP2-based) (Town policy aligned)	Involve	January – March 2019
Draft MDP review		Consult	September – October 2019

PROJECT MANAGER

The Project Manager for the MDP review and rewrite project is Spencer Croil, unless otherwise assigned.

PROJECT AUTHORIZATION

Council motion No. 341.8 provides formal approval for the project described herein and authorizes it to begin.

Councillor Simpson moved that Council approve the Project Charter. 7-0 Carried

DATE OF APPROVAL: October 22, 2018