

## **Industrial-Residential Interface Study - Project Phasing Plan**

A phased approach is recommended and would involve a consultant being contracted to undertake work from Phase Two to Phase Four.

### **PHASE 1: Baseline and Existing Conditions**

**Estimated Cost – to be completed using existing resources; Anticipated Schedule – Quarter 1-Quarter 2, 2022**

- This includes but is not limited to: complaint/enforcement files related to nuisance conditions where industrial-residential interfaces exist, land uses, zoning, transportation network, water/sewer infrastructure, environmental screening/studies and previous studies (including the West Industrial LAP and Concept Plan, Southwest Transportation Study, Gordie Howe/West Industrial/Southwest Industrial NTR).
- Conduct research about industry best practices.
- Identify gaps in the data/information.

### **PHASE 2: Detailed Research and Engagement with Stakeholders**

**Estimated Cost - \$150,000; Anticipated Schedule – Quarter 3-Quarter 4, 2022**

- Funding will be dedicated to hire an internal resource to manage the project, and to hire external engagement and subject matter experts.
- Prepare engagement and communications plan.
- Work with community stakeholders from across the city (where heavy industrial-residential interfaces exist) to fully understand the nuisance conditions they are experiencing in each area and identify priorities.
- Work with heavy industrial landowners/operators across the city to understand their operations and future plans for their property.
- Engage other levels of government which are involved in regulation and enforcement of the performance standards identified in Appendix 4.
- Complete a detailed analysis of the data collected from across the city, including any data provided by residents.
- Complete a detailed analysis of the community input collected during the city-wide engagement effort.
- Draft strategic direction with an associated action plan.

### **PHASE 3: Framework/Options for Industrial-Residential Interface Issues**

**Estimated Cost - \$100,000; Anticipated Schedule – Quarter 1-Quarter 2, 2023**

- Identify an overall vision, key directions and specific strategies, recommendations, action plan and amended support policies to be delivered to City Council in a future report.
- Engage with technical experts to identify/discuss issues and opportunities, and categorize options based on impact, benefit, cost, feasibility, etc.

- Define how the proposed solution(s) is intended to improve the issue (land use conflict).
- Engage with appropriate stakeholders to discuss the preferred approach.

**PHASE 4: Key Findings and Recommendations**

**Estimated Cost - \$50,000; Anticipated Schedule – Quarter 2-Quarter 3, 2023**

- Identify key findings and present options and recommendations.
- Outline implementation plan based on critical path for addressing the solution – including a general timeline based on funding and opportunity.
- Outline operations plan - estimated resource requirements for ongoing operations support after capital work is complete (if required).
- Prepare a funding strategy for expected improvements/implementation actions.
- Present options for direction/approval.

**PHASE 5: Implementation of Option(s)**

**Estimated Cost – unknown; Schedule – TBD**

- Implement actions.
- Report out as needed to ensure direction is achieved and or to highlight deliverables and make the switch from capital work to operations work.

Capital Funding Request

For the development of an Industrial-Residential Interface Study, Administration is recommending a phased approach using capital funding. The request for funding is for \$150,000 for the first year and \$150,000 for the second year to cover the total estimated cost of \$300,000 required for the development of the Study. If adopted by City Council, additional funding may be further required to implement the action items and strategies of the Study. If required, additional funding would be requested during the 2024-2025 Business Plan and Budget deliberations.