

Terms of Reference



Growth Study 2021



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Terms of Reference

Norfolk County Growth Study, 2021

1.0 Purpose

Norfolk County continues to experience increased pressure to expand Urban Area boundaries to accommodate residential and economic growth throughout the municipality. Recent changes to the policy framework at the Provincial level, through amendments to the *Planning Act* and an updated Provincial Policy Statement, 2020 (PPS), have introduced new planning concepts and permissions for municipalities to consider while developing policies.

To ensure that Norfolk County continues to plan for growth efficiently over the long-term, it is necessary to study the current population and economic demands and anticipated projections in regards to land needs through this comprehensive study process. Before Norfolk County can determine where to accommodate the projected population and economic demands, it is necessary to study the current state of the County, compare our actual growth rate from the last population projections completed in 2014 and anticipate Norfolk's land needs until 2051.

A goal of the Growth Management Study is to establish growth management principles as well as identify opportunities and options to consider to accommodate growth until 2051. The final study will serve as a comprehensive review to inform and support the next Official Plan Review and policy review exercises.

1.1 Study Objectives

The purpose of this **Terms of Reference** is to provide a project workplan and identify the specific deliverables and items to be reviewed, for the completion of the Growth Management Study. The overall project objectives include:

- A. To review all policy within the Norfolk County Official Plan to ensure consistency with the *Planning Act* and Provincial Policy Statement, 2020. The components of this Study and any subsequent related Official Plan amendment constitute a comprehensive review for the purposes of the Provincial Policy Statement;
- B. To provide growth management goals and objectives;
- C. To update population and employment projections;
- D. To identify and review land needs, including the supply of industrial, employment, commercial, and residential;
- E. To review existing urban and hamlet boundaries;
- F. To review agricultural land within the County and Lakeshore Special Policy Area;
- G. To review key policy areas to ensure the direction remains relevant and reflective of the land use trends within the County to connect growth and development with planning for engineering and community infrastructure over the long-term; and

- H. To develop key policy recommendations, which may result in proposed amendments to the Norfolk County Official Plan.

1.2 Study Location

The entire municipality of Norfolk County will be subject to this review.

Norfolk County is a single-tier municipality comprising 163,445 hectares on the north shore of Lake Erie, bordered by Elgin County to the west, the Counties of Oxford and Brant to the north, and Haldimand County to the east.

1.3 Background

The County was established on January 1, 2001, and consists of the western portion of the former Regional Municipality of Haldimand-Norfolk. The creation of the County brought together the Townships of Norfolk and Delhi, the Town of Simcoe, and the westerly portion of the City of Nanticoke.

1.3.1 Background Studies

The Growth Management Study will build upon previous studies, plans and reports completed by Norfolk County that include, but are not limited to:

- Population Projection Study, Norfolk County, May 2014
- Integrated Sustainable Master Plan, 2016
- Housing Study, update 2019
- Haldimand and Norfolk Housing and Homelessness Plan 2020 - 2030
- Economic Development Strategy, 2019
- Agricultural Lands Study, 2016
- Residential Land Supply Analysis Report, 2017
- Port Dover Secondary Plan

1.3.2 Provincial Policy Statement, 2020

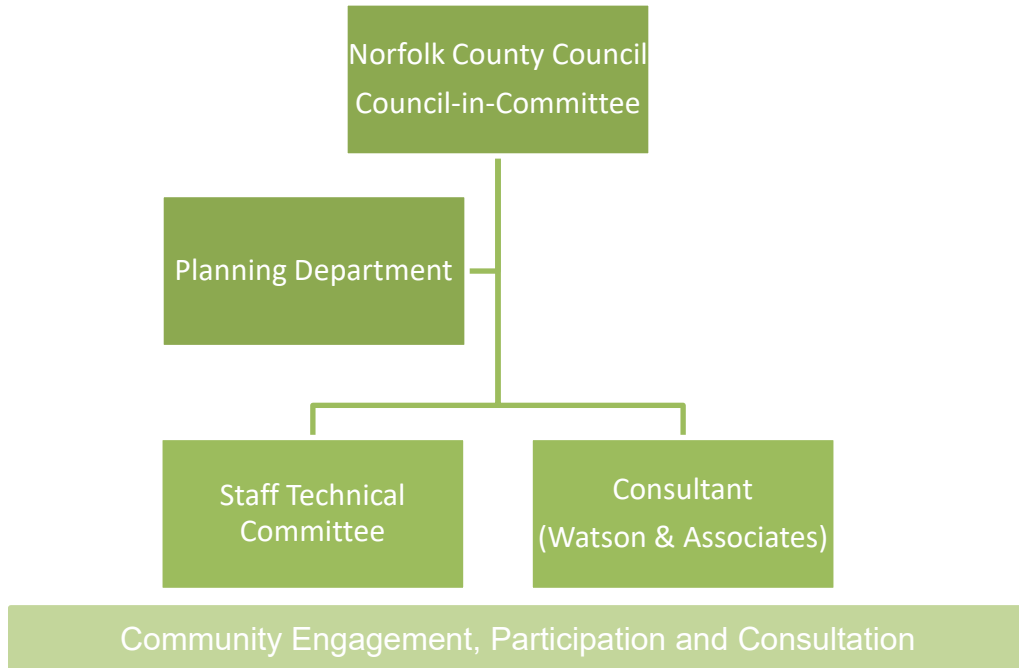
The Provincial Policy Statement (PPS) is issued under Section 3 of the *Planning Act*. On May 1, 2020, the current PPS came into force and effect and replaced the former PPS, 2014.

The PPS provides policy direction on matters of provincial interest related to land use planning and development. The PPS sets the policy foundation for regulating the development and use of land in Ontario.

The PPS 2020 incorporates a number of changes in which the Norfolk County Official Plan will need to reflect. A detailed examination will be completed as part of the technical review process. Through the review process, County staff will

endeavour to meet with Ministry of Municipal Affairs and Housing staff to ensure appropriate interpretation and proposed modifications are in-line with the provincial interest.

2.0 Project Organization



2.1 Community Engagement, Participation & Consultation

The Community Engagement, Participation & Consultation component is depicted as a standalone piece to the project as it will serve as the basis and starting point towards review and finalization of any policy recommendations. Integral to the success of the Growth Management Study is continued and accessible community participation. The manner in which communication and engagement opportunities are offered may change through the course of the study dependent upon the requirements and needs of the community.

A Public Engagement Strategy will be developed to reflect the changing public health requirements as Norfolk County manages dynamic COVID-19 protocols. Staff are currently exploring various online engagement options.

In addition to some broader community engagement, staff recommend that Committees of Council and stakeholder groups be updated and consulted, as necessary, during each phase of the process. Committees and stakeholder groups may include, but are not limited to:

- Norfolk County Agricultural Advisory Board
- Tourism and Economic Development Advisory Board

- Norfolk Heritage Committee
- Norfolk County Environmental Advisory Committee (currently on hold)
- Norfolk County Trails Advisory Committee
- Norfolk County Accessibility Advisory Committee
- Business Improvement Associations
- Port Dover Board of Trade
- South Coast Business Coalition
- Haldimand Norfolk Home Builders Association
- Real Estate Board
- Local Developers and Consulting Firms

2.2 Overall Project Management

The Growth Management Study will be led by the Planning Department and the majority of the work will be completed in-house by planning staff, with the growth projection work being completed by Watson & Associates. The Senior Planner will be responsible for managing the project timeline, work plan, consultants, updates to Council, engagement events, and day-to-day aspects of the project. Planning will provide updates to Council-in-Committee in regards to the status of the project, to gain Council direction and in the presentation of policy drafts as well as any proposed policy amendments, include Official Plan and Zoning By-law Amendments.

2.3 Staff Technical Committee

The staff technical committee will consist of staff from municipal divisions including: Community Development Division; Corporate Services; Environmental and Infrastructure Services; Operations and Health and Social Services. Staff from other agencies including the Long Point Region Conservation Authority and the Ministry of Municipal Affairs and Housing and Ministry of Agriculture, Food and Rural Affairs will also be invited to join the staff technical team, as required.

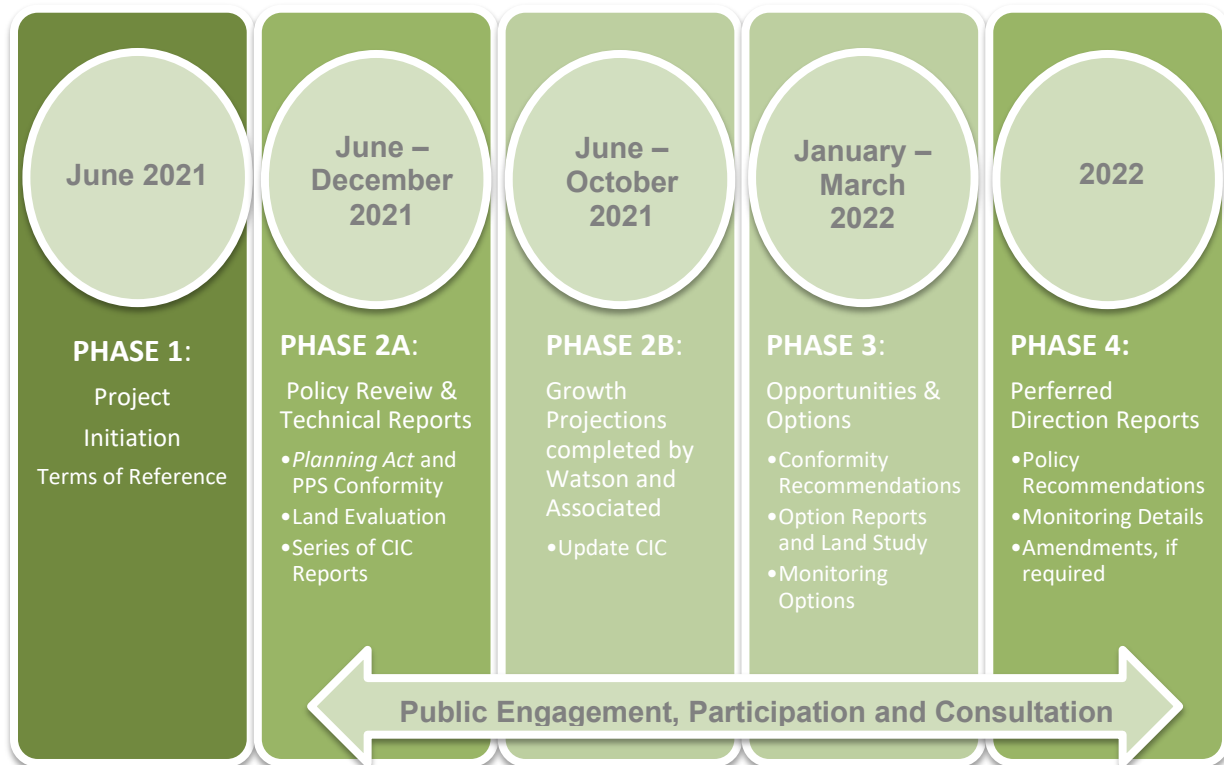
The staff technical team will be responsible for the following:

- Provide input into the identification of key review items listed in the Terms of Reference;
- Provide technical input with regard to background discussion papers and policy recommendations;
- Liaison with outside agencies that are not represented on the team; and
- Provide technical assistance in relation to the policy issues, to the consultants, at community engagement events, and to Council as necessary.

Other agencies, such as the Long Point Region Conservation Authority (LPRCA), Ministry of Municipal Affairs and Housing as well as other provincial ministries, will be invited to provide comments and guidance throughout the study, however they will be

asked directly to provide feedback during the technical review process (Phase 2) of the study and any advice or comments will be followed through to the end of study.

3.0 Work Program & Timeline



* see sections below for more detail explanation of each project task.

3.1 Work Program

There are five overall stages in the proposed work program; with each new phase building on the previous one, working towards the final proposed policy amendments, if determined to be required. As the majority of the review process will be completed in-house by staff, there will be overlap between Phase 2 and 3, and possibly Phase 4. For example, due to the complexity of some review items, there will be more detailed community engagement opportunities over a longer period of time and potentially a series of a few reports per topic as they progress through the phases.

Overarching and supporting the entire program is the opportunity for community participation and engagement; as the end result is intended to be the guiding land use document for the County, community and stakeholder participation and input is integral to the overall work program.

3.1.1 Phase 1: Project Initiation (June 2021)

Phase one is the project kick-off and establishes the terms of reference for the overall Growth Management Study.

Planning, in consultation with Communications and IT staff, will finalize the communication and engagement strategy as well as formally establish the participants of the Staff Technical Committee.

Phase 1 Deliverables:

- Terms of Reference
- Confirmation of Staff Technical Committee members
- Complete Public Engagement Strategy
- Update Norfolk County Website with project Kick off information
- Information memo to Council-in-Committee to update completion Phase 1 items and confirm next steps and opportunity for community involvement.

3.1.2 Phase 2A: Policy Scan & Technical Reports (June – December 2021)

Phase two A (2A) includes a series of staff reports that will analyze the current state of existing policies in relation to the new Provincial policy framework as well as propose new evaluation tools for Norfolk to consider.

Phase 2A Deliverables:

- Context Report – includes a discussion as to where Norfolk County is today and will identify which studies are being completed that will contribute to the Growth Management Study.
 - Will include a review of the land supply and inventory for industrial, commercial and residential uses.
- Planning Act and Provincial Policy Statement Conformity Exercise
 - Includes a technical review of the Norfolk County Official Plan and Zoning By-law
 - Areas of focus
 - Accessory Residential Dwelling Units
 - Short Term Rentals
- Land Evaluation Review, including the review of land within the Lakeshore Special Policy Area
- Engagement as outlined in the Public Engagement Strategy
- Memo to Council-in-Committee to update on completion of Phase 2 and summarize the technical reports prepared and engagement opportunities.

3.1.3 Phase 2B: Growth Projections (June – October 2021)

Watson & Associates have been awarded the contract to complete the Growth Projections study. A key deliverable is a study that identifies the population and employment growth projections as well as identifying the land requirements to accommodate the anticipated growth.

A report and presentation is anticipated during the September or October 2021 Council-in-Committee meeting.

3.1.4 Phase 3: Opportunities & Options (January – March 2022)

During phase three of the study, planning staff will be presenting a series of reports identifying options and opportunities for Council to consider, discuss, offer feedback and provide direction.

Staff will investigate how other municipalities monitor and report growth on an annual basis in regards to residential, commercial and industrial development. It will be necessary to understand how the continued pressure for growth impacts agricultural land as well.

Phase 3 Deliverables:

- Planning Act and Provincial Policy Statement Conformity Recommendations
- Reports seeking direction regarding the following items:
 - Residential Growth
 - Employment/Commercial Land
 - Agricultural Land Review Study
- Monitoring Options
 - Agricultural Land
 - Residential Growth
 - Industrial/Commercial
 - Other
- Engagement as outlined in the Public Engagement Strategy
- Council-in-Committee memo confirming completion of phase 4 and summary of remaining next steps.

3.1.5 Phase 4: Preferred Direction & Recommendations (Spring/Summer 2022)

The fourth phase of the study will conclude with a preferred direction report (or reports, as necessary) that offer policy recommendations, as required, to facilitate the growth management strategy. Official Plan and Zoning By-law amendments may be required to implement the policy direction.

If Official Plan and Zoning By-law amendments are required to implement the new policies of the Provincial Policy Statement or as a result of the comprehensive review

process, a deliverable of this phase would be to ensure that the statutory process and notice requirements are met. This includes a formal public hearing as required by the *Planning Act*.

Phase 4 Deliverables:

- Comprehensive Review Growth Study Document including:
 - Population and employment projections
 - Policy Recommendations, as required
 - Monitoring details
 - Official Plan Review
- Standalone Norfolk County Official Plan and Zoning By-law Amendments, as necessary
 - County wide notification
 - Broader Community Engagement
 - Statutory Public Meeting
 - Council decision