

Engagement Strategy



Growth Management Study 2021

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Community Engagement, Participation & Consultation Strategy

1.0 Introduction

Integral to the success of the Growth Management Study (Study) is continued and accessible community engagement, participation and consultation. The feedback received through broad community engagement as well as discussions with Committees of Council, stakeholder groups, municipal departments, Six Nations of the Grand River, Mississauga of the Credit First Nation, the Ministry of Municipal Affairs and Housing as the conduit for provincial ministries, and the local Conservation Authorities will serve as a starting point for the review and development of policy recommendations.

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 and based on information or feedback received through the consultation.

All comments and input received throughout the study will be collected and documented in a master document.

The Engagement Strategy reflects the changing public health requirements as Norfolk County manages dynamic COVID-19 protocols by utilizing a variety of virtual engagement and consultation methods. Given the length of the Study, staff anticipate that “in person sessions” may be incorporated into the strategy during later phases as the Province and Health Authority permit gatherings.

1.1 Core Components of the Engagement Strategy

- Utilize the Norfolk County website as the main resource for the community and stakeholders to access up to date information as well as register for project updates and engagement sessions.
- Provision of a virtual forum that encourages community input and feedback regarding the issues and policy proposals being considered throughout each phase of the Study and is accessible to community members across the County;
- Ensure that stakeholder groups, individuals and community members who have expressed an interest in the Study are provided with the continued opportunity to participate throughout the process;
- Provision of an assortment of engagement opportunities to ensure input and feedback from a balanced cross-section of the community is obtained. Various virtual small group discussions, scheduled at a variety of times throughout the day as well as larger community workshops will be incorporated throughout the Study; and
- Inclusion of project updates using traditional formats including, but not limited to, newsletters, media releases and reports or memorandums to Council.

2.0 Engagement Strategy of Growth Study

2.1 Timelines & Phases



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

2.2 Public Engagement, Participation and Consultation Program

There are five overall stages in the proposed work program of the Growth Management Study; with each new phase building on the previous one, working towards the final proposed policy amendments, if determined to be required. This applies to the public engagement, participation and consultation strategy as well. Each phase will build upon the next as a variety of topics will be analyzed and reviewed by staff.

As the majority of the review process will be completed in-house by staff, the engagement and consultation sessions will also be designed and lead by Planning staff. Feedback and input from the community and stakeholders will be considered and built upon as the Study progresses through each phase. Due to the complexity of some review topics, there will be more detailed community engagement opportunities over a longer period of time and potentially a series of reports per topic as they progress through the phases.

If required, Planning may consider retaining the services of an engagement specialist to facilitate some of the engagement events, in accordance with applicable Purchasing and Procurement policies of the County.

2.1.1 Phase 1: Project Initiation (June 2021)

Phase one is the project kick-off and establishes the Terms of Reference (TOR) for the overall Growth Management Study. As outlined in the TOR, an Engagement Strategy is to be developed and is included below.

Phase 1 Engagement Process:

- Establish branding for the Study in coordination with Communications;
- Create Project email address;
- In co-ordination with Communications:
 - Formally Kick-off the Study by launching the Growth Study Webpage, including items such as, but not limited to:
 - Project Kick-off information;
 - Process highlights;
 - Contact information; and
 - A form community members can fill out to be notified of project updates.
 - Completing social media blasts on the following platforms:
 - Facebook;
 - Twitter;
 - Instagram;
 - Etc.
- Prepare and circulate a letter to Committees of Council, Staff Technical Community and stakeholder groups introducing the Study and expressing an interest in consulting with them throughout the process.

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

Phase two A (2A) of the Study 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.

Staff will conduct separate engagement discussions and events for each topic, although, they will follow a similar format, as outlined below.

Phase 2 Engagement Process:

- Develop a topic specific workshop/discussion plan.
 - Identify key stakeholder groups, community members, businesses, and other interested parties to be included in the public consultation sessions and notify them of where to register for the virtual events (see Section 3 for a preliminary list of key stakeholder groups);
 - Register on the Agenda for Committees of Council, as necessary by the specific topic.

- Plan will identify:
 - Format (small discussion group, formal presentation with question and answer period, workshop, etc.);
 - How many events will be held for the topic;
 - Date and time of day for the event(s);
 - Outreach plan to ensure a balanced cross-section of community members and stakeholder groups are consulted.
- In consultation with Communications, complete the following:
 - Create consultation and notification materials, including, as required by the topic:
 - Information graphics;
 - Charts, maps and text;
 - Newspaper advertisements;
 - Content for distribution list email blast; and
 - Notification for stakeholder groups and community members that do not receive email notifications; and
 - Update webpage.
 - Send an email update to Council regarding the impending engagement event;
 - Update Growth Study webpage with a form for community members and stakeholders to register to participate in topic specific events;
 - Send out a social media blast promoting the engagement event and directing people to the webpage to register;
 - Webpage materials to be uploaded **a minimum of two weeks before the engagement event**;
- Notify Growth Plan distribution list that there is an opportunity to register for an engagement event;
- Date of event, notes will be taken and video will be recorded to be uploaded to the project webpage;
 - Webpage to be **updated within two weeks of the event** with videos and notes.
- Staff will prepare a summary of the discussion and feedback to include in the report to Council regarding the topic.

2.1.3 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. A statutory public meeting will occur as required to discuss the growth projections.

Staff will utilize the report prepared by Watson & Associates to consider the future land requirements of the County. The report will form part of the content for public engagement, participation and consultation events that will occur during a later phases.

2.1.4 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 Engagement Process:

Planning Act and Provincial Policy Statement Conformity Recommendations

- Statutory Public Hearing where residents are welcome to speak directly to the Public Hearing Committee; and
- In consultation with Communications, update the project webpage with the Statutory Public meeting details.

Reports seeking direction regarding Residential Growth, Employment/Commercial Land and Agricultural Land Review Study

- Develop a topic specific workshop/discussion plan.
 - Identify key Committees of Council, stakeholder groups, community members, businesses, and other interested parties to be included in the public consultation sessions and notify them of where to register for the virtual events (see Section 3 for a preliminary list of key stakeholder groups);
 - Register on the Agenda for Committees of Council, as necessary by the specific topic.
 - Individual stakeholder interviews and/or sessions for land development representatives. Sessions will occur twice during the process:
 1. First during an early phase of the process; and
 2. Second during a later phase, potentially during a Development Industry Session run by the Community Development Division.
 - Plan will identify:
 - Format (small discussion group, formal presentation with question and answer period, workshop, etc.);
 - How many events will be held for the topic;
 - Date and time of day for the event(s);
 - Outreach plan to ensure a balanced cross-section of community members and stakeholder groups are consulted.

- In consultation with Communications, complete the following:
 - Create consultation and notification materials, including, as required by the topic:
 - Information graphics;
 - Charts, maps and text;
 - Newspaper layout;
 - Content for distribution list email blast; and
 - Notification for stakeholder groups and community members that do not receive email notifications; and
 - Update webpage.
 - Send an email update to Council regarding the impending engagement event;
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- Notify Growth Plan distribution list that there is an opportunity to register for an engagement event;
- Date of event, notes will be taken and video will be recorded to be uploaded to the project webpage;
 - Webpage to be **updated within two weeks of the event** with videos and notes.
- Staff will prepare a summary of the discussion and feedback to include in the report to Council regarding the topic.

2.1.5 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.

Phase 4 Engagement Process:

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*.

- Statutory Public Hearing where residents are welcome to speak directly to the Public Hearing Committee; and
- In consultation with Communications, update the project webpage with the Statutory Public meeting details.

3.0 Committees of Council and Stakeholder Groups *

In addition to some broader community engagement as outlined in previous sections of the Engagement Strategy, 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:**

- Six Nations of the Grand River
- Mississauga of the Credit First Nation
- Ministry of Municipal Affairs and Housing
- Norfolk County Agricultural Advisory Board
- Tourism and Economic Development Advisory Board
- Norfolk Heritage Committee
- Norfolk County Environmental Advisory Committee (TBC)
- 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

*This is not an exhaustive list. It will expand as the project advances, any group, individual or organization interested in participating in the engagement process is welcome to do so and can contact the Planning Department to be added to the project contact list.