




# **Premier Gateway Phase 2B Employment Area Integrated Planning Project**

## **Communication and Engagement Strategy**

Submitted by  
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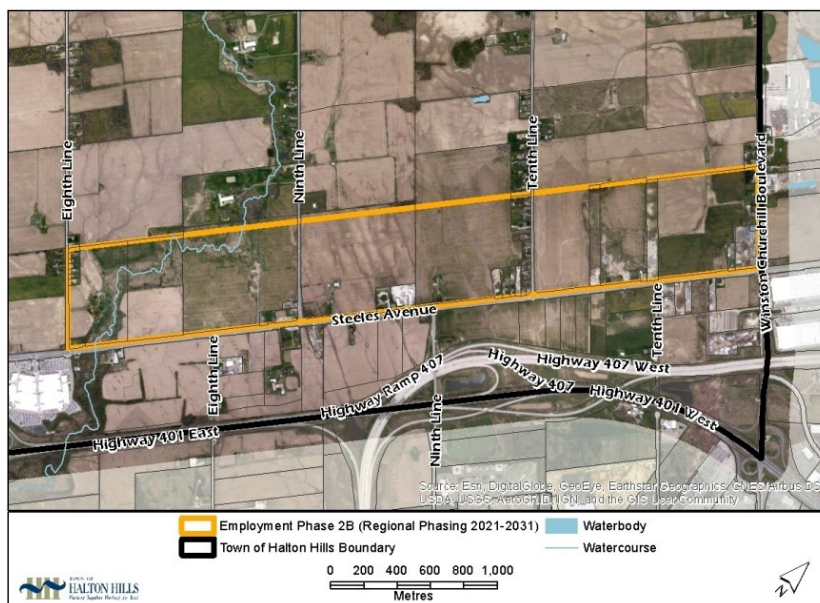
## Preface and Project Overview

The Premier Gateway Phase 2B Employment Area Integrated Planning Project is an important initiative that will shape the future of Halton Hills for years to come — it will comprehensively plan for future employment growth in the Town.

To this end, the Project has two essential purposes:

- To detail the development framework, including appropriate land use designations and policies for the Phase 2B Employment Area to accommodate the second phase of employment lands needed for the 2031 planning horizon as identified through OPA 10 — resulting in a Secondary Plan, Official Plan and Zoning by-law amendment, and Urban Design Guidelines; and
- To conduct a Scoped Subwatershed Study for portions of the Sixteen Mile Creek and Credit River watersheds to confirm the extent of the natural heritage system, guide land use policies for the Secondary Plan and guide servicing studies.

The study area is as shown in the map below:



The Project includes the following five phases, some of which consist of concurrent sub-phase activities:

- Phase 1: Project Initiation;
- Phases 2A: Existing Conditions and 2B: Scoped Subwatershed and Natural Heritage System Planning;
- Phase 3: Detailed Planning Study;
- Phases 4A: Recommended Land Use Option and 4B: Preferred Land Use Plan; and
- Phases 5A: Draft Secondary Plan, Official Plan and Zoning By-law Amendments and 5B: Final Secondary Plan, Official Plan and Zoning By-law Amendments.

Communication and engagement activity will be interwoven throughout the project Phases. This reflects the Town's and Project Team's commitment to keep people informed and to continuously seek input/feedback throughout the process — and to ensuring transparency.

This project is about helping the Town of Halton Hills to realize its aspirations and to deliver on the promise of the future employment lands. However, the project is not simply about land and land use — it is also about the equally fertile terrain of the human heart and mind, and the Town's collective ability to imagine *what can be*.

Engagement and communication are success imperatives. Properly executed, engagement can help put the Town in a strong position to make wise and enlightened decisions. In fact, we believe that it is our duty to offer meaningful engagement opportunities for the public to provide input — to give voice to their perspectives, issues and ideas. We recognize that an important component of engagement is *communication* — there is an important opportunity for the Town and its consultants to inform, educate, inspire confidence, and maximize consensus and support. Moreover, communication helps inform public debate and helps foster a minimum knowledge base allowing for a reasonable exploration of complex issues. The Town and its team have an important role to play in helping 'equip' people to most effectively participate in an involved and meaningful way.

This document is the Communication and Engagement Strategy for the Project. It has been prepared as a key Phase One Deliverable and reflects Council's commitment to ensuring meaningful public engagement and participation in the initiative. The Strategy encompasses Town direction regarding outreach initiatives and draws on the Project Team's collective experience.

The Communication and Engagement Strategy comprehensively guides stakeholder outreach throughout the Project. The Strategy identifies objectives, key messages, audiences — and the tactics that will be used to create constructive and productive dialogue. Tapping the perspective of a broad range of stakeholders will be key to understanding aspirations and the issues to be addressed — and the potential solutions. The Strategy is a 'roadmap' and a starting point for building trust, building relationships and purposefully outlining the path forward.

The following is an overview of the content of the remainder of this document:

- Communication and engagement goals, principles and positioning for the initiative;
- Key audience identification and 'launch' messaging (including a potential name/tagline for the Project);
- The tactical plan — the range of communication and engagement activities proposed throughout the Project and unique to each Phase;
- Guidance for maximizing communication/engagement effectiveness and coordination;
- The Indigenous community engagement approach; and
- The proposed approach to monitoring and success tracking.

# Goals, Principles and Positioning

## Goals

The following have been identified as the overarching communication and engagement goals for the Project:

- Ensure that residents, business representatives, Indigenous communities and other stakeholders are aware of the importance of the initiative and kept informed and up-to-date about Project components, progress and opportunities for input — and to promote participation in the process.
- Create purposeful, meaningful and strategically appropriate opportunities for engagement in the different project phases.
- Foster an environment that is conducive to substantive dialogue: a respectful, informed and productive discussion of project issues and the future.
- Excite people about the possibility and potential inherent in the Project.
- Inspire confidence in the project process and in the Town's management of it.
- Present a well-integrated and seamless project progression that ensures consistency of word and action, demonstrates positive momentum and minimizes contentious issues.
- Establish and reinforce realistic expectations regarding feasible choices and the manner in which stakeholder input will be considered/acted on.
- Secure local municipal official (Council and staff) understanding and support.
- Generate community support for (or at least acceptance of) the Project outcomes.
- Build social capital through a transparent and responsive process.

Early Project phases will focus on building awareness and understanding of the Project, with a view to sharing the project process and opportunities for involvement. Moreover, the initial outreach will help identify collective aspirations and the vision, key issues, core community features, potential trade-offs/solutions and paths forward.

The following phases will leverage staff, project team and community knowledge/insight to identify Premier Gateway-supportive plans and policies with the potential to deliver on the promise of the employment lands. These will subsequently be tested as part of the interactive and continuous feedback process.

The latter phases will produce draft land use options/plans that will be circulated for feedback and robustly assessed. This will lead to the eventual draft and final Secondary Plan, Official Plan and Zoning By-law Amendments (including meeting the statutory requirements regarding comments and responses).

## **Principles**

The following principles underlie the communication and engagement approach:

- Providing the information required to stimulate discussion and promote meaningful participation — including communication that is clear, concise and timely.
- Ensuring reasonable access for input through both formal and less structured opportunities to participate — that facilitate widespread public involvement and information exchange.
- Reaching out to the broader community — that is, to individuals and groups less typically inclined to participate in municipal consultation processes.
- Giving consideration to all input — assessing ideas and suggestions on their merits while being respectful of all views.
- Being accountable — sharing consultation summaries and scrupulously maintaining records.
- Acting with purpose — being clear about the intended outcome of a consultation opportunity and its linkage to the overall project and decision-making process.
- Promoting a cooperative and productive consultation environment that demonstrates respect for due process, appreciates the legitimacy of different opinions and focuses on ideas.
- Encouraging, not forcing consensus — recognizing the value of dialogue and accepting that everyone may not agree with every decision.
- Protecting the public interest — ensuring that decisions are made in a timely manner and that full consideration is given to balancing scheduling and financial imperatives.

## **Positioning**

In this context, positioning refers to how people should relate to the Project — that is, the residual impressions of and beliefs about the initiative. Ideally, we want to ensure that the project is fairly portrayed as:

- A Town priority — A Halton Hills-directed approach in search of a locally appropriate outcome.
- Methodologically sound — comprehensive, innovative and well-sequenced.
- Engaging and beneficial — both interesting and in the public's interest.
- Open, accessible, participatory and understandable.
- Focused, accountable and traceable.
- Having no predetermined outcome — that there are meaningful opportunities to shape decisions/strategies regarding this employment area.

## Key Audiences and Messaging

### Audiences

Broadly defined, the following key audience clusters have been identified and will be engaged throughout the project process (listed in no particular order):

- Town Council and Staff;
- Advisory Committees of Council;
- Landowners/developers;
- Government Agencies (provincial ministries, neighbouring municipalities, etc.);
- Other agencies (Conservation Authorities, etc.);
- Ratepayers/local residents (including youth);
- Business/employers;
- Indigenous communities;
- Interested groups/associations;
- Halton Region; and
- Media (including online media and influencers).

### Big Ideas and Related Key Messages

The following are the key messages proposed for use at the launch and in the early phases of the Project. They will be updated over time to reflect progress through the phases and evolving circumstances as they emerge.

<b><i>Big Ideas</i></b>	<b><i>Key Messages</i></b>
The Project is valuable	<ul style="list-style-type: none"><li>• The Project is an important initiative that will shape the future of Halton Hills for years to come — it will comprehensively plan for future employment growth in the Town</li><li>• The Project will contribute to the ongoing vibrancy of Halton Hills — reinforcing the Town’s enviable reputation as a great place to live, work and play.</li><li>• Halton Hills is growing responsibly and planning for complete communities — and future employment areas are an important part of this.</li><li>• The policies, plans and guidelines being created today will position the Town well for the future jobs to which we aspire.</li></ul>
The Project process is thorough and multifaceted	<ul style="list-style-type: none"><li>• The project is comprehensive and will be looking at a full range of topics including the environment, transportation and servicing (e.g. water, wastewater) infrastructure, stormwater management, cultural and natural heritage considerations, agriculture, urban design, land</li></ul>

	<p>use compatibility, commercial requirements and fiscal impact analysis.</p> <ul style="list-style-type: none"> <li>• The integrated process — in which the Scoped Subwatershed Study will be fully integrated with the Planning Study — will protect the public interest, the natural environment and quality of life.</li> </ul>
The Project has an imperative to get it right	<ul style="list-style-type: none"> <li>• The Premier Gateway employment lands are highly attractive and planning for them is an important part of the Town's economic development, jobs attraction and revenue growth strategy.</li> <li>• Good policy and good design are essential to the attractiveness and viability of the Premier Gateway employment lands.</li> </ul>
The Project will harness excellence and innovation	<ul style="list-style-type: none"> <li>• In adhering to the established vision for the Premier Gateway lands, the team is open to bold and innovative approaches for realizing the vision — and for finding the right balance between competing demands and perspectives.</li> <li>• Project outcomes will reflect Halton Hills' leadership in creating sustainable and resilient development, and be aligned with the Town's Community Sustainability Strategy.</li> </ul>
The Project wants and needs community involvement	<ul style="list-style-type: none"> <li>• We value your participation, voice and constructive involvement in the Project — you have an important opportunity to share your perspective, insight and ideas.</li> <li>• We are committed to meaningfully engaging residents, the business community, Indigenous communities and other stakeholders in the process — there are many ways in which to be involved and share your views.</li> <li>• Please learn more about the Project and tell us what you think.</li> </ul>

### Potential Project Name/Tagline

Recognizing that the Premier Gateway Employment Lands have already been given a descriptive title, the following Project name/tagline is recommended for the Town's use. The shorter Project name provides for an easier to use and remember 'handle' that can become redolent with meaning over time and can serve as a valuable position reinforcing reference.

### *Recommendation*

**Employ HH:** *Planning for the Premier Gateway 2B Employment Area*

## The Tactical Plan

As noted earlier, this Project has five phases:

- Phase 1: Project Initiation;
- Phases 2A: Existing Conditions and 2B: Scoped Subwatershed and Natural Heritage System Planning;
- Phase 3: Detailed Planning Study;
- Phases 4A: Recommended Land Use Option and 4B: Preferred Land Use Plan; and
- Phases 5A: Draft Secondary Plan, Official Plan and Zoning By-law Amendments and 5B: Final Secondary Plan, Official Plan and Zoning By-law Amendments.

The tactics described below are divided into two sections: the core communication and engagement activities that will be maintained throughout the project; and those that are unique to each Project phase.

### Core Activities

As part of the proactive Community Engagement approach and focus on continuous feedback, core options for learning about the Project, keeping up to date and sharing information with the team will be in place from Project start to completion. These include:

- The opportunity for direct contact with project team members (by phone, email, surface mail, etc.).
- Notifications and regular project updates (e.g. newspaper advertisements at project launch and to promote engagement opportunities; periodic e-newsletters and email notifications to keep people current and informed).
- A project web page hosted on the Town's website — that will feature up-to-date information, serve as a repository for documents/background studies and draft plans, and facilitate online comments and feedback. Website updates will be provided at each stage of the process. Moreover, the web page will be integrated with the Town's 'Let's Talk Halton Hills' engagement tool.
- Proactive social media using Town-approved tools (and as and when deemed appropriate by the Town) to help get in front of issues, provide updates, position the initiative, inform the dialogue and promote engagement events.
- Mailing list creation and maintenance — including regular updates to those on it through e-blasts, surface mailings, etc.
- The formation and regular engagement of a Technical Advisory Committee that will be comprised of Town, Halton Region and agency staff (including Conservation Authority personnel).
- The formation and regular engagement of a Steering Committee that will be comprised of representatives of Council, Town departments, community groups and the landowners.
- Regular meetings with and presentations to Town Council.
- Ongoing Project Team calls, emails and working meetings with the Town Project lead and other staff as appropriate.



Some people are unfamiliar with Ontario’s land use planning system and, consequently, with the framework and intent behind municipal planning studies. However, many want to meaningfully contribute to local initiatives and are eager to learn. Given this, a primary ongoing activity will be to use the tactics noted above and those unique to each phase to create formal and informal opportunities for people to become better informed. The focus will be on both educating people about the issues and planning opportunities/constraints, and getting their value-adding feedback.

### Phase-Specific Activities

The text and tables below describe the communication and engagement-related focuses for each of the Projects phases and the related proposed tactics.

<b>Phase 1: Project Initiation</b>	<b>Communication/Engagement Focuses</b> <ul style="list-style-type: none"> <li>• Get the word out — generate awareness/understanding of and interest in the Project.</li> <li>• Introduce options for Project involvement and information sharing.</li> <li>• Build the Project contact list and foundation for future outreach.</li> </ul>
<b><i>Tactics</i></b>	<b><i>Overview</i></b>
Kick-off Meeting (Completed in May 2020)	Held with the Town’s Project Team, the Technical Advisory Committee (TAC), and various consultant team members. The purpose of the meeting will be to review: <ul style="list-style-type: none"> <li>• The proposed Work Program and potential modifications;</li> <li>• Refinements to the proposed community engagement strategy; and</li> <li>• Administrative procedures necessary for the success of the project including any input required from the Consultant Team to assist the Town with respect to the Project Charter.</li> </ul>
Project Notice to the Public (Timing: July 2020)	The public notice will be posted online, placed in local media and will be mailed to identified stakeholders. It will include core information about the Project and legal/statutory information related to the planning process.
Letter to Indigenous communities (Timing: July 2020)	The letter will include: <ul style="list-style-type: none"> <li>• An introduction to the project and a map of the area affected;</li> <li>• An introduction to the project team;</li> <li>• An introduction to the engagement process that will be followed throughout the project;</li> <li>• An invitation to submit any written comments throughout the study process and/or to attend engagement meetings prior to public sessions as well as the public sessions; and</li> <li>• Notification that they will be receiving a copy of the cultural heritage report.</li> </ul>
Web Presence (Timing: July-August 2020)	In this introductory phase, the website will include: <ul style="list-style-type: none"> <li>• An overview of the project and a map of the study area;</li> <li>• The Project process description and work plan;</li> </ul>

	<ul style="list-style-type: none"> <li>• A list of opportunities for being involved — including Let's Talk Halton Hills;</li> <li>• An overview of upcoming engagement activities in Phase 2;</li> <li>• Background information and documents;</li> <li>• Links to reports and other project communication; and</li> <li>• Key contact information.</li> </ul>
Communication and Engagement Strategy (Timing: July 2020)	[As per this document.]
Council Presentation (Timing: August 2020)	This will cover the project purpose and scope, work plan, communication and engagement strategy, work to date, and so forth.

<b>Phases 2A: Existing Conditions and 2B: Scoped Subwatershed and Natural Heritage System Planning</b>	<b>Communication/Engagement Focuses</b> <ul style="list-style-type: none"> <li>• Opportunities, constraints and issues identification.</li> <li>• Characterization of the natural environment as part of the scoped subwatershed analysis as the basis for establishing sustainable and resilient community design.</li> <li>• Sharing of local understanding and background data/material to inform analysis in multiple technical areas: transportation, heritage, servicing, sustainability, agriculture, supportive commercial needs and land use compatibility.</li> <li>• Relevant provincial, regional, local and conservation authority policies, guidelines and standards.</li> </ul>
<b><i>Tactics</i></b>	<b><i>Overview</i></b>
Pre-Open House Technical Advisory Committee Meeting (Timing: September 2020)	The meeting will focus on presenting and getting feedback on the Background Paper covering various topic areas and relevant policies, guidelines and standards. This will include the opportunity to clarify items and suggest refinements/additions. The updated document will form the basis of the first Public Open House (see below).
Pre-Open House Steering Committee Meeting (Timing: September 2020)	[As above.]

Notice of Public Open House (Timing: October 2020)	The Notice for the meeting will be posted online, mailed or emailed to those on the project list, posted on the Town's website/Let's Talk Halton Hills and included in local media. To complement the formal meeting notice, the session will also be promoted through social media and notices placed in Town facilities (arenas, libraries, etc.).
Public Open House (Timing: November 2020)	<p>This Open House will be conducted in the evening and will focus on:</p> <ul style="list-style-type: none"> <li>• Providing a Project overview and sharing core information about the early work — including key community feedback heard to date;</li> <li>• Explaining the study process and work plan;</li> <li>• Getting feedback on the Background Paper;</li> <li>• Identifying aspirations for the Gateway lands;</li> <li>• Commencing the conversation with the public and landowners on their issues and concerns (including an opportunity to comment on and 'top-up' the list of identified existing conditions); and</li> <li>• Describing next steps and upcoming Project components.</li> </ul> <p>The Open House will include display boards covering the items above (with consultants and staff available to explain material and engage participants one-on-one), and interactive approaches to be determined (for example, a 'graffiti' wall; a visioning space; a priorities identification activity; etc.). There will also be a team presentation followed by a Q&amp;A. In addition, there will be sign-in sheets and individual comment sheets.</p> <p>The Open House will include a pre-session opportunity for focused meetings with the Indigenous communities' representatives.</p>
Additional Input Opportunities (Timing: November/ December 2020)	<p>In addition to the Open House, additional input will be invited through the following vehicles:</p> <ul style="list-style-type: none"> <li>• Social media;</li> <li>• Let's Talk Halton Hills;</li> <li>• A Webpage commenting form; and</li> <li>• Direct comments to the project team (by phone, email, surface mail, etc.).</li> </ul>
Public Consultation Summary Report (Timing: December 2020)	A summary will be prepared covering: the open house overview; presentation outline; Q&A summary; input and feedback received from the various input opportunities; and updated information for use on the website and in social media.
Post-Open House Technical Advisory Committee Meeting (Timing: December 2020)	The meeting will focus on presenting and getting feedback on the comments heard through the public participation process to date. This will include a discussion of implications for the Project as it moves forward.

Post-Open House Steering Committee Meeting (Timing: December 2020)	[As above.]
Council Presentation (Timing: January 2021)	The meeting will focus on presenting the Background Paper, the comments heard through the public participation process to date and a discussion of implications for the Project as it moves forward. This will provide Council with an opportunity to understand the framework for further analysis and investigation as the study proceeds, and to ask any questions of clarification/provide direction.

<b>Phase 3: Detailed Planning Study</b>	<b>Communication/Engagement Focuses</b> <ul style="list-style-type: none"> <li>• Input to and feedback on a series of technical memorandums and reports: Transportation; Built/Cultural Landscape Heritage; Functional Servicing; Agriculture; and Supportive Commercial Needs Assessment.</li> <li>• Initial idea generation in support of land use option development.</li> <li>• Feedback on the draft Urban Design Guidelines table of contents.</li> </ul>
<b><i>Tactics</i></b>	<b><i>Overview</i></b>
Technical Advisory Committee Meeting (Timing: February 2021)	The meeting will focus on presenting and getting feedback on the various technical reports as described above, including the Scoped Subwatershed study draft Phase 1 Background analysis and characterization report. This will include the opportunity to clarify items and suggest refinements/additions. The updated documents will inform the development of the recommended land use option, the selection of the Preferred Land Use Plan, and ultimately, policies for the Secondary Plan. The draft table of contents for the Urban Design Guidelines will also be reviewed and discussed.
Steering Committee Meeting (Timing: February 2021)	[As above.]
Website and Let's Talk Halton (Timing: March 2021)	This will include posting the Detailed Planning Study reports and soliciting feedback on them.
E-Newsletter and E-Blasts (Timing: January-May 2021)	These interim communications will be sent between the September 2020 and June 2021 Public Open Houses and will serve as an important means of keeping people updated on project progress and informing them of what is upcoming.

<b>Phases 4A: Recommended Land Use Option and 4B: Preferred Land Use Plan</b>	<b>Communication/Engagement Focuses</b> <ul style="list-style-type: none"> <li>• Input to and feedback on the Recommended Land Use Option and the Preferred Land Use Plan.</li> <li>• Initial identification of policies and implementation strategies in support of the Preferred Land Use Plan.</li> </ul>
<b><i>Tactics</i></b>	<b><i>Overview</i></b>
Technical Advisory Committee Workshop (Timing: March 2021)	This full-day charrette-style workshop will be used to develop the recommended land use and transportation option for the Secondary Plan Area — and to identify the supporting rationale/merits of the recommended approach. The session format will ensure that the discussion is informed by the relevant background information, the Detailed Planning Phase studies and the work on the natural heritage system and Subwatershed Study.
Steering Committee Meeting (Timing: May 2021)	The meeting will focus on presenting and getting feedback on the recommended land use and transportation option for the Secondary Plan Area — including the supporting rationales and merits. The focus will be on ‘stress testing’ the recommended option in advance of its presentation at the upcoming Public Open House and refining it as appropriate.
Technical Advisory Committee Meeting (Timing: May 2021)	[As above.]
Notice of Public Open House #2 (Timing: May 2021)	The Notice for the Open House will be posted online, mailed or emailed to those on the project list, posted on the Town’s website/Let’s Talk Halton Hills and included in local media. To complement the formal meeting notice, the session will also be promoted through social media and notices placed in Town facilities (arenas, libraries, etc.).
Open House #2 (Timing: June 2021)	<p>The Open House, including a workshop component, will be conducted in the evening and will focus on:</p> <ul style="list-style-type: none"> <li>• Getting feedback on the Recommended Land Use Option;</li> <li>• Identifying any public or landowner issues and concerns;</li> <li>• Identify potential issue mitigation options and potential Land Option refinements; and</li> <li>• Describing next steps and upcoming project components.</li> </ul> <p>The Open House will serve as a Public Information Centre (PIC) for the Master Plan/Class EA process and will include display boards covering the items above (with consultants and staff available to explain material</p>

	<p>and engage participants one-on-one). This session will involve a brief presentation outlining the results of Phases 1, 2 and 3, and of the background and technical analyses which will help the public to understand how the land use option took shape (and an ensuing Q&amp;A). A workshop-style break-out session will follow to allow the participants to review and comment on the proposed option and related scenarios — and to provide their value-adding suggestions for refinements. In addition, there will be sign-in sheets and individual comment sheets.</p> <p>The Open House will include a pre-session opportunity for focused meetings with Indigenous communities' representatives.</p>
Additional Input Opportunities (Timing: June/July 2021)	<p>In addition to the Open House, additional input will be invited through the following vehicles:</p> <ul style="list-style-type: none"> <li>• Social media;</li> <li>• Let's Talk Halton Hills;</li> <li>• A Webpage commenting form; and</li> <li>• Direct comments to the project team (by phone, email, surface mail, etc.).</li> </ul>
Public Consultation Summary Report (Timing: July 2021)	<p>A summary will be prepared covering: the open house overview; presentation outline; Q&amp;A summary; feedback received on the Recommended Land Use Option from the various commenting opportunities; and updated information for use on the website and in social media.</p>
Technical Advisory Committee Workshop (Timing: October 2021)	<p>This workshop will focus on presenting and getting feedback on the Preferred Land Use Plan. It will also identify the supporting rationale/merits of the Preferred approach and address updates to the technical studies. The session format will ensure that the discussion is informed by the work to date, including feedback from the public Open House/Workshop and related commenting opportunities.</p>
Steering Committee Meeting (Timing: October 2021)	<p>(As above)</p>
Council Presentation (Timing: November 2021)	<p>The meeting will focus on presenting and getting feedback on the Preferred Land Use option. This will provide Council with an opportunity to understand the implications for the Project as it moves forward, and to ask any questions of clarification and provide direction to inform the upcoming Secondary Plan, Official Plan and By-law phase of activity.</p>
Scoped Subwatershed TAC meeting (Timing: December 2021)	<p>The meeting will only require a portion of the TAC members as it will focus exclusively on the Scoped Subwatershed Analysis and Management Strategy Report. The report will be presented and an opportunity for questions and discussions will be provided.</p>

<b>Phases 5A: Draft Secondary Plan, Official Plan and Zoning By-law Amendments and 5B: Final Secondary Plan, Official Plan and Zoning By-law Amendments.</b>	<b>Communication/Engagement Focuses</b> <ul style="list-style-type: none"> <li>• Input to and feedback on the draft and final Secondary Plan, Official Plan and Zoning By-law Amendments.</li> <li>• Input to and feedback on the land use compatibility and urban design guidelines/policies.</li> <li>• Feedback on the proposed natural heritage and open space system.</li> <li>• Feedback on the proposed transportation plan and related policies.</li> <li>• Input to and feedback on the proposed phasing plan and implementation strategy.</li> <li>• Feedback on the Phase 3 report of the Scoped Subwatershed Study, addressing the implementation and monitoring program associated with it.</li> <li>• Approval of the above.</li> </ul>
<b><i>Tactics</i></b>	<b><i>Overview</i></b>
Technical Advisory Committee Meeting (Timing: February 2022)	This meeting will focus on presenting and getting value-adding comments on the draft Secondary Plan, Official Plan and Zoning By-law Amendments (and the related component parts). It will feature a presentation on what is being proposed and the supporting rationale for it. The session will invite interactive feedback on potential refinements and enhancements. The focus will be on stress testing the draft documents prior to presentation to Council.
Steering Committee Meeting (Timing: February 2022)	[As above.]
Council Presentation (Timing: March 2022)	The meeting will focus on presenting and getting feedback on the draft Secondary Plan, Official Plan and Zoning By-law Amendments as well as the Urban Design Guidelines. It will feature a presentation on what is being proposed and the supporting rationale for it. This will provide Council with an opportunity to understand the implications of what is being proposed, and to ask any questions of clarification and provide direction.
Open House #3 (Timing: April 2022)	The Open House, including a workshop component, will be conducted in the evening and will focus on: <ul style="list-style-type: none"> <li>• Feedback on and refinements to the Draft Urban Design Guidelines;</li> <li>• Feedback on and refinements to the Draft Secondary Plan, Official Plan and Zoning By-law Amendments (and the related component parts);</li> <li>• Feedback on and refinements to the Draft Implementation Strategy;</li> <li>• Identifying any other public or landowner issues and concerns; and</li> </ul>

	<ul style="list-style-type: none"> <li>Describing next steps and upcoming project components.</li> </ul> <p>The Open House will include display boards covering the items above (with consultants and staff available to explain material and engage participants one-on-one). This session will involve a brief presentation outlining the draft plans and strategies (and an ensuing Q&amp;A). A workshop-style break-out session will follow to allow the participants to review and comment on what is being proposed — and to provide their value-adding suggestions for refinements. In addition, there will be sign-in sheets and individual comment sheets.</p> <p>The Open House will include a pre-session opportunity for focused meetings with the Indigenous communities' representatives.</p>
Additional Input Opportunities (Timing: April/May 2022)	<p>In addition to the Open House, additional feedback on the draft plans and strategies will be invited through the following vehicles:</p> <ul style="list-style-type: none"> <li>Social media;</li> <li>Let's Talk Halton Hills;</li> <li>A Webpage commenting form; and</li> <li>Direct comments to the project team (by phone, email, surface mail, etc.).</li> </ul>
E-Newsletter and E-Blasts (Timing: March-June 2022)	<p>These interim communications will be sent prior to and following the Public Open House and will serve as an important means of keeping people updated on project progress and informing them of what is upcoming.</p>
Public Consultation Summary Report (Timing: May-June 2022)	<p>A summary will be prepared covering: the open house overview; presentation outline; Q&amp;A summary; feedback received on the draft Secondary Plan, Official Plan and Zoning By-law Amendments (and the related component parts) from the various commenting opportunities; and updated information for use on the website and in social media.</p>
Technical Advisory Committee Meeting (Timing: June 2022)	<p>This meeting will include a debrief on the recent round of consultation and a review of feedback received and the implications of the information — and any comments on the Consultation Summary Report that may be forthcoming. It will also present the draft Phase 3 report of the Scoped Subwatershed study to allow for discussion of the proposed implementation and monitoring strategies.</p>
Steering Committee Meeting (Timing: June 2022)	<p>[As above.]</p>
Statutory Public Meeting (Timing: September/October 2022)	<p>This Statutory Meeting will focus on presenting the Secondary Plan and will follow the requirements of the Planning Act. Documents will be made available to the public 20 days in advance of the meeting and the Town's normal procedures will be followed.</p>



Council Meeting (Timing: December 2022)	Following responses to comments from the Statutory meeting described above, the final Secondary Plan and Implementation Strategy (including OP and Zoning By-law amendments, and related urban design guidelines and so forth) will be submitted to Council for adoption.
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### **Protocols and COVID-19**

Please note that all proposed engagement activities will conform to the Town’s Public Engagement Charter. Moreover, pending the operating conditions that may be in play as a result of the COVID-19 pandemic, larger in-person events may be reconceived as virtual/online activities (and/or augmented by other tactics). Changes to the plan will be addressed with the Town as required.

### **Maximizing Effectiveness and Coordination**

The following will help ensure that Town staff and consultant team members work well together to ensure timely, consistent and coordinated communication/engagement activities — and strategic and proactive outreach to the public and others:

- Establish clear lead contacts — the Town and Consultant Project Managers will be the primary points of contact, with other team members to be engaged as appropriate.
- Create a rolling, 180-day forward-looking calendar identifying communication and engagement initiatives — including target dates, specific upcoming meeting dates, roles of various parties, and any non-Project specific Town activities/events that may have a bearing on this initiative.
- Establish an ad hoc core communications and engagement group — consisting of the Town’s Project Manager and communication lead, and the consulting team Project Manager and engagement/facilitation lead — to oversee and coordinate communication and engagement activities. This group will monitor the forward-looking calendar, plan upcoming activities, debrief on past activities and generally ensure a seamless project progression.
- Establish clear approval processes — for example, providing the first draft of materials to Halton Hills staff a minimum of three weeks in advance of their proposed use with the public or other stakeholder groups. The intent is to ensure that the Town has adequate time to review, circulate and comment on materials — and that the consulting team has time to revise them before they are shared with the TAC, SC and other groups.

## Indigenous Group Engagement

To ensure that all applicable Indigenous communities that could potentially be impacted by this project are identified, we understand that Town staff will contact appropriate individuals at the Ontario Ministry of Indigenous Affairs and (at the federal level) Crown-Indigenous Relations and Northern Affairs Canada. Once the Indigenous communities have been identified, a letter will be sent to each community as part of the Project Initiation Task with a view to providing:

- An introduction to the project and a map of the area affected;
- An introduction to the project team;
- An introduction to the engagement process that will be followed throughout the project;
- An invitation to submit any written comments throughout the study process and/or to attend engagement meetings prior to public sessions as well as the public sessions; and
- Notification that they will be receiving a copy of the cultural heritage report.

We understand that Halton Hills planning authorities will have primary responsibility for engaging Indigenous communities. This is consistent with Indigenous requests for ‘government to government’ engagement approaches. Notwithstanding the emphasis on planning authorities serving as the leads in Indigenous outreach and engagement, our team is prepared to support and assist the Town in its efforts. Many of our team members have directly applicable knowledge to contribute. Our team understands the critical importance of:

- Never referencing Indigenous or Métis groups as ‘stakeholders’ — nor treating them as simply one of a variety of groups that are to be engaged;
- Being very careful about using the term ‘consultation’ in the context of outreach and engagement activity;
- Understanding that Indigenous and Métis groups are not homogeneous — they have specific issues and challenges that can vary by community;
- Understanding that issues with a tangential relationship to a project cannot be dismissed as ‘out of scope’ — they need to be given voice, listened to and seriously considered;
- Understanding the social justice, reconciliation and economic development-related components of the issues;
- Being flexible in engagement approaches, meeting agendas and facilitation-styles;
- Building-in opportunities for ceremonial and/or traditional meeting components; and
- Always being respectful, courteous and appreciative of all input including Traditional Knowledge.

The results of the Indigenous consultation process will be compiled into a memorandum that will form part of the basis for the background to the Secondary Plan.

## Monitoring and Success Tracking

The success of community engagement efforts will be assessed by conducting regular reviews against the communication and outreach-related objectives as outlined earlier in this document. The following is a brief overview of the proposed approach for doing this.

The project consultant team will undertake the following in order to monitor the success of the Community Engagement Strategy:

- Tracking the number of participants who attend consultation events, contribute to meetings, provide formal comments, and participate in the various consultation activities; and
- Gauging the overall level of support for the initiative outcome.

Should there be the interest and inclination, Town staff can:

- Track statistics associated with the website, Let's Talk Halton Hills and social media; and
- Conduct brief surveys and provide response forms at events and online to:
  - Assess how participants feel about being involved in the project process;
  - Determine which components of the engagement process participants feel are most effective, useful, informative or productive; and
  - Gauge the degree to which activities helped people to develop a better understanding of the Project and the issues being discussed/presented.

Monitoring will also entail the collective team's reflections on consultation tools and activities. Following each phase of the study, we will consider the following as they relate to community engagement:

- Did we meet our engagement objectives?
- What worked well?
- What could have been done better?
- What changes might we implement to improve the process going forward?

We will report on our monitoring efforts by providing briefings to the Technical Advisory Committee, Steering Committee and to Council at the end of each of the project phases. This will include an overview of such things as:

- The engagement events/activities;
- The information/feedback obtained from participants and how the feedback was incorporated into the Project work/process;
- How future engagement methods might be modified to ensure better participation and feedback; and
- How the consultation strategy will be updated for upcoming project phases — including priority focuses, updated tactics and related timelines.