

APPENDIX “ D ”

to

REPORT PLAN2020-003

FILE NO: 2019 Rural Zoning By-law Consolidation

wsp

City of Kawartha Lakes Rural Zoning By-law Review

COMMUNITY AND STAKEHOLDER CONSULTATION STRATEGY



October 2019
For Internal Use Only

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1.0 Introduction

1.1 Purpose of the Strategy

The purpose of this Community and Stakeholder Consultation Strategy (the “Strategy”) is to build upon the work program as detailed in WSP’s proposal to undertake the City of Kawartha Lakes Rural Zoning By-law Review (the “Project”) and clearly outline the agreed upon principles, methods, and protocols to be employed to consult with City Staff, Council, agencies, stakeholders, and the community. This Strategy is intended to be an internal roadmap for the City and WSP, who together form the Project Team. As the Project progresses through 2021, it is anticipated that the Communications and Consultation Strategy will evolve to meet the needs of the Project and community.

1.2 Outline of the Strategy

This Strategy addresses the following matters:

Section 2.0 | Consultation Principles – key consultation principles to guide consultation activities

Section 3.0 | Project Contacts, Roles, and Communications Protocols – identification of Project Team contacts, the Task Force and Technical Advisory Committee, and communication protocols

Section 4.0 | Meetings and Events – a breakdown of the meetings and events scheduled throughout the Project

Section 5.0 | Online Consultation Strategy – how online consultation tools will be leveraged for this Project

Section 6.0 | Contact Lists – responsibilities for maintaining the contact list

Section 7.0 | Comments Matrix and Consultation Summaries – how the comments matrix and consultation summaries will be used and maintained throughout the Project

Section 8.0 | Accessibility, Format, and Other Considerations – ensuring that Project deliverables are consistent with accessibility legislation and any City communications protocols

2.0 Consultation Principles

2.1 Principles

The following principles will be used to help guide the implementation of this Strategy throughout this Project:

- To be accessible and to engage the broadest range of people that will have an interest in this Project by using a variety of consultation methods that meet community needs;
- To maintain a transparent and collaborative process wherein comments, input and information received from the community is clearly traced to outcomes / responses;
- To ensure that technical information is communicated in a manner that participants will understand;
- To obtain representative input from City residents, including various demographics, interest groups (e.g., property owners and renters) and geographies;
- To inform the public about key Project milestones and opportunities to get involved;
- To be inclusive and respectful towards the local community's needs and values;
- To best utilize digital engagement opportunities and to be innovative in the way that information is provided and the way that the community can interact with it;
- To recognize local businesses, property owners and stakeholders;
- To establish open lines for communication that are met with a timely response; and,
- To encourage collaboration among the community to develop a comprehensive Rural Zoning By-law that represents the City's geography and demographics.

2.2 Measuring Success

As the Project progresses, it will be imperative to measure and report on the success of the various consultation and communication tools outlined in this Strategy. Some of the key potential metrics for measuring success include:

- Monitoring the number of visits to the website and unique clicks on certain elements of the webpage;
- Aggregating social media statistics;
- Tracking the number of meeting and Public Open House attendees; and,
- Logging the number of comments received from various sources (i.e., at events vs. online).

From our experience, the need to adapt the in-person consultation program may arise as the Project progresses to meet the needs of the community and ensure consultation is contributing to the guiding principles of this Strategy. At this time, it is difficult to establish specific objectives and targets; this will be considered as the Project moves forward.

3.0 Project Contacts, Roles, and Communications Protocols

To undertake a successful consultation program, the roles and responsibilities of the Project Team and key stakeholders involved need to be clearly defined. The following sections outline the expectations of the Project Team – comprised of the Study Team (WSP) and City staff, and selected key stakeholders.

3.1 Project Team Contacts and Responsibilities

Study Team

The Study Team will be led by WSP's Project Manager, Bobby Gauthier. Bobby will serve as the primary point of contact and Gregory Bender, the team's Strategic Advisor and Quality Reviewer, will be the secondary contact during Bobby's absence. Matthew Rodrigues may also be alternatively contacted. Written communication should be sent to Bobby Gauthier and Matthew Rodrigues should be copied on all correspondence.

WSP will be responsible for the following communications and consultation tasks in the Project:

- Preparing content for public events/meetings and notices (submitted to City staff a minimum of two weeks in advance of each meeting or advertising deadline);
- Providing webpage content;
- Agendas, material preparation and facilitation of meetings with City Staff, the Technical Advisory Committee;
- Input into agendas for meetings with the Task Force and other meeting materials as may be necessary;
- Meeting minutes (prepared within two weeks of each meeting with City Staff or the Technical Advisory Committee);
- Leading public events/meetings;
- Maintenance of the Comment Matrix (as detailed in Section 7.0 of this Strategy);
- Input into the Project contact list;
- Minutes/summary documents of all comments received; and,
- Presentations to City Council/Committees.

City Staff

The Project Leads at the City of Kawartha Lakes will be Richard Holy and Janet Wong. With respect to this Strategy, Ashley Locke will serve as the primary contact related to web content and social media, and will be copied on relevant communications and consultation-related emails.

The City of Kawartha Lakes will be responsible for the following communications and consultation tasks in relation to the Project:

- Day-to-day liaison between the WSP, City staff, and the Technical Advisory Committee and Task Force;
- Providing daily customer service and responding to public inquiries (and forwarding to WSP for integration in the comment matrix, as appropriate);
- Preparation of the Task Force agendas/minutes (with input from WSP);
- Receiving comments from the public, and circulation of comments to WSP;
- Advertising and circulating/reviewing notices for public meetings;
- Maintaining contact list (as detailed in Section 6.0);
- Reviewing materials produced by WSP;
- Maintaining the City's webpage;
- Reserving and coordination of venues for all events/meetings; and,
- Attendance and participation at public meetings.

3.2 Task Force and Technical Advisory Committee

Task Force

The Rural Zoning By-law Task Force is a volunteer steering committee established to provide advice and recommendations to Council and the Project Team to inform the creation of the new Rural Zoning By-law.

The responsibilities of the Task Force, as detailed in the City's Task Force Terms of Reference, generally encompass the following:

- To make recommendations to City staff and Council;
- To identify issues and review/discuss report findings;
- To review and comment on the Draft Rural Zoning By-law;
- To provide advice on the public consultation process; and,
- To review and comment on the Final Rural Zoning By-law prior to the statutory public open house and meeting.

Meetings will be held, as outlined in Section 4.1 of this Strategy, throughout the Project on a day and time as determined by the Task Force or at the call of the Chair. City staff will be responsible for liaising with the Task Force once a date and time for meetings has been determined in

conjunction with WSP. It is expected that Task Force meeting agendas and minutes will be prepared and circulated by the City as public documents, with input from WSP regarding the topics/outcomes of the meeting. The Recording Secretary shall ensure that all Task Force agendas and minutes are posted to the City website.

WSP will send Project deliverables (e.g., draft reports, draft Rural Zoning By-law) to the City for circulation to the Task Force two weeks ahead of meetings. It is expected that members of the Task Force will have reviewed/are able to provide comments and input on the applicable documents at the meetings. With respect to public consultation, the Project Team will welcome insight from the Task Force on events to attend and stakeholders to engage with.

Technical Advisory Committee (TAC)

A Technical Advisory Committee comprised of City staff and external agencies will be formed as a resource to the Project. This will include representation from other City departments and agencies including, for example, the conservation authority and other stakeholders. The City will be responsible for liaising with the TAC, whose main role is to provide technical advice and review of materials produced through the process. Meetings will be held, as outlined in Section 4.1 of this Strategy, throughout the Project on a day and time as determined by City staff in conjunction with WSP. WSP will send Project deliverables (e.g., draft reports, draft Rural Zoning By-law) to the City for circulation to the TAC two weeks ahead of meetings. TAC comments and/or markups on Project deliverables should be forwarded to WSP.

3.3 Media Communications Protocol

All media inquiries will be directed to the City's Communications, Advertising and Marketing team. WSP will not speak directly to any member of the media regarding this Project without receiving prior approval from the City. Should City Staff wish to receive input from WSP regarding a media request, the necessary content will be provided for the City to respond.

3.4 Indigenous Engagement

We will work with the City in conducting outreach to Indigenous communities with interest in the Project. A list of potentially interested Indigenous communities will be developed in consultation with the City. As noted in the RFP, the City may also seek to include Indigenous community representative(s) on the Technical Advisory Committee. Project notices and invitations to open houses will be circulated to these communities to invite them to participate. WSP is also amenable to discussing with Indigenous communities as to how they would like to be engaged through the Project or have specific input and feedback.

4.0 Meetings and Events

The following section provides an overview of the procedures and protocols for all meetings and events, as well as the respective objectives for each type of event/meeting.

4.1 Schedule

Overall, this Project is scheduled to be completed in Fall 2021. It is intended that the Project timeline will be updated on an on-going basis as the Project progresses. This section offers a brief overview of the Project's engagement and event timeline within each stage:

4.1.1 Stage 1 – Review and Analysis

Engagement Objectives: Outreach and Awareness Building and Identification of Issues

- Two Task Force Meetings
- Two TAC Meetings
- Series of Public Open Houses (*Fall 2019*)
- Establish website (and update to post materials and advertise events)
- One Council and/or Planning Advisory Committee Meeting (*Winter 2020*)

4.1.2 Stage 2 – Preparation of Summary Report and Draft Rural Zoning By-law

Engagement Objectives: Continued Exploration of Issues, Ongoing Awareness Building, Feedback on the Draft Rural Zoning By-law

- Three Task Force Meetings
- Two TAC Meetings
- Update website to integrate the Draft Zoning By-law, and other ongoing updates
- Potential Issue-Specific Public/Stakeholder Workshops (*Spring 2020*)
- Series of Public Open Houses (*Late Summer/Early Fall 2020*)
- One Council and/or Planning Advisory Committee Meeting (*Winter 2021*)

4.1.3 Stage 3 – Rural By-law Refinement and Final Adoption

Engagement Objectives: Feedback on the Final Draft Rural Zoning By-law, Resolve Outstanding Issues

- One Task Force Meeting
- One TAC Meeting
- Update website to integrate the Final Draft Zoning By-law and other ongoing updates
- Statutory Public Open House (Potentially a Series of Open Houses) (*Spring 2021*)

- Statutory Public Meeting (*Fall 2021*)
- Council Meeting (*Fall 2021*)

4.2 Schedule Flexibility

The schedule outlined in Section 4.1 is a baseline schedule based on WSP's proposal and discussions with City staff and the Task Force. Throughout the Project, there should be a certain degree of flexibility with respect to the timing of events and allocation of Project resources. There may be a need to capitalize on opportunities (e.g., attending community events) to best capture the needs of the community and stakeholders. To that end, WSP will continue to engage City staff and the Task Force to ensure the consultation program remains relevant and of value throughout the Project.

4.3 Events

4.3.1 Statutory Meetings

Statutory Public Open House

Once the Third Draft Rural Zoning By-law has been prepared, the required Statutory Public Open House will be held in accordance with the statutory requirements of Section 34(12)(b) of the *Planning Act*. Following this event, WSP will summarize public input for inclusion in a future registry of public comments to accompany the final adoption by Council.

Notice for the Public Open House will occur through formal notices prepared by WSP and sent out by the City (e.g., property tax insert), the local newspaper and online through the City's webpage, in accordance with *Planning Act* regulations. Notices will include Project Team contact information. Further advertising can occur with social media, highway signs, and word of mouth from City Staff, Council and members of the Task Force. To that end, Ashley Locke from the City will be engaged throughout the event planning process, as she is aware of other events across the City and advertising/publishing protocols within the City. All associated costs for the printing and advertising of public notices and publication in the local paper or other media (e.g., highway signs) will be paid for by the City.

WSP has a standard internal process and checklist for the preparation of all standard meeting materials (e.g., name tags and sign-in sheets, easels, stationary). WSP will work with City staff to confirm the amenities of the facility ahead of the consultation event. A memo or list of materials and logistics will be developed in conjunction with each event or cluster of events.

The Public Open House will have clear sign-in areas to collect the information of those members of the public in attendance. Informative display boards which describe the Project's purpose, background, and schedule will be exhibited. Meeting attendees can review project material

(boards, graphics, document summaries, etc.) at their own pace, ask questions, and discuss issues with the Project Team. This format is a particularly effective way of introducing the Project and Study Team as well as allowing individuals “face-to-face” time with the entire Project Team. Interactive materials to gain public feedback will also be incorporated. A formal presentation – subject to further discussion, can be prepared by WSP, which would include an open question and answer or discussion period.

Statutory Public Meeting

At the Statutory Public Meeting, a formal presentation will be made which will include an overview of the process and consultation work, and a presentation of the Final Rural Zoning By-law before the Planning Advisory Committee / City Council. It is anticipated that WSP will deliver the presentation with support from City Staff. WSP will prepare the Notice for the Statutory Public Meeting, in accordance with the considerations discussed above.

4.3.2 Non-Statutory Meetings

Task Force Meetings

Task Force meetings will be held throughout the duration of the Project at key milestones (e.g., following completion of the Draft Discussion Paper and Summary Report, the release of all draft iterations of the Rural Zoning By-law, and ahead of the Statutory Public Open House). Task Force meetings across key Project milestones will provide important insight to the Project Team into the types of issues and considerations to be addressed in advancing the Project. The City, in conjunction with WSP, will be responsible for preparing formal meeting agendas and minutes, and scheduling meetings. It is anticipated that the Task Force will provide advice to the Project Team on the consultation process and review the results of the public consultation program.

Technical Advisory Committee (TAC) Meetings

Technical Advisory Committee (TAC) meetings will be held throughout the Project (e.g., following completion of the Draft Discussion Paper and Summary Report, and the First and Third Draft Rural Zoning By-law) to receive comments on deliverables and/or technical input into the Project. Meeting with the TAC at these key Project milestones will allow the Project Team to advance to future stages of work with broader support. Meeting dates and times will be determined by the Project Team, in accordance with the Project schedule.

Meetings with Council or Planning Advisory Committee

The Project Team will attend two Council or Planning Advisory Committee meetings (not including the Statutory meetings above or Council adoption) to seek on-going input for the Project. Meeting dates and times will be coordinated between the Project Team and the Clerk’s department, in accordance with the Project schedule.

The intent of the meeting at the end of Stage 1 is to present the Final Discussion Paper and seek input/support to proceed with Stage 2, which involves preparing the First Draft Rural Zoning By-law. The intent of the meeting at the end of Stage 2 is to seek input/support for the Second Draft Rural Zoning By-law and provide an overall Project update to Council/Planning Advisory Committee. WSP will prepare a presentation for each of these meetings. WSP and the City will need to confirm the specifics logistics of Council/Planning Advisory Committee presentations as the process moves forward.

Public Open Houses

Public Open Houses will be held in Stages 1 and 2 to engage the community and stakeholders at various Project touchpoints. These Open Houses are anticipated to follow a similar format to the Statutory Public Open House, as outlined in Section 5.3.1. In preparing for these open houses, WSP will consider the type of input sought at that stage of the Project and will adapt the materials to ensure they are relevant and meaningful. Interactive materials, such as comment boards or selecting between options, may be used to seek more detailed input.

Materials prepared for the Public Open Houses will make use of pictures, diagrams and infographics, where possible, to communicate complex or technical concepts.

It is anticipated that four Public Open Houses will be held per series (as listed in Section 4.1) – two in the northern area and two in the southern area of the City. These open houses should be held in localized facilities throughout the City (e.g., local community centres, churches, Legions) to attract the broadest audience as determined by City Staff. City Staff will be responsible for the selection, reservation and payment for accessible meeting venues. WSP had originally proposed and budgeted for three Public Open Houses per series, therefore the inclusion of a fourth Public Open House will be subject to budget approval as detailed in WSP's Budget and Fees Memo dated July 12, 2019.

Public Workshops

WSP proposes to host up to four issue-specific public workshops in Stage 2. These workshops would be intended to foster meaningful discussion with participants and seek input on how to address specific issue(s) (e.g., waterfront protection, on-farm diversified uses). The topic(s) of the workshops will be determined as the Project progresses. WSP will facilitate a roundtable-style session, which will be interactive and applied, where possible. WSP will prepare the requisite materials for this workshop based on the yet-to-be determined objective and ensure they are adequately staffed. The workshops will be subject to budget approval, as they were not part of WSP's original project scope.

Stakeholder Meetings

Throughout the Project, the need may arise for WSP to attend meetings with various stakeholders. Setting aside this time to meet with agencies, key landowners, consultants, developers, resident groups, or any individual or group with detailed questions engages these constituencies personally. These meetings would be an open venue for detailed conversations which would not be practical or suitable for public open houses. It is preferable that these meetings be held in conjunction with (before or after) previously scheduled meetings, in an effort to consolidate trips. Comments will be recorded and incorporated into the comment matrix.

Community Events

At the initiation meeting held in July 2019, it was noted that there may be opportunities for the Project Team to attend events in the community, such as:

- the Kinmount Fair (*Summer 2020*)
- the Kawartha Farmfest (*Fall 2020*)
- Local Farmers' Markets (*Summer/Fall 2020*)

Typically, WSP is able to employ the use of a pop-up booth at these community events where attendees can stop by in a casual setting to learn about the Project and share their thoughts. A simple postcard or flyer could be distributed to answer key questions about the Project and direct readers to the webpage for further information. This consultation technique would be best suited in Stage 2 (late summer/early fall 2020) to coincide with the release of the First/Second Draft Rural Zoning By-law. As this activity has not been previously budgeted for, the Project Team may need to be flexible in the types of events held in 2020 (e.g., repurposing a workshop or Public Open House).

5.0 Online Consultation Strategy

5.1 Project Website

The City is hosting a dedicated Project webpage on its website:
<https://www.kawarthalakes.ca/en/business-growth/zoning-bylaw-project.aspx>

This will be the primary landing page for the public and stakeholders seeking Project information and updates. WSP will host a separate dedicated webpage, which will be linked on the City's webpage. Engagement materials and publications, such a brochures or postcards, will direct readers to the City's webpage. It is anticipated that the City will update the website to share Public Open House/meeting advertisements and post Project information at key milestones (e.g., ahead of and following a series of community engagement events; when draft deliverables are released). WSP will provide website text to the City at key Project milestones.

The following outlines the roles and high-level content of each webpage:

City of Kawartha Lakes' Webpage	WSP's Webpage
<ul style="list-style-type: none">– Project background/information– Project timeline– Frequently Asked Questions (FAQs)– Project status (updates)– Public notices– Staff reports– Link to WSP's webpage	<ul style="list-style-type: none">– Interactive mapping and commenting tool– Draft and final documents (e.g., technical reports, consultation display boards, presentations, zoning by-law)

5.2 Online Engagement Tools

WSP will create and host a project website with a custom domain name. It will include an interactive mapping tool and commenting ability tied to individual properties across the City of Kawartha Lakes (i.e., geo-referenced), as well as access to traditional comment inputs. WSP technical staff will be required to update and monitor the website on an on-going basis (i.e., each time a major deliverable is completed), ensure content is up-to-date, and monitor comments for inclusion in the comment matrix. WSP will not upload documents or materials without approval from the City. This website will be launched alongside the public release of the Discussion Paper.

A critical component of the webpage will be to track visitor statistics. These statistics will inform the level of website use, but they will also provide valuable statistics for reporting on unique touch-points across the community.

5.3 Social Media

The Project Team will leverage the use of the City's existing social media channels, including Facebook and Twitter. Social media will be used to provide information about key Project milestones and upcoming public/engagement events. City staff will monitor and prepare social media content, with content provided by WSP, as needed.

The City's Twitter account (@kawarthalakes) has just over 9,000 followers and the City's Facebook page has 8,900 likes and 9,600 followers. It is recommended that the existing accounts be used to promote the Project and to leverage the existing audience already interested in the City's events.

Although posts will be up to the discretion of City staff, Project-specific social media posts should include the following elements:

- Use of one or more photographs or graphics rather than just the use of text;
- A defined hashtag, such as “#ZoneKawarthaLakes” (which can be used to aggregate all social media posts related to the Project)
- Links to the Project website;
- Use of simple phrasing.

Sample Tweet:

The City's Rural Zoning By-laws regulate the use of land and buildings. We're hosting open houses across the City so you can learn more and share your thoughts on the review of the Rural Zoning By-laws. Find out where and when: <https://bit.ly/2JWzvlW> #ZoneKawarthaLakes

6.0 Contact Lists

A contact list of interested participants and stakeholders will be maintained throughout the duration of the Project to document all requested additions to the circulation list. Emails will be circulated to the contact list at key Project milestones (e.g., release of the First Draft Rural Zoning By-law) and to notify of upcoming meetings and engagement events. Note that emails will need to be compliant with Canada's Anti-Spam Legislation.

This contact list will be maintained by City Staff. WSP will prepare tabulated summaries of all contact information received at public events (i.e., via the sign-in sheet) and will share with the City for inclusion in the master contact list.

7.0 Comments Matrix and Consultation Summaries

7.1 Comment Matrix

WSP will maintain a comment matrix (**Figure 1**) throughout the Project to track all issues and responses received from community members and stakeholders. Any comments received by WSP from stakeholders and the public will be logged in the comment matrix. Any comments received by the City from stakeholders and the public will be forwarded to WSP for inclusion in the comment matrix. WSP will update the comment matrix alongside major Project updates (e.g., First and Second Draft, and Final versions) with responses to inform a transparent process.

Comments which are received and require immediate follow-up will be addressed by the City, with input provided by WSP, as required. WSP will not respond directly to public or stakeholder comments without prior approval from the City.

A template spreadsheet for this comment matrix has been prepared to accompany this Strategy. Comments can be organized into different Project phases or by different subjects, as needed.

[illegible]

Figure 1 - Comment matrix template

7.2 Consultation Summaries

There will be several opportunities to summarize the outcomes of consultation activities – including comments and input received, through meeting minutes, the Discussion Paper (Stage 1 input) and the Summary Report (Stage 2 input), as well as staff reports prepared by the City.

8.0 Accessibility, Format, and Other Considerations

8.1 AODA

As the Project Team will be interacting directly with the public, the Project Team will ensure that all materials prepared for public consumption, such as presentation materials, visuals, and webpage content will meet *Accessibility for Ontarians with Disabilities Act* (AODA) requirements, where applicable. This includes, but is not limited to providing alternative text formats, adaptable content, and accessible website navigation.

WSP will ensure that documents conform to the City's Accessibility Guidelines and that meetings/events are facilitated in accordance with the Accessible Meetings Checklist. WSP will also ensure that any materials for web publication on the City's is compliant with AODA accessibility requirements, including running the Microsoft Office Accessibility Checker.

Every effort should be made by City staff to book venues for public meetings and events that are accessible (e.g. wide aisle widths, unobstructed entries) and adhere to the City's Accessible Meetings Checklist.

8.2 Format

A key objective of the Rural Zoning By-law Review is to craft a Rural Zoning By-law that is accessible by all members of the public (e.g., uses graphics to depict technical terms, organizes permitted uses into tables and matrices etc.). WSP will ensure that deliverables and public-facing documents achieve this objective and will coordinate with the City's communications and marketing protocols to ensure that materials are consistent with these expectations.