Town of Huntsville

Community Planning Permit System

Community Engagement Strategy DRAFT

Updated: October 8, 2020

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1 Background

In 2019, the Town of Huntsville updated its Official Plan (OP), which provides the policy basis to guide future development of the Town. The OP is used to express the goals and objectives of the community, identify significant natural features and guide physical development and redevelopment. In accordance with Section 26 (9) of the Planning Act, the Town is required to review and amend the Comprehensive Zoning Bylaw to ensure that it conforms to the updated Official Plan.

To achieve this, the Town is undertaking the creation of a new Community Planning Permit (CPP) by-law. The CPP by-law will replace the existing Town of Huntsville Zoning By-law, will apply to all lands within the Town and will implement the policies of the Town's Official Plan. The Community Planning Permit System (CPPS) is a tool available to municipalities in Ontario that combines the zoning, minor variance and site plan control processes, requires a CPP by-law that identifies development rules and requirements and enables the municipality to provide greater direction regarding aspects of development that are typically outside of zoning, such as site alteration, grading, tree removal, vegetation, protection of natural features, shoreline controls, and limiting development within the floodplain and within areas containing natural hazards. It will provide an alternative to the traditional planning approval process while enabling greater efficiencies within the process.

Critical to the successful application of the CPPS in Huntsville will be the ability to effectively engage with the public and stakeholders. Typically, the current planning system sets rules for development that determine how decisions are made, and they are addressed on a case-by-case basis centered on public consultation. In contrast, the CPPS relies on upfront public consultation and comprehensive stakeholder engagement to help define how development approval in Huntsville will occur. One of the benefits that emerges from this is that it offers a streamlined, cost-efficient development approval process. This is possible because the community's vision is clearly articulated at the outset of the process to guide development decision making and inform Staff and Council when they are exercising their approval authority. Since public consultation is focused on the development of the CPPS, it is crucial that there is a comprehensive engagement plan in place to ensure that the public and stakeholders are appropriately engaged with as the new by-law is being created. This Community Engagement Strategy lays out the foundation and plan that will guide the engagement process for this project.

2 Stakeholders

The following table lists relevant groups, organizations and individuals who have been identified as key stakeholders for this project. The Dillon team will reach out to internal and external stakeholders or interest group representatives to notify them of the project, and to invite selected stakeholders to join the Stakeholder Advisory Group (SAG).

Stakeholder Group/ Organization	Geographic Frame of Reference
District of Muskoka Community and Planning Services	District-wide
Development Services	Town-wide
Operations and Protective Services	Town-wide
Fire Services	Town-wide
Parks	Town-wide
Finance	Town-wide
Buck Lake Ilfracombe Association	Lake community
Chub Lake Property Owners' Association	Lake community
Fairy Lake Association	Lake community
Fox Lake Association	Lake community
Harp Lake Community Association	Lake community
Hidden Valley Community Association	Lake community

Lake of Bays Association	Lake community
Lake Vernon Association	Lake community
Lake Waseosa Ratepayers' Association	Lake community
Mary Lake Association	Lake community
Menominee Lake Association	Lake community
Otter Lake Association	Lake community
Peninsula Lake Association	Lake community
Penfold Lake Association	Lake community
Skeleton Lake Cottagers Association	Cottage community
Springsyde Cottagers Association	Cottage community
Downtown Huntsville BIA	Downtown
Huntsville Chambers of Commerce	Town-wide
Rotary Club of Huntsville	Town-wide
Muskoka Design Group	District-wide
Planscape	Town-wide
Other Local Planning Consultants	Town-wide
MTO	External
MNRF	External
MECP	External

Transportation Canada	External
DFO	External
Utilities	Town-wide
School Board	Town-wide
TBD	

3 Key Engagement Risks

There are several risk factors that could impact the success of the engagement process. Being prepared for these potential risks and devising proactive strategies for mitigation allows for the Town and consulting team to be prepared to address them if and when they arise. Through a dialogue-focused, responsive, and empathic approach, risks and other challenges can become opportunities for improving relationships with the public and stakeholders, engendering trust and mutual respect, and ultimately fostering greater participation in the process and support for the objectives of the Project.

Most risks to successful engagement arise when there is limited access to clear communication about the project from an early stage, including the project purpose and its objectives/intended outcomes. Early, timely, relevant, and legible communication on these elements will aid in mitigating these risks throughout the process. Continuously 'checking in' to confirm that the public and stakeholders feel informed and have access to equitable opportunities for engagement is part of the approach to support transparency, obtain meaningful feedback, and avoid misinformation or distrust in the process.

When a project is complex, there can be confusion about what sort of feedback is being sought, what it will be used for, and why it matters, which in itself can lead to apathy or disinterest. Providing plain language, accessible and interesting information at each stage of the process as well as posing clear questions to the public to help identify the feedback that is most valuable at any given point will help reduce this risk. Making the connection for residents as to what the CPPS is and why/how it can impact their lives can combat disinterest and lack of participation.

Conflicting Priorities / Opposing Values: A CPP by-law will affect most people, and stakeholders may have competing desires for the future of the Town. Showing how the various priorities have been considered and how the process has listened to all these viewpoints is important, as well

as creating safe spaces to facilitate an open dialogue so that those with opposing values can have meaningful conversations about solutions. The Strategy will also provide opportunities for stakeholders to tell us what is working and what may not be working well, and provide them with an opportunity to have input on their preferred form of consultation

It is common for participants to use municipal engagement as a platform to express concerns about Town operations in general, and so deliberate facilitation at events is essential to ensuring feedback is focused and productive. Strong stage-setting may also be required so that event attendees understand the goals and scope of engagement.

Finally, a reliable feedback loop following events will demonstrate how participants' feedback is being applied (what we heard, how it was used).

General Suspicion: It is common for public consultation to be viewed as a token exercise that does not actually 'listen' to feedback, and is only undertaken as a necessary part of municipal planning. This stems from a belief that the outcomes of the process are a foregone conclusion and that decisions have already been taken, perhaps with particular interest groups being offered preferential treatment. Faith in the process and trust that feedback will be genuinely considered are often lacking. In order to mitigate risks associated with suspicion around municipal processes and decisions, the engagement process must be as transparent, inclusive and responsive as possible. The Town will be transparent about how this project serves the needs of the community, and commit to sharing project findings following each round of engagement in a timely manner.

Perception of or Actual Alienation or Discrimination: Given the diversity and geography across the Town, there is potential that certain neighbourhoods or groups may feel excluded from the process, believing that the decisions being made do not consider their needs and are possibly aimed at serving specific interest groups. Others may feel the engagement process is inaccessible due to the design of events or materials. Creating a range of communication channels that align with Accessibility for Ontarians with Disabilities Act (AODA) standards and providing opportunities for participation from those with mobility, language, socio-economic or other barriers will be important to providing equity of access to the process, encouraging more balanced participation.

COVID-19: With the uncertainties associated with COVID-19 and the changing safety concerns and regulations, it may result in necessary changes to the Engagement Strategy, or unpredictable situations. To address this, this Engagement Strategy is intended to be flexible so that alternative approaches can be used to achieve the same engagement results. A variety of methods and avenues for public and stakeholder engagement is offered so that many options are available for collecting feedback, and there will be consistent ways that the community can access information and provide their input.

Timelines: There may be the concern from residents that the CPP by-law development process is moving too fast, given the quick timelines and proposed schedule. To address this concern, the messaging to the community will need to clearly justify the pace of the project. This will include 2 key messages:

- The Official Plan was recently reviewed and updated in March 2019, and this CPP by-law project is needed to implement the policy changes. In addition, there are legislative timelines associated with the need to update regulations after the approval of an official plan update that the Town must adhere to.
- The CPPS will give the Town the opportunity to address policy implementation gaps relating to control of site alteration and tree removal which need immediate solutions.

4 Community Engagement Objectives

The following overall objectives will direct the engagement process throughout the development of the CPP By-law. More specific engagement objectives for each stage of the decision making process are included in **Section 7**.

★ **Increase awareness** of what the CPPS is and how it fits within the town's long range planning objectives. Effectively communicate technical matters.

★ Being forthright that education (and increased awareness) is part of the Engagement Strategy**,** so that **informed engagement** is achieved.

★ Ensure engagement is **inclusive** of diverse stakeholder groups and the geography of Huntsville. No matter where you are in the Town, you will have an opportunity to participate in the engagement process in an accessible way.

★ Provide **ample opportunity for public engagement** as early as possible, given the uniqueness of the project and recognizing that there are fewer opportunities to engage going forward (appeal rights).

★ Provide multiple touch points for **two-way conversations** with the community.

★ **Early and timely** communication that is in a **clear** and **accessible** format.

★ Communication methods and tactics that ensure a **wide cross-section** of the community is accessed.

★ **Transparency** through open public engagement, decision-making processes and outcomes.

★ Consideration of public **comments and concerns are reflected** in the project outcomes. We want to ensure that the public understands that the feedback they provided was valuable and was used to help develop the CPP bylaw.

★ **Be open and honest** about the implications of decisions being made. The need for compromises is inevitable. There will be trade-offs associated with differing community desires and competing demands. Have the difficult conversations up-front through this planning process in order to limit surprises to the community in the future when it comes time for implementation.

★ **Build trust, garner buy-in.** Foster genuine relationships based on mutual respect and dialogue through this process, undertake collaborative decision making wherever possible, and be clear about how public and stakeholder input impacted decision making.

★ **Offer Flexibility.** Be open to exploring digital formats and using new approaches for engagement that offer flexibility in the Strategy and can address any changes needed due to COVID-19.

5 Key Messages

The key messages for this project are the important pieces of information (or "must-knows") that need to be communicated to the public and stakeholders throughout the engagement process. These key messages will be integrated as part of the communications and materials that we release and develop for this project. The following are the key messages:

Huntsville is creating a new Community Planning Permit (CPP) By-law.

- It will apply to all lands within the town and will implement the policies of the Town's Official Plan.
- It will replace the Town's current zoning by-law and the Site Plan Control By-law.
- A Community Planning Permit system is a tool available to municipalities in Ontario that combines the zoning, minor variance and site plan control processes.
- The CPPS will combine 5 components: zoning, flexibility in the by-law, site plan process, regulation of vegetation removal and site alteration.

The CPPS is a tool that provides Huntsville with the ability to regulate and manage development in a more streamlined and flexible manner.

- It will reduce the planning approvals timelines, number of applications required and those that need to be considered by committee.
- It provides more certainty in outcomes by defining permitted and discretionary uses, and allows the municipality to establish a process to consider and approve variations to specific by-law standards at the staff level.

The CPP by-law will help the Town address some of the on-going issues related to development.

- This includes shoreline and erosion issues, natural heritage, tree removal and site alteration.

We need to work together to create a new CPP by-law for Huntsville. Your participation and engagement is crucial to the success of this project.

- Community engagement is essential in the development of the CPP by-law to inform its contents through a local lens. Given that a CPP by-law cannot be appealed, participation in the development of the by-law is critical.
- Your input is valuable and will help shape the development of the CPPS.
- You'll have an opportunity to participate at multiple points throughout the process, in-person (if possible) or online.

6 Tools and Techniques

The following section describes the tools/techniques that will be used to achieve the engagement and communications objectives. These tools and techniques are referenced in **Section 7** throughout the implementation plan.

Project Steering Committee: The Huntsville Planning Committee will serve as the project steering committee for this assignment. The Town project lead will provide regular updates at each phase of the assignment and seek direction at key milestones. As the committee responsible for

reviewing policy, development, and land related matters, they will be engaged with to seek guidance and direction at the project initiation, at the draft stages of the CPP by-law, and before seeking final approval of the by-law from Council.

Stakeholder Advisory Group (SAG): The Stakeholder Advisory Group (SAG) will act as an advisory committee whose membership is composed of stakeholders that have been selected to provide input and advice based on their interest and/or impact from the CPP by-law. The SAG will be a forum for in-depth discussion of key study issues, concerns and solutions. They are not a decision-making body, and will not have the authority to vote or commit Town resources, however, the group will advise throughout the process, including the development of recommendations and feedback on the direction of the CPP by-law.

Stakeholder Workshops: Workshops with selected stakeholders will occur at two critical milestones in the project. The Town will send a package of information materials to the stakeholders in advance of the meetings to provide the group with background information and time to review the necessary materials that we are seeking feedback on. With members having this prior understanding, this will allow for a deep-dive in the stakeholder workshops.

The first workshop will be prior to the preparation of the first by-law draft. This meeting will be used to get buy-in from stakeholders early-in the process, provide stakeholders with CPPS education and context, and allow them to review and provide feedback on the background review and directions report. Their feedback will help confirm the direction of the CPP by-law, and identify any issues and opportunities that should be considered and addressed in the CPP by-law.

The second workshop will occur after the development of the first draft of the by-law. The meeting will be used to provide a summary of what we heard from the public and stakeholder meetings to date and how this was used. It will also provide an overview of the draft by-law, its components, and the range of considerations and the general direction of the document. Stakeholders will have the opportunity to provide their feedback on the draft, and their feedback will be used to finalize the by-law.

The stakeholder meetings will occur virtually using an online meeting platform (such as Zoom) and where appropriate, other tools will be used to help guide discussion and gather stakeholder feedback (such as polling apps, Mentimeter and MURAL). Given the diversity of perspectives being included in the stakeholder workshops, staff will be following up with the stakeholder groups after each workshop to collect additional feedback.

Additional Stakeholder Outreach: In order to address the individual interests of the stakeholders that may arise, additional stakeholder outreach will occur to supplement the workshops. Town Staff will meet with stakeholder groups and have individual discussions as needed to ensure that there is continuous two-way engagement between the Town and stakeholders, and that opportunities are provided for stakeholders to have more detailed and specific discussions.

Online Engagement Tools (optional): Virtual meetings can be enhanced using digital engagement tools, such as **MURAL** which is a whiteboard that allows for group collaboration; **Mentimeter**, which allows for live polling and feedback collection; and **Marzipano**, which is a 360° media viewer for virtual open houses (example: http://visualmedia.jacobs.com/US40-Fraser/). These tools provide fun and interactive ways to gather group feedback and enhance discussions.

Online Engagement (Project Website): Throughout the project, we will leverage the myhuntsville.ca engagement platform for online engagement, which includes sharing information and the use of digital tools such as surveys and map-based activities to gather feedback. The website will serve as the one stop shop for the community to access information, get updates on the project, participate in engagement activities and provide feedback. This includes educational materials developed to increase public awareness and understanding of the CPPS.

Project Hotline: In order to reach those who may not have internet access, a project hotline will be established. This will allow members of the public to dial in to a telephone number dedicated for project inquiries, allow residents to leave their questions, comments and feedback on the project. As part of this Strategy, the team will commit to addressing any voice messages left on this hotline to ensure that there is two-way communication.

Public Open Houses: Two open houses will be used to present the draft CPP by-law to the public, one in-person (if possible) and one online. The open houses will be used to present the draft by-law to the public and allow opportunities for the community to provide feedback on the draft plan. Information panels and/or a presentation will be used to deliver the content to the public, with supporting engagement activities that will allow for the collection of feedback.

Community E-Newsletters: A series of project information updates using EngagementHQ platform, including highlighting upcoming participation opportunities and offering plain-language summaries of work underway.

Engagement Memos/Summaries: Community engagement findings from each of the project stages will be summarized in briefing notes that will describe the engagement activities that took place during that round, stats on participation and communications exercises, a summary of the themes identified upon analysis of feedback, demonstrating the range of feedback received and perspectives represented, and commentary on how well the engagement activities have been meeting the engagement objectives. These memos will be utilized by the technical team to directly inform the development of the CPPS. Elements of the memos should be shared with the public in project updates as "what we're hearing" summaries throughout.

Final Engagement Report: The Final Engagement Report which will feature visuals such as photos and infographics, will be used to report a summary of "what we heard" throughout the lifespan of the project back to the community. The report will draw out key themes and patterns of attendees and clearly illustrate how public and stakeholder input was considered in the development of the new by-law. This report will be posted

online for the public and provided to the SAG as a final touch point. This report helps us close the engagement and communication loops, and leave the public with a document about how what we heard was used to create the final product, and how it ultimately mattered.

Note that the Town of Huntsville Communications staff will be responsible, with input as required from Dillon, for supporting communications activities and material, including social media campaigns and monitoring, updating the project website, e-blasts and project notifications.

7 Implementation Plan

7.1 Detailed Engagement Activities Table

The table below provides a high-level implementation plan for the entire engagement process, listing stage-specific engagement for each step in the decision process, describing corresponding tactics informed by our overall Engagement Objectives, along with additional details including general timing, and roles and responsibilities for the consultant team and Town of Huntsville staff. Where necessary (for example, open houses and stakeholder workshops), more detailed event plans and agendas will be developed ahead of time.

It is important to note that public notification, online public education and materials, website updates and social media will be continuous throughout the project. If there are any changes to the technical work which results in changes to the overall work plan, the implementation plan and activities table may be adjusted and refined as needed to reflect these changes.

In **Appendix A**: Huntsville Community Planning Permit By-law Engagement and Work Plan Timeline, the graphic provides an overview of the engagement phases integrated with key project milestones, on a timeline. This timeline provides a visual of the public and stakeholder engagement touchpoints, and their relationship to the technical deliverables and project milestones.

Specific Engagement Objectives and Key Engagement Questions	Tactics and Timing	Supporting Materials, Communications, Other Directions	Roles and Responsibilities

Phase I: Project Initiation (Sept - Nov 2020)			
Development of Engagement Strategy, establish the Stakeholder Advisory Group (SAG) and initial stakeholder outreach, launch the project, set-up of EngagementHQ website, create awareness of the project and the website, develop and post initial engagement and educational materials, provide activities for the public and stakeholders to identify issues and opportunities.			
Project Launch Introduce the project to the stakeholders and public Identify issues and opportunities from the community and stakeholders	Pre-engagement Planning Workshop *September 23*	Presentation	Dillon to lead discussion and meeting
	Development of Community Engagement Strategy *September 30, 2020 (Draft)* *October 9, 2020 (Final)*	Draft Engagement Strategy Final Engagement Strategy	Dillon to develop Draft Engagement Strategy for review Dillon to incorporate edits from Town review to create final Engagement Strategy in time for October meeting with Planning Committee
	Develop/launch online engagement hub *October – November 2020*	Create project page on huntsville.ca	Dillon to work with Town to set up EngagementHQ page Town to monitor and manage
	Establish Stakeholder Advisory Group (SAG) *November 2020*	SAG Invitation, Stakeholder outreach	Dillon and Town to finalize stakeholder list Dillon to create stakeholder invitation Town to send out invites
Online Engagement Identify issues and opportunities from the community using myhuntsville.ca	Public Engagement and Education Materials *November 2020*	Post background materials and information to project webpage: project introduction, context, key messages, CPPS 101 educational materials	Dillon to work with City to develop content (education materials) Town to post materials and updates

project hub.	Online Survey *November – December 2020*	Issues and opportunities identification, what is important to the public, what is the public's vision for this project?	Dillon to develop survey for website, and analyze the results Town to monitor and respond to questions
	Mapping Tool *November – December 2020*	What are the specific issues and opportunities in your area/geography? Allow the public to map out areas of concern of opportunity	Dillon to develop mapping tool for website and analyze the results Town to monitor and respond to questions
Public Notification and Marketing	E-mail Newsletter #1: Project Launch! *November 2020*	First e-newsletter to launch the project and notify the public, includes invitation to visit project website for updates and materials, sign-up for mailing list, and to participate in survey and mapping activity	Dillon to develop content Town to send through EngagementHQ (or we create a MailChimp account)
	Marketing: Project Launch! - Social Media, Media Release, social media, Doppler Articles, Radio Interviews and Ads *November 2020*	Marketing of the project launch:	Town to manage scheduling of social media and other marketing tactics, and determine which ones to use. Town to direct any questions and comments received to the project team.
Phase II: Technical Review & Issues Identification (Nov – Dec 2021) *Continual public education and updates on technical work as it is completed.*			
Public Education and Updates	Online Public Education and Engagement *Late Nov 2020*	Post "Background Review and Directions Report" and other technical deliverables as they are completed on project website.	Dillon to provide update text Town to post

	Engagement Summary: Problems and Opportunities *Dec 2020*	The results from the stakeholder and community consultation from Stage I – II will be summarized. This information will be used by the team to inform the development of the CPP by-law in the next stages of the project.	Prepared by Dillon Town to post to website
Phase III: Community & Stakeholder Consultation (Jan - Feb 2021) *Stakeholder outreach and workshop to gather SAG feedback on the work completed in Phase 1 – II, and seek input, guidance and direction on the draft of the by-law.*			
Stakeholder Engagement First workshop with Stakeholder Advisory Group to	Stakeholder Workshop #1 *January 2021*	Virtual meeting, agenda, meeting minutes/summary	Town to host, send invites and participate Dillon to develop materials and facilitate
	Engagement Summary: Stakeholder Workshop #1 *Jan 2021*	Meeting Summary	Prepared by Dillon Town to post to website
Stage IV: By-law Preparation (Feb - April 2021) *Introduce and present the first draft of the by-law to the public and stakeholders at public events, demonstrate how feedback gathered from the community and stakeholders have been considered and used in the development of this first draft by-law to date.*			
Public and Stakeholder Engagement	E-mail Newsletter #2: The Draft By-law *February 2021*	Advertise upcoming open house events and encourage participation	Town to send through EngagementHQ (or we create a MailChimp account) Dillon to work with Town to develop content
	Marketing: The Draft By-law - Social Media, Media Release, social media, Doppler Articles, Radio Interviews and Ads *February 2021*	Advertise the draft by-law, seek input, and invite the community to attend the upcoming public meetings	Town to manage scheduling of social media and other marketing tactics, and determine which ones to use. Town to direct any questions and comments received to the project team.

	Stakeholder Workshop #2 *March 2021*	Virtual meeting, agenda, meeting minutes/summary	Town to host, send invites and participate Dillon to develop materials and facilitate
	Engagement Summary: Stakeholder Workshop #2 *March 2021*	Meeting Summary	Prepared by Dillon Town to post to website
	Public Open House (in-person)* *March 2021* **if possible*	Information panels, presentation, Eventbrite can be used to register for the event with staggered arrival times to limit gathering sizes, feedback activities, meeting summary	Town to book venue and provide refreshments Dillon to prepare meeting materials, facilitate meeting
	Public Open House (online) *March 2021*	Live virtual PIC event, with opportunities for public Q&A. All PIC materials will also be posted online, so the public can access at any time and continue to provide their input.	Dillon to prepare meeting materials, presentation (if necessary), and facilitate. Town to participate in meeting, address questions, and upload PIC materials onto project website, with support from Dillon as required
	Engagement Summary: Public Open Houses *March 2021*	The results from the public open houses will be summarized and provided to the technical team	Prepared by Dillon Town to post online
Stage V: Approval (May 2021) *Share the final by-law with the community and share the final engagement report to close engagement and communication loop.*			
Share final CPP By-law and Engagement Report	Email Newsletter #3: Your new CPP By-law!	Advertise the final document, thank public for participating, summary of public engagement and what we heard	City to send through EngagementHQ (or we create a MailChimp account)

| | May 2021 | (infographic). | Dillon to work with City to develop content |
| | Final Engagement Report

May 2021 | This final report will be a summary of all engagement completed, how it was used and how it mattered. | Prepared by Dillon

Town to post online |

7.2 Resources

Consultant resources dedicated to community engagement and the communications strategy include:

Dillon Consulting Staff:

- Justine Giancola, Senior Planner
- Daniel Hoang, Engagement Lead
- Anni Buelles, Engagement Support
- Junior Engagement Support Team members, as required
- Graphic Designers
- Administrative Support
- Full technical team support wherever required

7.3 Data Management, Analysis and Response Protocols

Town staff and the consultant team will work collaboratively to manage various communications and engagement channels, as described in the Implementation Plan above. Details of who is responsible for what elements related to data management, analysis and response protocols are outlined in the table below.

The consultant team will be responsible for incorporating all engagement feedback into the decision-making process and reporting back to participants ("what we heard").

Method of receiving feedback	Who is responsible for creation, setup, and ongoing management of communication/ engagement channel? How will feedback through that channel be recorded? Who is responsible for collection, analysis and response?
Email	- Project email updates will be sent to the project email list through the built-in EngagementHQ newsletter service. Responsibility: Town - Dedicated project email address: should/can we create one for this project? (cpps@huntsville.ca) - All relevant emails sent to the project email address will be forwarded to the consultant team. - The consultant team will provide assistance, if necessary, with crafting a response on technical matters. - The Town will be responsible for responding to all emails sent to the project email address within 2 business days.
Myhuntsville.ca engagement tools	- The consulting team will develop online engagement tools (surveys, mapping activities, etc.) - The Town will monitor all conversations and feedback mechanisms on myhuntsville.ca - The Town will provide the consulting team with raw data from all online participation, as well as participation metrics - The consulting team will support the Town to provide technical responses to participants, where required
Project Hotline	- The Town will be responsible for receiving and logging telephone calls and sharing any verbal correspondence related to the CPPS to the consulting team - The consulting team will support the Town to provide technical responses to participants, where required
Mail	The Town will be responsible for logging and sharing any mail correspondence related to the CPPS and responding to senders, as appropriate.
Social Media	- The consulting team will work with the Town Communications team to assist with providing social media content and posts, and analyzing and factoring in engagement input from social media - Town of Huntsville staff are responsible for monitoring all Town social channels and will direct comments to the appropriate avenues/reply when necessary
Comment sheets and other physical workshop materials	The consulting team will develop all comment sheets and workshop materials and will collect, collate and analyze such feedback.

	● For any events that the consulting team is not in attendance, the Town will be responsible for collecting feedback and providing completed forms or activities to the consulting team for analysis

8 Evaluation Plan

At its most basic, our evaluation will answer the following questions on an ongoing basis after each outreach tactic, engagement event, at the close of each stage of engagement and at the end of the project:

1. **Has the engagement initiative succeeded?** E.g., met targets, met objectives, resulted in other achievements.

2. **Has the process for engaging the audience worked?** E.g., what happened, what worked well and less well, and lessons for future participatory activities.

3. **What impact has the engagement process had?** E.g., on participants, on the quality of decisions, on decision makers or on others involved.

Appendices

TOWN OF HUNTSVILLE COMMUNITY PLANNING PERMIT BY-LAW
ENGAGEMENT AND WORK PLAN TIMELINE

LEGEND ▲ Deliverable ● Public/Stakeholder Engagement ■ Planning Committee ⬟ Council Meeting

*Dependent on covid-19 protocols
Public & Stakeholder Engagement activities are **bolded**.

Final Community Engagement Strategy (Oct)

Online Engagement: Survey and Mapping (Nov)

Draft and Final Background Review and Directions Report (Nov - Dec)

Stakeholder Workshop #1 (Jan)

Community Planning Permit (CPP) By-law: Draft #1 (Feb/Mar)

Public Open House (In-person* & Online) (Mar)

Community Planning Permit By-law: Draft #2 (Apr)

Final Community Planning Permit By-law (May)

Presentation of Final CPP By-law to Council (May)

Phase 1: Project Initiation (Sept – Nov 2020)

Phase 2: Technical Review & Issues Identification (Nov – Dec 2020)

Phase 3: Community & Stakeholder Consultation (Jan – Feb 2021)

Phase 4: By-law Preparation (Feb – Apr 2021)

Phase 5: Approval (May 2021)

2020

2021

Project Website Launch (Nov)

Review of Official Plan, Zoning By-law, Best Practices (Nov)

Presentation to Planning Committee (Dec)

Presentation to Planning Committee (Feb)

Stakeholder Workshop #2 (Mar)

Public Meeting of Town Council #1 (Mar)

Public Meeting of Town Council #2 (Apr)

Summary of Public Engagement Report (May)

Public Notifications, Online Public Education, Website Updates, Social Media