



**Town of Ingersoll and Oxford County**

# **Draft Community Engagement Plan**

**Ingersoll Secondary Plan**

**July 2022**

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## 1.0 Introduction

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### 1.1 Project Overview

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Ingersoll has a vibrant history as a small farming community on the banks of the Thames River. It is centrally located in southwest Ontario, accessible by Highway 401 and VIA Rail. It has a rich culture, quaint downtown, good employment opportunities and access to recreational and leisure activities, and is targeted for steady residential and employment growth.

Of the 47,200 people and 21,100 job growth forecasted for Oxford County to 2046, 15,850 people and 3,160 jobs are projected for Ingersoll. After factoring out growth that can be accommodated within the existing Built-up Area and the Designated Greenfield Area, a need for an additional 75 gross hectares for residential and 109 gross hectares for employment by 2039 was identified based on a land needs assessment. To help support long term growth, a boundary adjustment (effective January 2021) brought ~630 hectares of land from South-West Oxford into the Town of Ingersoll, which is the subject of this study.

In order to support long term growth, a number of technical studies and analysis is required to justify the settlement boundary expansion, confirm the community vision, manage land use compatibility and guide sustainable development and infrastructure investment.

### 1.2 Study Area

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There are generally three areas that make up the Study Area, which include the east-, west-, and south-side of Ingersoll. The east side of Ingersoll includes approximately 59 hectares located north of Highway 401, east of 119 Harris Street. The west side of Ingersoll includes approximately 280 hectares located north of Highway 401, west of Ingersoll Street south and the CAMI plant, south of the Thames River and east of the Five Points Wetland. The south side of Ingersoll includes approximately 280 hectares located south of Highway 401, north of Curry Road, east of Plank Line and west of Union Road. Current uses within the Study Area include manufacturing, agricultural uses, including existing livestock operation and housing.

### 1.3 Project Schedule

The project is planned to be completed within four phases over 12 month. Figure 1-1 provides an overview of the project schedule and the corresponding engagement activities for each project phase.

**Figure 1-1: Project Schedule**



## 2.0 Stakeholders

The following table lists relevant groups, organizations and individuals who have been identified as key stakeholders for this project. The Town and County will reach out to internal and external stakeholders or interest group representatives to notify them of the project.

**Table 2-1: Overview of Stakeholder Groups**

### Stakeholders

#### General Public

- *Please refer to Town/County contact list*

#### Indigenous Communities

- Haudenosaunee Confederacy Chiefs Council
- Mississaugas of the Credit
- Oneida Nation of the Thames
- Six Nations of the Grand River

#### Local Organizations and Groups

- *To be completed based on Town/County contact list*

#### Agencies

- Ministry of Transportation
- Upper Thames River Conservation Authority
- EARTH Power
- *To be expanded based on Town/County contact list*

## 3.0 Community Engagement Objectives

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The following overall objectives will direct the engagement process throughout the development of the South West Ingersoll Secondary Plan.

- Ensure engagement is **inclusive** of diverse stakeholder groups and the geography of Ingersoll.
- 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.
- **Be open and honest** about the implications of decisions being made.
- Consideration of public **comments and concerns are reflected** in the project outcomes.
- **Offer Flexibility** to address any changes needed due to COVID-19 or otherwise.

## 4.0 Tools and Techniques

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Below is an overview of the tools and techniques we will use as part of the project.

- **Engagement Plan:** Our team will prepare an engagement plan as an outcome of the project kick-off meeting which will identify the objectives, engagement program, key stakeholders, activities and key messages and be used to guide the engagement strategy throughout the project;
- **Project Website:** We have proposed to utilize a project website to host project information and background context, communicate about upcoming engagement activities and provide contact information for feedback. We have assumed that the Town would host the project website, and we would provide project updates for each phase of the assignment. Should there be capacity on the Town's website, we would recommend key maps and engagement materials be shared and used to obtain community feedback directly, for those who are unable to make it to the Community Engagement sessions;
- **Stakeholder contact list:** We will work with the County and Town to put together a project contact list. We have assumed staff will prepare and update the list as needed and we will review and identify issues or gaps;
- **Technical Advisory Committee:** We will utilize a Technical Advisory Committee (TAC), made up of County and Town staff, to provide critical input throughout the project including background context, input on the vision, objectives, key issues and opportunities, alternative growth concepts and evaluation framework, draft and final reporting. We will facilitate four TAC meetings at critical junctures, utilizing the valuable knowledge, experience and guidance of this core group to support the success of the project;
- **Council Presentations:** As the elected body, Council will need to be engaged throughout the project in order to gain buy-in on the outcomes. We have identified two council presentations at critical decision making points, however would also recommend additional project updates be provided to Council by staff during each phase of the assignment; and,
- **Community Engagement Activities:** Two rounds of community engagement activities have been included within the project work plan before key decision-making points in the project. Each round is intended to educate the participants on the context of the project, provide an update on the status of the analysis and key findings, and seek input into a key decision. We have assumed these events are hosted virtually, however

depending on COVID restrictions and client preferences, we would be happy to modify these to in-person events.

Provisional engagement activities (can be undertaken by staff or the consultant team):

- Indigenous Communities Relationship Building:** The Study Area is being planned within the traditional territory of the Anishinaabe People as it relates to the Treaty #6, #9 and #3 as well as, the Haudenosaunee People as it relates to the 1701 NanFan Treaty. As the PPS requires that municipalities engage with Indigenous Communities and coordinate on land use planning matters, as well as considering their Rights and interests when identifying, protecting and managing cultural and natural heritage, waterways, economic opportunities and archaeological resources. Engaging early with Indigenous communities has provided significant value and opportunities to sustainably enhance municipal growth and development, while also bring additional value of capacity and knowledge building to project teams and municipal staff. Additionally, engaging early on the project allows Indigenous communities to best mitigate capacity and resource constraints at the community level in order to best achieve self-determination within their traditional territory. We come to you with significant experience in working with Indigenous Communities, both as clients and in supporting municipalities in their truth and reconciliation efforts. Should the County or Town be interested in assistance to build capacity and relationships with Indigenous Communities, we would welcome the opportunity to support; and
- One-on-one Landowner Meetings:** Given the diverse interests of existing landowners, including farmers and developers, and the need for them to support growth to facilitate development, we propose one-on-one meetings be offered during each of the community engagement rounds to provide direct opportunity for feedback. Our team has taken the lead on these for other municipalities and they have been very successful in managing conflict early and avoiding appeals.

## 5.0 Implementation Plan

The table below provides a high-level implementation plan for the engagement process. More detailed event plans and agendas will be developed ahead of time. Please refer to Section 6 for an overview of roles and responsibilities.

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.

### Phase 1: Project Initiation and Background Analysis

Engagement Task(s)	Engagement Goals	Tactics and Materials
TAC Meeting #1 (Kick-off)	<ul style="list-style-type: none"> <li>Begin to build a relationship with the TAC</li> <li>Foster dialogue early on in the project, confirm the work plan and schedule, approach to engagement and background data available</li> <li>Facilitate a discussion on the key issues and opportunities within the Study Area, for input into Phase 2</li> </ul>	<ul style="list-style-type: none"> <li>Virtual TAC Kick-off Meeting</li> <li>Presentation</li> </ul>
Confirm Engagement Plan	<ul style="list-style-type: none"> <li>An Engagement Plan will be drafted in consultation with the Town and County.</li> </ul>	<ul style="list-style-type: none"> <li>Draft Engagement Plan</li> <li>Final Engagement Plan</li> </ul>

### Phase 2: Justification, Issues and Opportunities

Engagement Task(s)	Engagement Goals	Tactics and Materials
Launch Engagement Strategy	<ul style="list-style-type: none"> <li>Launch the project</li> <li>Create awareness for the project, which can be done through project branding and identifying how feedback matters over the course of the project</li> </ul>	<ul style="list-style-type: none"> <li>Project Website</li> <li>Notification to stakeholders, the public, Indigenous communities, and landowners</li> <li>Brief summary of the project approach that can be used for project notifications and the website</li> </ul>

### Phase 3: Vision and Alternatives

Engagement Task(s)	Engagement Goals	Tactics and Materials
TAC Meeting #2 (Issues and Opps, Vision and Alternatives)	<ul style="list-style-type: none"> <li>Overview of the work completed to date, with a focus on the vision, design principles and alternative growth concepts for the Study Area</li> <li>Confirm the vision and design principles that will be used, in addition to the Provincial and County policy requirements, to guide the evaluation process, as well as the alternative growth options that will be presented to Council and the subject of the second round of engagement</li> </ul>	<ul style="list-style-type: none"> <li>Virtual TAC Meeting</li> <li>Presentation</li> <li>Meeting Summary</li> </ul>
Community Engagement Round #1	<ul style="list-style-type: none"> <li>Introduce the project to the community</li> <li>Offer instructive information on the secondary planning process</li> <li>Present the vision, design principles, alternative growth options and key issues and opportunities of each</li> <li>Obtain feedback on the alternative growth options and get a sense of the community's preferences for growth</li> </ul>	<ul style="list-style-type: none"> <li>Virtual Open House with presentation</li> <li>Activities and materials to be posted on project website</li> <li>Meeting Summary</li> </ul>
Council Presentation #1 (Issues and Opps, Vision and Alternatives)	<ul style="list-style-type: none"> <li>Present overall project process, preliminary issues and opportunities, community vision, alternative growth options and preliminary feedback from the community and stakeholder engagement</li> </ul>	<ul style="list-style-type: none"> <li>In-person Council Meeting</li> <li>Presentation</li> <li>Meeting Summary</li> </ul>

### Phase 4: Preferred Alternative and Reporting

Engagement Task(s)	Engagement Goals	Tactics and Materials
TAC Meeting #3 (Draft Reports)	<ul style="list-style-type: none"> <li>Ensure that everyone joining has a good understanding of the draft reports and the key areas that require further discussion</li> </ul>	<ul style="list-style-type: none"> <li>Virtual TAC Meeting</li> <li>Presentation</li> <li>Meeting Summary</li> </ul>
Community Engagement Round #2	<ul style="list-style-type: none"> <li>Present the draft preferred alternative and land use concepts as well as the confirmed vision for the area based on what we heard during Community Engagement Round 1.</li> <li>Provide interested stakeholders and the public with an opportunity to ask questions and to share their thoughts on the work completed to date before the Secondary Plan/Servicing Strategy is being finalized</li> </ul>	<ul style="list-style-type: none"> <li>Virtual Open House with presentation</li> <li>Activities and materials to be posted on project website</li> <li>Meeting Summary</li> </ul>
TAC Meeting #4 (Final Reports)	<ul style="list-style-type: none"> <li>Share the final draft reports and preparing for the upcoming Town Council presentation</li> </ul>	<ul style="list-style-type: none"> <li>Virtual TAC Meeting</li> <li>Presentation</li> <li>Meeting Summary</li> </ul>
Council Presentation #2 (Final Reports)	<ul style="list-style-type: none"> <li>Present final Secondary Plan</li> </ul>	<ul style="list-style-type: none"> <li>In-person Council Meeting</li> <li>Presentation</li> <li>Meeting Summary</li> </ul>

## 6.0 Roles and Responsibilities

Town and County 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”).

**Table 6-1: Overview of Roles and Responsibilities**

TOWN / COUNTY RESPONSIBILITIES	TASKS	CONSULTANT TEAM RESPONSIBILITIES
<b>Engagement Plan</b>		
<ul style="list-style-type: none"> <li>Collaborate with consultant team on plan development</li> <li>Review and approve plan</li> </ul>	Public Consultation & Communication Plan	<ul style="list-style-type: none"> <li>Prepare internal Engagement Plan</li> </ul>
<b>Project Website</b>		
<ul style="list-style-type: none"> <li>Town to host and update project website as needed</li> <li>County to post key information on “Speak up” and reference Town's project webpage</li> </ul>	Project Website	<ul style="list-style-type: none"> <li>Prepare materials to be posted on project website</li> </ul>
<ul style="list-style-type: none"> <li>Town to coordinate internal review of materials to be posted on project website</li> </ul>	Materials	<ul style="list-style-type: none"> <li>Prepare materials to be posted on project website</li> </ul>
<ul style="list-style-type: none"> <li>Project webpage to include Town and County contact information</li> <li>All relevant inquiries will be forwarded to the consultant team.</li> </ul>	Contacts	<ul style="list-style-type: none"> <li>Provide assistance, if necessary, with crafting a response on technical matters</li> </ul>
<ul style="list-style-type: none"> <li>Project webpage to include option for signing up to the mailing list and subscribing to the page</li> </ul>	Mailing List	-----

TOWN / COUNTY RESPONSIBILITIES	TASKS	CONSULTANT TEAM RESPONSIBILITIES
<b>Stakeholder Contact List</b>		
<ul style="list-style-type: none"> <li>• Provide initial contact list</li> <li>• Review list and provide additional contacts as required.</li> </ul>	Contact list	<ul style="list-style-type: none"> <li>• Update and maintain contact list</li> </ul>
<b>Technical Advisory Committee and Council Presentations</b>		
<ul style="list-style-type: none"> <li>• Review and approve presentations</li> <li>• All meeting logistics</li> <li>• Attend meetings</li> <li>• Review and approve meeting summaries</li> </ul>	Meetings	<ul style="list-style-type: none"> <li>• Prepare project specific technical presentations</li> <li>• Attend meetings</li> <li>• Prepare meeting summaries</li> </ul>
<b>Community Engagement Activities</b>		
<ul style="list-style-type: none"> <li>• Review and approve engagement outline</li> <li>• Review materials &amp; provide final approval</li> <li>• Advance logistics (set-up meeting, collaborate on activities)</li> <li>• Staff/attend events</li> <li>• Review event summaries</li> <li>• Review notices &amp; provide final approval</li> <li>• Distribute notices</li> </ul>	Virtual Engagement Events	<ul style="list-style-type: none"> <li>• Prepare engagement outline</li> <li>• Prepare materials</li> <li>• Advance logistics (collaborate on activities)</li> <li>• Staff/attend events</li> <li>• Prepare event summaries</li> </ul>
	Notices	<ul style="list-style-type: none"> <li>• Prepare and finalize engagement notices</li> </ul>
<b>AODA Compliance</b>		
<ul style="list-style-type: none"> <li>• Town and County to confirm approach meets AODA and Corporate requirements</li> </ul>	AODA	<ul style="list-style-type: none"> <li>• All public facing documents will be prepared to be AODA compliant</li> </ul>

