



Table of Contents

1.	Purpose	3
1.1	Guiding Principles	3
1.2	International Association of Public Participation Approach	4
2.	Roles and Responsibilities	5
3.	Indigenous Engagement and Consultation	6
4.	Stakeholders and Interested Parties	7
4.1	Preliminary Stakeholder Map	7
5.	Communications	13
4.1	Digital and Print Media	13
4.1.1	Online Updates	13
4.1.2	Mailouts	13
6.	Meetings and Events	13
5.1	Overview	13
5.2	Consultation Schedule and Engagement Activities	14
5.3	On-Going Engagement Opportunities	17
7.	Tracking and Reporting	19
7.1	Comment Tracking	19
7.2	Project Mailing List	19
8.	Conclusion	19
Figui	res	
Figure	e 1: IAP2 Spectrum of Public Consultation	4
Tabl	les	
	2-1: Project Team Roles and Responsibilities	
	3-1: Indigenous Nations Identification	



1. Purpose

The purpose of the Consultation and Engagement Plan (the "CEP") is to identify all key stakeholders and interested parties for the Town of Bradford West Gwillimbury's (BWG) Official Plan (OP) Update for Growth Management to 2051 (the "Growth Management Strategy") and develop an agreed-upon approach with the Town to engaging with stakeholders. The CEP establishes the approach to develop a well-balanced engagement process that encourages idea sharing, pursues a diversity of viewpoints, respects differences, and inspires dialogue. The CEP reflects the International Association for Public Participation's (IAP2) Core Values, Spectrum of Engagement, and Best Practices, as well as the guidelines of applicable policies and guiding documents.

The CEP provides an internal approach and will guide the Town and the Project Team (including WSP Canada Inc. and Watson & Associates Economist Ltd.) through the development of the Growth Management Strategy. It also highlights objectives, audiences, and techniques to engage with stakeholders in a manner that is interactive, visual, and meaningful.

Overall, the CEP provides details on the following:

- The overall approach to engagement, including a stage-by-stage breakdown;
- Engagement purpose, objectives, and key messaging;
- Alignment with IAP2 Core Values and Principles;
- Stakeholders, interested parties and rightsholders' audiences, including their overall level of interest and involvement in the project; and
- Engagement tactics and tools, including key timelines, milestones, and deliverables.

1.1 Guiding Principles

The CEP, and its implementation, is premised on the following guiding principles:

- To maintain a transparent process which informs 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 learn from and listen to all stakeholders and interested parties;
- To establish open lines for communication that are met with a timely response; and,
- To encourage collaboration among the community to develop a shared vision for Bradford West Gwillimbury.



1.2 International Association of Public Participation Approach

The IAP2 developed the Spectrum of Public Participation to demonstrate the role of the public in the planning and decision-making process. The framework differentiates between the different levels of participation depending on the project goals, timeline, and level of concern or priority. As shown in **Figure 1**, there are five levels of engagement in the IAP2 spectrum, and the level of engagement required with each stakeholder group will vary.

Stakeholders have varying levels of interest, knowledge, and therefore involvement in the Growth Management Strategy. To determine the most appropriate method of consultation it is important to assess their level of interest in and commitment to the project. For the purposes of this CEP, the anticipated audiences have been organized into stakeholder groups. The Project Team has reviewed the preliminary stakeholder scan and has assigned the appropriate engagement tactics to each stakeholder group based on the impact the project is anticipated to have on that group.

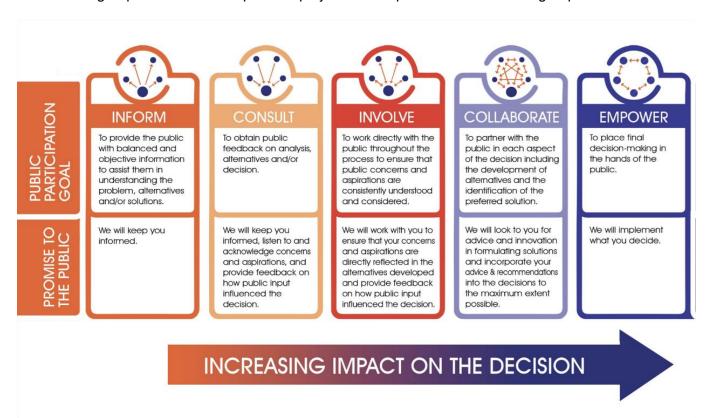


Figure 1: IAP2 Spectrum of Public Consultation



2. Roles and Responsibilities

For the Project to be a success, the roles, and responsibilities of all those involved need to be clearly outlined and defined. The following section outlines the expectations of the involved team and stakeholders.

The Consultant Team will be responsible for facilitating various meetings and events with stakeholders related to the study. The Consultant Team will work with the Town to coordinate key deliverables, including notices, meeting agendas and event materials. **Table 2-1** contains details of the delineation of roles.

Table 2-1: Project Team Roles and Responsibilities

Team	Role
WSP	 Coordinate & deliver Consultation and Engagement Plan, including meetings and events Prepare materials for events Facilitate meetings and events Coordinate and deliver communications content for the Town's review Gather input and feedback on the Growth Management Strategy at various phases of the project Prepare and issue meeting minutes Coordinate answers to follow up questions as required Provide all project materials/reports/webpage content in an AODA compliant format
Town of Bradford West Gwillimbury	 Guide the development of the Growth Management Strategy Review and approve materials prepared in advance of meetings and events Review and issue all communications Coordinate meeting venues and virtual meeting links Attend meetings and events



3. Indigenous Engagement and Consultation

Bradford West Gwillimbury is situated on the traditional territory of the Anishinaabek Nation, which includes Ojibwe, Odawa and Pottawatomi Nation, collectively known as the Three Fires Confederacy. The Town recognizes that the Huron-Wendat, Chippewa and Haudenosaunee Nations have walked on this territory over time.

To foster ongoing relationship building and uphold the Town's commitments to inclusivity, WSP recommends that the Town engage with the named Indigenous Communities and Indigenous Nations with historical and current interests in the study area to discuss priorities and implementation strategies for the Growth Management Strategy. A Project Notice should be issued to each Indigenous Nation, inviting their participation in an introductory meeting and to encourage their participation throughout the evolution of the project. Engagement will adhere to protocols established by each respective Indigenous Nation, based on current available guidelines, and the desired engagement tactics and frequency as proposed by each Indigenous Nation. If there is no response from an Indigenous Community or Indigenous Nation, it is suggested that the Project Notice and invitation to participate is re-iterated. Indigenous Community or Indigenous Nations identified in the area are shown in **Table 3-1**: Indigenous Nations Identification below:

Table 3-1: Indigenous Nations Identification

Description	Level of Impact	Level of Consultation	Engagement Tools
Indigenous Nations and rightsholders with historic and continued interest in the area Identified Indigenous Nations at this time include: Hiawatha First Nation, Chippewas of Rama First Nation, Mississaugas of Scugog First Nation, Anishinaabek Nation, and Curve Lake First Nation.	Medium	Inform and Consult	 Issue project notice. Introductory meeting to be held with each Nation, if requested. Consultation and engagement approach to be determined by each Indigenous Nation.



4. Stakeholders and Interested Parties

4.1 Preliminary Stakeholder Map

Table 4-1 provides a preliminary overview of project stakeholders that can serve as a reference throughout the project. The table also includes a description of the group and intended representatives, where they fall on the IAP2 decision-making spectrum based on information at this time, and the proposed consultation approaches for each stakeholder group. It is anticipated that this map will be built out through collaboration with the Town to identify the appropriate stakeholders within each category.

Table 4-1: Stakeholder Identification

Stakeholder Group	Description	Level of Impact	Level of Consultation	Engagement Tools
Council	The Mayor and Councillors are elected by the residents of the Town for a four-year term. Councillors represent each of the 7 Town wards. Council will serve as Ambassadors of the Study and from an engagement perspective, their role will be to encourage open and respectful dialogue through the study process. The following are Members of Council: James Leduc Raj Sandhu Cheraldan Duhaney Jonathen Scott Ben Verkiak Joseph Giordano Peter Ferragine Nickolas Harper Peter Dykie	High	Collaborate	 Check-in meetings with members of Council. Leverage Council newsletters and communications such as community access meetings to distribute information to the public and to provide Ward updates. Distribute project notifications through regularly scheduled email updates. Participate in engagement initiatives that will generate their support for the Growth Management Strategy. Encourage Council to reshare social media posts.



Stakeholder Group	Description	Level of Impact	Level of Consultation	Engagement Tools
Town of Bradford West Gwillimbury	Town staff represent several unique and interrelated departments that have an enhanced understanding of the municipality's needs as well as specific local issues and opportunities. The following departments have been identified: Building Division Community Services Corporate Services Development and Engineering Services Economic Development Fire and Emergency Services Public Library and Cultural Centre	High	Involve	 Distribute project notifications through regularly scheduled email updates. Encourage various Town departments to reshare social media posts as part of the communications campaign. Participate in meetings or workshops related to the project.
County of Simcoe	The County has authority for the County Official Plan and is an important stakeholder in the development of the Growth Management Strategy. An opportunity exists to work together through changes in provincial policy, and ensuring that policy directions conform with the County's Official Plan.	High	Involve	During all stages of the project, the County will be circulated on notices and major updates.



Stakeholder Group	Description	Level of Impact	Level of Consultation	Engagement Tools
Committees of Council	Advisory committees provide recommendations, advice and information to Council, and carry out assigned responsibilities. The following Committees have been identified: • Accessibility Advisory Committee • Diversity, Equity and Inclusiveness Advisory Committee • Green Initiatives Advisory Committee • Heritage Committee • Holland Marsh Drainage System Joint Municipal Services Board • Library Committee • Strategic Projects Advisory Committee • Community and Traffic Safety Advisory Committee	Medium	Involve	 Distribute project notifications through regularly scheduled email updates. Encourage Committee Members to reshare social media posts as part of the communications campaign. Invite participation in public meetings or workshops related to the progression of the project.



Stakeholder Group	Description	Level of Impact	Level of Consultation	Engagement Tools
Public and Agency Stakeholders	Public and Agency Stakeholders will act as a sounding board for technical information, may serve as a forum for collaboration and idea sharing. Identified groups include but are not limited to the Lake Simcoe Region Conservation Authority (LSRCA). The LSRCA is expected to be interested in potential impacts to specialized environmental areas (e.g. the natural environment, environmentally sensitive features, recreational activities, source water protection). CA staff may be able to offer and share useful information that could affect project outcomes.	High	Consult and Involve	 Distribute project notifications through regularly scheduled email updates. Participate in consultation initiatives related to Part 1 and Part 2 of the Official Plan Amendment.
Local Organizations and Associations	Local organizations represent a broad range of interests and include representation from all geographic areas in Bradford West Gwillimbury. Local organizations and associations include the Bradford Seniors Association, Bradford Immigrant and Community Services (BICS), Bradford WORKS and others.	Medium	Consult	 Distribute project notifications through regularly scheduled email updates. Encourage sign-up for project notifications and alerts posted to project webpage. Participate in Statutory Public Meetings.



Stakeholder Group	Description	Level of Impact	Level of Consultation	Engagement Tools
Development Industry	The Development Industry may hold significant interest in policies related to growth and development. It is recommended that a disclaimer about the Study be posted on the Town's Development Planning webpage to inform major updates, and to also provide a link to the project website for further reference.	Medium	Consult	 Distribute project notifications through regularly scheduled email updates. Encourage sign-up for project notifications and alerts posted to project webpage. Participate in Statutory Public Meetings.
Members of the Public	Members of the public include residents and visitors. Their range of interest in the project can vary significantly depending on individual background, needs, and other contextually specific details.	Low	Inform	 Distribute project notifications through regularly scheduled email updates. Encourage sign-up for project notifications and alerts posted to project webpage. Participate in Visioning Workshop Participate in Statutory Public Meetings that will be held during Part 1 and Part 2 of the project.



Stakeholder Group	Description	Level of Impact	Level of Consultation	Engagement Tools
Other Interested and Affected Parties	Includes business improvement associations, subject matter experts and cultural heritage organizations. Identified groups include but are not limited to: Bradford Board of Trade and other organizations identified through collaboration with the Town's Economic Development Team	Medium	Consult	 Distribute project notifications through regularly scheduled email updates. Encourage sign-up for project notifications and alerts posted to project webpage.



5. Communications

4.1 Digital and Print Media

Having a strong, clear, and accessible presence is essential to raising the profile of the project and plays an essential role in documenting key milestones and initiatives as they unfold.

4.1.1 Online Updates

Online content, such as text for the project website and social media platforms, will be prepared by the Town. Project messaging will be shared on the Town's project webpage and various social media platforms. WSP recommends that the project materials that are shared digitally are incorporated into the Town's template(s), including .PDF formats. This will allow community members who are not able to attend meetings in person to remain up to date on the project. In addition, all technical reports completed for the project will be made available for public review. Town staff will update the project website at key milestones throughout the project.

4.1.2 Mailouts

Town staff will use established communication channels to coordinate outreach efforts and ensure widespread awareness of the Growth Management Strategy. These channels include advertisements in municipal mail, such as water and sewer bills. In addition, Councillors and Town departments can support distributing project updates through existing listservs via newsletters. WSP recommends that advertisements be placed at key project milestones, such as the publication of Draft and Final reports, and notifications of public meetings and meetings of Council.

6. Meetings and Events

5.1 Overview

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

Meeting Details and Logistics

Meetings will involve the preparation of an agenda and may also include the preparation of additional materials for discussion. For all meetings, the procedure and timeline for review and approval of materials will be as follows:

- Meeting materials will be prepared by WSP and submitted to Town staff 10 days in advance of each meeting.
- Town staff will provide comments back to WSP at least five business days after the receipt of meeting materials.



- WSP will revise the meeting materials and provide the updated materials back to Town staff 2 days prior to the meeting.
- Town staff will electronically distribute the meeting materials to the respective meeting attendees 1 day in advance of the meeting.
- All meeting attendees will be encouraged to review the meeting materials in advance of each meeting to ensure they arrive ready to discuss the issues.
- WSP will prepare Draft meeting minutes, issue them to the Town for review, and share with the Town for circulation.

Preparation of Meeting Materials

A meeting agenda will be prepared in advance of each meeting or event. This will provide the content and timing of the meeting. Public event / meeting agendas will also identify responsibilities and logistics, including a 2-week minimum period for advertising public meetings or events. The Project Team has a standard internal process and checklist for the preparation of all public meeting materials (e.g. name tags and sign-in sheets). Where a registration table is required, it will be supervised by a combination of the Project Team and Town Staff. A projector and screen will be provided by the Town for presentations. WSP will provide presentation materials and support the Town with the preparation of presentation boards and easels. Meeting minutes will be prepared by the Project Team and should be distributed within two days of each meeting with Town Staff. Town Staff will distribute the meeting minutes.

Public Notices

The Project Team will generate content for public notices, which will be reviewed and approved by Town Staff. All associated costs, including costs for translating notices into non-official languages, printing of public notices and the publication of notices in the local paper will be paid for by the Town. Note that the scheduling of meetings during statutory holidays, cultural and religious holidays, and summer breaks will be avoided whenever possible.

Accessibility for Ontarians with Disabilities Act ("AODA")

As we 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 meets AODA requirements, where applicable.

Every effort will be made to book venues for public meetings and events that are accessible (e.g. wide aisle widths, unobstructed entries, presentation materials with larger fonts and high contrast, etc.). Town Staff will be responsible for the selection, booking and payment for accessible meeting venues. Requests for alternative formats will be the responsibility of the Town.

5.2 Consultation Schedule and Engagement Activities

It is important to align the consultation and engagement schedule outlined in this CEP with the overall project work plan. BWG is committed to facilitating meaningful engagement with stakeholders and interested parties to raise awareness and build support for the Growth Management Strategy. The



purpose of these consultations is to enable key stakeholders and interested parties to contribute their vision, ideas, and perspectives, thereby shaping project outcomes. For each engagement activity, WSP will prepare a detailed agenda for Town staff's review and feedback to confirm objectives of engagement activities, anticipated outcomes and key messages related to each project component and phase.

Project Initiation – June 2024

Engagement Activity: Section 26 Special Meeting of Council

Engagement with Council members is crucial for advancing the Growth Management Strategy. During the Project Initiation phase, a Special Meeting of Council was held on June 25, 2024, in accordance with Section 26 of the Planning Act. The meeting introduced the project and sought public input to the Town's Official Plan Update for Growth Management to 2051. The purpose of the meeting was for Council members and the public to review and provide comments on the project work plan, early consultation ideas, and project timelines.

Background Work and Establishment of Direction - Fall 2024

Engagement Activity: Visioning Workshop – October 2024

The Visioning Workshop presents an opportunity to speak with the broader public about growth, intensification, and the collective vision for the Town in 2051. The workshop will include a presentation from the Project Team, followed by a Knowledge Café. A Knowledge Café is an engagement forum where participants can engage in facilitated discussions with members of the project team about a key project component at an activity station. Discussions within a Knowledge Café are typically time bound, providing participants with an opportunity to provide feedback on each project component over the course of the meeting. WSP will prepare a detailed agenda for Town staff's review.

Feedback from the Visioning Workshop will guide the review of intensification opportunities and challenges, as well as the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis for the Bradford GO Major Transit Station Area (MSTA) and the Bridge Street Corridor. The workshop will also shape the approach to the Part 1 Official Plan Amendments (OPAs), which will include specific policy recommendations and implications for built form and future development.

Engagement Activity: On-going engagement with Council – November 2024

Following the public visioning workshop, Town staff will prepare a report summarizing workshop feedback and outlining a preliminary approach to the Part 1 OPA. This report will be presented by Town staff to Council during a check-in meeting to confirm key public engagement findings and refine the Part 1 OPA strategy. Additionally, the report will summarize comments and requests received thus far as part of the Part 2 OPA process.

Part 1: "Intensification First" Review - Fall 2024 to Summer 2025

Engagement Activity: Public and Agency Consultation on Part 1 OPAs – March 2025

During Part 1, Public and Agency Consultation will focus on presenting the components of the Draft Part 1 OPAs for review and feedback. WSP recommends conducting a virtual session lasting no more



than 90 minutes. Meetings with the public and agencies, and Town staff will be held separately, therefore we anticipate there being two 90-minute sessions. The public virtual session will have participants that have been selected through an an open call for members of the public and the public agencies will be invited by the Town to their session.

Each meeting will include a presentation that will provide an overview of the project, key findings from the background research, what we heard from the Visioning Workshop and the draft OPA text that implements the Vision. Participants will be able to reflect on the Draft OPA text in a group discussion. The participants will then engage in interactive facilitated discussions on each component of the Draft OPA. These discussions will be supported with virtual engagement tools such as digital whiteboards or polling exercises. Feedback from each session will inform the Final Part 1 OPA and Recommendation Report to Council.

Draft OPAs will be published on the project webpage ahead of virtual meetings to encourage interested parties to review materials in advance. The materials will be publicly available for review and comment.

Engagement Activity: Statutory Public Meeting – April 2025

This in-person session will include a presentation and question and answer period. The presentation will feature an updated summary of feedback received and highlight revisions made to the Draft OPA text based on consultations with public and agency stakeholders. The question-and-answer period will provide an opportunity for members of the public to ask questions for clarification and provide any additional comments that the Project Team can consider as the recommendations are finalized. The purpose of the Statutory Public Meeting is to present the Final Part 1 OPA and Recommendation Report before it is submitted to Council for adoption.

Part 2: Settlement Area Boundary Expansion Review – Summer to Winter 2025

Engagement Activity: Review recommendations with municipal staff and technical agencies – September 2025

Members of the Project Team will present the outcomes of the review of the proposed settlement area boundary expansions in County of Simcoe Official Plan Amendment No. 7 (SCOPA 7) in a draft report. The report will contain recommendations for refined settlement area boundaries and land use designations. The project team will circulate the report in August 2025 for review and comment by municipal staff and technical agencies.

Engagement Activity: Public and Agency Consultation on Part 2 OPA – October 2025

During Part 2, Public and Agency Consultation will focus on presenting the components of the Draft Part 2 OPAs for review and feedback. WSP recommends carrying forward a similar approach as proposed in Part 1 which is to engage each stakeholder group in separate forums, and to publish the draft recommendations in advance of the meetings.

The virtual sessions for the Part 2 OPA will allow participants to review the options for the settlement area boundary expansions and to consider the key elements that will influence change in each option. These discussions will be supported with virtual engagement tools such as digital whiteboards or



polling exercises. Feedback from each session will inform the Final Part 2 OPA and Recommendation Report to Council.

Engagement Activity: Statutory Public Open House – October 2025

This in-person session will follow the format of the Visioning Workshop and will include a presentation followed by group discussions based on each project component such as the settlement boundary expansion options and land use designations. The purpose of the Public Open House will be to present the Draft Part 2 OPA for review and feedback from members of the public. The participants will engage in facilitated discussions regarding each component of the Draft OPA. Feedback from each session will inform the Final Part 2 OPA and Recommendation Report to Council.

Engagement Activity: Statutory Public Meeting – October 2025

The purpose of the Statutory Public Meeting is to present the Final Part 2 OPA and Recommendation Report before it is submitted to Council for adoption. This in-person session will follow the format of the Public Statutory Meeting for the Part 1 OPA.

5.3 On-Going Engagement Opportunities

If the Town is interested in additional engagement activities as the project progresses, WSP can explore new or expanded task items within the work program through a review of project scope and resources. Below are additional engagement opportunities that WSP has identified that can support deeper engagement with members of the public and underrepresented groups.

Community Pop-Ups

In addition to ongoing engagement with Council, WSP recommends committing to opportunities that build awareness of the Growth Management Strategy amongst members of the public. This can include hosting community pop-ups in high traffic areas or conducting "Planners in Public Spaces" sessions in the Town's third spaces such as the Leisure Centre, Public Library, Community Access Networking events held by Council, and local festivals or events. These can be held at key engagement milestones and focus on topics such as:

Part 1: Developing a Collective Vision

Part 2: Settlement Boundary Areas Options

WSP can support the preparation of engagement materials for these "Planners in Public Spaces" events to be facilitated by Town staff. These materials can include interactive activities or flyers with QR code which can link to the online updates. Town staff will provide WSP with the consolidated comments and feedback for inclusion into the summary of engagement.

Community Working Group

The Town may also establish a five-to-eight member Community Working Group (CWG) to encourage the participation underrepresented groups and community members. The CWG may include representatives from existing Council Advisory Committees that focus on equity, diversity, and inclusion, such as the Accessibility Advisory Committee and the Diversity, Equity, and Inclusiveness Committee. An open call to members of the public can be issued through local organizations and social media to



seek participation of ethnically diverse community members such as the Iranian and Portuguese community members and youth. CWG members may also help support outreach by sharing project updates and events amongst their local networks. WSP recommends that the CWG be guided by a term of reference that establishes the advisory nature of the working group. Meetings of the CWG may be held by Town staff at key project milestones as defined through the consultation schedule and engagement activities, with feedback received from the CWG included the summary of engagement.

Focus Group Meetings

The Town may also consider hosting a Focus Group Meeting or a series of meetings. The purpose of a Focus Group is to facilitate meaningful dialogue with business owners, service providers, homebuilders and developers, equity deserving groups, community organizations, and other stakeholders in a working group format. Meeting with local businesses and stakeholders in the community through the Project is important for building trust, to understand the interests of the public, and to ensure that the key challenges and objectives of the community are captured effectively throughout the Project process. Similar to the CWG, an open call to the community can be held to encourage participation or the Town may send out invitations to certain stakeholders. Focus Group Meetings can be held by Town staff at key project milestones as defined through the consultation schedule and engagement activities, with feedback included the summary of engagement.



7. Tracking and Reporting

7.1 Comment Tracking

The Project Team will maintain a project folder that documents the feedback received throughout the project. The comments will be saved as follows:

- Meetings and events will be designed to be interactive, which will allow for the compilation of comments through, for instance, virtual white boards or quick polls. In these cases, the input will be saved as an image.
- Public meetings and events will allow for the submission of written comments, such as through
 a comment sheet, drawings on maps, or sticky notes. The comment sheets will be scanned
 and saved to the project folder and added to the comment tracking table.
- Photographs of drawings on maps and sticky notes will be saved to the project folder as an image.
- If comments are submitted by interested parties via letter, then the letters will be saved in the folder and summarized in a comment tracking table.

7.2 Project Mailing List

Town staff will compile the names and contact information of interested parties. During public events, the Project Team will encourage attendees to register for the mailing list, opting into receiving e-mails. Through this registration, people will be able to sign-up for e-updates on the project webpage, and the e-updates will also be promoted through project materials. A statement regarding the use of personal information, in accordance with the Municipal Freedom of Information and Protection of Privacy Act, will be prominently featured. In addition to registrations, all interested parties that submit comments and/or letters to the Town will be added to the project mailing list by Town staff.

8. Conclusion

This Consultation and Engagement Plan provides a framework for gathering input from Town staff, key stakeholders, members of the public and Council. It is intended to be flexible and adaptable to changing circumstances. As the project progresses, a need to undertake additional engagement activities may be identified. The scope of any additional activities will be determined in consultation with the Town and additional resources may need to be requested.

The purpose of the engagement activities undertaken as part of this project is to ensure the public remains informed and for the Project Team to understand the priorities of the public and other stakeholders and rightsholders with regards to the future of the Town of Bradford West Gwillimbury.