

Taking a Closer Look at the Downtown Policies in the Adopted Official Plan

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# Public Engagement Plan



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CITY OF  
**Burlington**



# Taking a Closer Look at the Downtown Policies in the Adopted Official Plan - Public Engagement Plan

## Background

An Official Plan (OP) is a statutory document that describes the city's long-term land use and infrastructure strategy, dealing with issues such as the form and location of new housing, industries, offices, shops and elements of complete communities like parks and open space. In April 2018, City Council adopted a new Official Plan for Burlington.

Earlier this year, Burlington City Council voted to re-examine the policies in the adopted Official Plan, specifically the policies for downtown Burlington. Over the next few months, the City of Burlington will be looking for your feedback and ideas to help refine and improve the downtown policies. This is your opportunity to help shape the policies that will guide development in the downtown, including the height and density of buildings. To learn more about the project, check out the [work plan report](#) posted in the [documents library](#) on the Get Involved Burlington webpage.

To include as many voices as possible in this important conversation about the future of the downtown, the City will be hosting several public engagement activities designed to give the community an opportunity to provide meaningful input. The input that is gathered will inform a staff recommendation to Burlington City Council in January 2020. Based on the direction received from Council, City staff will return to Council in March 2020 with recommendations for revised draft policies for the downtown.

Engaging people on issues that affect their lives and their city is a key component of democratic society. Public involvement encourages participation, actions and personal responsibility. Burlington's commitment to public engagement is reflected in its [Community Engagement Charter](#), adopted by City Council. The Charter establishes the commitments, responsibilities and concepts of the relationship between the City of Burlington and the citizens of Burlington related to public engagement. The goal of community engagement is to lead to more informed and, therefore, better decision-making.

The following plan provides a roadmap of the engagement activities that will take place over the next few months, highlighting at which points in the process engagement will take place, who will be engaged and the level of engagement. The plan also clearly defines which aspects of the process the City and public can influence throughout the discussion. To assist in creating this plan, the City reached out to some of the community groups and members who participated in the previous engagement for the adopted Official Plan and discussions about the downtown. Through a guided discussion, these groups and individuals shared their input about the types of public engagement and communications approaches they felt would be effective in reaching a broad section of participants in the engagement about the re-examination of the downtown policies in the adopted Official Plan. The feedback they shared was captured by City staff and is reflected in this plan. Details of the themes captured during this engagement are available in Appendix B. A draft of the engagement plan was shared with all groups who met with the City to ensure the themes were captured correctly and further feedback was considered in the finalization of the plan.

A companion piece to this Engagement Plan is **“Taking a Closer Look at the Downtown: What You Need to Know”** is available at [getinvolvedburlington.ca](http://getinvolvedburlington.ca). This background document covers the history of this project and the process the City is currently undertaking to re-examine the downtown policies in the adopted Official Plan.

## Project Overview

- On Feb. 7, 2019, Burlington City Council voted to re-examine the policies in Burlington's Official Plan, which was [adopted in April 2018](#).
- On Monday, March 18, 2019, City staff and members of Burlington City Council discussed the scope of work for further study at a [Committee of the Whole workshop](#). Through the discussion it was identified that, while Council supports many of the policies in the adopted Official Plan, an area that requires targeted reconsideration is the [Downtown Precinct Plan](#).
- On [May 27, 2019 Council approved the work plan report and terms of reference](#) for the scoped re-examination of the adopted Official Plan.
- On [June 11, 2019, a Committee of the Whole workshop](#) was held to assist in the creation of a community engagement plan for the scoped re-examination of the adopted Official Plan.

## Decision Statement

At the beginning of an engagement process, it is helpful to know, “what is the decision to be made?” The decision statement clearly identifies:

- What decision needs to be made
- Who is the decision maker
- When the decision is required.

By March 2020, Burlington City Council will vote to endorse changes to the policies in Burlington’s adopted Official Plan that guide development in the downtown, including the height and density of buildings. Any changes endorsed by Burlington City Council will then be forwarded to Halton Region for review and approval.

## Summary of Stakeholders

A stakeholder is anyone who has an interest or concern about a specific topic. In determining who the stakeholders are for the re-examination of the downtown policies, a mapping process was used to capture all the people who are affected by this work, those who have influence or power over the work and those that have an interest in its outcome. More than 100 groups and individuals were identified, in the following categories:

- Residents and resident groups
- Indigenous Communities
- Community organizations; special interest, advocacy, and activism groups
- Businesses and business groups
- Development industry
- Government and public service providers (internal and external)
- City Citizen Advisory Committees and arms-length city agencies
- Private and non-profit community service providers
- Elected officials
- Media

## Objectives of Engagement

The following objectives provide a clear understanding of what the public engagement will strive to achieve through the community discussion about the downtown policies in the adopted Official Plan:

- Provide relevant information about the project, decision-making process and how the public can provide input and feedback;
- Provide multiple channels for people to provide meaningful input, both online and in person, at appropriate decision points;
- Create an ongoing record of what is said during engagements and make it available to the public throughout the process, so they can track the progress of the project, including reports back to the community to highlight how feedback was or was not incorporated into the final recommendation to Council;
- Gather meaningful input from members of the community whose voices are historically underrepresented in conversations about city issues;
- Establish [getinvolvedburlington.ca](http://getinvolvedburlington.ca) as the main online platform for up-to-date information about the project and upcoming engagement opportunities;
- Use clear, plain language to inform the public about which aspects of the process are out of our control and cannot be influenced.

## Project Milestones and Engagement Level

At its meeting on May 27, 2019, City Council approved the work plan for the re-examination of the downtown policies in the adopted Official Plan. The key milestones for the project are presented below. For each milestone, the engagement plan identifies where public input will take place, who will be involved in the engagement and what level of engagement will occur. The different levels of engagement are based on the International Association of Public Participation (IAP2)’s Public Participation Spectrum, which is also a component of Burlington’s [Community Engagement Charter](#).

*\*The shaded areas in the table below indicate project milestones where significant public engagement opportunities will take place.*

Timing (WHEN)	Milestone	Message (WHAT)	Stakeholders (WHO)	Level of Engagement
July 2- 16, 2019	1A) Engagement Plan Develop the engagement plan through pre-engagement with key stakeholders	Develop the engagement plan with input from key stakeholders	Community groups and individuals who participated in previous engagement for adopted Official Plan: <ul style="list-style-type: none"> <li>• Charter Action Team</li> <li>• Engaged Citizens of Burlington (ECOB)</li> <li>• Members of Burlington's Citizen Advisory Committees</li> <li>• Halton-Hamilton Home Builders Association (HHHBA)</li> <li>• Members of Burlington City Council</li> </ul>	<b>Consult</b> with ECOB, Charter Action Team, Citizen Advisory Committees, HHHBA  <b>Involve/Collaborate</b> with City Council
	1B) Report back to participants about how their feedback was or was not incorporated into the engagement plan and why			
Early August, 2019	2) Release engagement plan and background information about the project to the public	Share information about the history and importance of the project as well as the finalized engagement and communication plan	Individuals and groups interested and affected by the re-examination of the downtown policies	<b>Inform</b>
Mid to late August 2019	3A) Identify what's important to the community about the downtown and use these themes to guide the creation of two concepts that will show how the downtown could look.	Lead interactive public engagement opportunities for the community to share what matters most to them when it comes to downtown Burlington. Gather feedback to inform the creation of two concepts	Individuals and groups interested and affected by the re-examination of the downtown policies	<b>Involve/Collaborate</b>
	3B) Report back to the public about how their input was or was not used in the creation of the two concepts and why			
October to early November 2019	4A) Review and evaluate the two concepts of the downtown. Release technical reports.	Lead interactive public engagement opportunities for community to review the two concepts and select the elements they want to see in downtown Burlington. Feedback gathered will be used to inform a revised downtown concept that will go forward to Council as a recommendation.	Individuals and groups interested and affected by the re-examination of the downtown policies	<b>Involve/Collaborate</b>
	4B) Report back to the public about how their feedback can or cannot contribute to development of the recommended concept and why			

Timing (WHEN)	Milestone	Message (WHAT)	Stakeholders (WHO)	Level of Engagement
Early December 2019	4C) Council meeting to share information and receive further feedback	Hold a Council workshop to share the feedback that has been received on the two concepts, analysis of the feedback, and present how the project will move forward.	Burlington City Council; individuals and groups interested and affected by the re-examination of the downtown policies	<b>Consult</b>
December 2019 and January 2020	5A) Recommend a concept of the downtown to City Council	a) Present the recommended concept of the downtown to City Council b) Council to decide on recommendation with opportunities for the public to delegate	Burlington City Council, individuals and groups interested and affected by the re-examination of the downtown policies	<b>Inform Consult</b>
	5B) Report back to the public about Council's decision			
January to February 2020	6) Finalize technical work	Based on the direction from Council, City staff will implement modifications to the downtown policies that Council adopted in 2018	n/a	n/a (no engagement)
January to February 2020	7) Prepare changes to the adopted Official Plan	Based on the direction from Council, City staff will work to revise the policies in the adopted Official Plan related to the downtown	n/a	n/a (no engagement)
March 2020	8A) Present changes to Council	Staff will present recommended policy modifications to City Council for endorsement. Members of the public may delegate at this meeting.	Burlington City Council, individuals and groups interested and affected by the re-examination of the downtown policies	<b>Consult</b>
	8B) Report back to the public about Council's decision			
April 2020	9) Forward the proposed modifications to the adopted Official Plan that were endorsed by City Council to Halton Region	Halton Region to review and consider Burlington's revised adopted Official Plan	n/a	<b>Inform</b>
	10) Report back to the public about Halton Region's decision and next steps for the adopted Official Plan			

## Policies and Factors That Cannot be Influenced

In every public engagement process, it is important to be aware of the things that cannot be influenced: either because they are beyond the City's control (for example things that are required by regional or provincial policy or law), or because they are outside the scope of the project as set out in the Council-approved work plan. In discussing the refinement of the downtown policies in the adopted Official Plan, the following aspects of the project are considered 'givens' and will not be included in engagement activities:

1. The re-examination is focused on the downtown only, not the whole city.
2. Planning policy is guided by various legislative requirements and policy documents, such as the Planning Act, Provincial Policy Statement, provincial plans, the Halton Region Official Plan, Bill 108, and the Metrolinx Regional Transportation Plan. These legislative requirements include policies for the Urban Growth Centre (UGC), Major Transit Station Areas (MTSAs), and Mobility Hubs. City Council has directed staff to report back on any changes to the Urban Growth Centre and Major Transit Area designations after the completion of the Official Plan and Interim Control By-law studies. This analysis will not form part of the current project.
3. The scope of work, timing and resources, including the terms of reference, has been approved by Council through staff report PB-47-19, including the development of two land-use concepts as a starting point for the conversation with the community. Please refer to the [terms of reference and the work plan report](#) to understand what will not be discussed as part of this project, e.g. the Old Lakeshore Road precinct and the Downtown Waterfront Hotel.
4. Previous development approvals will not be revoked.
5. The proposed downtown plan and policies must be developed with the objective of being able to withstand possible appeals to the Local Planning Appeal Tribunal (LPAT).
6. The basis of the re-examination is the adopted Official Plan, not the current, in-effect Official Plan.
7. The Interim Control Bylaw (ICBL) Land Use Study and the Integrated Mobility Plan are separate studies, distinct from the re-examination of the adopted Official Plan. The Mobility Hubs study, also separate, is currently on hold.

8. Although City Council must endorse any modifications to the adopted Official Plan, Halton Region is the authority that will decide whether to grant final approval to any modifications endorsed by the City.
9. Modifications must be endorsed by City Council by March 2020.
10. The City does not have control over the speed of change related to development, e.g. property owners are guided by market forces and planning policies in deciding when and if they will redevelop their property.
11. The re-examination is a policy exercise and will not address the design of individual buildings.
12. Through policies and actions, the City of Burlington guides city building, however, it is property owners that construct the buildings and design the sites that support city-building objectives.

## Forms of Engagement and Communication to the Public

The strategies that will be used for public involvement to re-examine the downtown policies directly reflect the feedback provided to the City in July, from the community groups and members who participated in the previous engagement for the adopted Official Plan. The input provided encouraged the City to provide engagement opportunities that allow for smaller, two-way discussions with the community and to ensure online options were available for those who are unable to attend in-person meetings. Details of the themes captured during this engagement are available in Appendix B.

Timing (WHEN)	Milestone	Stakeholders (WHO)	Form of Involvement	Form of Communication
July 2 - 16, 2019	1A) Engagement Plan Develop the engagement plan with input from key stakeholders	Community groups and individuals who participated in previous engagement for adopted Official Plan (as above)	<ul style="list-style-type: none"> <li>In-person meetings with guided discussion (see Appendix A)</li> <li>Online survey to Citizen Advisory Committees</li> </ul>	<ul style="list-style-type: none"> <li>Email, phone</li> <li>Get Involved Burlington survey platform</li> </ul>
	1B) Report back to participants about how their feedback was or was not incorporated into the engagement and communications plan and why			<ul style="list-style-type: none"> <li>email</li> </ul>
Early August, 2019	2) Release engagement plan and background information about the project to the public	Individuals and groups interested and affected by the re-examination of the downtown policies	<ul style="list-style-type: none"> <li>Information posted to <a href="#">Get Involved Burlington website</a></li> </ul>	<ul style="list-style-type: none"> <li>Media release, city website, social media posts, Get Involved newsletter, Councillor newsletters and social media channels, posters and TV screens in city facilities, newspaper ad in Burlington Post</li> </ul>
Mid to late August 2019	3A) Identify what's important to the community about the downtown and use these themes to guide the creation of two concepts that will show how the downtown could look.	Individuals and groups interested and affected by the re-examination of the downtown policies	<ul style="list-style-type: none"> <li>Two community workshops about the downtown, featuring 2-way conversation to learn about what matters most to the community</li> <li>Online survey coordinated with same questions from workshops on <a href="#">Get Involved Burlington website</a></li> <li>Pop-up events</li> </ul>	<ul style="list-style-type: none"> <li>Media release, city website, social media posts, Get Involved newsletter, Councillor newsletters and social media channels, posters and TV screens in city facilities, newspaper and online ads in Burlington Post</li> </ul>
	3B) Report back to the public about how their input was or was not used in the creation of the two concepts and why			<ul style="list-style-type: none"> <li>Media release, city website, social media posts, Get Involved newsletter, Councillor newsletters and social media channels</li> </ul>



Timing (WHEN)	Milestone	Stakeholders (WHO)	Form of Involvement	Form of Communication
October to early November 2019	4A) Review and evaluate the two concepts of the downtown. Release technical reports	Individuals and groups interested and affected by the re-examination of the downtown policies	<ul style="list-style-type: none"> <li>Two community workshops about the downtown, to discuss options for the future of the Downtown using a variety of tools including visualization and models, featuring 2-way conversation to understand more about the community response to the range of elements found within the 2 concepts.</li> <li>Online survey coordinated with same questions from workshops on <a href="#">Get Involved Burlington website</a></li> <li>Pop-up events</li> </ul>	<ul style="list-style-type: none"> <li>Media release, city website, social media posts, Get Involved newsletter, Councillor newsletters and social media channels, posters and TV screens in city facilities, newspaper and online ads in Burlington Post, direct mail to Burlington homes</li> </ul>
	4B) Report back to the public about how their feedback can or cannot contribute to development of the recommended concept and why			<ul style="list-style-type: none"> <li>Media release, city website, social media posts, Get Involved newsletter, Councillor newsletters and social media channels</li> </ul>
Early December 2019	4C) Council meeting to share information and receive further feedback	City Council; individuals and groups interested and affected by the re-examination of the downtown policies	Consultation with Council	<ul style="list-style-type: none"> <li>Media release, city website, social media posts, Get Involved newsletter, Councillor newsletters and social media channels, and newspaper ads.</li> </ul>
December 2019 and January 2020	5A) Recommend a concept of the downtown to City Council	Burlington City Council, individuals and groups interested and affected by the re-examination of the downtown policies	Delegations from the public	<ul style="list-style-type: none"> <li>Media release, city website, social media posts, Get Involved newsletter, Councillor newsletters and social media channels</li> </ul>
	5B) Report back to the public about Council's decision			<ul style="list-style-type: none"> <li>Media release, city website, social media posts, Get Involved newsletter, Councillor newsletters and social media channels</li> </ul>
January to February 2020	6) Finalize technical work	n/a	n/a	n/a

Timing (WHEN)	Milestone	Stakeholders (WHO)	Form of Involvement	Form of Communication
January to February 2020	7) Prepare changes to the adopted Official Plan	n/a	n/a	n/a
March 2020	8A) Present changes to Council for endorsement	Burlington City Council, individuals and groups interested and affected by the re-examination of the downtown policies	Delegations from the public	<ul style="list-style-type: none"> <li>Media release, city website, social media posts, Get Involved newsletter, Councillor newsletters and social media channels</li> </ul>
	8B) Report back to the public about Council's decision			<ul style="list-style-type: none"> <li>Media release, city website, social media posts, Get Involved newsletter, Councillor newsletters and social media channels, posters and TV screens in city facilities, newspaper and online ads in Burlington Post</li> </ul>
April 2020	9) Forward the proposed modifications to the adopted Official Plan that were endorsed by City Council to Halton Region	n/a	n/a	n/a
	10) Report back to the public about Halton Region's decision and next steps for the adopted Official Plan			<ul style="list-style-type: none"> <li>Media release, city website, social media posts, Get Involved newsletter, Councillor newsletters and social media channels, posters and TV screens in city facilities, newspaper and online ads in Burlington Post</li> </ul>

## **How the City Will Collect and Respond to Feedback**

Throughout the engagement process, City staff will diligently collect and record all input provided by stakeholders. All input will be recorded by theme into response tables, showing in detail how the comments were considered and how they did or did not shape the study process, the modifications proposed to Council, and why. For an example of how the City will respond to feedback throughout the process please see Appendix B for a detailed list of the input collected in the pre-engagement process and how it informed the development of this engagement plan.

## **Evaluating the Public Engagement Process**

To assist in measuring how the public participation contributed to the project decision to be made, the following will be used to evaluate the public participation process.

1. Once the project is complete, measure the degree to which community members felt they:
  - a. Understood the project's process and its limitations
  - b. Understood how the feedback they provided influenced the outcome of the City Council submission to Halton Region.
2. Evaluate each form of engagement.  
How did each of the engagement approaches used help to achieve the engagement objectives?
3. Analyze how the feedback received about the forms of engagement impacted the overall public participation process as the project moved forward.

## **List of Appendices**

- A. Guided Discussion Document (Milestone 1)
- B. What We Heard During Pre-engagement (Milestone 1)

## Appendix A - Guided Discussion Document

# Taking a Closer Look at the Downtown Policies in the Adopted Official Plan - Public Engagement Plan

### Introduction

Over the next few months, the City of Burlington is re-examining the downtown policies in the City's adopted Official Plan. City staff have direction from Council to engage the community in this work.

To make the engagement plan the best possible, we need your help to create an engagement and communication plan that will encourage a broad section of the

community to participate and have their say. In re-examining the adopted Official Plan, the City wants to hear from all interested in the project and/or affected by the outcome, including those that were not represented in the previous engagement on the adopted Official Plan.

### Why we are here today

For today's discussion, there are a few things that are helpful to remember. Council has directed staff to complete the re-examination, including the following project milestones:

Today, we are at Milestone 1 and we are seeking your input on the development of the engagement and communication plan.

Project Milestones	Goal	Who	Level of Engagement on IAP2 Spectrum
1. Engagement Plan	Develop the engagement plan with input from key stakeholders	ECOB, ChAT, Existing City Citizen Advisory Committees + Council	<b>Collaborate</b> with Council <b>Consult</b> with ECOB, ChAT, Citizen Advisory Committees
2. Technical background work + introduction to the project	Share information about the history and importance of the project as well as the finalized engagement and communication plan	Those interested and affected by the re-examination	<b>Inform</b> (no engagement)
3. Develop two land-use scenarios for downtown, as a starting point for the conversation with the community	Get input to develop criteria for the development of the two land-use scenarios	Those interested and affected by the re-examination	<b>Involve/Collaborate</b>
4. Review and evaluate the two land-use scenarios	Use scenarios as starting point for a discussion with the community. Input and ideas will be used to determine a preferred scenario.	Those interested and affected by the re-examination	<b>Involve/Collaborate</b>
5. Recommend a preferred land-use scenario	Present recommended land-use scenario to Council Council decision on final land-use scenario and opportunities for the public to delegate	Council + those interested and affected by the re-examination	<b>Inform</b> (no engagement) <b>Consult</b>

Project Milestones	Goal	Who	Level of Engagement on IAP2 Spectrum
6. Finalize technical work	Final adjustments made on recommended land-use scenario based on Council decision	Council + those interested and affected by the re-examination	<b>Inform</b> (no engagement)
7. City staff prepares modifications to the adopted Official Plan	Staff make written changes required in adopted Official Plan	n/a	n/a (no engagement)
8. Modifications	City Council endorses changes to adopted Official Plan. Opportunities provided for the public to delegate	Council + those interested and affected by the re-examination	<b>Consult</b>
9. Forward revised plan to Halton Region	Halton Region to review and consider through the approval process for the City of Burlington adopted Official Plan.	n/a	n/a (no engagement)
10. Communicate results	Share results of Council's endorsed changes + results of re-examination, e.g. Halton Region's decision.	Council + those interested and affected by the re-examination	<b>Inform</b> (no engagement)

## Project Givens

Now that you know what is up for discussion, we also want you to know what is not up for discussion. We think these points are important in order to be up front about which aspects of this process cannot be influenced.

1. The re-examination is focused on the downtown only, not the whole city
2. Planning policy is guided by legislative requirements, such as Provincial Policy Statement, provincial plans including Urban Growth Centre policies, Halton Region Official Plan, Bill 108, Big Move/Metrolinx
3. The scope of work, timing and resources including the terms of reference, has been approved by Council through staff report PB-47-18, including the development of two land use scenarios as a starting point for the conversation with the community
4. Previous development approvals will not be revoked
5. The proposed downtown plan and policies must be developed with the objective of being able to withstand possible appeals to the LPAT
6. The basis of the re-examination is the adopted Official Plan, not the current, in-effect Official Plan

7. The Interim Control ByLaw (ICBL) Land Use Study is a separate study
8. Halton Region is the authority that approves the City's Official Plan and decides whether to approve any modifications endorsed by the City
9. Modifications must be endorsed by City Council by March 2020
10. The City doesn't have control over the speed of change related to development, e.g. developers are guided by market forces.

## Discussion

### 1. Scope of Engagement

- Through discussions at Council meetings, Council has identified a list of topics that need to be included in the engagement with the community. These topics are listed below.
- The height of buildings
- Density of development
- Location of intensification
- Degree of change
- Options and trade-offs
- The development of policies that ensure development respects and maintains downtown Burlington's identity/sense of place, and its role as a shared core area for all residents of the City
- How the downtown connects/relates to the rest of the City
- The use of mechanisms to achieve desired amenities and infrastructure (including office space, retail space, affordable housing, seniors' housing, parks, open space, street trees, public spaces)
- The approach to policy development, e.g. the use of strictly defined development maximums or flexible development ranges
- Compatibility with established neighbourhoods that surround the downtown
- The development of policies to protect the waterfront, small retail spaces, and cultural heritage resources.

Please share your thoughts on this list.

Are there items missing?

### 2. Ways to Engage

Looking at the direction from Council, we want to talk to you today about techniques, tools and communication approaches that will help ensure broad participation in the re-examination.

#### Milestone 3: Develop two land-use scenarios for downtown

**What:** Gather input to develop criteria for the two land-use scenarios which will be used as a starting point for the conversation.

**Who:** Those interested and affected by the re-examination

**When:** Mid-July - mid-August 2019

**How:** Involve and Collaborate

- Which of the engagement techniques in the chart on the right do you feel would be most successful in gathering representative input from the community?
- Can you think of any others?

#### Milestone 4: Review two land-use scenarios

**What:** Use scenarios as starting point for a discussion with the community. Input and ideas will be used to determine a preferred scenario.

**Who:** Those interested and affected by the re-examination

**When:** Late September to early December 2019

**How:** Involve/Collaborate

- Which of the engagement techniques in the chart on the right do you feel would be most successful in gathering representative input from the community?
- Can you think of any others?

Engagement techniques to consider:		
Focus group-small group discussion designed to listen and gather info.	Kitchen Table Talks/Coffee Klatches – informal gathering for coffee and conversation	Get Involved Burlington platform <a href="http://getinvolvedburlington.ca">getinvolvedburlington.ca</a>
Existing Citizen’s Advisory Committees	Group workbooks – guided discussion book used to gather feedback.	Crowd sourcing
Online polling	Ideation – ideas or concepts submitted by the public	Workshops – a group of people engaged in a discussion & activities on a particular subject.
World cafes – groups of people discuss a topic at several tables, with individuals switching tables.	Pop-up events – spontaneous location to gather feedback.	Appreciative inquiry – a facilitated process to discover past and current best practices to inform future decisions.
Events where people gather – e.g. community centres, parks etc.	Surveys	Round tables – a facilitated discussion on a given topic in a short amount of time.
Charettes – a visual workshop with the aim of developing a design or vision for a project.	Feedback frames – anonymous voting on ideas	OTHER – what’s your idea?

### 3. Additional Questions

- Thinking of the ideas you’ve provided; can you give us some guidance on time of day and days of the week that you think would be the most successful for gathering representative input from the community?
- To provide as many people as possible the opportunity to participate in the re-examination of the downtown policies, can you share ideas for communication approaches and outreach techniques that would be successful in reaching a broad section of the community? Have you seen other approaches that worked well?
- What would a successful engagement look like to you?
- In your opinion, is there any communication approach that should be avoided?

### Thank you for your participation.

The ideas and feedback you shared today will be used by City staff to create an engagement and communication plan for the re-examination of the adopted Official Plan.

## Appendix B - What we heard during Pre-engagement

### Taking a Closer Look at the Downtown Policies in the Adopted Official Plan - Public Engagement Plan

From July 2 to July 17, staff met with a variety of key stakeholders in order to support the creation of an engagement and communication plan that will encourage a broad section of the community to participate and have their say.

Staff met with engaged citizens, the City’s Charter Action Team, representatives from Engaged Citizens of Burlington, and representatives from Hamilton-Halton

Home Builders Association. In addition, all Citizen Advisory Committees were provided a link to a survey to provide input in the pre-engagement process. One-on-one meetings with Councillors and the Mayor were also held to share feedback received to date and gather additional input.

The feedback has been organized into a number of themes and the action related to how this feedback will be reflected in the engagement plan has also been identified.

A draft of the engagement plan was released to all pre-engagement participants on July 25, 2019. All comments received on the draft were incorporated into the final version of the engagement plan and this appendix.

Feedback Theme	Feedback Detail	City’s Approach to Respond
PROCESS	It is critical to be clear about the process including expectations related to engagement.	<p>The background report, “Taking a Closer Look at the Downtown: What You Need to Know” will define the context of the project, the project milestones and the relationship to the Engagement Plan.</p> <p>The Engagement Plan focuses on the techniques associated with Milestone 3 and 4.</p> <p>The description of the milestone provides sufficient information to be clear about the objective of the engagement for a given milestone. For example, in several interviews, the concern that milestone 4 would be a vote on a preferred scenario was commonly heard. Milestone 4 is framed in the project process and the engagement plan as conversation based on two concepts, rather than a choice between two concepts.</p>
	It is important to reference the Engagement Charter	The engagement plan will make clear reference to the Engagement Charter and how it was followed in preparation of the engagement plan.
	<p>The timing of the project is very aggressive. This was a concern last time and continues to be a concern for many participants in pre-engagement.</p> <p>One pre-engagement participant commented that the tight timeline is favourable as it clearly lays out expectations and will keep everyone moving forward.</p>	Routine and continuous feedback loops will keep those interested in the project updated as to how feedback heard has influenced the understanding of the progress to date. It is acknowledged that the time frame is brief. It is also acknowledged that the public and staff have the benefit of the work and the feedback collected to date through the Downtown Area Specific Plan. This work will build on that solid foundation.



Feedback Theme	Feedback Detail	City's Approach to Respond
PROCESS	Some participants expressed concern that insufficient resources had been allocated to the project, and that in combination with the amount of time allocated, this could lead to an imperfect engagement process.	The time and resources allocated to the project were approved by Council in the project work plan (May 2019) and are identified in the Engagement Plan as givens. The project team will work with the available time and resources to conduct the best possible engagement process, ensuring that as many people as possible are given the opportunity to participate.
	It is important to build buy-in to the process.	The pre-engagement exercise is an important first step in building buy-in on the project process and approach. Expectations about the process will be communicated throughout. Concerns that are raised about approach will be dealt with as they arise through feedback.
	It is important that staff share technical reports with the public as they become available	Staff will share the technical reports as part of milestone 4
COMMUNICATION	Choice of language is very important. Using planning jargon should be avoided in favour of plain language. Consider attaching a glossary of terms.	The Engagement Plan and the Background Report have adopted a plain language approach including names for milestones that are clear and understandable.
	It is important to set clear expectations about how the public can expect to hear about how the feedback received influenced the project, or if the feedback received could not influence the project, why it could not. Need a commitment to communicating feedback.	The Engagement Plan will establish expectations about the feedback loop. This development of the Engagement Plan and this Appendix is the first demonstration of the influence that feedback has had on the project. This also provides the opportunity to ensure the subtleties of a comment have been accurately captured.  Dialogue throughout will be used to build mutual understanding and trust.
	<p>A number of key messages need to be reinforced including:</p> <ul style="list-style-type: none"> <li>• The future design of buildings cannot be determined during this project. Guidance for design comes in part from Official Plan policies, zoning regulations and a variety of design guidelines.</li> <li>• Developers build the buildings and take the risks; the City guides city-building.</li> <li>• Amendments to the Official Plan and the Zoning Bylaw are always contemplated in land use planning, and such amendments are not a failure of a policy framework.</li> </ul>	<p>Several additional givens have been included in the Engagement Plan.</p> <p>Project communications will include necessary background information to generate understanding of the planning process and the legislation that governs it, as it relates to this project.</p>

Feedback Theme	Feedback Detail	City's Approach to Respond
COMMUNICATION	When posing questions take care to ensure they are communicated neutrally and ensure there is enough latitude for responses. Engagement should seek to understand and respond to public feedback, rather than to attempt to influence public opinion.	Plain language will be used in developing surveys. Testing of key surveys or questions will be used, where possible. Response guidance will not be designed to limit responses, in appreciation of the various issues to be considered.
	Direct mailings were often highlighted as an important way to connect with new and diverse groups.	The City Talk engagement edition delivered in July/August highlighted this project. Direct mailings will be considered as a potential communication method.
INCLUSIVE	The engagement plan must provide the opportunity for as many people as possible to be engaged in the project.	<p>The Engagement Plan proposes the development of a layered approach that:</p> <ul style="list-style-type: none"> <li>• Invites engaged volunteers</li> <li>• targets those typically hard to reach</li> <li>• replicated in digital format</li> <li>• replicated in paper format</li> </ul>
	City-wide engagement is important.	The Engagement Plan and the proposed tactics will include meetings and pop-up engagements in the Downtown and throughout all other wards.
	Remove barriers and utilize tactics to engage groups that are traditionally underrepresented in City engagements, including youth, young families, commuters, lower-income residents, and members of ethnic/cultural minorities.	<p>Specific tactics will be used to remove barriers and create a welcoming atmosphere to support engagement. Efforts will be made to proactively reach out to historically underrepresented groups.</p> <p>Example tactics may include pop-up events at commuter transit stations and recreation facilities, as well as partnering with local schools, faith organizations, cultural organizations, and non-profit service providers.</p>
EXPECTATION SETTING	In general, it is valuable to see the givens listed. There are a lot of messages embedded within each of the givens and clarity may be required.	The Background Report includes a wide range of pieces of context to support a more detailed understanding of the givens and the project.
	Several new givens were highlighted to be considered for addition or modification- see above.	Additional givens have been included in the Engagement Plan.

Feedback Theme	Feedback Detail	City's Approach to Respond
EXPECTATION SETTING	<p>Success was defined by the respondents in a number of ways:</p> <ul style="list-style-type: none"> <li>the project was informed by diverse opinions from new or typically under-represented groups. Supported by information about demographics, where possible.</li> <li>the project supported opportunities for direct, personal discussions.</li> <li>the project results in a direction that allows the city to build forward momentum on other priorities.</li> <li>the project was informed by focused, relevant feedback.</li> <li>the project received media coverage that supports people in understanding how the project evolved.</li> </ul>	<p>The Engagement Plan establishes a set of evaluation questions to get at a number of these dimensions of measuring success.</p>
	<p>Be clear about what can be reasonably accomplished given the time constraints of the project.</p>	<p>The Engagement Plan attempts to describe in sufficient detail the commitment to the public and the objectives of the engagement plan. Clarity about commitment will ensure that expectations are clear.</p>
BUILDING UNDERSTANDING	<p>Not a one-time endeavor.</p>	<p>The Engagement Plan identifies how the project details including the project gives and feedback will be used to communicate the project's progress and help interested and affected parties track how feedback influenced the plan. The Engagement Plan proposes a commitment to communicating where we began, where we are including how we got there, and where we will go next.</p>
	<p>Be careful to avoid a “show and tell” feeling. It must be clearly communicated that interested and affected parties are engaged in a dialogue.</p>	<p>The Engagement Plan outlines the degree of engagement for each project milestone, in accordance with IAP2 and the City's Engagement Charter. The Engagement Plan outlines that engagement on the land use scenarios will be at an “Involve/Collaborate” level rather than an “Inform” level.</p>
	<p>Provide visualization tools such as a 3D-model to show change.</p>	<p>Staff will employ a variety of tools and opportunities, including visualization and digital models to help participants understand what the potential future could look like at the street level in the downtown. The dynamic nature of a digital model allows for flexibility and variety throughout discussions.</p>

Feedback Theme	Feedback Detail	City's Approach to Respond
<b>BUILDING UNDERSTANDING</b>	<p>Roles and Responsibilities</p> <ul style="list-style-type: none"> <li>• role of the public</li> <li>• role of the planner</li> <li>• role of City Council</li> <li>• role of the Region of Halton</li> <li>• role of the development industry/builders</li> </ul>	<p>A brief info sheet has been developed to discuss the roles and responsibilities in relation to this project and to planning in general. This information will be posted on the Get Involved webpage.</p>
	<p>Several participants expressed that there would be value in the City providing a “Planning 101” information package, similar to the staff presentation to Planning &amp; Development Committee in December 2018, that will help the public to understand the planning process/framework within which Burlington planning decisions are made.</p> <p>All participants who raised this point specifically used the words “public education”, although some participants made the distinction that the desire is for the City to educate the public on the general planning process (beyond the scope of the current project), not for the City to educate the public in such a way as to influence public opinion, for example by advocating for the merits of certain types of development.</p>	<p>City staff acknowledge the positive feedback on the presentation to Planning &amp; Development Committee in December 2018. Staff agree that it would be beneficial, both for the current project and in general, to raise public awareness of the Ontario planning framework that guides Burlington’s planning decisions.</p> <p>Staff note that a difficulty in creating such an education piece is the need for continuous updates. The information presented to P&amp;D Committee in December is already outdated due to changes to provincial policy, and further changes are expected in the coming months.</p> <p>Development of a general “Planning 101” information package is considered to be out of scope of the current project, and unfeasible given the time and resources currently allocated. However, the Background Memo for the current project does contain the information needed for the public to understand the planning framework as it applies to the current project. Furthermore, staff have prepared a “Roles and Responsibilities” information sheet that further explains the roles of various players within the planning framework, again as they apply to the current project.</p>
	<p>New topics / topics that need to have more profile</p> <ul style="list-style-type: none"> <li>• Climate lens</li> <li>• Major Transit Station Areas and Mobility Hubs</li> <li>• Distinguishing Policy Issues from Implementation Issues</li> <li>• Trade-offs and options. Avoid oversimplifying discussion to height alone.</li> </ul>	<p>Discussion of these topics will be presented to varying degrees in the Background Report and throughout the project.</p>

Feedback Theme	Feedback Detail	City's Approach to Respond
ENGAGEMENT APPROACHES	Diverse opinions about the value of pop-up engagement approaches. Many cautioned against these types of approaches as input may not be as comprehensive as using other approaches. Others highlighted the need for the City to “go to the public” rather than expect the public to “come to the City”, and suggested pop ups are an effective way to expand awareness and draw in new interested groups.	The Engagement Plan proposes the development of a layered approach that will include pop up engagements. The tactics however will not focus on major festivals and instead will target public gatherings where participants will have time and interest to engage.
	Existing Citizen Advisory Committees are well positioned to be engaged.	Existing Citizen Advisory Committees will be engaged throughout.
	The recent success of the Citizen Action Labs was often referenced as a productive tool.	Staff acknowledge the widespread positive feedback on the recent Citizen Action Labs engagement and are currently examining this precedent to determine what aspects are applicable and transferable to the current project.
	Small discussions and collaborative discussion-based sessions were often referenced.	In planning specific tactics opportunities for small discussions and collaboration will be considered.
	Cater to all with a wide variety of options including in-person and online. In the case of in-person opportunities, ensure a wide range of locations, times and days to cater to diverse participants.	In scheduling specific tactics including pop up sessions, consideration will be made to ensure diverse options exist to be engaged.
	Statistically significant or scientific approaches including the use of Artificial Intelligence tools should be used to report on the validity of the feedback.	It is not feasible to achieve statistically significant response rates to engagement initiatives, due to timing and budget constraints, as well as the self-selection that is inherent in respondents [i.e.: people interested in the project will respond in greater numbers]. While acknowledging these limitations, staff will endeavour to seek out diverse public input by: promoting widespread awareness of the project and its impact on all parties; providing opportunities for as many people as possible to participate in the engagement process; making additional efforts to facilitate the equitable involvement of historically disadvantaged or underrepresented groups.
	Face-to-face communication including canvassing should be considered.	In planning specific tactics, opportunities for face-to-face interactions will be considered. However, given the time and budget constraints of this project, it will not be possible to canvass door to door.

Feedback Theme	Feedback Detail	City's Approach to Respond
ENGAGEMENT APPROACHES	<p>Volunteer groups could assist in the dissemination of project information and collection of feedback. This suggestion was made with an acknowledgement that it would be necessary to ensure that volunteer bias could not influence public feedback.</p>	<p>Volunteer recruitment and training is not feasible given the time and resource constraints associated with this project.</p> <p>Staff believe that the involvement of volunteers in the collection of public feedback is not desirable; however, staff welcome the involvement of community champions who may volunteer to raise community awareness of the project, for example by directing members of the public to the project's Get Involved webpage.</p> <p>Staff also wish to acknowledge the role of volunteers (key stakeholders) who have shaped the project through their involvement in the pre-engagement process.</p>
	<p>Citizen Jury or other randomized selection gets away from relying strictly on those who are interested in volunteering.</p>	<p>Staff acknowledge that randomly selecting participants is one way to seek out diverse opinions. Given a limited time and budget staff will be taking a layered approach that:</p> <ul style="list-style-type: none"> <li>• Invites engaged volunteers</li> <li>• targets those typically hard to reach</li> <li>• replicated in digital format</li> <li>• replicated in paper format</li> </ul>









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