

Appendix N

Heritage Work Plan Official Plan Review 2012 August 10, 2012

1. Purpose

To review the policies of the current Official Plan as they relate to heritage conservation.

2. Background

The current Official Plan contains policies related to the identification and conservation of cultural heritage resources. These policies are not grounded on the map schedules. Heritage conservation planning, in this context, is implied through the use of identification tools, primarily the Municipal Register and the City's Inventory of Cultural Heritage Resources, as well as implementation tools provided by the Ontario Heritage Act (i.e. designation).

While a great deal of effort has been made to identify heritage properties throughout the City, less focus has been given to the broader issues of heritage conservation in terms of legal and financial impacts as they affect individual property owners. In addition, public engagement around heritage issues has been identified as an area that requires significant improvement.

The Official Plan Review is a good opportunity to assess the City's current approach in relation to best practices in the municipal official plans for other Ontario municipalities. In addition, the City's municipal heritage committee is currently undergoing a comprehensive review of the City's heritage policies and processes, as directed by Council. It is expected that changes will be recommended to Council by the committee by the end of Q3 of 2012. These recommended changes may necessitate an update to the current Official Plan policies to better align with Council's decisions on moving forward.

3. Issues Identification and Approach

This work plan will include a 'desktop' review by Planning staff of heritage policies adopted by other Ontario municipalities with particular reference to such topics as:

- An overarching heritage conservation strategy;
- On-going identification and evaluation of heritage properties;
- The use of Planning Act and Ontario Heritage Act tools to support heritage conservation;
- Financial incentives and tools to assist property owners in heritage conservation efforts; and
- Public engagement strategies with respect to heritage conservation efforts.

The findings from this review will be reported to Council in a directions report which will identify recommended follow-up actions. Any warranted policy development and related public engagement will be reported for Council decision.

4. Timeline

For details on the timeline please refer to Appendix C.

5. Public engagement

Event	Who	When	Level of participation	Objectives	Estimated Costs
Directions Report	City-wide	Q1 2013	Inform	Present policy directions	Staff time

Any additional warranted public engagement efforts will be proposed in the Directions Report.

6. Resources

Staff resources will be required for the best practices review. In addition, staff will be working with a sub-committee of Heritage Burlington to assist with the review.

It is expected that one approach to the identification of heritage properties would be a comprehensive study of areas throughout the City with high concentration of heritage properties (historical neighbourhoods/districts) that may require more detailed analysis and more refined policies. This would likely require additional resources, such as the hiring of a professional heritage consultant. The study would, in principle, be an update to that which was requisitioned by the City of Burlington and the heritage committee and completed in May 2000 by Archaeological Services Inc. ("City of Burlington Strategic Heritage Conservation Districts Study"). The study was "to provide an informed long-range planning context for the identification and protection of special heritage areas and places within the City". It was a strategic overview of cultural heritage landscapes and prospective heritage conservation districts. A similar study or update to the study is envisioned.

Any additional resource requirements will be proposed in the directions report.

7. Deliverables

- Directions Report

Appendix O

Engagement and Communications Work Plan: OPTION A Official Plan Review 2012 August 10, 2012

Introduction

Engaging the City of Burlington's citizens and stakeholders is a key component of the Official Plan Review. Citizen and stakeholder involvement will facilitate meaningful input for Official Plan revisions and make a positive contribution to decision-making and will be driven by the seven key areas of transformation. The work plan describes the engagement methods and communications tactics developed for the Official Plan review process. The engagement and communications plan have been designed to offer multiple methods of informing and involving citizens and stakeholders, to ensure effective public involvement.

The plan for engaging the community on the Official Plan review (OPR) will include: pre-consultation with key stakeholders and stakeholder groups; citizen advisory committees; communications; community engagement; Council workshop(s); telephone town halls with the Mayor as key speaker; meeting with Councillors and their ward groups; a speakers series; online and youth engagement; open houses; focus groups; and workshops.

The plan for communicating the OPR supports engagement, education, and creates awareness of the purpose of the OPR. Communications includes OPR topics that are being studied; and informs people of the what, where, when, why and how of public involvement opportunities. Communications includes providing feedback to the community on the OPR input received and the changes resulting from the review process, using the identity statement:

We're Growing in Place: Burlington's Official Plan Review

Purpose and Strategy

The purpose of this document is to provide an overview of the public engagement and communications activities that will be undertaken to support Burlington's Official Plan review.

The communication plan will support the community engagement process that seeks to obtain both depth and breadth in public and stakeholder input throughout the OPR process.

The engagement and communication plan is the City of Burlington's approach to enhancing the overall work plan for the OPR, the accountability structure for the OPR and are over and above the minimum requirements of the *Planning Act*.

Engagement and Communication Objectives

1. **To build community awareness** of the importance of the Official Plan, what it is; why are we reviewing it now; and how it impacts them.
2. **To deliver an engagement process that is meaningful** by creating engagement opportunities to provoke informed community input and provide feedback information on how input was considered and used in making changes to the City of Burlington's Official Plan (OP).
3. **To ensure that engagement processes provide a positive contribution to council decision-making.**
4. **Work collaboratively with community partners** and key stakeholders to provide regular information updates and involvement opportunities throughout the OPR process.
5. **To encourage participation of residents not typically involved or represented** in previous OPR processes (i.e. youth, multicultural groups, newcomers, low-income families, etc.) throughout.
6. **To create a 'buzz'** in the city of Burlington about the OPR.

Key Communications Messages

Key messages ensure clarity and understanding of the OPR process and its objectives.

- We are at a unique moment in Burlington's history. With undeveloped land in short supply in Burlington, we must "grow in place."
- Burlington is a great place to live, work and play. As the city continues to change and grow, we must revisit the Official Plan to ensure that we are realizing our collective vision and community needs and aspirations.
- The *Planning Act* requires that we revisit the OP at least every five years to update the city's collective vision and policies for the next 20 years.
- The City of Burlington started its last five year review of the Official Plan in 2002. The plan was subsequently approved with modifications by the Region of Halton in 2008.
- The OP outlines a vision for the city and includes policies for how we will manage physical change use our land and how and where we will grow from now until 2031. The plan has many considerations. Development, transportation, infrastructure, the natural

environment, heritage, parks, the downtown, and social, economic and environmental sustainability are all essential parts of the plan.

- An OP is a living document with an adaptable policy framework for managing change and guiding development and redevelopment.

Good Engagement Strategy

The engagement approach will include the levels of the public involvement spectrum as supported by Burlington City Council in report CORPSERV 2-11. The involvement spectrum includes the following levels of engagement: Inform, Consult, Involve and Collaborate.

The overarching strategy was developed to contribute to obtaining both depth and breadth of public and stakeholder input into the OPR. The goals of the Engagement Plan are as follows:

- Obtaining meaningful input that is enabled by educating participants prior to seeking their input.
- Adhering to the principles of transparency and accountability.
- Striving for demographic representation including: wards; ages; income levels; outreach to include newcomers and youth.
- Involving new people in the engagement process, ensuring that more than just the usual participants' voices are included.
- To shift the discussion to recognize that the changing nature of Burlington will require new ways of thinking about growth.
- To ensure that Planning staff and consultants are receptive to input received and the possibilities presented.

In order to meet these goals the following approaches will be the foundation of the engagement plan:

- Key workshops and open houses have been designed to involve and integrate stakeholder and citizen interests in structured half-day or full day workshops. The open house in Q3 2013 will be culmination of the OPR work and input received.
- Feedback will be provided to participants following each point of community engagement. The goal is to reflect what was heard from the public and then to report on how/why input was used or not used.

- Outreach and communications will occur early in the OPR process allowing participants sufficient time to plan their participation. Communications will be both targeted and widespread. An overarching schedule of engagement opportunities and the related OPR topics will be posted to the project web pages at www.burlington.ca/OPreview. As specific public involvement dates are confirmed, details will be added to the web pages.
- Meetings and events will be accessible and barriers to participation will be managed.
- The Official Plan Review process will follow the community engagement commitments, presented in the *DRAFT Burlington Community Engagement Charter*. The points above encompass the commitments.

Supporting Engagement and Communications Approaches

- Project web pages, on the City of Burlington website will be a key communications tool and is described in the communications tactics section of this work plan.
- Interaction with councillors, their ward advisory groups, and Mayor's Community Round Table
- Presentations at OPR planned events and upon request
- Communications tactics including: videos, brochures, signage, media release, internal communications; advertising, outreach and promotion as specified in the communications strategy.
- Meetings, workshops, focus groups and other engagement opportunities.

Stakeholders, Citizens and Audiences:

For each OPR work plan, a detailed stakeholder list will be created. For each work plan the consultation requirements established in the *Planning Act* and through the OPR accountability structure will form the minimum engagement. General stakeholder groupings and audiences will be identified as required and will include, but are not limited to:

The Public

- Burlington residents, citizens
- Youth
- Seniors
- Low-income
- Neighborhood groups
- Newcomers

- Citizen advisory committees

NGO's

- NGOs
- Community partner organizations

Businesses and Institutions

- Business owners and organizations
- Developers
- Institutions and commercial operations

DESCRIPTION OF ENGAGEMENT WORK PLAN ACTIVITIES

The engagement plan has been developed to reflect the *DRAFT Burlington Community Engagement Charter* and uses the City's adopted IAP2 framework. An overview of community and stakeholder engagement activities is provided below. Appendix C presents an overview of the engagement opportunities and their connections to various other work plans within the Official Plan Review. The range of approaches has been developed to include a wide variety of opportunities for engagement to suit the wide range of individuals, stakeholders and topics. The approaches are also necessarily broad to respond specifically to the objectives of each of the work plans.

Council Workshops – Inform and Consult

In Q4 2012, October 4, a Council workshop to address neighbourhoods will take place. In Q1 2013 a council workshop focused on Mobility Hubs is anticipated. Other council workshops can be added to the engagement work plan, as needed.

City-Wide Meeting – Inform, Involve and Collaborate

City-wide public meetings are planned for those topics that are overarching and touch upon all or most of Burlington. Neighbourhoods are an example of an overarching topic.

Community Meeting – Involve and Collaborate

Community meetings will be held for those topics that require localized input and engagement.

Education- Inform

For most stakeholder and public engagement activities an education component will be delivered to ensure that the input received is informed and meaningful. Education methods will

include presentations; City of Burlington website information; links to external sources of information; and online news updates.

Focus Group(s) - Consult

A focus group session is planned for the North Aldershot Highway 6 and 403 area. Focus groups are used to identify issues and gain helpful insight into how to improve plans.

Key Stakeholder Meeting – Inform, Involve and Collaborate

Key stakeholder meetings underpin most of the community engagement. City planning staff will meet with key stakeholders including professionals; representatives of non-governmental organizations; government; elected officials; private sector; and others to focus conversation and receive input into both transformational and ward issues. Key stakeholder meetings will be held as planned for and as needed. There is flexibility as to when and where these meetings will occur.

Key Stakeholder Workshop - Involve and Collaborate

For certain topics in the OPR detailed input will be required from key stakeholders (as described above). Key stakeholder workshops will provide a format for gaining input. Key stakeholder workshops may be added as the OPR process progresses; or certain planned key stakeholder meetings may be tailored into workshops if the need arises.

Open House - Inform and Consult

The focus of all open houses will be to present the areas of transformation and new information related to the OP review process, seek participant input and promote online engagement. The OPR engagement plan includes four speaker sessions. At each session there is the opportunity to host an open house, usually in a lobby or adjoining room. Where possible, open houses will have an interactive component.

Open House – integrated, Inform and Consult

Open houses that presents the 'work to date' are proposed to include the findings of the Directions Reports and new information related to the OP review process. The September 2013 open house(s) will be held on two separate dates at two separate locations: City Hall (south) and Tansley Woods Community Centre (north). The purpose of the integrated open house is to inform people of the input that was received; how it was used; and the resulting changes, improvements and refinements for Burlington's Official Plan. Comments and input will be sought on the progress being made.

Online Engagement – Inform, Consult and Involve

Review of the OP, its areas of transformation, and ward and technical issues will be posted to the project web pages and in certain cases will use online participatory software. Online engagement is essential as it allows people to participate when and where it is convenient for them. This is especially important for people who do not, or cannot, attend engagement events. Online engagement will include youth.

Presentations - Inform

PowerPoint, information boards/posters, and speakers notes will be used when making presentations at meetings and workshops. Planned open houses will, for the most part, use information boards, handout material, and comment forms.

Rural Summit – Inform and Involve

The Rural Summit is envisioned as a full day event. It will include key stakeholders and the public. The summit will focus on rural issues; natural heritage; and Nemo 7G (7 generations).

Telephone Town Hall - Inform

Mayor Goldring will initiate the OPR full launch with a telephone town hall (TTH) that will reach out to randomly selected households in Q4 2013. The TTH will inform people of the areas of transformation; how to get involved; and have a question and answer portion of the call. The second TTH is scheduled for September, Q4 2013. The purpose of this call will be to report on OPR progress; invite people to the integrated open house; and have a question and answer portion of the call. Each TTH will be 30 minutes long.

Speaker Series - Inform

As part of inspiring people and providing education and insight on the areas of transformation a speaker's series of four sessions is planned. Some of the sessions may merge with the Mayor's Inspire Burlington speakers' series, and other City of Burlington events. An open house component will be part of each speaker session. Locations may take place in various locations throughout Burlington.

Video Contest - Involve

The public will be invited to send in video submissions of their Burlington. The public will be asked to submit short, 1 to 3 minute videos. The videos will be placed on the city's YouTube channel. Videos will be screened at one of the speaker's sessions and awards will be made. Youth submissions will be an award category.

Ward Meetings – Inform and Consult

Attendance at councillors' ward meetings will be used to engage the community on the various ward issues when appropriate. Ward meetings offer an excellent opportunity to inform, engage, and feedback on ward issues.

Workshop – Downtown, Involve and Collaborate

A workshop will be held for the Downtown in Q4 2012. The Q4 2012 workshop will focus on the Downtown and transformational areas of: Nodes and Corridors; and Mobility Hubs. The first section of the workshop will focus on education and issues associated with each topic. Topic tables will be established to focus participants on their areas of responsibility and interest. Participant input will be sought on the opportunities and needs. The second section of the workshop will include all participants and look at alignment, flow, and connection among the topics.

Workshop Integrated - Involve and Collaborate

The integrated workshop will focus on the transformational areas of Neighbourhoods; Nodes and Corridors; and Community Infrastructure. The first section of the workshop will focus on areas of change. Group topic tables will be established to focus participants on their areas of responsibility and interest. The second section of the workshop will include all participants and focus on integration and alignment of change within each of the areas of transformation.

Workshops Other - Involve and Collaborate

As needed, other workshop may be added engagement and communications work plan.

Youth Engagement – Educate and Involve

Youth engagement will be delivered through edugaming (educational gaming); a process that uses the online version of the city planning game SimCity on Facebook. Youth engagement will include outreach to involve youth through grade 10 civics classes and incent participation in the workshops and open houses by awarding participation hours to grade 10 civics students. Other incentives for youth participation will also be explored, to broaden the reach beyond grade 10.

A video contest, as described in the section on communications tactics, will encourage youth involvement.

DESCRIPTION OF COMMUNICATIONS TACTICS

Signage and Poster Boards

These will be used to promote and encourage attendance at open houses and other community events; and provide graphic and mapped information.

Media Releases

The city will issue media releases at key milestones in the process and to promote upcoming community engagement opportunities. The focus will be to inform the media and public. Social media channels will be used to enhance media relations for the project.

Social Media

Social media specifically Twitter, Facebook and YouTube will be used throughout the OPR to inform and when possible, consult and involve.

Additional interactive tools will be implemented where necessary to encourage open, two-way dialogue between the city and various stakeholder groups.

OPR Website

To help provide updated project information to the community, an improved user-friendly web page is being developed– www.burlington.ca/OPreview

The page will feature:

- Project overview
- Involvement opportunities
- Resources, including topic sheets, PowerPoint Presentations, reports, and consultant studies
- Q&A
- News
- Multimedia Centre –including videos, and links to YouTube Channel
- Key contacts

The website will be a key component of the project's communication strategy. As the primary information source for the OP review, this site will house content that's accessible and engaging for internal and external audiences.

Internal City Communications

Develop staff broadcasts to update staff on involvement opportunities and progress. The internal web page will include appropriated links to the city's external website

City Talk

The OP review will be featured regularly in the city's corporate newsletter, City Talk. Highlights will be shared in feature articles and will encourage involvement.

Video and Multi-media

To help launch this project and create community awareness and engagement, a video will be developed about the city's Official Plan, which can be accessible via the city's OPR project website and through DVD.

1. To provide viewers with context; an understanding of Burlington's progression as a city, we've come from, and to capture the current context; that we've reached a unique moment in the city's planning history.
2. To orient viewers to Burlington's Official Plan, what it is, why are we reviewing it now and why it matters to you?
3. To call viewers to action to get involved in the OP review process

Digital Newsletter

Regular communication updates will be sent out to the OPR email distribution list consisting of internal and external stakeholders and the general public who have signed up at OPR events and through the sign-up function on the OPR web page.

Brochure

At the end of the OPR process a brochure will be created as a "Coles Notes"/summary companion to the completed OP document. The aim of this communication piece will be to explain the major themes of the OP and outline some of the transformative areas of the plan. Clear and concise language paired with illustrative graphics will be used.

Advertising

Advertising in the City Update section of the Burlington Post and other local news publications will be an important communication tool for the project. An ad campaign is planned and it includes Burlington Silver City cinemas and posters on buses.

Promotional Items

Promotional items will be used at city and community partner events to support public involvement opportunities and create awareness of the OPR process and “We’re Growing in” Place” identity.

Outreach

Where and when possible, the OPR will have event ‘tents’ at city events.

EVALUATION

Engagement Events

A standard evaluation form will be used for key engagement activities such as speakers, workshops, and community meetings. The evaluations will provide input that is comparable between events. Each events evaluation can be combined to provide an overall evaluation of the entire Official Plan review engagement process.

The success of engagement events will be tracked by collecting the following information:

- **Attendance** at events such as community open houses, speaker’s series, and open houses.
- **Comments** made on the public involvement evaluation forms and during each session
- **Engagement survey** – a standard engagement survey will be used at each engagement activity

Social Media Usage and Tracking

Continuous monitoring of the city’s social media channels: Facebook, Twitter and YouTube will take place to measure community discussions and comments about the OP review and relevant issues/topics.

Tweets, re-tweets, likes, shares, comments, etc. will be monitored. Continuous monitoring of the city’s social media channels: Facebook, Twitter and YouTube will take place to measure community discussions and comments about the OP review and relevant issues/topics. Metrics will be collected from social media links (bitly), and the city website www.burlington.ca/OPreview.

Metrics will be collected from: social media links, the city website and OPR project web pages, and other digital sources.

Public Inquiries:

- Did the city receive public inquiries via phone, email or social media channels?
- What was the tone of the incoming public inquiries?
- What did the correspondence ask/respond?

Media coverage (news print, TV, radio, online) – The communication plan proposes to track quantity and evaluate quality of media stories through content analysis (ie: tone, placement, features, reference to key messages, etc.). In reflecting on the media coverage the following considerations will be evaluated:

- Have we achieved the intended minimum of one media story per project milestone?
- How much coverage did the OP project receive?
- Which media outlets gave the coverage?
- Did the media pick up on the key messages?
- Were the project champions/key spokespeople quoted?
- Were the desired visuals achieved?
- Did media coverage spike traffic to the project website?