

## Scoped Re-examination of the Adopted Official Plan

### Proposed Terms of Reference

#### 1. Purpose of the Terms of Reference

This terms of reference details the scope of work to be completed as part of the scoped re-examination of the downtown policies in the adopted Official Plan, with a focus on matters related to height and density. The re-evaluation will result in proposed modifications to the Official Plan policies to be provided to the Region of Halton for approval. The Terms of Reference clarify the roles and responsibilities of the Lead Consultant/Consultant Team and the City Official Plan Re-examination team.

#### 2. Background

In April 2018, Burlington City Council adopted the new Official Plan. The new Official Plan was based on detailed studies, analysis and public consultation. Background on the various studies and staff reports that supported the Official Plan can be found at [www.burlington.ca/newop](http://www.burlington.ca/newop).

The new Official Plan also included a new downtown precinct plan and associated Official Plan level policies. Additional detailed work on the Area Specific Plan (ASP) completed as part of the Mobility Hubs Study, including detailed studies, has been partially completed to date. The Mobility Hubs Study included ASPs for the three GO Station Mobility Hubs and the Downtown. The work focused on a planning horizon well beyond 2031 and 2041. This planning horizon acknowledges that planning through redevelopment is complex and requires the establishment of a vision that supports the urban structure and the growth framework while acknowledging that this work will be refined over time through the Regional Official Plan Review as well as successive reviews of the Official Plan and potentially the area specific plans.

In February of 2019 Council provided a staff direction to re-examine the policies of the adopted Official Plan:

*Direct the Director of City Building to immediately commence a process to re-examine the policies of the Official Plan adopted April 26, 2018 in their entirety related to matters of height and intensity and conformity with provincial density targets.*

A Council workshop was held on March 18, 2019 to obtain further Council feedback on this direction, which has resulted in the scope of work identified in this terms of reference.

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On March 5, 2019, Burlington City Council voted in favour of a staff report recommending an interim control bylaw (ICBL). The ICBL temporarily restricts the development of lands within a study area for a period of one year, with a maximum extension of a second year.

The lands in the ICBL study area approved by City Council include the Downtown Urban Growth Centre (UGC) and lands in proximity to the Burlington GO Station.

During the one-year “freeze” on development in the study area, the City will complete a land-use study to:

- Assess the role and function of the downtown bus terminal and the Burlington GO station on Fairview Street as Major Transit Station Areas
- Examine the planning structure, land use mix and intensity for the lands identified in the study area
- Update the Official Plan and Zoning bylaw regulations as needed for the lands identified in the study area.

While this work will be undertaken as part of a separate study and process, this terms of reference has been written with the understanding that findings from the ICBL study will have impacts on the scoped re-examination of the downtown policies.

### **3. Project Expectations**

The proposed downtown precinct plan and Official Plan policies must conform with the Regional Official Plan and Provincial Plans, to a planning horizon of 2031.

The process must be supported by public, agency and stakeholder consultation and engagement.

The project must be completed by March of 2020. This is in order to ensure the new policies are approved prior to the approval of the Region’s new Official Plan, and in order to align this scope of work with the study being completed as part of the interim control bylaw, which is also scheduled for completion by March 2020. The findings of the Interim Control Bylaw Land Use Study may have impacts on the downtown plan and must be integrated into this process accordingly.

The proposed precinct plan and policies must be defensible. The consultant will be responsible for providing expert testimony required at the Local Planning Appeals Tribunal or other tribunals, if appeals are received related to the new precinct plan as part of the adopted Official Plan, including testimony on the process, technical studies and Official Plan policies.

**4. Project Risks**

<b>Issue</b>	<b>Probability</b>	<b>Consequence</b>	<b>Mitigation</b>	<b>Risk after mitigation</b>
Changes to Provincial Planning policy, legislation, or regulations	Active	High	This project is likely to be affected by potentially significant changes to the Provincial Planning framework. The likelihood of this impact is high, and the impact of any change is also expected to be high. To mitigate for this risk staff will be prepared to assess changes to legislation, Provincial Plans, Policy Statements and any associated regulations and report back to Council with impact to the scope, timing and resources required to complete the work.	High
Lack of buy in of stakeholder community to engagement plan	Possible	High	The engagement and communication plan will be developed to build a mutual understanding of goals of the project and to establish buy in on the scope and approach to engagement and the expected outcomes of the work among Council and all stakeholders.	High
City or Agency Input and Engagement Delays or Issues	Unlikely	High	Given that the technical work requiring buy in and collaboration has been underway for over 18 months it is expected that most major points of contention have been addressed.	Medium
Pressure to add additional scope to the project	Possible	Medium	The inflation of the scope of work will be managed by establishing decision making protocols for the consideration of any additional work that relies on the Project Steering Committee. These protocols will include direction to report directly to Council in cases where a significant new element is identified.	Medium

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<b>Issue</b>	<b>Probability</b>	<b>Consequence</b>	<b>Mitigation</b>	<b>Risk after mitigation</b>
Goals and agreed to measures for success shift across the project	Likely	Medium	The project terms of reference and the engagement and communication plan give clarity on the expectations for decision makers. The project team will develop mechanisms to continually communicate agreed to goals and measures for success throughout the process.	Medium
Delay of other related processes including the Interim Control By-Law	Possible	Medium	The Manager of Policy and Research will be responsible for acting as a support and coordinator among the various projects and will maintain open dialog among project teams.	Low
Resolution of non-conformity issues prior to the completion of the project work.	Possible	Low	The Manager of Policy and Research will work with Regional staff to incorporate the updated policies for the Downtown Urban Centre into the draft decision. The Region is aware of the work being proposed and will be updated regularly on the project.	Low
Staff turnover or changes in Consulting team	Possible	Medium	The Manager of Policy and Research will work with the Project Team in the case of significant human resource challenges within the staff team or the consulting team.	Low

**5. Project Stages and Requirements**

There are five key stages in this project, as identified in the chart below. They include:

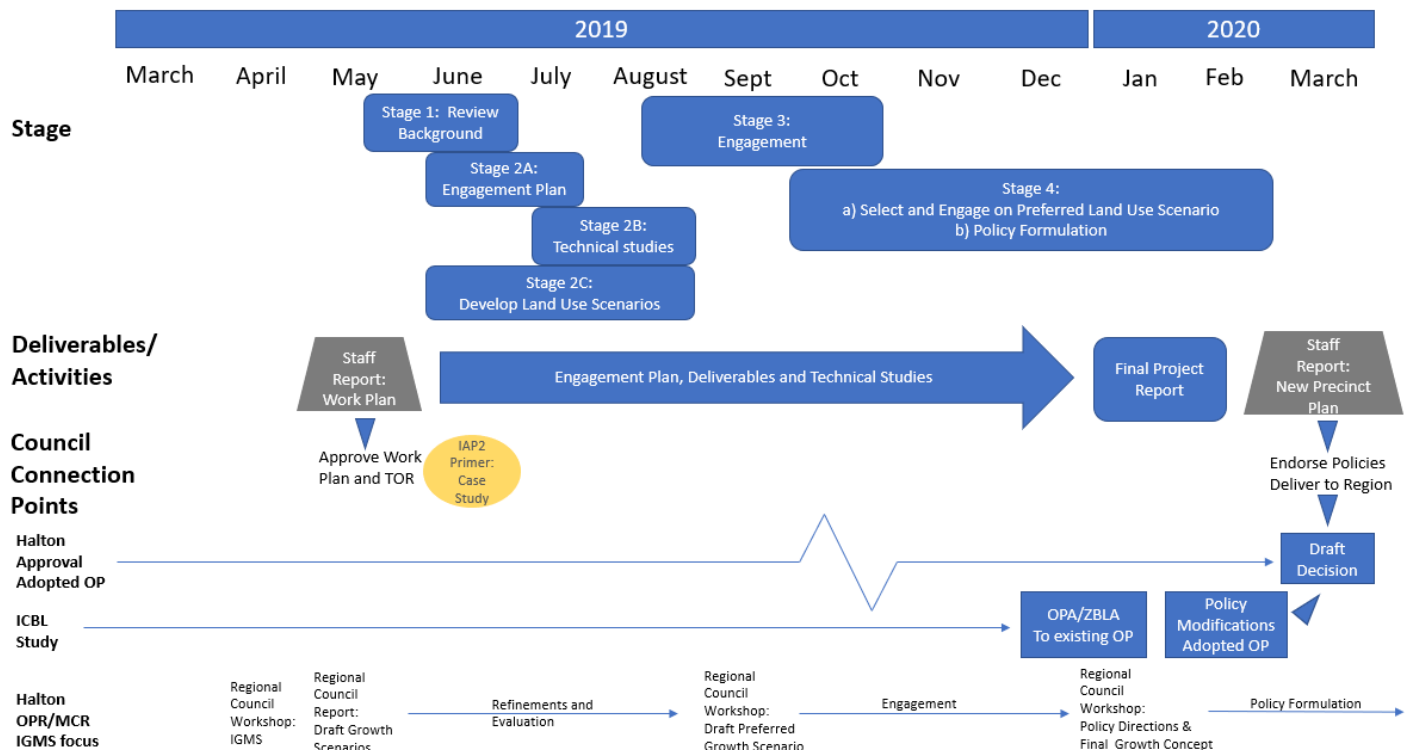
1. Review background material
2. Preliminary Work
  - a. Develop public engagement plan
  - b. Update supporting technical studies
  - c. Develop land use scenarios

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3. Conduct public, agency and stakeholder engagement
4. Select preferred scenario and policy formulation
5. Present modified Official Plan policies

The diagram below provides general details of project timing and alignment with other initiatives including the Region of Halton’s Approval Process related to the Adopted Official Plan and the City’s Interim Control By-Law Study. This diagram does not include specific details related to engagement and communication as these will depend upon the detailed engagement and communications plan to be developed in Stage 2.

**Project Timing and Alignment**



The key tasks and deliverables for each stage are described in the table below.

<p><b>Stage 1: Review background</b></p> <p><b>Estimated Timeframe: May and June 2019</b></p>
<p><u>Background:</u></p> <ol style="list-style-type: none"> <li>1. Review the existing Official Plan, adopted Official Plan downtown policies, Downtown Urban Design Guidelines, Tall Building Design Guidelines, and Mid-rise Design Guidelines.</li> </ol>

2. Review all background work that has been completed to date on the Downtown Area Specific Plan.
3. Review all applicable provincial and regional policies.
4. Prepare an information memo for public release which states the context of the scoped re-examination of the Downtown Urban Centre policies including what can and what cannot be considered through this work. This memo will be used to orient stakeholders to the project and will be used throughout the project to ensure alignment with project goals. This memo will be approximately 10 - 15 pages and will be released publicly and discussed prior to the finalization of the public engagement plan. The memo will include information on:
  - the Mobility Hubs Study Area Specific Plan process and technical work completed or in progress to date;
  - general information about Places to Grow and the requirements related to the Urban Growth Centre specifically;
  - information about the Metrolinx Regional Transportation Plan, and the connection of the Interim Control By-law study to the project; and,
  - any other information that stakeholders and the public would need to participate fully in the discussion.

## **Stage 2**

### **Stage 2a: Develop public engagement plan** **Estimated Timeframe: June and July 2019**

#### Public Engagement Plan:

1. Hold a Council Workshop to obtain Council direction on the scope of engagement required. The workshop will be based on IAP2's steps for public participation planning, and will result in a decision statement from Council, and the identification of the scope of engagement (i.e. the areas where public feedback is required) and the project givens (i.e. the areas where no public feedback is required, e.g. legislated matters, sections of the OP that are not being reviewed, etc.).  
**NOTE:** This workshop will be facilitated by an IAP2 Master Trainer retained by city staff. No consultant involvement is expected in this workshop.
2. Prepare a public engagement and communications plan based on Council's decision statement and scope of engagement, in consultation with members of the City' Charter Action Team (ChAT), a team of city staff and community members, that help to ensure that people get involved with the city, as promised in Burlington's Engagement Charter.  
**NOTE:** Staff will prepare the public engagement and communications plan.

**Stage 2b: Update supporting technical studies**  
**Estimated Timeframe: July and August 2019**

Foundational Technical Work to be Updated:

The following studies have been prepared as part of the Mobility Hubs scope of work but require additional work to be completed. Once completed, as detailed below, these studies will be released publicly:

- Environmental Impact Study: The scope of work has been confirmed with the appropriate agencies. The environmental impact study and flood plain analysis have been completed and are with the Region of Halton and Conservation Halton for review.

This task includes making any revisions based on agency feedback.

- Strategic Transportation Overview:  
Based on the CIMA+ work completed in 2018 (Downtown Operations Review) expand the geographic scope of the study and establish baseline traffic information for the study area.
- Functional Servicing Study: Undertake a high-level Functional Servicing Study to confirm capacity to 2031 only, and alignment to Regional Master Servicing Plans and city stormwater plans. The previous Functional Servicing Study was based upon a full build out plan as previously proposed in the adopted Official Plan.
- Cultural Heritage Evaluation Reports: Cultural Heritage Evaluation Reports have been completed. This task includes the review of these reports by Heritage Burlington and revisions by the consultant, as required. Once any required revisions are made engagement with Heritage Burlington, or other stakeholders will be undertaken which may result in further proposed modifications.
- Base Digital 3D model: Using the existing technical documents prepared as part of the Downtown ASP, staff or consultants will prepare and release two digital 3D models which include a minimum of 6 specified at grade viewpoints and will include at least 3 axonometric view perspectives and will depict:
  - permissions of the existing in force Official Plan (informed by Council Approved design guidelines, and zoning) and,
  - the permissions of the proposed precinct plan found in the adopted Official Plan.

**Note:** It is requested that the Lead Consultant prepare a cost for this work, however, prior to approving any work related to this item staff will determine if sufficient capacity exists within City resources to complete this work.

No Further Work Required:

The following two studies have been completed as part of the Mobility Hubs Study scope of work and require no further updates:

- Stage 1 Archaeological Assessment
- Market Analysis

**Note:** While no deliverable is identified related to the Market Analysis as part of this terms of reference it is expected that additional work completed related to the Mobility Hubs scope of work will be considered as part of this project.

**Stage 2c) Develop Land Use Scenarios**  
**Estimated Timeframe: June – August 2019**

Land Use Scenarios:

1. The consultant team will prepare two land use scenarios that take into account the findings of the preliminary studies/analysis and which will achieve, at a minimum, the City's general objectives for Urban Centres, and appropriate general objectives found within the Downtown Urban Centre policies and Urban Design Objectives found within the adopted Official Plan. The two scenarios will evaluate height and density with a focus on the Downtown Core, Brant Main Street, Upper Brant and Mid-Rise Precincts, while achieving the minimum Urban Growth Centre target of 200 people and jobs per hectare by 2031. For both scenarios, the following is required:

- mapping identifying the major land use, transportation and parks/open space components of each scenario that sufficiently demonstrates the similarities and differences between the two scenarios, and the pedestrian experience of each scenario. This mapping is intended as a public engagement tool;
- a digital high level, 3D aerial representation of the preliminary mapping which visually demonstrates the intended heights/densities of the scenario in relation to existing areas adjacent to the study area. The digital 3D models will provide a minimum of 6 at grade viewpoints and will include at least 3 axonometric view perspectives. The digital models must be easily comparable to the digital 3D models prepared in Stage 2b);

**Note:** It is requested that the Lead Consultant prepare a cost for this work, however, prior to approving any work related to this item staff will determine if sufficient capacity exists within City resources to complete this work.

- population and employment projections to 2031 of each land use scenario, on a block by block basis, based on appropriate assumptions(e.g. persons per unit, etc.), which shall include the outcomes of the 2016 Census of Population; and



- a document for public release which clearly describes the process and methodology related to the development of the land use scenarios, the assumptions applied, discussion of the opportunities and constraints of each land use scenario and a comparison of each of the land use scenarios developed to the Downtown Precinct Plan included in the Adopted Official Plan (April, 2018). The scope and content of this report are to be confirmed with the City's Project Team and informed by the Public Engagement Plan, including guidelines for communication. The report must include and consider any preliminary findings from the Interim Control Bylaw Land Use Study.

Post Scenario Completion – Updates to Technical Studies:

1. The following study requires updates to reflect the updated land use scenarios to be completed prior to engagement:
  - Financial Impact Analysis: Undertake a Financial Impact Analysis to determine the individual and combined impact of the chosen scenarios for the downtown study area on both the capital and operating cost and revenue implications for the City of Burlington, and on a broad basis for the Regional Municipality of Halton and the Halton district School Boards. This entails an evaluation of the marginal and/or average operating cost and revenues to the municipality which are directly associated with the residential and/or non-residential developments.  
  
This task includes updating the existing study to reflect the updated land use scenario(s).

**Stage 3: Conduct public, agency and stakeholder engagement**

**Estimated Timeframe: August – Mid October 2019**

1. Conduct public, agency and stakeholder engagement on the two land use scenarios and desired community benefits based on the detailed public engagement plan created in Stage 2a.

**Stage 4: Select preferred scenario and policy formulation**

**Estimated Timeframe: Mid October 2019 - February 2020**

- Compile and analyze all feedback received during stage 3 and conduct follow up meetings as required.  
**Note:** This task is to be completed by city staff, in consultation with the consultant.
- Engage on the draft preferred scenario.
- The Consultant Team will select the preferred scenario. The consultant will use the

public feedback summary to inform their final report and recommendations.

- The Consultant Team will update the FIA, as required.
- The Consultant Team will undertake the micro-level transportation operations review for the preferred scenario, including the following:

#### **Transportation Network Improvements & Enhancements**

The analysis should emphasize multi-modal transportation as the preferred outcome for the Downtown and provide detailed policy with tangible actions to support an increase in the transit modal share informed by the Regional Official Plan and the interim control bylaw land use study)

- Complete future screenline analysis and intersection LOS to identify ‘hotspots’ and inform the multi-modal recommendation/improvement options, inclusive of transit service levels required to meet the established modal split target.
- Recommend *detailed* policy direction with potential action items to achieve target modal split target based on the traffic operations analysis and multi-modal opportunities identified.

#### **Planned Street Improvements and Connections**

- Review the proposed future street network and identify any potential issues with connectivity, accessibility, typology and alignment that may impact the function of the Mobility Hubs (including but not limited to intersection spacing, classifications, etc.). Classification of the proposed street network to be in accordance with the City’s ‘Classification of Transportation Facilities’ Table, as included in the adopted Official Plan.

#### **Active Transportation Network & Improvements**

- Review the future planned active transportation network.
- Propose approaches for flexible streets and associated policy requirements.
- Review and coordinate with the city’s Cycling Master Plan Update (2019)
- Identify potential areas for improvements to the active transportation network based on the future operations relative to the future planned network.

#### **Transit**

The Lead Consultant, informed by the findings of the interim control bylaw related to the role and function of the Downtown Bus Terminal, will prepare recommendations related to policy and approaches to increasing transit ridership and incentivizing transit use in the Downtown in support of the recommended level of development proposed in the recommended land use scenario.

- The Consultant Team will deliver a Final Project Report that consists of a modified Downtown Urban Centre precinct plan and Official Plan policies based on the selected scenario. The report will also include all technical studies and a summary of all public feedback as appendices. The Final Project Report will also include a section identifying any additional work required to support the implementation of the

policies for the Downtown Urban Centre. Depending on the scenario selected, the detailed Downtown Urban Centre policies shall be required on the following topics, which include but are not limited to:

- General Objectives and Policies
- Precincts
- Urban Design policies, including transition policies to adjacent low density residential, retail and service commercial uses, residential uses, policies related to the existing Downtown Urban Design Guidelines and other issues as required.
- Infrastructure:
  - Transportation and Transit
  - Regional Servicing
  - Utilities
- Phasing policies, if required
- Retail and Service Commercial policies which establish unit maximum floor area and maximum floor area at grade per individual unit, which elaborates on policy 8.1.1(3.2) h).
- Public Service Facilities, Public Uses and Institutional Uses
- Affordable Housing
- Special planning area policies
- Parks, including the identification of new parks, promenades and linkages with surrounding neighbourhoods
- Natural Heritage System
- Development Phasing
- Community benefits, including a prioritized list of projects
- Community Improvement, including the potential to direct the development of a Community Improvement Plan

**Note:** As it relates specifically to the development of the proposed precinct plan the Lead Consultant is requested to include policy development work costs separately in the event that staff prepare the policies.

- The Lead Consultant, in the Final Project Report, will include direction on further work, study required or implementation plans or programs to be developed to support the implementation of the policies. This will include but not be limited to high level directions for the development of revised zoning and other guidelines.
- The Lead Consultant will also prepare a memo to be incorporated into the Final Project Report related to any recommended modifications to the City's existing Downtown Urban Design Guidelines, Tall Building Design Guidelines and the Mid-Rise Design Guidelines. This memo will provide recommended direction for modifications to the guidelines including but not limited to alignment with proposed policy, considerations related to the unique nature of downtown parcel fabric and road pattern, and the identification of priority areas for special urban design treatment.

This should include specific mapping and any other supplementary information required to support the modifications.

- The Lead Consultant will also prepare a memo to be incorporated into the Final Project Report detailing connections to the Downtown Economic Vision, Core Commitment, Retail Strategy, Investment Attraction Strategy and the relationship to the Post-Secondary Institution Attraction Strategy. This memo will identify any further work required to align policy directions with economic and strategic objectives for the Downtown.

**Note:** Staff will complete a review of innovative heritage policy best practices, using the completed Cultural Heritage Evaluation Reports as technical background. Policy work is not required by the consulting team.

- Staff will review all policies to ensure coordination and consistency with other official plan policies.

#### **Stage 5: Present modified Official Plan policies**

**Estimated Timeframe: March 2020**

1. Present recommended policy modifications to Council for endorsement at a public meeting.

**Note:** While the proposed modifications do not constitute an Official Plan Amendment, as a best practice this meeting will be treated as a Statutory Public Meeting, using the requirements of section 17 of the *Planning Act*.

2. Upon Council endorsement, the proposed modifications are to be provided to the Region of Halton for approval.
3. Should Council direct staff to conduct further consultation and make additional modifications, additional time and costs will be added to the workplan to allow for a second public meeting.

#### **Key Deliverables**

All key deliverables are outlined in Section 5. All final reports that will be posted must be prepared to be AODA compliant. A simplified list is provided for reference below.

1. Project Team Communication and Responsibilities Plan
2. Existing Finalized Technical Studies
  - a. Stage 1 Archaeological Assessment
  - b. Market Analysis
3. Information memo – Planning Context

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4. Communications and Engagement Plan (To be prepared by Staff)
5. Technical Studies to be finalized not dependent upon Land Use Scenarios
  - a. EIS
  - b. Macro Transportation Analysis
  - c. Functional Servicing Report
  - d. Cultural Heritage Evaluation
6. Two Alternative Land Use Scenarios: Communication and Engagement Document
7. Technical Studies to be modified after two Land Use Scenarios developed
  - a. Financial Impact Analysis
8. Technical Studies undertaken and finalized after preferred Land Use Scenario selected:
  - a. Update Financial Impact Analysis, as required
  - b. Micro Transportation Analysis
9. A directions memo providing recommendations for any modifications proposed to the City's existing Downtown Urban Design Guidelines, Tall and Mid-Rise Building Design guidelines to ensure alignment with proposed policies.
10. Final Project Report with all finalized technical reports attached including Official Plan Policies and an updated precinct plan

## **6. Study Organization and Additional Requirements**

### Project Management

The scoped re-examination of the Adopted Official Plan related to the Downtown is to be managed by the City's Project Manager – Official Plan and will be accountable to the Project Steering Committee and to the Manager of Policy and Research. Work, as described in this Terms of Reference will be undertaken by the project consultant, with the assistance of the Official Plan team and other City staff as required.

### Joint Steering Committee

A joint Steering Committee will give strategic advice on matters related to this project and the Interim Control Bylaw Land Use Study. A Steering Committee will be made up of the following city staff, or their delegate.

**Joint  
Steering Committee**  
proposed composition

Interim City Manager / City Manager  
Senior Manager of Government Relations  
Director of City Building  
City Solicitor / Assistant City Solicitor  
Director of Transportation  
Director of Transit  
Director of Capital Works  
Acting Executive Director, BEDC / Executive  
Director, BEDC  
Manager, Urban Design

It is expected that the Steering Committee will meet as follows:

- At project initiation
- Provide comments on the Public Engagement Plan
- To review the Background Analysis and Technical Studies
- Provide comments on the land use scenarios
- Provide comments on the final report and policies

It is also expected that the Steering Committee will be gathered at key decision-making points will be consulted on an as-needed basis should additional issues arise that have not been anticipated by the Terms of Reference. The steering committee will also provide feedback on the findings and integration of the Interim Control Bylaw Study.

Project Team responsibilities

The project team is made up of the City's Official Plan Re-examination Team and the Lead Consultant/Consultant Team. The division of responsibilities from the perspective of the City's Official Plan Re-examination Team and the Lead Consultant/Consultant team are described generally below. It will be the responsibility of the City's Official Plan Re-examination Team, in consultation with the Lead Consultant to confirm these responsibilities and to confirm associated timelines beyond those generally described in Section 5.

The City's Official Plan Re-examination team is responsible for:

- Ensuring linkages between the Terms of Reference and the study work;
- Providing background information and the assembly of necessary data, reports, contacts, etc. to the project consultant;

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- Ensuring alignment and connections between the Downtown Study and other city initiatives, in particular the Interim Control Bylaw Study;
- Providing knowledge and support to the project consultant as well as establishing and managing data sharing requirements;
- Ensuring city departments and agencies sign off on the assumptions and requirements for all technical work prior to the consultant advancing the work;
- Preparation and implementation of a detailed Engagement and Communication Plan;
- Leading and coordinating communication between the City, the Lead Consultant and their consortium, partner agencies, stakeholders and the community;
- Coordination, preparation, setup and facilitation of community and stakeholder engagement initiatives;
- Monitoring, reviewing and providing feedback and/or revisions on the work of the project consultant;
- Prepare staff reports to City Council based on the work of the project consultant;
- Reviewing and editing all policies to ensure coordination and consistency with other official plan policies;
- Analyzing, consolidating and responding to public comments/feedback, in consultation with the consultant.

The Lead Consultant/Consultant Team Responsibilities:

- Coordination of the consulting team;
- Regular communications with the City's Project Team - Project Manager – Official Plan or their delegate, based on an agreed to communications plan at the outset of the project;
- Ensuring linkages between the Terms of Reference and study work, attend and support public engagement events and support at City Council meetings;
- Technical analysis and projections required to meet the project stage requirements and the project deliverables outlined in Section 5.0 will be undertaken by the project consultant;
- Drafting Official Plan policies and amendments (NOTE: City staff may complete this task, please provide costing as a separate line item); Developing a process to develop the recommended scenario including documentation that details the analysis and project steps;
- Delivery of all project deliverables as per Section 5.0;
- Maintaining project budget and regular monitoring and reporting of hours billed directly, broken down by the project's key tasks/deliverables on a monthly basis; and
- Preparation of detailed invoices broken down by tasks and work completed, in alignment with the project budget.

It is the expectation of the City of Burlington that the project consultant's team members (including any sub-consultants) should have the required and appropriate qualifications and that the Lead

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Consultant/Project Manager must be a Registered Professional Planner (or equivalent) and/or Member of the Canadian Institute of Planners.

Project meetings

Bi-weekly meetings between the City's Official Plan re-examination team and the project Lead Consultant will take place, alternating between face-to-face meetings and tele/video-conference, as required and specified in the Communication and Responsibilities Plan. It is expected that regular email correspondence will occur throughout the project. Weekly check-ins between the Project Manager – Official Plan, or their delegate, and the project consultant's Project Manager/Lead Consultant will be required. Larger team meetings, including the attendance of additional project consultant team members, will be scheduled as required. Staff will be responsible for leading, coordinating and facilitating all meetings.

Consultation and engagement

A comprehensive public engagement and communication program will be developed by City staff in consultation with Council, the ChAT Team and other stakeholders. This will include the identification of any other committees that may be required.

The City's Official Plan Re-examination Team will coordinate, prepare for, facilitate and present at these public meetings with supporting presentations from the project consultant. The Lead Consultant, and other consulting team members as required, may be asked to present for a portion of each meeting as well as assist in answering questions and other tasks as required.

The project consultant must be available for additional public and stakeholder meetings and consultation events as required (to be provided as a separate item on the pricing schedule). It is generally expected that 2-3 staff attend on behalf of the project consultant, including the Lead Consultant. It is expected that the Lead Consultant – Project Manager will provide a continued public presence throughout the process.

Committee/council meetings

It is anticipated that there will be, at minimum, one Committee/Council meeting where the Lead Consultant's Project Manager, and other consulting team members as required, will be required to attend and assist City staff in answering any questions. Attendance at additional Committee/Council meetings may be required, as needed.



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Agency and Stakeholder meetings

Staff will facilitate meetings with key stakeholders and landowners in the study area. The project consultant's Project Manager, and other consulting team members as needed, may be required to attend such meetings as deemed necessary.

Presentations

Presentations by the project consultant at each public meeting will be required to supplement City Official Plan Re-examination team who will develop the engagement plan, prepare and deliver presentations and will coordinate City staff support for facilitation at the meetings.

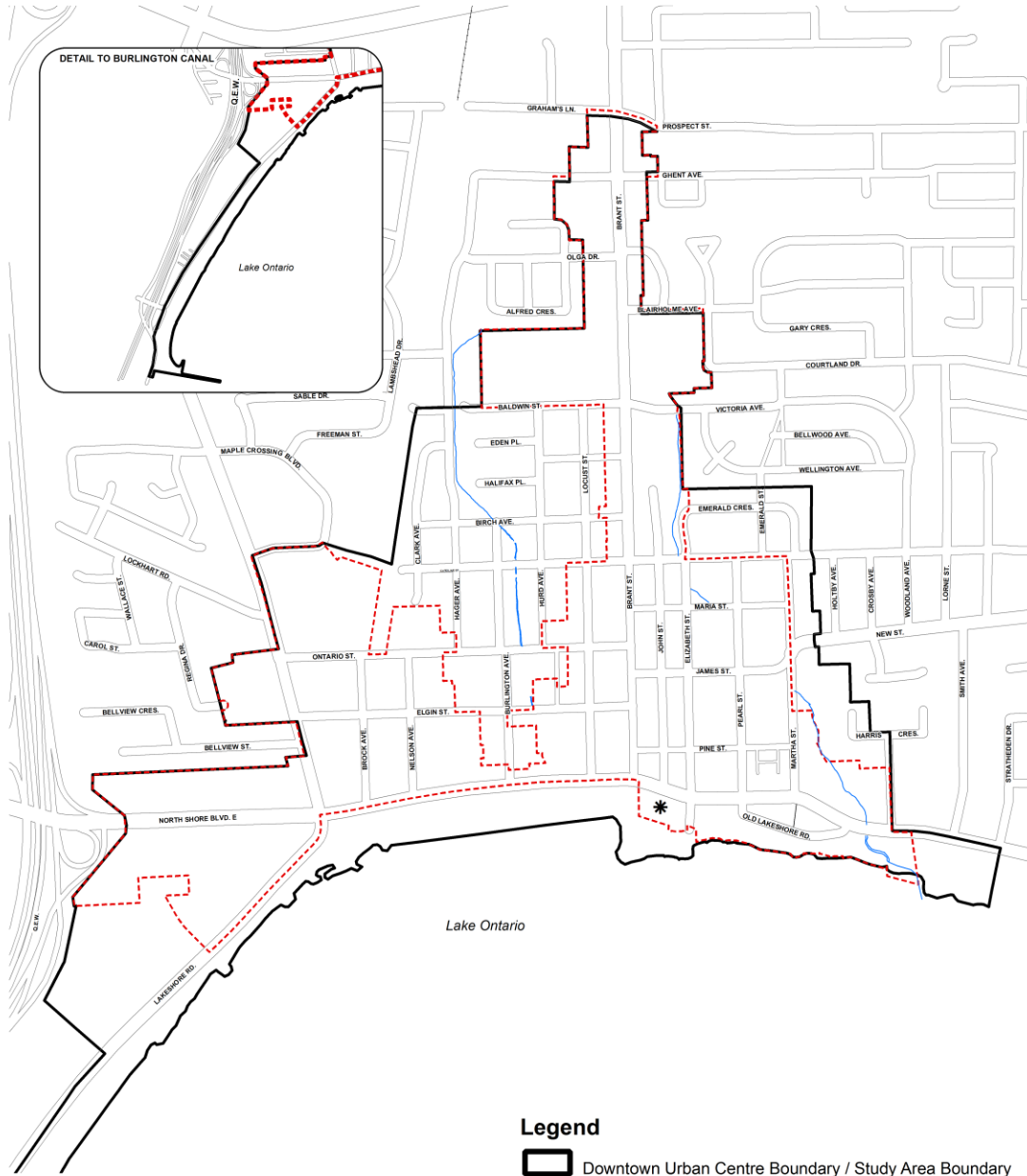
Budget

The budget must be inclusive of all of the project deliverables and communication/engagement requirements described in Section 5, including the optional items highlighted throughout. The Lead Consultant is to provide a detailed task list with estimated hours and costs broken down by subtask as described in the sections above. It is expected that no technical work will be undertaken until written agreement on the scope and elements to be considered are confirmed.

Study Area

The study area is indicated on the figure below. It includes the Urban Growth Centre as identified in the Region's Official Plan (for conformity purposes) and the City's Urban Centre Boundary as depicted in the adopted Official Plan. While the Waterfront Hotel Site and the Old Lakeshore Road Precinct are within the study area boundary, these sites are not a component of this work plan and will be studied in greater detail through separate processes subject to Council approval.

# Study Area Boundary



SEE INSET MAP FOR DETAILS TO BURLINGTON CANAL

### Legend

- Downtown Urban Centre Boundary / Study Area Boundary
- Urban Growth Centre Boundary
- Downtown Waterfront Hotel Planning Study
- Downtown Watercourse