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## City of Burlington

### Climate Resilient Burlington Engagement Plan



OCTOBER 2021

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# 1 INTRODUCTION

The objective of this project is to develop a climate adaptation plan for the City of Burlington (the City) to meet the requirements of the Global Covenant of Mayors Canada in keeping with Milestones 1, 2 and 3 of the ICLEI/BARC methodology. The goal is to build community resilience to reduce the risks inherent in climate change and take advantage of opportunities while building upon existing adaptive actions.

The climate adaptation plan, Climate Resilient Burlington (CRB), will be informed by staff (internal) and community (external) stakeholders to develop a community-wide plan. Stakeholders will provide input throughout the process to:

- Prioritize the highest climate-related vulnerabilities and risks for the City and community (extending beyond the City’s assets and services);
- Align initiatives to coordinate resources;
- Identify opportunities to address multiple risks from individual initiatives;
- Elevate initiatives to provide multiple benefits; and,
- Collaborate across departments, stakeholders, and jurisdictions.

The CRB will also provide a foundation to build the general public’s awareness of the impacts of climate change and what actions will be required to prepare. Engagement on climate adaptation with public and stakeholders will continue beyond the scope of this project as the City moves into implementation of the CRB.

# 2 ENGAGEMENT APPROACH

The City is undertaking the development of a community-wide climate adaptation plan. The intent of a community-wide approach is to understand the impacts not just to City infrastructure and services, but also to citizen and ecosystem well-being as well as infrastructure and services of community and regional stakeholders. The impacts of climate change are widespread across multiple stakeholders and although the City is not directly responsible for all actions that should be taken, the City plays a pivotal role in community facilitation.

Table 2-1 provides an overview of the stakeholder groups, level of engagement, strategy, and engagement outcomes.

Table 2-1  
Engagement Approach Overview

Stakeholder Category	Interest Level	Engagement Level	Method/Strategy	Outcomes
City Project Team	<b>Level 1 - Highest</b> <ul style="list-style-type: none"><li>• Owner/ accountable for final project report</li><li>• Responsible to present and defend results to Council, public and stakeholders</li></ul>	Collaborate	Interim presentations after key project tasks to: <ul style="list-style-type: none"><li>• Review stakeholder input</li><li>• Make decisions prior to moving to next task (as necessary)</li></ul>	<ul style="list-style-type: none"><li>• Increased efficiency and less iteration of the overall project deliverables.</li><li>• Client confidence in defending project results.</li></ul>

Stakeholder Category	Interest Level	Engagement Level	Method/Strategy	Outcomes
City Staff Stakeholder Group	<b>Level 2 - High</b> <ul style="list-style-type: none"> <li>Project results have a direct impact to their work</li> </ul>	Input	Workshops: virtual (MS Teams) and interactive (Mural). <ul style="list-style-type: none"> <li>Separate City and Community stakeholder groups for vulnerability and risk workshops: account for different types and severity of impacts</li> <li>Joint workshops with all stakeholders to develop actions: identify alignment, partnerships, and opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Increase stakeholder's understanding of their risks from climate change.</li> <li>Increase stakeholder's understanding of their role in taking action on climate adaptation.</li> <li>Incorporate risks and actions from multiple stakeholders in CRB.</li> <li>Include opportunities for alignment and partnerships across stakeholders in CRB.</li> </ul>
Community Stakeholder Group	<b>Level 2 - High</b> <ul style="list-style-type: none"> <li>Project results have a direct or indirect impact to their work</li> </ul>	Input		
General Public	<b>Level 3 - Lower</b> <ul style="list-style-type: none"> <li>Project results may inform their personal decision making and investments</li> </ul>	Input	Public engagement portal: <ul style="list-style-type: none"> <li>Review and provide input on the vision and goals of CRB developed by staff and community stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Vision and goals are reflective of and understood by general public.</li> </ul>
		Inform	Public engagement portal: <ul style="list-style-type: none"> <li>Provide the CRB</li> </ul>	<ul style="list-style-type: none"> <li>Public is informed and aware of the highest risks of climate change to Burlington and priority climate adaptation actions.</li> </ul>

### 3 STAKEHOLDERS

The City has established stakeholder groups and provided input on the climate impact statements. Associated Engineering (Ont.) Ltd. (Associated) and All One Sky Foundation (AOSF) have reviewed the list of stakeholders and have identified some additional stakeholders that would be beneficial including representatives for regional infrastructure and social services.

**Table 3-1** and **Table 3-2** provide the verified list of stakeholders. Additional stakeholders may be added throughout the project. Conservation Halton and the Regional Municipality of Halton have been included as part of the staff stakeholder group due to the direct alignment with City's infrastructure and essential services.

**Table 3-1**  
**Staff Stakeholder Group (as of September 2021)**

Department	Title
Building and Bylaw	Manager of Policy and Regulatory Services/Deputy Chief Building Official (Sept. 2021 onwards)
City Manager's Office	Communications Advisor

Department	Title
	Manager of Engagement and Volunteers
Community Planning	Manager of Policy and Community
Corporate Legal Services	Insurance and Risk Management Officer
Engineering Services	Manager of Asset Planning, <i>Alternate:</i> Asset Planning Coordinator Manager of Parks Design and Construction (March to Aug. 2021) Senior Landscape Architect (Sept. 2021 onwards) Stormwater Management Project Engineer
Environment, Infrastructure and Community Services (EICS)	Manager of Facility Assets or Senior Coordinator Facility Asset Management Manager of Environmental Sustainability Sustainability Project Coordinator (CRB Project Manager)
Finance	Coordinator of Financial Strategies and Business Consulting, <i>Alternate:</i> Financial Analyst
Fire	Business Continuity and Emergency Planning Coordinator
Human Resources	Health and Safety Associate
Recreation, Community and Culture	Manager of Community Development
Roads, Parks and Forestry	Manager of Park Operations Manager of Roads Operations Manager of Urban Forestry
Transportation	Manager of Integrated Mobility
Conservation Halton (external agency)	Associate Director, Science and Partnerships Senior Manager, Watershed Planning and Source Protection
Halton Region <sup>A</sup> (external agency)	Director, Strategic Policy and Government Relations (Sept. 2021 onwards) Health – Environmental Health Specialist Waste – Supervisor Solid Waste Planning (June 2021) Water and Wastewater – Systems Education and Outreach Specialist (June 2021)

<sup>A</sup> In September 2021, Halton Region made the decision to use a one window approach with a representative from the CAO's office participating in workshops and other regional staff asked to contribute their expertise when issues specific to their roles arose in workshop discussions. In addition, the Health rep. was unable to participate in the March – June meetings due to COVID duties.

**Table 3-2  
Community Stakeholder Group**

Association	Title
BOMA Canada	Vice President, Sustainability, Advocacy and Stakeholder Relations
Burlington Agricultural and Rural Affairs Advisory Committee	Staff Liaison (Senior Planner)
Burlington Economic Development	Executive Director
Burlington Green Environmental Association	Executive Director or Operations Manager
Burlington Hydro Inc.	Director, Corporate Communications
Burlington Sustainable Development Advisory Committee	Lead and alternate
Centre for Climate Change Management at Mohawk College	Project Lead or General Manager
Community Development Halton <sup>A</sup>	Executive Director
Enbridge Gas	Analyst, Energy Solutions
Halton Catholic District School Board	Manager, School Energy and Environmental
Halton District School Board	Environmental Sustainability Coordinator (June 2021)
Halton Environmental Network	Executive Director
Ministry of Transportation	Design and Contract Standards Engineer
Royal Botanical Gardens	Environmental Sustainability Coordinator
Sustainability Leadership	Executive Director
United Way Halton and Hamilton	Senior Manager, Strategic Initiatives and Capacity Building, or Vice President, Community Impact
West End Home Builders' Association	Manager of Planning and Government Relations

<sup>A</sup> Added in summer 2021.

## 4 STAKEHOLDERS WORKSHOP APPROACH

**Table 4-1** provides a summary of stakeholder engagement workshops including schedule and topics. Staff (internal) and community (external) stakeholder engagement will be facilitated separately for Task 2, vulnerability, and risk assessment. The schedule shows them occurring on the same dates, one in the morning and one in the afternoon. All stakeholders will be brought together for Task 3, 4 and 5 workshops. Virtual workshops of shorter duration (2 to 2.5 hours length) will be used to better integrate within stakeholders' work schedules and to sustain active participation.

### 4.1 Workshop Facilitators

At least two members of our team attend each workshop, one facilitator (Jeff Zukiwsky) and one technical specialist providing input and facilitation support (Twyla Kowalczyk or Richard Boyd). As the workshop topic warrants or if an unforeseen circumstance arises, Twyla or Richard will step into the lead facilitation role.

**Jeff Zukiwsky** - Lead Facilitator and Climate Resilience Planner.

**Richard Boyd** – Co-facilitator and Analyst for vulnerability, risk and action prioritization.

**Twyla Kowalczyk** – Co-facilitator, Climate Action and Implementation Specialist/Lead and Project Manager.

### 4.2 Methods and Tools for Successful Engagement

COVID-19 public health restrictions have forced widespread adoption of virtual platforms for collaboration and engagement. The following virtual platforms will be utilized throughout the workshops:

- **MURAL:** Associated uses MURAL (<https://www.mural.co/>) with various clients for facilitating workshops, meetings, and using a more visual and dynamic online whiteboard to drive collaboration. Other platforms may be utilized such as Padlet, Mentimeter or Forms; and,
- **Microsoft (MS) Teams:** Workshops will be conducted using Teams to utilize video features, sidebar chat features and sharing of files during a meeting.
- **Bang the Table:** Get Involved Burlington utilizes Bang the Table and Associated will support the development of public engagement content ([www.GetInvolvedBurlington.ca/crb](http://www.GetInvolvedBurlington.ca/crb)).

### 4.3 General Approach

Some general approaches for stakeholder workshops include:

- **Prior to workshops:** Provide material to review ahead of time, where appropriate, in order to focus workshops on collecting stakeholder input and insight and less on providing background information or progress updates.
- **Workshop expectations:** Work with stakeholders to agree upon a set of rules and/or expectations to support the success of the engagement process. Expectations may include stakeholders attending all workshops and having an alternate attend when necessary.
- **Workshop outcomes:** Provide clear outcomes and agendas for each workshop.
- **Interactive and engaging format:** Design workshops to support all stakeholders in providing input. This may include brainstorming activities (post-it notes, mind mapping), prioritizing (voting, grouping, ranking) and supporting different methods to provide input (large and small group discussions, using the chat feature in Teams for stakeholders that prefer not to speak in front of the entire group).
- **After the workshops:** Allow stakeholders an opportunity to add additional comments to the Mural for a limited period of time after the workshop in case they needed time to reflect on the material or didn't have an opportunity to share their perspective in the workshop.



Table 4-1  
Stakeholder Engagement Workshop Summary

Workshop	Facilitators	Date	Duration (hours)	Time	Stakeholders	Content
<b>VULNERABILITY AND RISK ASSESSMENT</b>						
1a: Discuss and finalize impact statements and exposures	Jeff Richard Twyla	September 13, 2021	2.5	AM PM	Staff Community	Discuss and finalize the following elements of the draft impact statements: effective exposures, key sensitivity attributes, key coping capacity attributes, key stressors, and impacts/consequences. Participants will also be given the opportunity to identify key gaps.
1b: Assess sensitivity, adaptive capacity, and vulnerability	Jeff Richard Twyla	September 15, 2021	2.5	AM PM	Staff Community	Using the pre-defined scales, separately assess the City's sensitivity and coping capacity with respect to each climate hazard as characterized in the impact statements.
2a: Introduce process and assessment of impact statements	Jeff Twyla	September 28, 2021	2		Together	Introduce the risk assessment process and assess the impact statements. At this stage in the process, we will not be refining or introducing new impact statements.
2b: Risk assessment of remaining impact statements	Jeff Twyla	September 29, 2021	2		Together	Continue the assessment of the remaining impact statements.
<b>ADAPTATION STRATEGIC DIRECTION</b>						
3a: Vision and Goals	Twyla Jeff	October 18, 2021	2		Together	A vision statement and goals will be developed to guide the adaptation plan. Sample visions and goals from other adaptation plans may be used to guide the conversation. The intent is for the goals to be inclusive and measurable.
3b: Themes Objectives, and Indicators	Twyla Jeff	October 20, 2021	2		Together	Building on the vulnerability and risk assessment results as well as existing adaptation initiatives, a series of themes will be developed to group and focus actions and implementation. Sample themes from other adaptation plans may be utilized to consider grouping by hazard, type of actions, or industry sector for example. Stakeholder will determine objectives, indicators and potential targets for each theme.
<b>ACTION IDENTIFICATION</b>						
4a: Theme 1 actions, alignment, low carbon, feasibility	Jeff Twyla	November 2, 2021	2		Together	A series of six workshops at two hours each are proposed with each workshop focusing on actions for a specific theme. By focusing the workshops on specific themes, additional stakeholders may be invited related to the theme. Theme 1 actions, alignment, low carbon, feasibility.
4b: Theme 2 actions, alignment, low carbon, feasibility	Jeff Twyla	November 4, 2021	2		Together	Theme 2 actions, alignment, low carbon, feasibility.
4c: Theme 3 actions, alignment, low carbon, feasibility	Jeff Twyla	November 8, 2021	2		Together	Theme 3 actions, alignment, low carbon, feasibility.
4d: Theme 4 actions, alignment, low carbon, feasibility	Jeff Twyla	November 10, 2021	2		Together	Theme 4 actions, alignment, low carbon, feasibility.
4e: Theme 5 actions, alignment, low carbon, feasibility	Jeff Twyla	November 15, 2021	2		Together	Theme 5 actions, alignment, low carbon, feasibility.
4f: Theme 6 actions, alignment, low carbon, feasibility	Jeff Twyla	November 17, 2021	2		Together	Theme 6 actions, alignment, low carbon, feasibility.
<b>ACTION IMPLEMENTATION</b>						
5a: Action Prioritization Multi-Criteria Framework	Jeff Richard Twyla	December 9, 2021	2		Together	Stakeholders will support development of an implementation plan through three workshops. Action prioritization using a multi-criteria framework.
5b: Priority Actions Drivers/ Constraints, Responsibilities, Cost	Jeff Twyla	December 16, 2021	2		Together	Further defining the priority actions including drivers and constraints, roles and responsibilities to deliver the actions, funding sources and order of magnitude cost estimates, where appropriate.
5c: Timeframes and Monitoring/Reporting	Jeff Twyla	January 12, 2022	2		Together	Develop implementation sequencing and timeframes for priority actions and develop monitoring and reporting requirements which should align with objectives and indicators identified in earlier tasks.

## 5 COMMUNICATION

Twyla Kowalczyk will act as the single point of contact on behalf of Associated and AOSF. Jill Townsend (Associated) will provide support as Project Coordinator. Regular and frequent communication will occur between Fleur Stora-Hogan (City PM), Twyla and Jill including bi-weekly progress meetings. Day-to-day communication and transfer of documents will occur using Teams or email.

### 5.1 Stakeholders

Fleur will act as the single point of contact for all stakeholders and the City project team. Initial workshop invitation and email communications distributed to all stakeholders will be conducted by Fleur. Twyla will support Fleur with communication content, where needed.

Twyla will be responsible for setting up workshop meeting invitations in calendars to utilize full facilitation tools within Teams during the workshops. Any direct communication required with individual stakeholders will be coordinated with Fleur.

### 5.2 General Public

Fleur will be responsible for coordinating with *Get Involved Burlington* for public engagement components.

- **CRB Vision/Goals:** Twyla will provide Fleur with the vision and goals from the stakeholder workshops. Fleur will coordinate with Get Involved Burlington to provide these for comment/input from the public including any initial context about the CRB process and climate impacts. Fleur will consolidate the public input and will discuss with Associated potential alterations to the vision/goals based on public input.
- **CRB Report:** Twyla will provide Fleur with the draft CRB report. Fleur will coordinate with Get Involved Burlington to provide this draft document for public review and comment. Fleur will consolidate public input and discuss with Twyla potential alterations to the final version of CRB report.
- **Public Engagement Event:** Twyla will attend one virtual public engagement event (up to 3 hours) to support public input and questions on the CRB. If the public engagement event is in person, an appropriate and local Associated representative will attend in Twyla's place. Public engagement materials, planning, and logistics will be prepared by Fleur. If applicable, Twyla will provide support with the engagement event approach.

### 5.3 Project Summary

In addition to the CRB report, Associated will prepare the following:

- A summary of stakeholder engagement input will be prepared. Most of the stakeholder results will form the basis of the CRB, but additional details of the input and record of all stakeholders involved will be provided. A summary of the consolidated public engagement input will also be included in the engagement report.
- Associated will provide presentations of the results of the CRB. If virtual, Twyla will be the presenter and if in person, an appropriate and local Associated representative will attend in Twyla's place. The following presentations will be provided (dates are to be determined):
  - City Project Manager and Project Team (practice run);
  - City Leadership Team; and
  - City Council.

## 6 CLOSURE

This engagement plan was prepared for the City of Burlington to outline the approach for delivering staff and community stakeholder workshops and providing input to the public engagement process.

Respectfully submitted,  
Associated Engineering (Ont.) Ltd.

Prepared by:

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TK/da