

## **Categorization and Prioritization of Burlington Staff Directions**

### **Categorization for Action from Report [CL-25-24](#):**

#### **Critical/High Priority:**

- Items that must be completed due to their strategic importance or statutory obligations. These tasks are critical to the success of key objectives and often have tight deadlines that must be met.
- High-priority items typically involve significant consequences if not addressed promptly, including potential risks to operations, stakeholder trust, or strategic goals.
- They often necessitate the allocation of resources and personnel to ensure timely completion.
- Teams should prioritize these tasks above all others to maintain momentum and achieve desired outcomes.
- Addressing high-priority items effectively can lead to significant advancements in projects, operational efficiency, and overall organizational success.

#### **Medium Priority:**

- Items that are important to the overall objectives but do not require immediate action. These tasks are essential for achieving goals and may have deadlines, but they allow for flexibility in timing.
- Medium priority items should be addressed after high-priority tasks, as their completion contributes significantly to progress.
- They may involve strategic planning or collaboration and typically have a moderate impact on operations or outcomes.
- Failing to address medium priority items within their timelines can lead to missed opportunities or delays in achieving broader goals.

#### **Low Priority:**

- Items that can be addressed at a later time without immediate consequences.
- These tasks are not urgent and allow for flexibility in scheduling, making them suitable for future consideration when resources and time permit.
- While they may still align with broader objectives, their completion is not essential to current operations, allowing teams to focus on higher-priority items first.
- Low-priority tasks can serve as opportunities for enhancement or improvement when higher priorities have been managed.

#### **Expired:**

- Items that are outdated and may be recommended for removal.

Categorization of Staff Directions will also be looked at through a strategic lens when it comes to how it is connected to V2F priorities.

**Collaboration with Divisions on Categorization and Work Plan Approach:**

- Each division/department will be required to review its outstanding staff directions, provide status updates, and assess barriers to completion.
- Divisional Heads will be tasked with identifying resource needs and timelines for completing each direction deemed relevant.
- This consultation is crucial for setting realistic timelines and identifying any logistical or resource gaps that need to be addressed to complete high-priority tasks.

**Proposed Categorized Staff Directions:**

**1. Health Protection and Air Quality By-law (CM-22-22, SD-25-22)**

- **Division:** Public Works
- **Due Date:** 2023-06-30
- **Status:** Incomplete
- **Categorization:** Medium Priority
- **Rationale:** This by-law addresses statutory obligations related to public health and air quality. Delays in implementation could result in non-compliance with provincial regulations and harm public health. Aligns directly with Burlington's Vision to Focus goals for sustainability and safety.
- **Timeline:** Q4 2025. This timeline provides staff adequate time to collaborate with regional partners, such as Public Health, and the Ministry of the Environment, Conservation and Parks.

**2. Bird Friendly City Resolution (EICS-C-04-22, SD-12-22)**

- **Division:** Public Works
- **Due Date:** 2022-09-30
- **Status:** Incomplete
- **Categorization:** Low Priority
- **Rationale:** While it supports environmental sustainability and aligns with provincial biodiversity mandates, this initiative does not carry immediate statutory deadlines or regulatory impacts. It is important but flexible.
- **Timeline:** Q4 2025. The timeline ensures staff can comprehensively review all seasons and assess the impact of development and construction on birds and their migration patterns.

**3. Motion Memo - Development and Implementation of City-Wide STA Compliance Program (CPRM-03-23, SD-20-23 to SD-24-23)**

- **Division:** Development and Growth Management
- **Due Date:** 2023-12-31
- **Status:** Complete. By-law passed January 14, 2025, with enactment as of May 1, 2025.
- **Categorization:** N/A
- **Rationale:** N/A
- **Timeline:** N/A

**4. Motion Memo - Development and Implementation of City-Wide STA Compliance Program as well as Digital Transformation Reserve Fund and Impacts to AMANDA**  
(CPRM-03-23, SD-20-23 to SD-24-23)

- **Division:** Development and Growth Management
- **Due Date:** 2023-12-31
- **Status:** In Progress
- **Categorization:** High Priority
- **Rationale:** Focuses on digital transformation and working to find technological improvements at the City to improve compliance and licensing regime.
- **Timeline:** In January 2025, Council approved a city-wide Short Term Accommodation By-Law (#01-2025). As part of the work plan to implement and enforce the By-Law, all aspects of these staff directions will be fulfilled as necessary. In particular, the required technological changes as noted in the staff direction will be implemented throughout 2025.

**5. Verbal Update Regarding ROPA 49** (SD-26-22)

- **Division:** Development and Growth Management
- **Due Date:** 2023-01-31
- **Status:** In Progress
- **Categorization:** High Priority
- **Rationale:** This task ensures alignment with regional planning efforts. While significant for stakeholder coordination, it does not carry immediate statutory consequences.
- **Timeline:** Reports, covering the full scope of the staff direction in relation to ROPA49 are scheduled for late Q1 2025. This staff direction seeks further details on the implications and opportunities associated with the Minister's approval of ROPA 49, which establishes initial population and employment growth projections for Burlington and other Halton municipalities through 2051. Several reports, including [PL-45-23](#) and [PL-64-23](#), were presented to Council in 2023, addressing some of these implications.

**6. Fare-Free Transit Study** (TR-02-24, SD-19-24)

- **Division:** Community Services
- **Due Date:** 2025-02-10
- **Status:** In Progress
- **Categorization:** High Priority
- **Rationale:** N/A
- **Timeline:** December 2024 [memo](#) to Council confirms that a report back was made on the implementation to cap the monthly fare for youth rides for youth at \$38 or 20 rides by December 10, 2024. The report back on the feasibility of implementing a pilot project for fare-free transit for youth in summer 2025 is in process (a report is coming for February 2025 COW). It is estimated that the information from the Fare-free Transit Study report will be included in the Transit Business Plan by no later than Q2 of 2026.

**7. Motion Memorandum Regarding Range Burlington** (COW-09-24, SD-09-24)

- **Division:** Community Services
- **Due Date:** Q1 2025
- **Status:** In Progress
- **Categorization:** Low Priority
- **Rationale:** This task focuses on future planning for Range Burlington but does not carry immediate operational or strategic urgency.
- **Timeline:** Discussions with the Joint Venture group are ongoing, and this item will remain in a holding pattern until the Joint Venture submits a redevelopment proposal to the City of Burlington. The target completion is Q3 2026.

**8. Former Robert Bateman High School Adaptive Reuse Update (EICS-02-23, SD-08-23)**

- **Division:** Community Services
- **Due Date:** 2023-12-31
- **Status:** Complete. February 2024 report [RCC-01-24](#), along with [RCC-12-24](#) (which approved the Live and Play Plan addressing Burlington's long-term recreational infrastructure needs), demonstrates that engagement was undertaken to identify the indoor and outdoor priorities for amenities at the Bateman site. Council has not yet voted on what will be included at the site. This decision will be part of the next phase, which requires budget approval for execution.
- **Categorization:** N/A
- **Rationale:** N/A
- **Timeline:** N/A

**9. Burlington Lands Partnership Update #6 (PL-86-24, SD-17-24)**

- **Division:** Development and Growth Management
- **Due Date:** 2025-02-28
- **Status:** In Progress
- **Categorization:** Medium Priority
- **Rationale:** Supports long-term community planning and affordable housing strategies. However, it is less urgent than tasks tied to compliance or statutory priorities.
- **Timeline:** Report scheduled for February 2025 Committee of the Whole.

**10. Motion Memorandum Regarding Resubmissions for Building Permits (PP-21-24, SD-14-24)**

- **Division:** Development and Growth Management
- **Due Date:** 2024-11-07
- **Status:** Complete. The Staff Direction was addressed in the November 7, 2025 [BB-05-24](#) and December 5, 2025 [supplementary memo](#) P2P committee meetings with no further direction from Committee.
- **Categorization:** N/A
- **Rationale:** N/A
- **Timeline:** N/A

**11. Direction from Councillor Sharman Regarding Collaboration with Canada Mortgage and Housing Corporation (SD-15-24)**

- **Division:** Development and Growth Management
- **Due Date:** 2024-11-07
- **Status:** Complete. The Staff Direction was addressed in the November 7, 2025, P2P committee meeting via report [BB-06-24](#) with no further direction from the Committee.
- **Categorization:** N/A
- **Rationale:** N/A
- **Timeline:** N/A

**12. Motion Memorandum Regarding Process Review of Municipal Addresses for New Residential Homes (PP-07-24, SD-10-24)**

- **Division:** Development and Growth Management and Public Works
- **Due Date:** 2024-12-02
- **Status:** In Progress
- **Categorization:** Medium Priority
- **Rationale:** Focused on administrative process improvements, this task enhances operational efficiency and has connections to provincial/federal priorities as well as Council/P2P ties but does not have immediate consequences for City compliance.
- **Timeline:** Q4 2025. Allows staff from multiple departments to engage with agencies and external stakeholders to develop and refine a process that enhances municipal address management.

**13. City of Burlington Outdoor Patio Program (PL-05-24, SD-01-24)**

- **Division:** Development and Growth Management
- **Due Date:** 2024-11-04
- **Status:** Complete. The Staff Direction was satisfied through report [PL-77-2024](#).
- **Categorization:** N/A
- **Rationale:** N/A
- **Timeline:** N/A

**14. Motion Memo - Kennel/Pet Boarding Compliance & Licensing Regime (CPRM-02-23, SD-27-23)**

- **Division:** Development and Growth Management
- **Due Date:** 2024-12-02
- **Status:** In Progress
- **Categorization:** Medium Priority
- **Rationale:** Establishes a compliance framework for pet boarding facilities, ensuring community safety and regulatory alignment. Important for operational improvements but not urgent.
- **Timeline:** Report will be complete in Q2 2025 with public consultation occurring beginning of Q1 2025.

**15. Motion Memo - Development and Implementation of City-Wide STA Compliance Program (CPRM-03-23, SD-20-23 to SD-24-23)**

- **Division:** Development and Growth Management
- **Due Date:** 2024-12-02
- **Status:** Complete. By-law passed January 14, 2025, with May 1, 2025, enactment date.
- **Categorization:** N/A
- **Rationale:** N/A
- **Timeline:** N/A

**16. Motion Memo - Development and Implementation of City-Wide STA Compliance Program (CPRM-03-23, SD-20-23 to SD-24-23)**

- **Division:** Development and Growth Management
- **Due Date:** 2024-12-02
- **Status:** Complete. By-law passed January 14, 2025, with May 1, 2025, enactment date.
- **Categorization:** N/A
- **Rationale:** N/A
- **Timeline:** N/A

**17. Motion Memo - Development and Implementation of City-Wide STA Compliance Program (CPRM-03-23, SD-20-23 to SD-24-23)**

- **Division:** Development and Growth Management
- **Due Date:** 2024-09-30
- **Status:** Complete. By-law passed January 14, 2025, with May 1, 2025, enactment date.
- **Categorization:** N/A
- **Rationale:** N/A
- **Timeline:** N/A

**18. New Zoning By-law Review Project - Terms of Reference (PL-60-22, SD-23-22)**

- **Division:** Development and Growth Management
- **Due Date:** 2023-12-31
- **Status:** In Progress
- **Categorization:** High Priority
- **Rationale:** Aims to modernize zoning regulations to align with City planning objectives. While significant for operational efficiency, it lacks immediate statutory deadlines.
- **Timeline:** Phase 1 of the New Zoning By-law project, focused on residential zones, is scheduled for delivery by Q3 2025. Future phases, covering industrial, commercial, downtown, mixed-use, rural, and other zones, depend on the resolution of ongoing litigation related to the 2020 Official Plan. This litigation is critical as it unlocks the policy framework required to proceed with zoning updates for other areas of the city. To account for these dependencies, the proposed revised due date for full project completion is Q4 2026, aligning with SD-08-20.

**19. Staff Direction Regarding the Review of By-Law Updates to Allow for Improved Compliance (CPRM-06-21, SD-26-21)**

- **Division:** Development and Growth Management
- **Due Date:** 2024-09-02
- **Status:** In Progress
- **Categorization:** Low Priority
- **Rationale:** Updates compliance processes to enhance enforcement capabilities and operational efficiency. Important but does not carry immediate statutory implications.
- **Timeline:** Currently finalizing review of legal authority before updating by-laws. Consultation planned for Q3 with finalization in Q4.

**20. Direction to Review Character-Defining Elements of St. Luke's and Emerald Precincts (SD-18-20)**

- **Division:** Development and Growth Management
- **Due Date:** 2026-12-31
- **Status:** In Progress
- **Categorization:** Low Priority
- **Rationale:** Supports cultural preservation but does not impact immediate operations or compliance goals. Suitable for scheduling alongside other projects.
- **Timeline:** Given that progress on this Staff Direction is dependent on OLT appears to the 2020 Official Plan (OP), estimate for completion is Q4 of 2026.

**21. Staff Directions from 2020 Budget (F-46-19-2, SD-08-20)**

- **Division:** Development and Growth Management
- **Due Date:** 2026-12-31
- **Status:** In Progress
- **Categorization:** Low Priority
- **Rationale:** This aligns with broader city goals like sustainable growth, urban livability, and neighbourhood aesthetics, which are important but not necessarily urgent.
- **Timeline:** Phase 1 of the New Zoning By-law project will be completed by Q3 2025 (see SD-23-22). This work will partially address SD-08-20, but additional zones, such as downtown and mixed-use areas that permit low-rise residential, will be reviewed in future phases. While the current due date for SD-08-20 is set to Q4 2026 to accommodate these phases, Phase 1 outcomes may be transferable to other zones, potentially allowing SD-08-20 to close by Q3 2025. Progress will clarify this timeline.

**22. Urban Design and Streetscape Guidelines for Plains Road (PD-12-19, SD-34-19)**

- **Division:** Public Works
- **Due Date:** 2023-12-31
- **Status:** Incomplete
- **Categorization:** Low Priority
- **Rationale:** These guidelines support long-term urban planning objectives and community vibrancy but lack statutory deadlines or immediate operational impacts.
- **Timeline:** This staff direction involves the exploration and potential update of design guidelines, with a report back to Council. The timing aligns well with recent work on

the Major Transit Station Areas (MTSAs). The completion of this staff direction is anticipated by the end of Q2 2026, with a report outlining the findings and, if required, an associated work plan. Updating the guidelines is typically a two-year project; however, as this effort will integrate with the citywide design guideline initiative currently underway, it will align with that broader deliverable.

**23. Council Remuneration (HR-09-24, SD-18-24)**

- **Division:** Human Resources
- **Due Date:** 2025-03-31
- **Status:** Complete. December report [HR-08-24](#) was presented and Council passed recommendations in January report [HRS-02-25](#).
- **Categorization:** N/A
- **Rationale:** N/A
- **Timeline:** N/A

**24. Civic Square and Brant Street Renewal Project Update – Preferred Concept Design and Engagement Summary (ES-19-24, SD-13-24)**

- **Division:** Public Works
- **Due Date:** 2024-12-02
- **Status:** In Progress
- **Categorization:** Medium Priority
- **Rationale:** This project is critical for urban renewal and aligns with Burlington's Vision to Focus plan. It supports community engagement, environmental sustainability, and public space revitalization.
- **Timeline:** Q1 2025. Provides staff the necessary time to update Council and adhere to the project schedule, ensuring delivery within the funding windows specified by external grants and programs.

**25. Proposed Major Transit Station Area (MTSA) Official Plan Amendment and Draft Community Planning Permit By-Law Public Release (PL-59-23, SD-43-23)**

- **Division:** Development and Growth Management
- **Due Date:** 2024-03-29
- **Status:** Complete. Approved by Council on June 18, 2024.
- **Categorization:** N/A
- **Rationale:** N/A
- **Timeline:** Awaiting approval from Province of OPA2, Council approved CPPS in principle and staff will bring it back with refinements promptly following Provincial approval of OPA2.

**26. Motion Memo – Burlington School Safety and Mobility Committee (CPRM-07-23, SD-28-23)**

- **Division:** Public Works
- **Due Date:** 2024-12-20
- **Status:** In Progress
- **Categorization:** Low Priority



- **Rationale:** This task improves safety and mobility near schools, supporting community goals and provides accountability and terms of reference to support transparency in efforts and costing. It does not have immediate statutory or operational impacts.
- **Timeline:** Q2 2025. Timeline allows staff to complete discussions with school boards.

**27. Park Provisioning Master Plan Final Report (ES-02-23, SD-18-23)**

- **Division:** Public Works
- **Due Date:** 2023-12-31
- **Status:** In Progress
- **Categorization:** Low Priority
- **Rationale:** The plan addresses long-term park and recreation needs, aligning with Burlington's Vision to Focus strategy. Asks for ongoing updates.
- **Timeline:** Q4 (annually). Aligns with the staff direction to provide annual updates on the master plan. The end-of-year timeline ensures that development applications and land dedications are accurately reflected.

**28. Burlington's 25-Year Strategic Plan Refreshed (CS-08-21, SD-12-21)**

- **Division:** Transformation
- **Due Date:** 2023-12-31
- **Status:** Complete. [CS-09-24](#) December 2024 report outlined how the refresh was being addressed. Next update to Council will be provided in Q2 2025.
- **Categorization:** N/A
- **Rationale:** N/A
- **Timeline:** N/A

**29. Adoption of Revised Proposed New Official Plan (PB-04-18, SD-7-18, SD-14-18, SD-15-18, SD-17-18)**

- **Division:** Development and Growth Management
- **Due Date:** 2024-12-02
- **Status:** Complete as Council approved OPA2. Awaiting approval from Province of OPA2, Council approved CPPS in principle and staff will bring it back with refinements promptly following Provincial approval of OPA2.
- **Categorization:** N/A
- **Rationale:** N/A
- **Timeline:** N/A