City of Waterloo - Streamlined Planning Process Review for Public & Stakeholder Engagement

Final Report

September 22, 2021

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City of Waterloo - Streamlined Planning Process Review Engagement

→ Final Report

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Executive Summary

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Rationale for the Review

The City of Waterloo engaged Optimus SBR to review the current communication and engagement practices related to the City planning process, recognizing the need to improve how it engages with the community at large. This review is an opportunity to analyze current practices and determine ways to enhance and streamline practices in order to facilitate a robust process, clear communication, and meaningful engagement. Below, outlines the rationale for this review:

The pandemic has shifted many conversations to the virtual world, and the City needs to navigate what post-pandemic engagement looks like

Residents' expectations around how they want to be engaged has changed and they want a City that actively conducts outreach

There is a need for more diverse perspectives to inform planning processes, which is aligned with Council's priorities
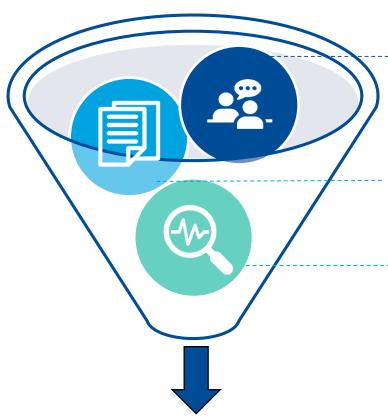
Timelines for completing planning applications have become shorter, while the need for more robust and meaningful engagement increases

Methodology

Three key sources of information were used to develop current state findings and identify opportunities:

Stakeholder Engagement
Internal and external stakeholders to understand current methods for engaging stakeholder groups, as well as challenges, strengths, and areas of opportunity within the planning process.

Data and Document Review
Detailed review of data and documents to gain a thorough understanding of the City Planning Division's current state.

Leading Practices Scan
Research and engagement into best-in-class organizations or jurisdictions to identify leading notification, communication, and engagement efforts.

Current State Findings & Future State Recommendations

Engagement by Numbers

Optimus SBR conducted a robust engagement process across different stakeholder groups. Select potential ideas for future state recommendations were discussed with community focus groups.

| 630 | Survey participants |

| 38 | Community Focus Group Participants |

| 17 | Developer Focus Group Participants |

| 5 | Leading Practice Interviews with Municipalities |

Findings Focus Areas

Optimus SBR grouped the findings into three categories:

Access

Tools the City provides its residents to ensure transparency and equal opportunity to participate in the City planning process.

Channels

Channels and methods of communications used to engage and interact with residents during the planning process (eg., online or offline).

Content

Availability of planning/development related information provided to residents in a clear, timely, and straightforward manner during the planning process.

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Current State Findings: Access

Based on interviews with City residents and developers, the following strengths and challenges were identified:

Access: Ways in which the City provides transparency and equal opportunity to participate in the City planning process.

Strengths

- City Planning staff have a strong commitment to their work and acknowledge that public participation is an important part of the planning process.

- City Planning staff are found to be knowledgeable and responsive when contacted directly via telephone.

Challenges

- Residents do not always understand staff's role vs Council's role in the planning approvals process

- Residents are not always sure who "owns" a planning file. Difficulty arises when trying to speak to the correct 'owner' at different stages of the process.

- Limited public awareness and engagement at the preliminary stage of the planning process. Some residents felt that they were engaged too late in the process, and after a decision had already been made. There is a lack of awareness around which planning decisions made in years past impact what can be done in the present, including those that preempt zoning from 15-20 years ago.

- Some stakeholders noted a desire to increase Councillor involvement and visibility throughout the process. This was noted as important because it gives stakeholders direct access/connection to decision makers. Councillor engagement with constituents on planning related matters is perceived as limited.

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Current State Findings: Channels

💬 **Channels:** Channels and methods of communications used to engage and interact with residents during the planning process (eg., online or offline).

Strengths

- The City uses multiple channels to share and engage with its stakeholders on information related to the planning process. Below are the strengths noted from each channel:

  - EngageWaterloo – offers users the ability to gather project-specific information and provide inputs digitally and receive push response notifications.
  - Email – notifies the public on upcoming planning approval processes and provides an informal subscription option so users can stay up-to-date on information.
  - Mail – notifies the public on upcoming approval processes and changes.
  - Virtual Meetings – during COVID-19 the City was able to host virtual meetings to ensure stakeholders were still engaged in City planning projects.

Challenges

- It was noted by residents that there are limited two-way collaboration opportunities (eg., platforms that allow for back-and-forth discussion and dialogue). In-person communication through townhalls, open-house meetings, and in-person meetings were noted as allowing for increased collaboration.

- Belief that special interest groups are over-represented/have a more important "voice" when providing feedback specifically in large format meetings.

- EngageWaterloo provides useful information but is often not well organized or streamlined. Therefore, stakeholders found it challenged to find relevant information.

- Some residents stated that their feedback was not used or followed up on resulting in a "lack of closure" when providing input.

Current State Findings: Content

Content: Availability of planning/development related information provided to residents in a clear, timely, and straightforward manner during the planning process.

Strengths

- The City provides a significant amount of information for stakeholders to utilize during the planning process.

Challenges

- The volume of content is often overwhelming and makes it difficult for readers to understand what information is considered important.

- Content is often not laid out in plain language and the technical nature makes it difficult to understand.

Leading Practices

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Based on the leading practices review, the following key practices were identified:

Engagement **Access**

- Councillor engagement and presence with constituents on planning related matters through out the process. For example, the City of Guelph implemented bi-monthly meetings with Ward Councillors and Council to inform them of upcoming projects in their area. Councillors would use this information and engage with stakeholders to gather feedback and input.

Engagement **Channels**

- The use of two-way collaboration forums for communication was noted to be the most effective form of communication. This included face-to-face meetings, Q&A forums, and platforms of interactive discussions.
- Creating a targeted stakeholder engagement approach whereby key representatives of stakeholder groups represent their member's interests.
- Engagement with stakeholder groups in areas where they are located. For example, meeting people in their communities/offices/meeting rooms to lower the barriers to participation.
- Creating partnerships with social service agencies to reach underrepresented groups.
- It was noted that a hybrid engagement model will be considered post COVID-19 for Engagement in Planning. This will include in-person and online engagement channels in some meeting formats.
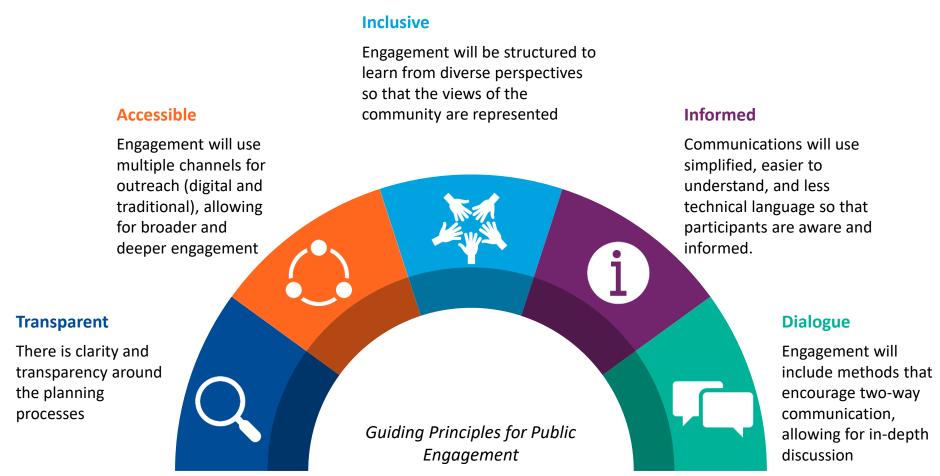
Engagement **Content**

- Increased education for the public by offering 'office hours' or 'drop-in clinics' for planning related question and answers, as well as develop educational materials (eg., Planning 101 videos) for public use.
- The use of a third-party firm to review public-facing language to ensure it is clear, transparent, and accessible.
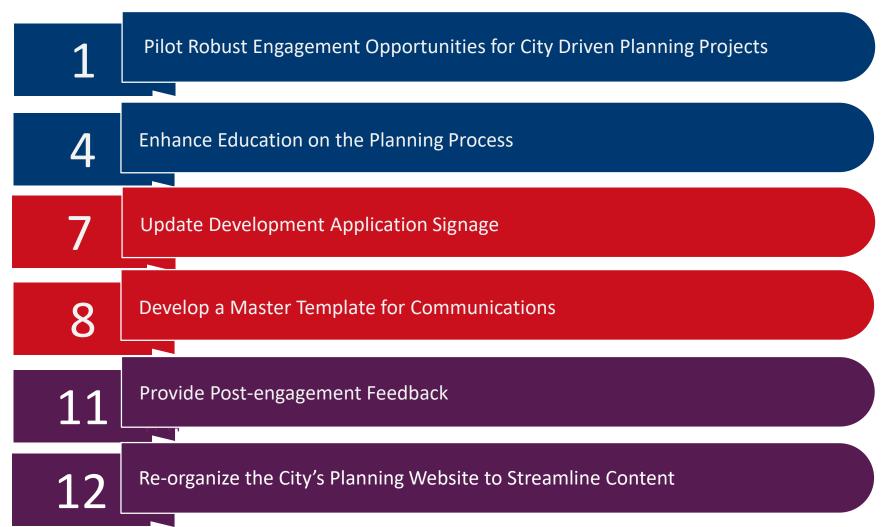
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Guiding Principles for Public Engagement

Below are five guiding principles that will be used to guide public engagement developed through input from the Waterloo community.

Inclusive

Engagement will be structured to learn from diverse perspectives so that the views of the community are represented

Accessible

Engagement will use multiple channels for outreach (digital and traditional), allowing for broader and deeper engagement

Informed

Communications will use simplified, easier to understand, and less technical language so that participants are aware and informed.

Transparent

There is clarity and transparency around the planning processes

Dialogue

Engagement will include methods that encourage two-way communication, allowing for in-depth discussion

Guiding Principles for Public Engagement

Prioritized Recommendations Summary

To position the City as leaders in effective engagement regarding planning matters, the following 15 recommendations have been developed. There are six recommendations that are high priority for the City of Waterloo to consider implementing:

1 Pilot Robust Engagement Opportunities for City Driven Planning Projects

4 Enhance Education on the Planning Process

7 Update Development Application Signage

8 Develop a Master Template for Communications

11 Provide Post-engagement Feedback

12 Re-organize the City's Planning Website to Streamline Content

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Prioritized Recommendations Overview

This slide provides an overview of the prioritized recommendations. Details can be found later in this document.

Recommendation	Details	Impact
(1) Pilot Robust Engagement Opportunities for City Driven Planning Projects	• City driven planning projects do not have rigid targets for timelines and therefore the City can tailor the engagement duration to ensure there is robust engagement. • Pilot opportunities to further enhance engagement for city driven planning projects, including hybrid (in-person and virtual) workshops	• More robust engagement methods resulting in increased engagement with stakeholders • Stakeholders will feel involved throughout the process and kept abreast of key milestones
(4) Enhance Education on the Planning Process	• Provide education (eg., facilitate webinars and develop user guides) to stakeholders on the planning process to ensure a deep understanding of the overall process, decision points, and roles and responsibilities	• Stakeholders will have stronger awareness and understanding of the overall planning process • Stakeholders will have a better understanding of where in the process their input is desired • Increased transparency around the decision-making process and accountabilities • Streamlined inquiries from the public resulting in efficiencies
(7) Update Development Application Signage	• Update development application signage layout to be more visual and easier to understand • Improvement recommendations include adding a QR code, adding a location map, and increasing font size	• Easier to understand planning information • Better informed residents • Remaining up to date with leading practices

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Prioritized Recommendations Overview

This slide provides an overview of the prioritized recommendations. Details can be found later in this document.

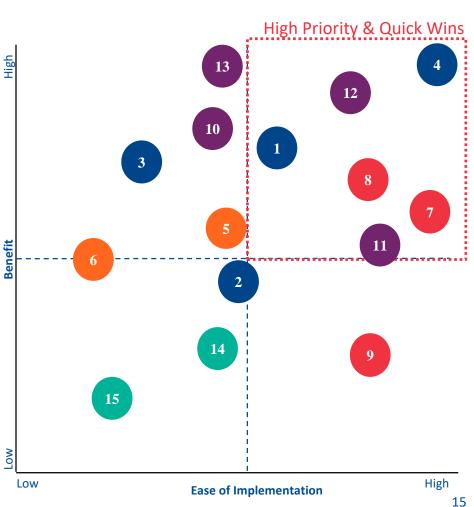| Recommendation	Details	Impact
(8) Develop a Master Template for Communications	• Develop a master template with standardized content that will be used across communication channels when sending notices. • Current templates should be updated accordingly	• Easy to use and distribute information • Standardized formats allow controlling of messaging to ensure all key points are addressed • Creates routine for residents in that they will know what to expect with each form • Creates routine for staff in knowing what information needs to always be included
(11) Provide Post-engagement Feedback	• Create clear post-engagement feedback loops that summarize and share key inputs from stakeholders • Allows stakeholders to better understand next steps within the process and understanding how public input drove the development of recommendation options	• Reduces amount of time City Staff spends on receiving and responding to inquiries on post engagement feedback and next steps • Quickly and efficiently directs stakeholder inquiries related to updates and findings to social media/website
(12) Re-organize the City's Planning Website to Streamline Content	• Reorganize information provided on the City's planning website to streamline content and increase ease of navigation • Streamline information on the City's Planning home page by organizing by user category, including Resident, Business, or Developer (links will be tailored and displayed based on user)	• Reduce amount of time City Staff spends on receiving and responding to planning related inquiries • Quickly and efficiently direct stakeholder inquiries related to the City's Planning website

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Prioritization of Recommendations for Implementation

The scatterplot below provides a graphical representation of the Ease of Implementation and the Expected Benefits for each recommendation.

Process	1	Pilot Robust Engagement Opportunities for City Driven Planning Projects
	2	Pilot Streamlined Planning Timelines for Development Driven Applications
	3	Lobby for Changes to Legislation and Policy
	4	Enhance Education on the Planning Process
Access	5	Provide Opportunities for Councillors to Learn about Important Planning Matters
	6	Add Publicly Available GIS Information
Content	7	Update Development Application Signage
	8	Develop a Master Template for Communications
	9	Periodically Gather Feedback on Visuals and Written Materials
Multi-channel	10	Consider a Hybrid Model Engagement strategy for Engagement in Planning
	11	Provide Post-engagement Feedback
	12	Re-organize the City's Planning Website to Streamline Content
	13	Further Develop Communication Standards for EngageWaterloo
Equity	14	Create a Stakeholder Advisory Committee
	15	Develop a Young Adult Engagement Strategy

High Priority & Quick Wins

Benefit — High / Low

Ease of Implementation — Low / High

13 4 12 10 1 3 8 7 5 11 6 2 14 9 15

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City of Waterloo - Streamlined Planning Process Review Engagement

Project Overview

Project Mission & Success, and Project Scope

Project Mission & Success

→ **Project Mission**
  o To conduct a review of the City's current communication and engagement practices related to the City planning process. The review will identify recommendations that place the City as leaders in effective engagement regarding planning matters.

→ **Project Success**
  o Realistic and actionable recommendations that will position the City as leaders in effective and efficient communication throughout the planning process

  o A clear understanding of the current state practices and legislative requirements for engaging and communicating with the public and stakeholders in relation to planning applications and projects

  o Understanding of leading practices for communication and engagement efforts that take place in other jurisdictions beyond the legislative requirements of the *Planning Act*

  o To utilize technology and digital platforms in an efficient and effective way for stakeholder engagement and education

Project Context

The City of Waterloo has engaged Optimus SBR to review the current communication and engagement practices related to the City planning process.

Project Context and Background

o Resident engagement in the municipal planning process allows people to share their desires to make their community better. Engaging residents in the process is critical to ensure alignment in decision-making with the needs of the people, who work, live, and play within the City.

o There are two types of planning processes: City Driven and Developer Driven. Planning projects that are driven by the City, generally do not have legislated timeline targets and can accommodate a robust engagement and consultation process within timeline targets. Notable exceptions where city driven applications do have legislated timeline targets include Official Plan Amendments and Zoning By-law Amendments. Developer driven planning projects, however, have more rigid timelines that must be met.

o The City recognizes the need for broader public participation in the planning process guided by expanded and reinvigorated engagement outreach practices. The City is interested in serving the needs of its stakeholders (eg., residents, community groups, planners, developers, businesses etc.) and is therefore looking to balance those needs with resources. This includes balancing what information the City communicates and how it is communicated.

o As the City moves toward a Post-Pandemic World, opportunities (eg., virtual and digital transformation) and key considerations (eg., populations with limited technology) will need to be addressed in order to enhance access and create balance in community engagement.

o The goal of this project is to conduct a review that considers community/stakeholder perspectives and leading practices to develop recommendations for effective engagement with residents and stakeholders on planning matters within a streamlined planning process.

Project Approach

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1. Project Launch & Planning	2. Research, Public Consultation and Stakeholder Engagement	3. Draft and Final Report Development	4. Council Presentation	5. Project Closeout and Knowledge Transfer
o Set-up and Planning o Project kick-off and Work Plan Development o Discovery o Discovery Update	o Data and Document Review o Scan of leading practices and technology	o Recommendation Development & Technology Testing o Draft Report Development o Final Report	o Council Presentation	o Documentation o Project Closeout o Knowledge Transfer

Deliverables

o Project Plan o Draft Research and Stakeholder Engagement	o Public Consultation Process o Working Session Pre- read	o Draft Report o Final Report	o Council Presentation	o Knowledge Transfer

City of Waterloo - Streamlined Planning Process Review Engagement

Project Methodology

Project Methodology Overview

Engagement Review Focus Areas

Optimus SBR used three pillars to assess the City's engagement practices:

Access

Tools the City provides its residents to ensure transparency and equal opportunity to participate in the City planning process.

Channels

Channels and methods of communications used to engage and interact with residents during the planning process (eg., online or offline).

Content

Availability of planning/development related information provided to residents in a clear, timely, and straightforward manner during the planning process.

Engagement

Sources of Information Used

To support project objectives, three key sources of information were used to develop current state findings and future state recommendations:

Data and Document Review

Detailed review of data and documents to gain a thorough understanding of the City Planning Division's current state. This includes:

- 2019-2022 Strategic Plan Report
- City Official Plan
- Social Media Policy
- Process Documentation
- Statutory Requirements for Notices

Stakeholder Engagement

Engage internal and external stakeholders to understand current methods for engaging stakeholder groups, as well as challenges, strengths, and areas of opportunity within the planning process. Stakeholders engaged include:

- Residents
- Developer Groups
- City Planning and Communication Staff

Leading Practices Scan

Research and engagement into best-in-class organizations or jurisdictions to identify leading notification, communication, and engagement efforts. Research activities included online research and follow-up stakeholder interviews.

Current State Findings & Future State Recommendations

City of Waterloo -
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Current State Findings

Document Review & Stakeholder
and Research Findings

Overview of Findings: SWOT

The following slide provides an overview of the strengths, weaknesses, opportunities, and threats identified during the current state review:

Strengths

- The City of Waterloo has created a **strong foundation for communication and engaging with stakeholders** throughout the planning process
- During COVID-19 the City was able to **transition to digital platforms** to ensure continued stakeholder engagement and communication

Weaknesses

- Planning related **content is very technically focused** limiting users' ability to interpret and identify key information
- There is a **perceived lack of transparency** by stakeholders involved in the planning process
- Limited opportunities for stakeholders to have a **two-way dialogue**

Opportunities

- **Expectations of how residents want to be engaged has shifted** creating an opportunity for the City to modify their engagement and communication practices
- Opportunity to take advantage of multi-modal and **multi-channel engagement**
- Use of **virtual technology has created increased opportunities** to engage more broadly and deeply with stakeholders
- Use of virtual platforms has allowed the City to offer increased engagement opportunities with groups **that have typically been under-engaged**
- Provide information in a manner that is **clear, transparent, and timely**

Threats

- Expectation that the City will **continue with a hybrid digital and in-person model**; currently there is ambiguity as to what this model will look like
- Competition from other City departments and teams for resident/stakeholder time and input might create **content or engagement fatigue**
- Shorter planning turnaround timeframes coupled with a desire for greater engagement **may strain staff resources**

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Summary of Findings – Key Strengths

The following slide outlines the key strengths as it relates to the engagement pillars identified during the current state review:

Engagement Access

- City Planning staff have a strong commitment to their work and acknowledge that public participation is an important part of the planning process.

- City Planning staff are found to be knowledgeable and responsive when contacted directly via telephone.

Engagement Channels

- The City uses multiple channels to share and engage with its stakeholders on information related to the planning process. Below are the strengths noted from each channel:

  - EngageWaterloo – offers users the ability to gather project-specific information and provide inputs digitally and receive push response notifications. Residents would like to see it further utilized.

  - Email – notifies the public on upcoming planning approval processes and provides an informal subscription option so users can stay up-to-date on information.

  - Mail – notifies the public on upcoming approval processes and changes.

  - Virtual Meetings – during COVID-19 the City was able to host virtual meetings to ensure stakeholders were still engaged in City planning projects.

Engagement Content

- The City provides a significant amount of information for stakeholders to utilize during the planning process.

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Summary of Findings – Key Challenges

The following slide outlines the key challenges as it relates to the engagement pillars identified during the current state review:

Engagement **Access**

- Residents do not always understand staff's role vs Council's role in the planning approvals process.

- Residents are not always sure who "owns" a planning file. Difficulty arises when trying to speak to the correct 'owner' at different stages of the process.

- Limited public awareness and engagement at the preliminary stage of the planning process. Some residents felt that they were engaged too late in the process, and after a decision had already been made. Some decisions that preempt zoning may have taken place 15-20 years ago.

- Some stakeholders noted a desire to increase Councillor involvement and visibility throughout the process. This was noted as important because it gives stakeholders direct access/connection to decision makers. Councillor engagement with constituents on planning related matters is perceived as limited.

Summary of Findings – Key Challenges
(continued)

The following slide outlines the key challenges as it relates to the engagement pillars identified during the current state review:

Engagement **Channels**

- It was noted by residents that there are limited two-way collaboration opportunities (eg.., platforms that allow for back-and-forth discussion and dialogue). In-person communication through townhalls, open-house meetings, and in-person meetings were noted as allowing for increased collaboration.

- Belief that special interest groups are over-represented/have a more important "voice" when providing feedback specifically in large format meetings.

- EngageWaterloo provides useful information but is often not well organized or streamlined. Therefore, stakeholders found it challenged to find relevant information.

- Some residents stated that their feedback was not used or followed up on resulting in a "lack of closure" when providing input.

Engagement **Content**

- The volume of content is often overwhelming and makes it difficult for readers to understand what information is considered important.

- Content is often not laid out in plain language and the technical nature makes it difficult to understand.

Summary of Findings – Leading Practices

Based on the leading practices review, the following key practices were identified:

Engagement **Access**

- Councillor engagement and presence with constituents on planning related matters through out the process. For example, the City of Guelph implemented bi-monthly meetings with Ward Councillors and Council to inform them of upcoming projects in their area. Councillors would use this information and engage with stakeholders to gather feedback and input.

Engagement **Channels**

- The use of two-way collaboration forums for communication was noted to be the most effective form of communication. This included face-to-face meetings, Q&A forums, and platforms of interactive discussions.
- Creating a targeted stakeholder engagement approach whereby key representatives of stakeholder groups represent their member's interests.
- Engagement with stakeholder groups in areas where they are located. For example, meeting people in their communities/offices/meeting rooms to lower the barriers to participation.
- Creating partnerships with social service agencies to reach underrepresented groups.
- It was noted that a hybrid engagement model will be considered post COVID-19 for Engagement in Planning. This will include in-person and online engagement channels in some meeting formats.

Engagement **Content**

- Increased education for the public by offering 'office hours' or 'drop-in clinics' for planning related question and answers, as well as develop educational materials (eg., Planning 101 videos) for public use.
- The use of a third-party firm to review public-facing language to ensure it is clear, transparent, and accessible.

For additional information please see the *Leading Practices Scan Findings* Section.
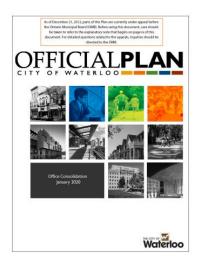
Data and Document Review Findings

Detailed Findings

Data and Document Overview

Optimus SBR conducted a detailed review of data and documents provided by the City of Waterloo to gain a thorough understanding of the City Planning Division's current state.

o   Data and Documents that were provided and reviewed by the Optimus SBR team include:
   • 2019-2022 Strategic Plan Report
   • City Official Plan
   • Social Media Policy
   • Sample Notices Templates
   • Public Engagement Guidelines
   • Statutory Requirements for Notices, including those in the Planning Act

City of Waterloo's Planning Hierarchy

The below highlights the City Planning hierarchy and helps provide an overall understanding of the linkages from the Planning Act through to the Site Plan. Some residents may not fully understand how this process works.

o Many of these processes include stakeholder engagement, however there is a perceived feeling amongst residents that they are not engaged early enough in the planning process

o Some residents perceive that their feedback is at the Zone By-Law and Site Plan level, and as such believe that by the time their input is gathered, decisions have already been made

☆ Greater resident awareness of opportunity for engagement

☆ City Optional Stakeholder Engagement

☆ City Mandatory Stakeholder Engagement

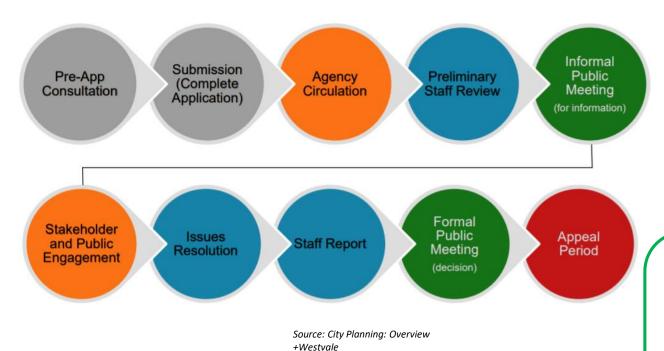*Source: City Planning: Overview +Westvale*

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City of Waterloo's Planning Process: Engagement

The below highlights the City of Waterloo's current planning process which is used during different stages of the Planning Hierarchy, providing clarification on when in the process public engagement occurs.

Source: City Planning: Overview +Westvale

Informal Public Meeting

- Newspaper ad created 7-14 days from the receipt of a complete planning application
- Newspaper ad appears in Waterloo Chronicle 11 days prior to Informal Public Meeting
- Informal Public Meeting date posted on City Zone Change website as soon as date is validated by clerks

Formal Public Meeting

- Newspaper ad appears in Waterloo Chronicle 18 days prior to Formal Public Meeting
- Formal Public Meeting date posted on City Zone Change website as soon as date is validated by clerks

This process is used for engagement for the Regional Official Plan, City Official Plan, City District Plan, and Zoning By-Laws
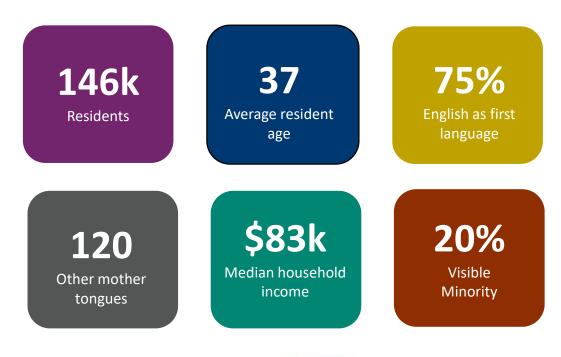
Waterloo Demographics

The information below is from the 2016 Census providing an overview of the City's demographics. Capturing this data allows for observing if survey respondents are representative of the overall population

The City of Waterloo 2016 Census statistics:

146k Residents

37 Average resident age

75% English as first language

120 Other mother tongues

$83k Median household income

20% Visible Minority

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Data and Document Findings

Data and Documents that were provided and reviewed by the Optimus SBR team to provide a more holistic perspective of Public Engagement and City Planning include:

Data/Document Title:	Highlights:
City Planning Overview + Westvale	o Educational tool for stakeholders to learn about Planning matters have been developed by the City. It was used at a discussion with a Neighbourhood Association interested in how the Planning process works. Topics covered include: Land Use Planning and Zoning By-Laws, the Planning Process, and Planning Terminology Definitions and Descriptions
Social Media Policy	o Social media networks can only be used with the express approval of the director of the division responsible for communication o Personal social media usage is encouraged to build rapport with constituents and community stakeholders

Sample Notices Templates	o A review of sample notices provided by the City demonstrated a common outline for public notices, which can include:
	    • **Notice:** description of what is taking place
	    • **Explanatory note:** description of the issue to be addressed and why
	    • **Relevant Planning Act Clause:** the Planning Act requirement being fulfilled
	    • **Contact information:** names the planner assigned to the process and how to reach them
	    • **Time & Location:** details of when and where engagement will occur
	    • **Map:** location of subject land

Data and Document Findings

Data and Documents that were provided and reviewed by the Optimus SBR team to provide a more holistic perspective of Public Engagement and City Planning include:

Data/Document Title:	Highlights:
Public Engagement Guidelines	o Outlines principles of engagements and the roles and responsibilities of Council, staff, and public as a whole o Guidelines state there needs to be a clear understanding of how and why decision was made. Guidelines provide a Planning Checklist and the follow up portion is meant to keep engagement participants up to date on project process.
Statutory Requirements for Public Notice and Consultation	o Highlights public involvement policies o Requirements under the Planning Act related to Official Plans and Zoning By-laws include: 　o Providing a copy of the current proposed plan and other important material 　o At least 1 public meeting 　o Providing information within 15 days of after Council or planning board gives an affirmative notice o General public involvement policies (City of Waterloo Official Plan Policies)
City Official Plan	o Land use plans for the City of Waterloo that direct the nature and character of future development, including policies on public engagement o The City Official Plan provides an overview of General Public Engagement policies, highlighting when, how, how often, and why the public is to be engaged and other relevant information including: 　o Making available to the public the Official Plan, District Plans, Zoning By-laws and other planning policies to foster greater awareness 　o Involving and informing citizens and stakeholders on applications and initiatives as early and often as practical

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Data and Document Findings

Data and Documents that were provided and reviewed by the Optimus SBR team to provide a more holistic perspective of Public Engagement and City Planning include:

Data/Document Title:	Highlights:

City Official Plan	o The City Official Plan highlights the process for engagement and when public outreach needs to occur:
	   o Informal Public meeting: no sooner than 10 days after requirements for giving notice
	   o Notice of amendment mailed out to agencies at least 21 days prior to Informal Public meeting
	   o Formal Public Meeting: no sooner than 14 days after the requirements for the giving of the notice
	   o Notice of the proposed amendment to be given by personal service or pre-paid mail at least 14 days prior to the meeting
	   o If there is no Informal Public Meeting, the Formal Public Meeting shall be held no sooner than 20 days after the requirements for giving notice
	o The City Official Plan promotes citizen and stakeholder awareness early in the planning process

Statutory Requirements for Public Notice & Consultation

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The below table demonstrates how the City of Waterloo meets the statutory requirements

Planning Application	Channels									
	Letter / E-mail	Newspaper posting	Survey	Engage Waterloo	City Website	Focus Groups	Informal Public Meetings	Formal Public Meetings	Neighbor-hood Open House	Signage
Official Plan		X	X	X	X	X	X	X	X	
Secondary Plan	X	X	X	X	X	X	X	X	X	
Official Plan Amendment	X	X		X	X		X	X	X	X
Comprehensive Zoning By-Law		X		X	X	X	X	X		
Zoning By-law Amendment	X	X		X	X		X	X		X
Site Plan Approval				X	X					
Subdivision/ Condominium				X	X		X	X		X

Statutory Requirements for Public Notice and Consultation (X)
Additional Public Notice and Consultation Events (X)

Interview & Focus Group Findings

Stakeholder Engagement Overview

Optimus SBR conducted virtual focus groups and interviews with internal and external stakeholders to understand current methods for engaging stakeholder groups in the planning process, as well as challenges, strengths, and areas of opportunity. Focus groups were also conducted with stakeholders to test preliminary ideas for recommendations.

Engagement Activity	Stakeholder Group Engaged	Key Objectives
Discovery Interviews (5)	o City Planning Team (2) o Communications Department (1) o Mayor and Council Members (2)	o To clearly understand the engagement and clarify scope. o To understand key areas of focus for the project. o To identify risks, barriers, and successes.
Focus Groups (5)	o Community Residents and Groups (5): o Development Community (1) o Members of Planning and Communications Team (1)	o To understand current methods for engaging key stakeholder groups, and members of the broader public on planning applications and projects. o To understand challenges to robust, meaningful engagement within a streamlined planning process. o To understand what is working well today and identifying gaps and opportunities for improvement. o To test preliminary ideas for recommendations.

The following slides summarize the key planning process strengths and challenges identified by stakeholders. The findings align to the key engagement categories, to ensure a clear understanding of where items are working well and where recommendations may focus on in the future.

Key Strengths

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Overall, stakeholders noted strengths that focused on the quick transition from in-person to online engagement during COVID-19, the value of in-person collaboration, and the ability to access information on EngageWaterloo.

Engagement **Access**

- Stakeholders noted that when speaking to a representative from the City Planning Division their questions/concerns are generally answered.

- Informal public meetings were noted as useful and informative as they provide an additional opportunity for residents to gain clarity on the application and provide input.

Engagement **Channels**

- Stakeholders noted that pre-COVID-19 in-person engagement (eg., townhalls, informal meetings) allowed stakeholders to share their feedback, ask questions, and feel engaged. Personal contact was noted as the most effective way to engage for the public due to the opportunity to have two-way dialogue.

- Email was noted as a channel that works well to notify the public on upcoming planning approval processes. The email subscription option was also noted as desirable.

- Developer community noted that email or direct calls from City Planning staff are helpful and beneficial to gather information.

Engagement **Content**

- EngageWaterloo offers centralized content with language that is easy to understand.

Key Challenges

Overall, stakeholders identified challenges around feeling not engaged/involved in the process and were provided with limited timely and clear information.

Engagement **Access**

- Residents noted that accessing City Planning Staff can be time consuming and it is often challenging to identify and speak to the correct person.

- It was noted that some residents do not feel like they are part of the planning approvals decision making process, and that the decision-making process would benefit from increased transparency and rigor.

  - Some residents noted that there was limited public awareness and engagement at the preliminary stage of the planning process. This makes stakeholders feel like they are not part of the decision-making process.

- Some residents noted that Councillors are not visible during the planning process resulting in a perceived lack of transparency and accountability.

- Some residents noted that they are not advised well in advance of when Councillors will be voting on a proposal and therefore there is limited opportunity for stakeholders to provide feedback.

- Developer community noted that the informal meetings were difficult to distinguish from the formal public meeting given that they were also held within City Hall and followed a similar format. It was felt that the informal meeting should in fact feel informal, and perhaps a change in venue would facilitate this.

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Key Challenges *(Continued)*

Overall, stakeholders identified challenges around not feeling engaged/involved in the process and were provided with limited timely and clear information.

Engagement **Channels**

- Stakeholders noted that EngageWaterloo is more focused on 'one-way' conversations rather than encouraging dialogue.

- Stakeholders noted development application signage is ineffective due to layout of information, limited used of visual/graphical information, and location. For example, many residents noted that it is difficult to read the development signage due to small text and limited use of larger visual material when driving past the sign.

- Developer groups noted that EngageWaterloo doesn't include comprehensive information for each planning project resulting in information gaps.

- Developer groups noted that some public meetings would benefit from greater structure and increased City planning staff representation.

Engagement **Content**

- Stakeholders noted that the volume of content is often overwhelming and makes it difficult for readers to understand what information is relevant to them and key decision-making information

- In key planning documents that are provided to the public, language was noted as too technical and difficult to understand.
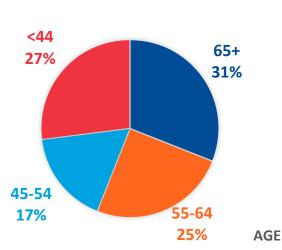
Survey Findings
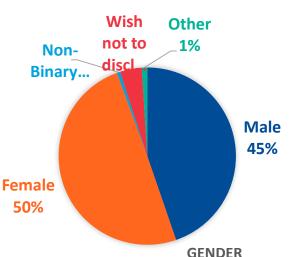
Survey Overview

A broad survey of City of Waterloo residents gathered a significant amount of input from a variety of perspectives.

o The online survey was developed using SurveyMonkey's secure, online platform. The survey was open for two weeks (July 15, 2021 to July 30, 2021) and was widely distributed. During this period, 604 responses were collected. A concerted effort was made to more broadly engage with residents, and to encourage diverse perspectives

o The survey contained a mix of closed- and open-ended questions:
  – Part 1: Allowed respondents to provide feedback on the current planning process
  – Part 2: Collected demographic information to allow us to better understand differences in perspectives
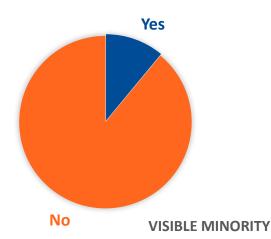
AGE

Perspectives were gathered from across age ranges, with the 65+ age group most greatly represented. There was greater representation from the 65+ age group in the survey although the median age in the City is 39
Per the last census

GENDER

Perspectives included those of different genders. The respondents in the survey align overall to the gender demographics of the City of Waterloo
Per the last census

VISIBLE MINORITY

11% of respondents identified as part of a visible minority, while the City census identifies that 20% of residents identify as part of a visible minority
Per the last census

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44

Key Strengths

Overall, stakeholders identified strengths around the engagement process were related to the accessibility and breadth of information available to them. This allows them to remain up to date on Planning activities

Engagement **Access**

- Some residents stated that virtual meetings, emails, being able to call a contact at the City, and the City website are helpful sources of information
- Information is available when residents know where to look

Engagement **Channels**

- EngageWaterloo and the City Website are the top choices for staying informed on City activities both broadly and in specifically to Planning

Engagement **Content**

- EngageWaterloo is an informative and preferred source of information on planning projects, but could be better optimized
- Mail and email blasts are a good source of information

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Key Challenges

Overall, stakeholders identified challenges around feeling not engaged/involved in the process and lacked timely and clear information.

Engagement **Access**

- Belief amongst some residents that the voices of special interest groups are over-represented
- Belief in a lack of transparency – some residents believe they do not receive feedback on any changes after engaging
- Some residents believe that engagement is a "box ticking exercise" and is not set up in a way for comprehensive engagement

Engagement **Channels**

- Some residents believe the City website to be difficult to navigate
- Some residents would like to see greater usage of EngageWaterloo and forms of social media
- Some residents noted a need for better technology tools to provide feedback in a more interactive way

Engagement **Content**

- Communications (ex. signage and posted documents) are unclear and too technical in nature
- Some residents believe the engagement process is complex and difficult to understand. They are unclear on when and how they should be engaging and what they are being asked to comment on
- Residents want to be engaged on broader planning matters such as climate change, the need for more accessible and smart cities, etc. and felt that they had no awareness of when these are being discussed

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Equitable Access

The below table calls out themes and voices from groups believed to be under engaged in order to capture a more holistic overview of opinions and help the City meet its commitment to incorporating diverse perspectives. Common sentiments seem to exist amongst these groups.

	Visible Minorities	Socioeconomic Status (<$50k)	Age (<44)
Access	• Surveys are an easy and useful tool for engagement • Website is not user friendly • Social media usage helps with staying informed • Looking for information is time consuming • Special interest groups have too much power	• Feeling that residents are uninformed about pending changes • Special interest groups have too much power • Uncertainty around which source to use to find information	• Website is not user friendly • Special interest groups have too much power
Channels	• Feeling that residents are uninvolved/unheard • Lack of transparency	• Feeling that residents are uninvolved/unheard • Enjoy receiving email notifications • Would like to receive notifications earlier	• Feeling that residents are uninvolved/unheard • Lack of closure post feedback • Would like to see more social media usage
Content	• EngageWaterloo is useful but not advertised enough as a source of information • Information is too technical • "Subscribe" button would be useful for projects of interest	• EngageWaterloo is an informative source of information • Information is too technical	• EngageWaterloo is a good source of information • Information is too technical

Leading Practices Scan Findings

Key Leading Practice Findings

Optimus SBR conducted a review of four municipalities to better understand other municipal approaches to supporting community participation in the planning approval process. Below are the key takeaways from the research and analysis:

Note: All municipalities adopted virtual tools to engage with the public during COVID-19. Most municipalities are looking to implement a hybrid model (eg., online and in-person forms of engagement) post COVID-19. Specific focus has been placed on exploring innovate methods to engage a broad range of citizens.

Engagement **Access**
- Increase Councillor engagement and presence with constituents on planning related matters

Engagement **Channels**
- Create two-way collaboration forums for communication
- Develop a targeted stakeholder engagement approach whereby key representatives of stakeholder groups represent member interests
- Create partnerships with social service agencies to reach marginalized groups
- Implement a hybrid engagement model post COVID-19

Engagement **Content**
- Increase education for the public by offering 'office hours' or 'drop-in clinics' for planning related question and answers, as well as develop educational materials (eg., Planning 101 videos) for public use
- Require significantly improved Development application signage requirements
- Engage a third-party firm to review public-facing language to ensure it is clear, transparent, and accessible

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City of Guelph

Key Success Factors:
Council Engagement   Communication Planning
Targeted Stakeholder Engagement Collaborative Platforms

Key Findings	Key Opportunities
o Implemented virtual tools during COVID-19. The Virtual model has allowed for increased engagement particularly in due to reduced barriers to access.	o Consider a hybrid model for public engagement post COVID-19
o Developed web-based platform "Have your Say" which allows for the public to engage with the City and provide feedback on planning processes.	o Increase collaboration on web-based platforms (eg., opportunities for public comments, voting, etc.)
o Ensures significant Councillor involvement within the planning process. Councillors are responsible for disseminating information to the public thru social media (twitter, ward townhalls) and breakfast groups.	o Increase Councillor involvement/visibility during the planning process
o Created a framework to ensure communication is balanced across different areas of the community. Allows for the public to not be overwhelmed with information. For example, each area has a main contact (eg., CAO/deputy CAO) to disseminate approved communication.	o Use Councillors to disseminate information and engage with their constituents

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City of Guelph *(Continued)*

CITY OF
Guelph
Making a Difference

Key Success Factors:
Council Engagement   Communication Planning
Targeted Stakeholder Engagement   Collaborative Platforms

Key Findings	Key Opportunities
o Undertakes a targeted stakeholder engagement approach to key planning processes (eg., Official Plan) whereby different stakeholder groups are selected and put forth a key representative speak on the group's behalf.	o Identify key representatives for stakeholder groups
o Implemented "office hours" for members of the public to attend and ask planning specific questions.	o Create office hours or drop-in clinics for the public to ask questions regarding specific planning projects
o Engaged separately with indigenous populations using a separate consultant to facilitate/advise.	

City of Windsor

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Key Success Factors:

Virtual Engagement	Resident Associations
Plain Language	Social Media

Key Findings

- Virtual tools have increased engagement particularly in younger demographics due to easier logistics, and the City plans to continue forward with these tools post COVID
- Resident Associations have proven effective and efficient at spreading news and information
- The responsibility is on developers to provide signage for projects
- The use of simple, easy to understand language in communications has been effective for information sharing and raising awareness
- Translation services in languages other than English are offered over the phone or at counter service
- YouTube videos about planning issues have been a success at educating the public
- Non-Statutory meetings are used to raise awareness and education for more challenging planning issues

Key Opportunities

- Utilization of Resident Associations for information sharing
- Planning 101 and informational videos
- Establish new standards for public notification signs
- Simplification of planning language for easier understanding

City of Cambridge

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Key Success Factors:

Virtual Engagement   Hybrid Models
Plain Language Reviews   Education Seminars

Key Findings

- Implemented virtual tools during COVID-19. A Virtual model has allowed for:
  - Reduced City resources during meetings
  - Increased engagement particularly in younger populations due to ease of access
  - Decreased engagement for older populations due to technology complexity
- The City plans to use a Hybrid Model (eg., in-person and virtual engagement opportunities) post COVID-19.
- City Website holds all project related information and the EngageCambridge is primarily used for surveys and feedback
- Engages with a third-party (non-planners) to review language to ensure it is plain language and easily understood by the public
- Provides educational seminars to the public to provide an overview of the planning/approvals process, and legislation requirements
- For important/high-profile planning projects the City will attend highly populated community areas (eg., malls, community centres, library's etc.) to increase engagement and reach

Key Opportunities

- Consider a hybrid model for public engagement post COVID-19
- Engage an external/third-party organization to review planning related language
- Offer public educational seminars on the municipal planning process (including high-school classes)

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City of Kingston

Key Success Factors:

Social Service Agencies	Technological Accessibility
Developer Responsibilities	Speaking Time

Key Findings

- Developers must hold informal community meetings prior to presenting development plans in formal settings
- The use of social service agencies as avenues for outreach ex. United Way have been helpful in broader outreach
- From an accessibility perspective, community centers are outfitted with technology for easy access to internet for residents who may not otherwise have access
- Staff engagement: Staff members are present at community events to promote larger municipal projects and answer questions
- There is a three-step decision making process in place which allows room for residents to have 5 minutes of speaking time during the process to discuss concerns

Key Opportunities

- Use of social service agencies to reach marginalized groups
- Allow for informal, educational, developer run meetings for raising awareness

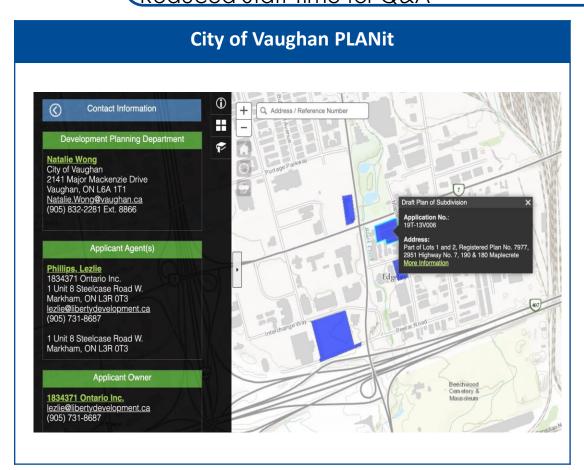optimus sbr

City of Vaughan

Key Success Factors:

Web-based mapping of applications
Technological Accessibility
Reduced Staff Time for Q&A

City of Vaughan PLANit

Key Opportunities

- Available software compatible with City's ArcGIS
- Relatively simple data input from planners when application is complete
- User-friendly interactive mapping
- Provides very current information if inputs are maintained

Recommendations

Guiding Principles

Recommendations

High Level Implementation Plan

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Guiding Principles for Public Engagement

The City requested a set of public engagement guiding principles as part of this review. The guiding principles were developed based on public and stakeholder engagement feedback, and acknowledge that the City has a set of broader Guiding Principles which are aligned to the framework below:

Inclusive

Engagement will be structured to learn from diverse perspectives so that the views of the community are represented

Accessible

Engagement will use multiple channels for outreach (digital and traditional), allowing for broader and deeper engagement

Informed

Communications will use simplified, easier to understand, and less technical language so that participants are aware and informed.

Transparent

There is clarity and transparency around the planning processes

Dialogue

Engagement will include methods that encourage two-way communication, allowing for in-depth discussion

Guiding Principles for Public Engagement

Recommendations

To position the City as leaders in effective engagement regarding planning matters, the following 15 recommendations have been developed:

Recommendation Categories	Recommendation
Process	1. ★ Pilot Robust Engagement Opportunities for City Driven Planning Projects
	2. Pilot Streamlined Planning Timelines for Developer Driven Projects
	3. Lobby for Changes to Legislation and Policy
	4. ★ Enhance Education on the Planning Process
Access	5. Provide Opportunities for Councillors to Learn about Important Planning Matters
	6. Add Publicly Available GIS Information
Content	7. ★ Update Development Application Signage
	8. ★ Develop a Master Template for Communications
	9. Periodically Gather Feedback on Visuals and Written Materials
Multi-channel	10. Consider a Hybrid Model Engagement Strategy for Engagement in Planning
	11. ★ Provide Post-engagement Feedback
	12. ★ Re-organize the City's Planning Website to Streamline Content
	13. Further Develop Communication Standards for EngageWaterloo
Equity	14. Create a Stakeholder Advisory Committee
	15. Develop a Young Adult Engagement Strategy

★ High Priority Recommendation. Recommendations are prioritized according to ease of implementation. Please refer to slide 93 for more detail

Process

⭐ High Priority Recommendation

1. Pilot Robust Engagement Opportunities for City Driven Planning Projects	**Recommendation:** Pilot opportunities to further enhance engagement for city driven planning projects.

Details
Rationale: There are two types of planning processes - City Driven and Developer Driven. Planning Projects that are driven by the City, such as Official Plan Updates, Secondary Plans, Comprehensive Zoning By-law Updates, Community Improvement Plans, and Design Guidelines do not always have rigid targets for timelines. This allows the City to tailor the engagement duration to ensure there is robust engagement. **Implementation Considerations:** To support this recommendation, the City should look to conduct robust engagement for key City driven planning milestones. • The recommendations in this report are linked to this recommendation and further explain how to conduct robust engagement throughout the planning process.

Process

1. Pilot Robust Engagement Opportunities for City Driven Planning Projects	**Recommendation:** Pilot opportunities to further enhance engagement for city driven planning projects.

Details

The table below outlines each key milestone and recommended notice and engagement tools:

Milestones in the Planning Project	Notice and Communication Tools	Engagement Tools
1. Project Commencement	Newspaper, Mail, City Planning Website	EngageWaterloo
2. Initial Outreach in the Community	EngageWaterloo, Subscribe Option	Survey, In-Person Booths in Target Communities (where required)
3. Public Workshop(s)	EngageWaterloo, Subscribe Option	Consider Piloting a Hybrid Model (In-person and virtual offerings)
4. Report Findings and Direction	EngageWaterloo, Subscribe Option	City Website to download the report findings and direction report (Link to Post Engagement Feedback Recommendation #11)
5. Draft Document	City Planning Website, Subscribe Option	City Planning Website
6. Workshop/Open House/Town Hall	EngageWaterloo, Subscribe Option	Consider Piloting a Hybrid Model (In-person and virtual offerings)
7. Community Outreach	EngageWaterloo, Subscribe Option	Consider Piloting a Hybrid Model (In-person and virtual offerings)
8. Formal Public Meeting	Newspaper, Mail, City Planning Website	In-person
9. Council approval meeting	City Planning Website, Mail, Subscribe Option	In-person

Process

1. Pilot Robust Engagement Opportunities for City Driven Planning Projects	**Recommendation:** Pilot opportunities to further enhance engagement for city driven planning projects.

Benefits/Impact

- More robust engagement methods resulting in increased engagement with stakeholders
- Stakeholders will feel involved throughout the process and kept abreast of key milestones

Process

2. Pilot Streamlined Planning Timelines for Development Driven Applications	**Recommendation:** Pilot opportunities to further streamline planning timelines for development driven planning applications.

Details
Rationale: Development driven planning applications have established timelines set out in the Planning Act. Enhancing public engagement while streamlining the application review process can only be achieved if the responsibilities are shared between the City and the Applicant. The complexity of the application needs to be considered in determining the rigor of the engagement process. The process needs to be clearly established as part of the application pre-consultation process.

- The timelines outlined in the Planning Act are very short and begin on the date that the City receives the application. The time targets are:

Type	Days
Official Plan Amendment	120 days
Zoning By-law Amendment	90 days
Site Plan Application	30 days

Process

2. Pilot Streamlined Planning Timelines for Development Driven Applications	**Recommendation:** Pilot opportunities to further streamline planning timelines for development driven planning applications.

Details
• Under the current practices if the City, there are the following constraints to meeting the target timelines:

Constraints to Streamlining the Process	Time
Notice in the Newspaper can take 3 weeks or more to be published	21 Days
Notice for and holding an Informal Public Meeting	21 Days
Applicant response to public comments and revisions to plans	60 Days
Internal review of Staff Report	25 Days
Total:	**127 Days**

Process

2. Pilot Streamlined Planning Timelines for Development Driven Applications	**Recommendation:** Pilot opportunities to further streamline planning timelines for development driven planning applications.

Details
• As a result, a typical Official Plan Amendment and/or Zoning By-law Amendment Application process looks like this:

Current Process:

Days		1	30	60	90	120	150	180	210	240	270
Preconsultation meeting	█										
Application Submitted		█									
Application deemed complete			█								
Notice of Complete Application and Public Meeting			█								
Information made available on Website and City Hall			█								
Informal Public meeting				█							
Staff/peer review					█	█					
Public Meeting Report							█				
Public Meeting								█			
Review of Public Comments									█		
Final Recommendation Report										█	
Council Decision											█

Process

2. Pilot Streamlined Planning Timelines for Development Driven Applications	**Recommendation:** Pilot opportunities to further streamline planning timelines for development driven planning applications.

Details

Implementation Considerations: The City could consider piloting the following changes for the Application and Internal process:

- Complete Application Process:
    - Require sign to be posted (Please See Recommendation #5)
    - Require Consultation Strategy with agreed target dates from applicant – determine need for Open House
    - Notice of Complete Application will include Open House and/or Notice of a Public Meeting under the Planning Act (Template to be provided)
- Internal Processes:
    - Mailing list is completed upon determining that the application is complete
    - Delegate Open House (if required) to Applicant with limited staff and local Councillor attendance
    - Standardize a Public Meeting Report with no recommendation – reduce internal review time
    - Following Public Meeting, a Recommendation Report will be prepared, including responses to public comments (time to determined by complexity if the issues)
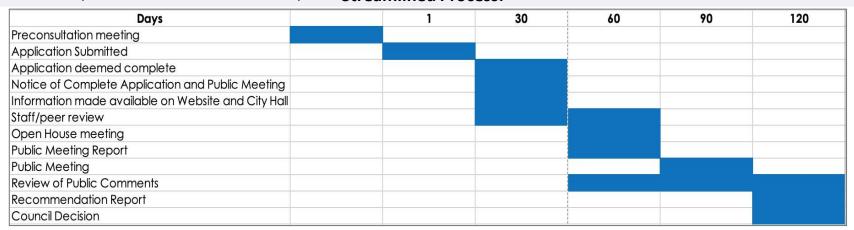
Process

2. Pilot Streamlined Planning Timelines for Development Driven Applications	**Recommendation:** Pilot opportunities to further streamline planning timelines for development driven planning applications.

Details

Implementation Considerations: See below the new streamlined process that incorporates the recommendations on the previous slide. It is important to note that the new process doesn't allow the City to meet the required timelines to avoid an appeal (the City received very few appeals) and as a result the City should look to lobby for a timeline that allows the City to conduct the level of engagement desired by its residents (Link to Recommendation #3).

Streamlined Process:

Days		1	30	60	90	120
Preconsultation meeting	■					
Application Submitted		■				
Application deemed complete			■			
Notice of Complete Application and Public Meeting			■			
Information made available on Website and City Hall			■			
Staff/peer review			■			
Open House meeting				■		
Public Meeting Report				■		
Public Meeting					■	
Review of Public Comments				■		
Recommendation Report					■	
Council Decision						■

Benefits/Impact

- Streamlined and efficient timelines for developer driven planning projects that balance the needs of legislation and engagement principles

Process

3. Lobby for Changes to Legislation and Policy	**Recommendation:** The City, should lobby the Province to revise the time limits for making a Council decision on a planning application back to at least 180 days. In addition, the City should lobby the Province to permit Notice to be given through channels other than the newspaper

Details

Rationale: Developer-led planning projects require the City to meet timeline targets established in the Planning Act. For example, The Planning Act establishes timelines that enable an applicant to file an appeal to the Ontario Land Tribunal if Council has not decided on an application within the established timeline target. The timelines begin on the date that the City receives the application per the Planning Act. The time targets are: Official Plan Amendment – 120 Days; Zoning By-law Amendment – 90 days; and Site Plan Application – 30 days. However, there are numerous constraints that the City faces in order to meet certain target timelines. An example, of a constraint faced by the City includes the requirement of including a notice in the paper which can take three weeks or more to be published. Even in a streamlined process (see Recommendation #2), the timeline would be 120 days. Therefore, the timelines outlined in the Planning Act do not allow the City of Waterloo to conduct a degree of public engagement that the public will see as sufficient and meaningful while meeting the timelines.

Implementation Considerations: To do this, the City could consider:

- Through the Association of Municipalities in Ontario (AMO) gather support for changes to the legislation and Regulations.
- Provide rationale for using web-based information transfer and signs rather than newspapers that have less chance of reaching the public, especially with a shift of preference towards digital and virtual channels
- Amend the Official Plan, S.12.4, Public Involvement, to reflect the recommendations in this report.

Benefits/Impact

- Create efficiencies within the planning process
- Allow for more robust stakeholder engagement where required

Process

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⭐ **High Priority Recommendation**

4. Enhance Education on the Planning Process	**Recommendation:** Provide education to stakeholders on the planning process to ensure a deep understanding of the overall process, decision points, and roles and responsibilities.

Details

Rationale: There is a perceived lack of transparency and awareness by residents with regards to how decisions are made during the planning approvals process.

Implementation Considerations: To support this recommendation, the City should:
- Host a "Municipal Planning 101"seminar that is open to all members of the public. The course should be recorded and posted to the City's website/YouTube as an informational tool.
    - Content should focus on reviewing engagement principles, decision points and owners, and roles/responsibilities.
    - This should be posted on City's website under the Education and Resources Page (See Recommendation #11)
- Develop and advertise an easy-to-follow guide that outlines where in the process input from stakeholders is solicited. This should be posted on City's website under the Education and Resources Page (See Recommendation #11)
- Theme questions from information and formal meetings and actively post/update to a Frequently Asked Questions page which should be located on the main City Planning Website – Home Page.

Benefits/Impact

- Stakeholders will have stronger awareness and understanding of the overall planning process
- Stakeholders will have a better understanding of where in the process their input is desired
- Increased transparency around the decision-making process and accountabilities
- Streamlined inquiries from the public resulting in efficiencies

Access

| 5. Provide Opportunities for Councillors to Learn about Important Planning Matters | **Recommendation:** Engage Councillors for important planning matters and provide opportunities for them to learn about relevant projects |

Details

Rationale: It was noted by some stakeholders that they would like increased engagement from as well as easier access to City Councillors.

Implementation Considerations: To increase engagement and access to City Councillors, the City should consider:
- How it keeps Councillors informed on constituent viewpoints especially in relation to important planning matters such as the City Official Plan, City District Plan, and Zoning By-laws
  - This may include informing Councillors when meetings are taking place for more important planning projects
  - Circulating relevant documents related to important planning projects
- Ask for Councillor support in disseminating relevant information to the public through relevant channels (Twitter, ward townhalls) and in-person groups.

Benefits/Impact

- Creates better information flow from decision-markers (Council) to constituents on planning matters
- Allows residents access to an informed "point person" they can raise concerns to

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Access

6. Add Publicly Available GIS Information	**Recommendation:** Utilize web-based interactive mapping as a method of accessing information on City projects for residents.

Details

Rationale: It was noted by some stakeholders that they would like to see a greater use of technology in sharing of planning and project information. Using web-based interactive mapping such as ArcGIS and creating media releases for key applications allows for easy access to information for residents to City Planning Projects

Implementation Considerations: To do this, the City could consider:
- Updating and layering planning application information into GIS such as project description, location, mapping visuals, and project contact information similar to what has been done in the City of Vaughan.
- Other types of information the City wants to make available to the public
- Having a programmer in place to ensure mapping information is up to date so that the mapping system stays current
- Investigate next steps and implementation requirements for ArcGIS, which is a frequently used GIS software in other municipalities

Benefits/Impact

- Allow residents to view where large projects are, and information related to them
- Leveraging of technology to consolidate into one area specific project information
- Allows residents to have visuals of location are relevant information on projects

Content

☆ High Priority Recommendation

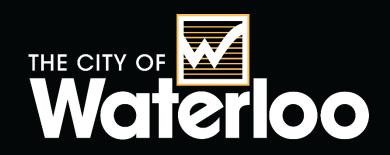| 7. Update Development Application Signage	**Recommendation:** Update development application signage layout to be more visual and easier to understand.

Details

Rationale: Stakeholders noted development application signage is ineffective due to layout of information and limited used of visual/graphical information.

Implementation Considerations: To do this, the City should consider:
- Requiring significantly improved development application signage requirements including using larger fonts and providing images and maps for greater visual representation
- Consider QR codes for additional information
- Consider leading practices on signage from other municipalities
- If the above changes are implemented to the application signage, it is recommended that the City maintain current signage distance
    - Updating the signage distance would be a significant expense from a resource and cost perspective and effort is better allocated to updating the sign to be more accessible and easier to understand for residents.

Please see the next slide for a preliminary template design for the Notice of Development Application

Benefits/Impact

- Easier to understand planning information
- Better informed residents
- Remaining up to date with leading practices

THE CITY OF Waterloo

Notice of Development Application

File #AB-1234-56

Storeys
Metres

Residences
m² Retail

Cars
Bicycles

Proposed Development

(Explanatory Note & Relevant Planning Clause)

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex.

Applicant: **ABC Holdings Incorporated & XYZ Ontario Limited**

Address: **123 Any Street & 456 Busy Boulevard**

PUBLIC MEETING

Public meeting information will be posted on this sign when available.

For more information about this application:

City Planning
John Smith
519-514-1234
jsmith@waterloo.ca

On the Web
www.waterloo.ca/planapp

Applicant Contact
developer@gmail.com

SAMPLE

Suggested Improvements

The below visual represents the changes that can be made to a Planning Application template to make it easier to understand for residents

Larger font size

Visual representation of building envelope added

Clear map of location

Explanatory note

QR code added for additional information

Content

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☆ High Priority Recommendation

8. Develop a Master Template for Communications	**Recommendation:** Develop a master template with standardized content that will be used across communication channels when sending notices. Current templates should be updated accordingly.

Details

Rationale: A master template can be used to help keep relevant information organized and consistent across communication channels for each project. This will help streamline the planning process by quickly having on hand and being able to organize the relevant documents and information that need to be made available or sent out to stakeholders. The template on the next slide provides input on what content is meant to be included per notice type, and will help with standardizing content to be included in updated communications

Implementation Considerations To do this, the City should consider:
- Formulating or auto-populating language that will be applicable in different contexts and with placeholders that can be tailored with the relevant specific information (time & location, contact information, map, etc...)
- Develop easy to generate standard templates which can be created and distributed easily
- Based on the findings of this report, Optimus SBR is supporting in updating templates throughout this project

Please refer to the next slide on the type of information to be included in different templates

Benefits/Impact

- Easy to use and distribute information
- Standardized formats allow controlling of messaging to ensure all key points are addressed
- Creates routine for residents in that they will know what to expect with each form
- Creates routine for staff in knowing what information needs to always be included

Notice Information to Include

The below table outlines what information should be included in each type of notice. Additional information could be added as needed depending on the situation.

Notice Type X	Explanatory Note	Relevant Planning Clause	Contact Information	Time & Location	Development Map	How to get involved	QR Code
Notice of Development Application (Sign)	X	X	X		X	X	X
Notice for Development Application (Minor Variance)	X	X	X		X	X	X
Notice for Public Open House (OP Update, zoning by law, update, district plan, major site plan)	X		X	X		X	
Notice for Public Meeting (OPA/ZBLA/Subdivision/Condominium)	X	X	X	X		X	
Notice of Public Meeting (Official Plan Update/Zoning By-law Update)	X		X	X		X	

*Explanatory note: a description of the purpose of the development application and relevant project information
*Relevant Planning Clause: The planning act clause the project is addressing or is related to
*How to get involved: where stakeholders can find additional information or engage in the process if they would like to

Content

9. Periodically Gather Feedback on Visuals and Written Materials	**Recommendation:** Actively review visual and written material to ensure that it is simple and easy to understand and updating materials based on feedback from residents

Details

Rationale: Content is often not always laid out in plain language and the technical nature makes it difficult to understand. There is opportunity for increased use of visuals.

Implementation Considerations: To do so, the City should consider the following:
- Actively clarifying and simplifying language into layperson terms and decreasing technical language when possible
- Using a writing guide standard for simple language and actively updating it based on stakeholder feedback
- Part of the on-going evaluation could include checks for accessibility: offer visuals around planning processes and application information to be accessible to those with English as a second language or other accessibility concerns

Benefits/Impact

- A more informed/educated public
- Increased transparency in the planning process
- Increased engagement due to greater understanding

Multi-Channel

10. Consider a Hybrid Model Engagement Strategy for Engagement in Planning	**Recommendation:** Consider a hybrid model (eg., in-person and virtual) engagement strategy for Engagement in Planning, to be implemented post-covid-19, to reduce barriers to access information.

Details

Rationale: During COVID-19 the City was able to transition to digital platforms to ensure continued stakeholder engagement and communication. The use of digital platforms allowed for greater opportunities to engage. Stakeholders noted that a hybrid model is desired of the City post-pandemic, to increase breadth and depth of engagement.

Implementation Considerations: To support this recommendation, the City should:
- Review lessons learned from the transition to virtual engagement during COVID-19
- Understand stakeholder groups preference for in-person or virtual (this information can be found in the Survey Findings section of this report)
- Ensure there is consistent information across all platforms
- Use opportunities to enhance in-person engagement including:
  - Allow for greater amount of developer-led informal meetings for increased conversations
  - Pilot planning staff "booths" at other City events to encourage conversation
- Use opportunities to enhance virtual engagement in the Planning process, including:
  - Continue using current technology for engagement including EngageWaterloo and other virtual applications (ex. WebEx, Zoom, or Microsoft Teams) for appropriate planning projects.
  - Turn on closed captioning for public meetings uploaded to YouTube to allow stakeholders to search for relevant information or translate information from the transcript

Continued - Next Slide

Multi-Channel

10. Consider a Hybrid Model Engagement Strategy for Engagement in Planning	**Recommendation:** Consider a hybrid model (eg., in-person and virtual) engagement strategy for Engagement in Planning, to be implemented post-covid-19, to reduce barriers to access information.

Details

- With respect to Notices for public meetings that are circulated to all property owners within 120 meters of lands affected by the application, it is advised that the City keep the Notices at the current distance requirements. Creating significant updates to signage (Recommendation #7) placed on the property will have the same impact on providing Notice to the community at no additional cost to the City.

Benefits/Impact

- Increased engagement and dialogue from typically under-engaged groups
- Alignment to best-in-class municipal equity engagement practices

Multi-Channel

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⭐ High Priority Recommendation

11. Provide Post-engagement Feedback	**Recommendation:** Create clear post-engagement feedback loops that summarize and share key inputs from stakeholders and allows for stakeholders to better understand next steps within the process.

Details

Rationale: Outlining clear post-engagement feedback loops that summarize what was heard and next steps is a key part of the engagement process to ensure stakeholders feel heard and feedback is actioned.

Implementation Considerations: To achieve this recommendation the City should look to ensure stakeholders clearly understand next steps and clearly outline within reports how public input drove recommendation options:

- Understanding Next Steps:
    - Outline next steps and associated timelines at the end of every form of public engagement
    - Publish links to findings/status updates in on social media (For Official Plan and Zoning Processes)
    - Advertise findings and updates in real-time on the City Website (when possible)
- Stakeholder Input for Decision Making:
    - Structure staff and public reports that are received by Council to include a clear outline of how public input led to recommended options.

Benefits/Impact

- Reduces amount of time City Staff spends on receiving and responding to inquiries on post engagement feedback and next steps
- Quickly and efficiently directs stakeholder inquiries related to updates and findings to social media/website

Multi-Channel

☆ High Priority Recommendation

12. Re-organize the City's Planning Website to Streamline Content	**Recommendation:** Reorganize information provided on the City's planning website to streamline content and increase ease of navigation. The website should be used to store archived planning information.

Details

Rationale: The City's Planning Website was noted as one of the top channel's stakeholders use to stay informed on planning related matters. However, it was noted by some stakeholders that the website is difficult to navigate.

Implementation Considerations: Based on stakeholder feedback and a review of leading practices, the below modifications to the City's website are recommended:

- The City's planning website should continue to archive planning information and EngageWaterloo should be used for users to find quick information, provide feedback, and interact with others on planning projects.
- Streamline information on the City's Planning home page by organizing by user category, including Resident, Business, or Developer
- Based on the user, links should be tailored to only display what is applicable to each stakeholder group (see below for a sample):
  - **Resident:** EngageWaterloo, Development Applications, Zoning Bylaw, Education and Resources (This is a new page that links to Recommendation #1 – Enhance Education on the Planning Process)
  - **Business:** Business Licences, Local Economic Recovery, Advertising and Sponsorship, Economic Development
  - **Developer:** Development Charges and Guidelines, Zone Changes, Signage
- A direct link to plans, studies, and strategies should remain at the top of the page and a FAQ document should be added to the bottom of the page (See Recommendation #1).

Multi-Channel

12. Re-organize the City's Planning Website to Streamline Content	**Recommendation:** Reorganize information provided on the City's planning website to streamline connect and ease of navigation.

Benefits/Impact

- Reduce amount of time City Staff spends on receiving and responding to planning related inquiries
- Quickly and efficiently direct stakeholder inquiries related to the City's Planning website

Multi-Channel

13. Further Develop Communication Standards for EngageWaterloo	**Recommendation**: Further develop communication standards for the EngageWaterloo website to ensure content is streamlined, accessible, and user-friendly.

Details

Rationale: EngageWaterloo is well used by stakeholders and was noted as one of the top channel's stakeholders use to stay informed on planning related matters and should continue to be used. However, it was noted by some stakeholders that the site not well organized or streamlined, making it difficult to find relevant information.

Implementation Considerations: The City is currently working with EngageWaterloo to release a new iteration of the website in the Fall of 2021. The new iteration will address some of the recommendation below. For recommendations not included in the new iteration, the City should look to pilot the below technological enhancements:

- Continue to implement new page for planning on EngageWaterloo to streamline information
- Add "Important Links" through the Document Widget at the top of the main EngageWaterloo home page that links directly back to the City's Planning Website
- Pull out the "Milestones – Project Lifecyle" so users can see clearly access the timeline bar without having to hover over the project.
- Add "tags" to each project to allow the public to quickly sort through topics without having to re-organize pages
- On the home page provide a monthly calendar that outlines all meetings and key dates for each planning project allowing users to download the calendar for a longer-term view.

Multi-Channel

13. Further Develop Communication Standards for EngageWaterloo	**Recommendation**: Further develop communication standards EngageWaterloo website to ensure content is streamlined, accessible, and user-friendly.

Details

Implementation Considerations Continued:
- Within each project page, embed links for council meetings so that stakeholders can quickly access information related to the decision-making process and related discussion.
- Clearly outline to users if they want to have a "two-way" dialogue they should leave feedback in the "Ask us a Question" section as opposed to the "Comments" Section (the City does not respond to this section)
  - Preference should be taken to include the "Ask us a Question" where possible to enhance two-way dialogue
- Pilot a limited number of Planning and Approvals projects for 6 months using the new enhancements to determine what is working well and identify areas for improvement.

Benefits/Impact

- Reduce amount of time City Staff spends on receiving and responding to planning related inquiries
- Quickly and efficiently direct stakeholder inquiries related to the EngageWaterloo website
- Reduce information gaps by providing stakeholders with comprehensive information for each planning project

Equity

14. Create a Stakeholder Advisory Committee	**Recommendation:** Create a Stakeholder Advisory Committee that is comprised of stakeholder representatives who advocate and provide feedback on behalf of their respective groups. The representatives will advise City staff on matters related to development and planning.

Details

Rationale: There is currently no stakeholder advisory committee for different stakeholder groups to share their respective opinions in a forum that is easily accessible to city planners.

Implementation Considerations: To support this recommendation, the City should:
- Reach out to a variety of stakeholder groups to request volunteer representatives, that together would provide advice and generally be representative of the community. As part of this reach out, clearly explain the purpose and objectives of the committee.
- Clearly outline the purpose, objectives, roles/responsibilities, and activities of the stakeholder advisory committee.
- Representatives should have knowledge of the views of the groups they represent

Benefits/Impact

- Streamline the amount of feedback provided by each stakeholder group (this will limit duplication of feedback)
- Reduce public meeting time by implementing "one voice" to provide advice, feedback, and concerns
- Align to best-in-class municipal equity engagement practices
- Increase public meeting structure

Equity

15. Develop a Young Adult Engagement Strategy	**Recommendation:** Develop a young adult (ages 18-29) engagement strategy to ensure younger generations are engaged and involved in the planning process to further increase engagement equity.

Details

Rationale: Young adults are typically under engaged in the planning process, and therefore, it is important to create opportunities for them to share their voice in decisions that affect them.

Implementation Considerations: To support this recommendation, the City should:
- Develop a strategy that includes:
  - A clear vision on how to engage a broader number of young adults across Waterloo
  - Focus Areas and associated actions that reflect the priorities of young adults
  - An Implementation plan to drive the actions forward
- Consider how the strategy can align with existing engagement strategies or planning at the City of Waterloo to avoid unnecessary duplication
- Look for opportunities to engage and network with local Universities to build interest and momentum.
- Consider convening a young adult advisory group using new or existing young adult groups that the city has access to or has current relationships with

Benefits/Impact

- Better understand issues that matter to young adults an important segment in the City's growing population)
- Align to best-in-class municipal equity engagement practices
- Improve the relationship between the City's planning division and young adults
- Understand how and when to best engage young adults in city planning issues
- Create opportunities for young adults to take ownership of and become more active in planning issues

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Detailed Findings

Prioritization of Recommendations

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Methodology: Prioritization of Recommendations

Prioritization for implementation of the recommendations is based on a preliminary scoring across two domains: Expected Benefits and Ease of Implementation.
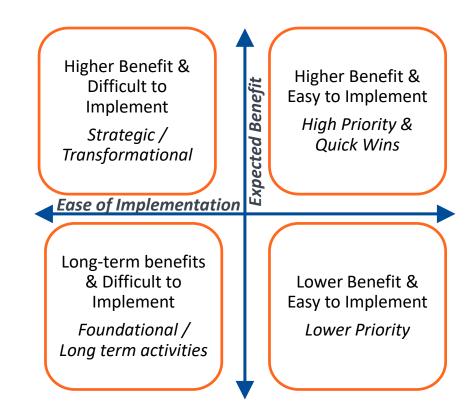
Prioritization Criteria

Ease of Implementation

1. Ease to Address
2. Expected Timeline

Expected Benefit

4. Opportunities for Efficiencies
5. Enhanced Public Engagement

Higher Benefit & Difficult to Implement

Strategic / Transformational

Higher Benefit & Easy to Implement

High Priority & Quick Wins

Long-term benefits & Difficult to Implement

Foundational / Long term activities

Lower Benefit & Easy to Implement

Lower Priority

Expected Benefit

Ease of Implementation

Prioritization and Implementation

The below table rates each of the fifteen recommendations against two domains: Expected Benefits and Ease of Implementation.

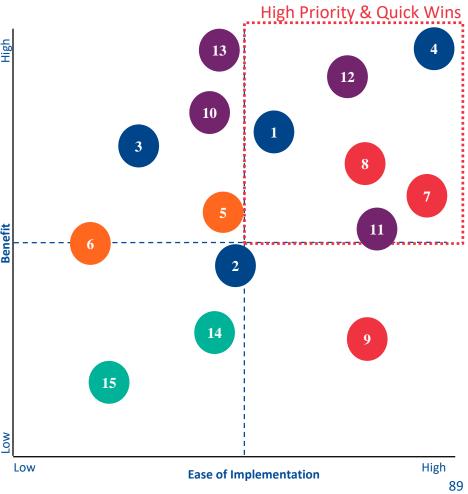| Review Focus Area		Recommendation	Expected Benefits	Ease of Implementation
Process	1.	Pilot Robust Engagement Opportunities for City Driven Planning Projects	Moderate-High	Moderate
	2.	Pilot Streamlined Planning Timelines for Developer Driven Applications	Moderate	Moderate
	3.	Lobby for Changes to Legislation and Policy	Moderate-High	Low-Moderate
	4.	Enhance Education on the Planning Process	High	High
Access	5.	Provide Opportunities for Councillors to Learn about Important Planning Matters	Moderate	Moderate
	6.	Add Publicly Available GIS Information	Moderate	Low
Content	7.	Update Development Application Signage	Moderate	High
	8.	Develop a Master Template for Communications	Moderate	High
	9.	Periodically Gather Feedback on Visuals and Written Materials	Low-Moderate	High
Multi-channel	10.	Consider a Hybrid Model Engagement strategy for Engagement in Planning	High	Moderate
	11.	Provide Post-engagement Feedback	Moderate	Moderate-High
	12.	Re-organize the City's Planning Website to Streamline Content	High	High
	13.	Further Develop Communication Standards for EngageWaterloo	High	Moderate
Equity	14.	Create a Stakeholder Advisory Committee	Moderate	Moderate
	15.	Develop a Young Adult Engagement Strategy	Low-Moderate	Moderate

Prioritization of Recommendations

The scatterplot below provides a graphical representation of the *Ease of Implementation* and the *Expected Benefits* for each recommendation. The placement of each recommendation on the scatterplot is based on the methodology outlined on the previous slide.

Process	1	Pilot Robust Engagement Opportunities for City Driven Planning Projects
	2	Pilot Streamlined Planning Timelines for Developer Driven Applications
	3	Lobby for Changes to Legislation and Policy
	4	Enhance Education on the Planning Process
Access	5	Provide Opportunities for Councillors to Learn about Important Planning Matters
	6	Add Publicly Available GIS Information
Content	7	Update Development Application Signage
	8	Develop a Master Template for Communications
	9	Periodically Gather Feedback on Visuals and Written Materials
Multi-channel	10	Consider a Hybrid Model Engagement strategy for Engagement in Planning
	11	Provide Post-engagement Feedback
	12	Re-organize the City's Planning Website to Streamline Content
	13	Further Develop Communication Standards for EngageWaterloo
Equity	14	Create a Stakeholder Advisory Committee
	15	Develop a Young Adult Engagement Strategy

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Appendices

Appendices

Appendix A

Stakeholder and Research Inputs

Stakeholder and Research Inputs

Optimus SBR conducted discovery interviews, focus groups, and a leading practices scan, as well as developed a resident survey.

Engagement Activity	Stakeholder Group Engaged
Project Launch and Discovery	
Discovery Interviews (5)	o City Planning Team (2) o Communications Department (1) o Mayor and Council Members (2)
Current State	
Focus Groups (5)	o Community Residents and Groups (3): o Development Community (1) o Members of Planning and Communications Team (1)
Survey	630 Responses o Community Residents o Developer Organizations
Leading Practices Scan	o City of Cambridge o City of Windsor o City of Guelph o City of Kingston o City of Vaughan

Leading Practices Research Overview

Optimus SBR conducted online research and interviews on up to 4 leading organizations within the municipal planning space.

Key Selection Criteria
Based on the following criteria, the following municipalities were approved by the project sponsor: ✓ Ontario Municaplites ✓ Similar demographics and geography ✓ Noted as leaders in municipal community engagement

Organization	Research Method	Key Objectives
Public Sector		
City of Windsor City of Cambridge City of Guelph City of Kingston	• Desk Research • Interview	o To understand leading practices in communications with the public on broad, technical, and meaningful topics o To learn about different forms of outreach that have worked well for comparators o To understand lessons learned that can be adapted into the City's process
Private Sector (To be Completed)		
EngageWaterloo	• Desk Research • Interview	o To understand leading practices in communications within the private sectors o To learn about different forms of outreach that have worked well for comparators o To understand lessons learned that can be adapted into the City's process

Statutory Requirements for Public Notice and Consultation

Below is an overview of the requirements for public notice and consultation as outlined in the Planning Act (R.S.O. 1990, CHAPTER P.13). The table below indicates the City of Waterloo's alignment to these requirements.

Process/ Application	Official Plan	Secondary Plan	Official Plan Amendment	Comprehensive Zoning By-law	Zoning By-law Amendment	Site Plan Approval	Subdivision/ Condominium
Initiation or Complete Application	S.26(3)	S.21(6.4)	S.21(6.4)	NR	S.34(10.7)	NR	S.51(19.4)
Open House Workshop	S.17(16)	NR	NR	Only for CPP By-law	NR	NR	NR
Public Meeting - Committee	S.17(15)	S.17(15)	S.17(15)	34(12)	34(12)	NR	S.51(20)
Council Meeting	NR	NR	NR	34(17)**	34(17)**	NR	NR
Decision	S.17(23)*	S.17(23)*	S.17(23)*	34(18)*	34(18)*	NR	S.51(37)*
Appeal	S.17(25)(27)*	S.17(25)(27)*	S.17(25)(27)*	34(19)*	34(19)*	NR	S.51(39)*
CITY OF WATERLOO OFFICIAL PLAN NOTICE AND CONSULTATION POLICIES							
Open House Workshop			Yes**		Yes**		
Public Meeting - Committee			Two Public Meetings		Two Public Meetings		
Signs			Yes		Yes	NR	NR

→ Appendices

Appendix B

Detailed Survey Findings

Survey Introduction

Optimus SBR conducted an online survey to collect insights from the City of Waterloo residents and community groups.

o The online survey was developed using SurveyMonkey's secure, online platform. The survey was open for two weeks (Thursday July 15, 2021 – Friday July 30, 2021). During this period, 630 responses were collected.

o The survey contained a mix of closed- and open-ended questions:
   – Part 1: Allowed respondents to provide feedback on the current planning process
   – Part 2: Collected demographic information to allow us to more accurately interpret the results

Demographics: Gender & Age

Q13. Which category below includes your age?

Q13. What is your gender?

Demographics: Household Income

Q15. Which category below represents your household income?

Household Income

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Demographics: Minority Status & Language

Q16. Do you identify as a visible minority?
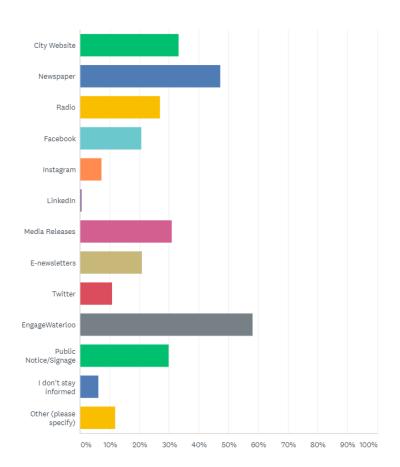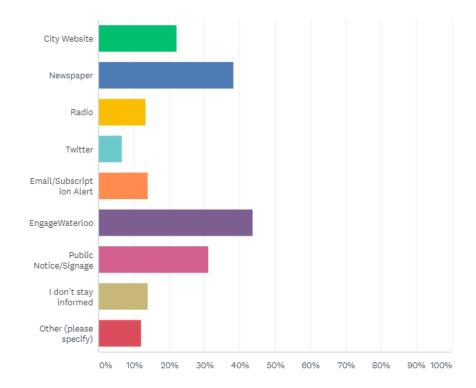
Q17. Which minority do you belong to?

Planning Process: Information Tools

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Q3. How do you typically stay informed about the City's programs, services, or key announcements overall (eg., licensing etc.)? (Click as many options as apply)

Q4. How do you typically stay informed about City planning matters specifically (eg., zoning, planning applications etc.)?

Planning Process: Strengths

Q5. From your perspective, what is working well when you engage with the City around planning matters

Engagement **Access**

- When residents are aware they are happening, surveys and in person meetings are considered to be effective means of communication
- Public surveys are concise and accessible, and allow for a quick ability to be able to participate

Engagement **Channels**

- Ability to sign up for email notifications allows for remaining up to date on projects of interest
- EngageWaterloo is a good resource for finding City Planning information

Engagement **Content**

- The links to supporting information allow residents to learn more about projects of interest
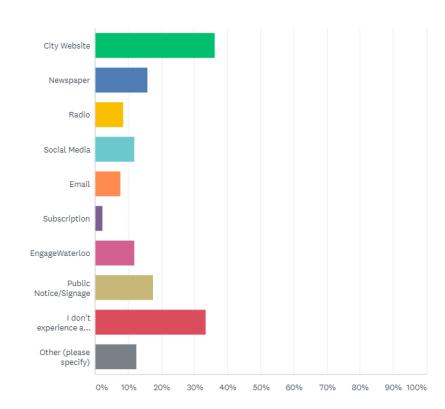
Planning Process: Challenges

Q6. From your perspective, what is not working well when you engage with the City around planning matters?

- Belief that there is no marketing or public knowledge awareness prior to decisions being made, making it hard to engage
- Belief that the City is not serious about resident concerns, and will make decisions based on their own interest or that of special interest groups
- While information available, it is too technical and difficult to understand if you do not have a planning background. It would be beneficial to receive a summary of relevant points

Q8. You identified that you experience challenges with the below options. Please list the challenges you are currently facing:

- The City website is difficult to navigate and is time consuming to use
- Feedback provided by City staff when contacted is unclear and does not directly answer the question
- There is not a clear location of where to find all active projects and planning matter information

Q7. From the below options, where do you experience any challenges when accessing information about planning matters?
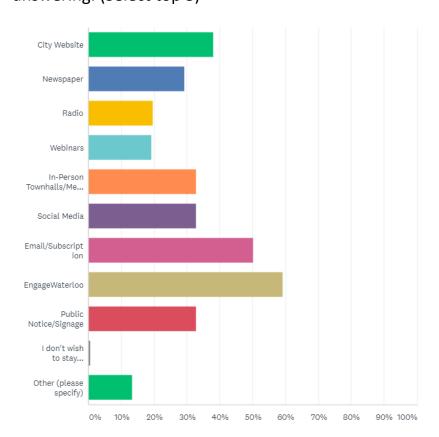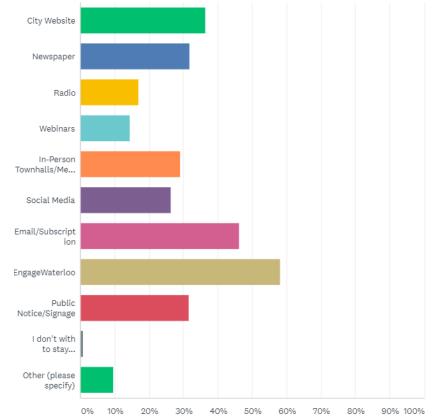
Planning Process: Preferred Communication Methods

Q9. What are your preferred communication method(s) for broader planning matters so that engagement is meaningful? Consider items like the City's Official Plan and community/neighbourhood planning studies when answering. (Select top 3)

Q10. What are your preferred communications method(s) for planning matters (eg., zoning, planning applications etc.)? (Select top 3)

Planning Process: Information Types

Q11. What type of information would you like to
receive to be adequately informed on planning issues?
(Click as many options as apply)