

SUBJECT: Outreach and Engagement Strategy – Community Amenity Contribution and Inclusionary Housing Policy and Program

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## 1.0 INTRODUCTION

This Outreach and Engagement (O&E) Strategy outlines the activities that the District of Saanich, Urban Systems, and Urban Matters will implement to share information and collect feedback for the Community Amenity Contribution (CAC) and Inclusionary Housing Policy and Program. These outputs and inputs will help inform policy and program decisions within a transparent process.

The Outreach and Engagement Strategy supports the development of the CAC and Inclusionary Housing Policy and Program in the following ways:

- Identifies how and when information about the Project will be communicated to Council, staff, and stakeholders
- Identifies opportunities to collect information from stakeholders about experiences with the current CAC process
- Highlights key points to check in with Council, the Working Group, and external stakeholders throughout the project and once it has been completed to review and confirm the approach to the CAC and Inclusionary Housing program and policy.
- Identifies how methods will be inclusive and equitable to reach stakeholders and a diverse group of community members throughout the project

The document is organized into the following sections:

- Engagement process overview
- Team Communications Approach
- Stakeholders, their roles and interests, and the methods we will use to engage them
- Principles / guidelines for meeting participants where they are
- Methods, schedule, and roles for engagement activities
- Draft list of stakeholders
- Measures of success in the engagement process
- Reviewing and updating the O&E Strategy
- Risks associated with engagement

## 2.0 ENGAGEMENT PROCESS OVERVIEW

As outlined in the project’s Terms of Reference, the desired public participation goal has been determined to be at the **Inform**, **Consult**, and **Involve** levels on the IAP2 spectrum of public participation. To note, these levels of engagements will fluctuate depending on the stage of the project and the stakeholder group.

The table below outlines the various levels of public participation and associated goals and tools for engagement during this project.

Engagement Goals & Tools	Level of Public Participation		
	Inform	Consult	Involve
<b>Participation Goal</b>	<p>To provide balanced and objective information that will:</p> <ul style="list-style-type: none"> <li>• Keep key stakeholders and the public up to date;</li> <li>• Raise awareness of the Program</li> <li>• Share data and other information; and</li> <li>• Advertise public engagement opportunities</li> </ul>	<p>To obtain key stakeholder and public feedback on options, alternative solutions, and the draft Program</p>	<p>To work directly with key stakeholders and the public throughout the process to identify community amenity and housing needs, receive feedback, and to create a clear, transparent, efficient, balanced, and predictable Program.</p>
<b>Proposed Engagement Tools</b>	<ul style="list-style-type: none"> <li>• Project website</li> <li>• Email Updates</li> <li>• Social Media</li> <li>• Media (offline)</li> <li>• Council Bulletin Board</li> </ul>	<ul style="list-style-type: none"> <li>• Open House</li> <li>• Community Survey</li> </ul>	<ul style="list-style-type: none"> <li>• Focus Groups</li> <li>• Stakeholder Interviews</li> </ul>
<b>Communicating Feedback</b>	<ul style="list-style-type: none"> <li>• Summary of inputs received to be share online via the project webpage</li> </ul>	<ul style="list-style-type: none"> <li>• Summary of inputs received to be share online via the project webpage</li> </ul>	<ul style="list-style-type: none"> <li>• Sharing summary documents directly (i.e., What we Heard Reports)</li> <li>• Summary of inputs received to be</li> </ul>

			share online via the project webpage
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The first step in the creation of any successful community-wide policy is to ensure residents and stakeholders are informed of the project’s purpose and timeline. To maintain transparency on the purpose, progress and findings, the District of Saanich has set up a project webpage that will provide access to information regarding the process, key deliverables, as well as relevant education related to community amenity contributions, density bonuses, and inclusionary housing.

**Round 1** of the engagement process will take place from February – April 2022 during Phase 2 of the project.

- This round presents opportunities to build understanding of the current CAC process, understand the concerns, priorities, and aspirations of stakeholders, Council, and staff for the CAC and Inclusionary Housing Policy and Program.
- This approach will ensure awareness of the project is developed, economic and financial analyses are well informed, and that the process reflects the experiences, needs, and ideas of key groups.
- Activities include focus groups and interviews with stakeholders from the development community and housing providers, a check-in with Council, and ongoing meetings with the Working Group.
- These efforts will ensure key stakeholders are:
  - Engaged in dialogue on the challenges and opportunities of CACs and inclusionary housing; and,
  - Sharing ideas to generally improve the process for the collection of amenity contributions and its integration with greater community needs
- Key questions will be generated for each stakeholder group to gauge their understanding, capacity, preferences, concerns and ideas regarding the overall development of the policy and program, some examples could include:
  - How is the Interim CAC policy currently functioning? What elements are working, which ones are not?
  - Where are there opportunities for additional clarity in the interim policy?
  - What should the District be considering in developing the CAC and Inclusionary Housing Program framework.
  - Should specific areas of the community be identified for specific amenities, or should the program remain more general?
  - What economic, environmental and social considerations are most important to this process?

**Round 2** of the engagement process will take place from July – September 2022 during Phase 3 of the project.

- This round will be used to continue dialogue with stakeholders, communicating and confirming the assumptions and inputs used in economic analysis scenario development to determine any challenges before drafting the policy.

- This approach will ensure awareness of the project is developed and maintained, economic and financial analyses are refined, and that the process continues to involve the experiences, needs, and ideas of key groups.
- Activities include focus groups and interviews with stakeholders from the development community, neighbourhood associations and housing providers, and ongoing meetings with the Working Group.
- These efforts will ensure stakeholders are:
  - Engaged in dialogue on the challenges and opportunities of CACs and inclusionary housing;
  - Involved in developing the vision for the policy and program; and,
  - Participate in a process of refining modelling inputs.
- Key questions may include the following, and will be finalized closer to engagements:
  - How the contribution of a public benefit amenity, including affordable and supportive housing units, becomes integrated into the financial performance of a development project and how, in turn, this could affect the housing market?
  - How are land values impacted by community contributions?
  - How may BC Assessment's data impact land values?
  - If land prices continue to lack downward elasticity how can the CAC / IZ policy and program be adapted to capture amenities if less value is available to be captured?
  - How market conditions and urban land economics play a role in facilitating land sales and acquisitions?
  - If the extra density available via rezoning is marketable/profitable and satisfies Saanich's community amenity and housing needs?

**Round 3**, the final round of the engagement process, will take place from November – December 2022 during Phase 4 of the project.

- This round focuses on providing the public, stakeholders, and staff the opportunity to provide final feedback on the draft CAC and Inclusionary Housing Policy and Program.
- This approach will continue to ensure awareness of the project is developed and maintained, economic and financial analyses are well communicated, and that the process reflects the experiences, needs, and ideas of key groups.
- Activities include a staff workshop(s), community survey, and public open house, along with ongoing meetings with the Working Group
- These efforts will ensure stakeholders are:
  - Engaged in the latter stages of policy and program development
  - Aware of how their previous inputs have been incorporated into the project to date, and
- Key questions will be created based on findings, decisions and feedback that have emerged through the process.

## 3.0 STAKEHOLDERS

### INTERNAL STAKEHOLDERS

Stakeholders	Role & Interest	Engagement Methods
<p><b>Saanich District Council</b></p>	<ul style="list-style-type: none"> <li>• Informed of stakeholder engagement activities and project status</li> <li>• Provide input at key decision points in the project process</li> <li>• Receive interim and final reports</li> </ul>	<ul style="list-style-type: none"> <li>• Project Manager will report to Council as necessary</li> <li>• Council check-in during Phase 2 to discuss project progress, scenario development, and possible policy and program directions</li> <li>• Final presentation in Phase 5 for consideration and adoption</li> </ul>
<p><b>District of Saanich Working Group and Staff</b></p>	<ul style="list-style-type: none"> <li>• Be informed about the project and its progress</li> <li>• Provide insight on key departmental priorities, experiences with the development process, and other input as required through the Working Group</li> <li>• Provide feedback on deliverables, including the Discussion Paper, interim memos, and the Draft and Final policy and program</li> </ul>	<ul style="list-style-type: none"> <li>• As the internal Working Group</li> <li>• Staff workshop session</li> <li>• Project Manager may provide updates throughout the project to staff not involved in the Working Group</li> </ul>

**EXTERNAL STAKEHOLDERS**

Stakeholders	Role/Interest	Engagement Tool
<b>Housing Providers (market and non-market)</b>	<ul style="list-style-type: none"> <li>• Provide information regarding current housing needs and opportunities, as well as what they're anticipating in the coming years</li> <li>• Comment on experiences with similar policies and programs in other jurisdictions, and possible impacts of such a policy and program in Saanich</li> </ul>	<ul style="list-style-type: none"> <li>• Focus groups</li> <li>• Stakeholder interviews</li> </ul>
<b>First Nation Housing Providers</b>	<ul style="list-style-type: none"> <li>• First Nation housing providers are a sub-set of the above group. Culturally appropriate housing for First Nations creates a unique context, which might require treating them as a distinct stakeholder group.</li> </ul>	<ul style="list-style-type: none"> <li>• Focus groups</li> <li>• Stakeholder interviews</li> </ul>
<b>Development and Real Estate Community</b>	<ul style="list-style-type: none"> <li>• Provide experience with current CAC process</li> <li>• Provide information on current housing needs and developments</li> <li>• Comment on economic viability and considerations</li> <li>• Identify financial challenges and where 'things go wrong'</li> <li>• Provide information on current trends and development forecasts</li> <li>• Comment on experiences with similar policies and programs in other jurisdictions</li> </ul>	<ul style="list-style-type: none"> <li>• Focus groups</li> <li>• Stakeholder interviews</li> </ul>
<b>Community Organizations (SCAN)</b>	<ul style="list-style-type: none"> <li>• Provide information regarding current and projected housing and amenity needs</li> <li>• Provide information on current trends</li> <li>• Provide information on the local context of each neighbourhood</li> </ul>	<ul style="list-style-type: none"> <li>• Focus groups</li> <li>• Stakeholder interviews</li> </ul>

<b>General Public</b>	<ul style="list-style-type: none"><li>• Remain informed on the project's progress and key findings.</li><li>• Provide feedback regarding amenities and other community needs</li></ul>	<ul style="list-style-type: none"><li>• Webpage</li><li>• Open House</li><li>• Survey</li></ul>
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## 4.0 PRINCIPLES / GUIDELINES FOR MEETING PARTICIPANTS WHERE THEY ARE

Principles of accessibility and equity will guide each of the engagement opportunities. We will work to use and develop engagement methods and materials with equity in mind by asking ourselves at each stage of the engagement process then working to address any gaps:

- Who benefits from a policy, program, initiative, or service?
- Who might be excluded from those benefits? Who might be harmed?
- How might some groups be unfairly burdened today and into the future? How might existing power and privilege be further entrenched?
- Have important decisions been made with the direct input of those who will be most affected by those decisions?
- From whose perspective is the “success” of the project or policy being evaluated?

### ACCESSIBILITY

- Online engagement techniques can be exclusionary for certain people and populations. We will work with the individuals to find ways for them to participate in the project in meaningful and inclusive ways, whether this be through one-on-one phone calls or with other adaptive engagement tools.

### EQUITY AND INCLUSION

- Not everyone wants to or feels comfortable participating in traditional engagement opportunities, and we want to make sure we try and understand the needs and perspectives of those individuals.
- We will be reaching out to a variety of stakeholders involved in the development industry and housing. An important objective of the focus groups and interviews with developers and housing providers will be to collect information about the range of needs, including those whose voices are not always heard or represented in traditional engagement opportunities.



## 5.0 METHODS, SCHEDULE, AND ROLES

Tools	What?	Where?	When?		Consulting Team Role	Staff Role
			Scheduling Period	Activity Period		
<b>Phase 2 – Exploration and Analysis (February – March 2022)</b>						
<b>Focus Group Discussions</b>	<p>Engagement with various stakeholder groups will provide key local context to inform the direction of community amenity contributions and inclusionary housing in the District.</p> <p>Our team will organize focus group sessions to facilitate conversations relating to stakeholders' experiences with the current development process in Saanich, ability to manage housing produced under a CAC and Inclusionary Housing Program, similar policies in other jurisdictions, and other key barriers and opportunities.</p> <p>Four, two-hour focus group sessions are envisioned, two directed at the development community and two at housing providers, as well as a Working Group Session in a similar format. The format will be as follows:</p> <ul style="list-style-type: none"> <li>• Short PowerPoint presentation about the project, current CAC process, best practices, and comparative communities</li> <li>• Discussion-based workshop hosted through MS Teams video conferencing.</li> </ul> <p>Details of focus group will be developed once stakeholders have been identified and will be sensitive to the needs of each group.</p>	<p>For external engagements we recommend Microsoft Teams as a more accessible, function app. Video conferencing will be supplemented with digital whiteboards (e.g., MURAL)</p>	<p>Between January 3<sup>rd</sup> - 14<sup>th</sup>, 2022</p>	<p>Between February 14<sup>th</sup> and March 4<sup>th</sup>, 2022</p>	<ul style="list-style-type: none"> <li>• Develop discussion questions, agenda, and any presentation materials</li> <li>• Facilitate discussion</li> <li>• Support identification of stakeholder groups</li> <li>• Summarize the findings of the focus groups for inclusion in the What We Heard Report #1</li> </ul>	<ul style="list-style-type: none"> <li>• Identify stakeholders and extend invitations</li> <li>• Book meeting spaces and provide refreshments (if necessary)</li> <li>• Review Focus Group discussion questions and provide feedback</li> </ul>

Tools	What?	Where?	When?		Consulting Team Role	Staff Role
	<p>A second round of focus group discussions will be conducted during Phase 3, described below.</p>					
<p><b>Stakeholder Interviews</b></p>	<p>Conduct several stakeholder interviews with individuals who can provide deeper information into areas of acute housing need.</p> <p>Like the focus groups, interviews with both not-for-profit housing providers and developers will focus on their experiences with the current development process in Saanich, their ability to manage housing developed under a CAC and Inclusionary Housing Program (if applicable), while also discussing experiences with similar policies, and other challenges and opportunities.</p> <p>Results will help develop an understanding of how a CAC and Inclusionary Housing Program in the District could function, where it should apply, and how it might improve the overall development process.</p> <p>A second round of follow-up interviews will be conducted during Phase 3, described below.</p>	<p>Through MS Teams video conferencing or by telephone, which ever is preferred by the stakeholder.</p>	<p>Between January 3<sup>rd</sup> - 14<sup>th</sup>, 2022</p>	<p>Between February 14<sup>th</sup> and March 4<sup>th</sup>, 2022</p>	<ul style="list-style-type: none"> <li>•Schedule and conduct interviews</li> <li>•Draft interview questions and send to Project Manager for review</li> <li>•Update and finalize interview questions</li> <li>•Support identification of stakeholders</li> <li>•Summarize the findings of the focus groups for inclusion in the What We Heard Report #1</li> </ul>	<ul style="list-style-type: none"> <li>•Identify stakeholders</li> <li>•Introduce consulting team to stakeholders, if needed</li> <li>•Review interview questions and provide feedback</li> </ul>

Tools	What?	Where?	When?		Consulting Team Role	Staff Role
<b>Council Check-in</b>	<p>Upon concluding the first round of focus groups and interviews, the project team will prepare an overview of the activities and findings to-date to share with Council. This material will be presented to Council publicly at a Council/Committee of the Whole meeting and will provide an opportunity for input and discussion with elected officials before advancing into economic analysis and the latter phases.</p> <p>Discussion will include content from the memo of strengths and weaknesses, best practices, preliminary observations from stakeholders, latent demand, and the role of land use policies on community growth.</p>	Online through Microsoft Teams	Between February 24 <sup>th</sup> and March 4 <sup>th</sup> , 2022	March 7 <sup>th</sup> , 2022, in accordance with Council's March 2022 meeting schedule	<ul style="list-style-type: none"> <li>•Develop a PowerPoint presentation</li> <li>•Provide relevant material to attendees</li> <li>•Familiarize staff with presentation content</li> <li>•Present to Council and answer questions</li> </ul>	<ul style="list-style-type: none"> <li>•Schedule meeting with Council</li> <li>•Review draft materials and provide feedback</li> <li>•Distribute any required materials to Council in advance</li> <li>•Present to Council and answer questions</li> </ul>
<b>Phase 3 – Consultation and Validation (July – August 2022)</b>						
<b>Focus Group Discussions</b>	<p>Engagement with various stakeholder groups will provide key local context to inform the direction of community amenity contributions and inclusionary housing in the District.</p> <p>Our team will organize focus group sessions to review the findings of the economic analysis and previous discussion, and feedback on preliminary policy directions.</p> <p>Four, two-hour focus group sessions are envisioned, two directed at the development community and two at housing providers. The format will be as follows:</p> <ul style="list-style-type: none"> <li>• Short PowerPoint presentation about project progress since the previous</li> </ul>	For external engagements we recommend Microsoft Teams as a more accessible, function app. Video conferencing will be supplemented with digital whiteboards (e.g., MURAL)	Between June 25 <sup>th</sup> and July 4 <sup>th</sup> , 2022	Between July 25 <sup>th</sup> and August 12 <sup>th</sup> , 2022	<ul style="list-style-type: none"> <li>•Develop discussion questions, agenda, and any presentation materials</li> <li>•Facilitate discussion</li> <li>•Support identification of stakeholder groups</li> </ul>	<ul style="list-style-type: none"> <li>•Identify stakeholders and extend invitations</li> <li>•Book meeting spaces and provide refreshments (if necessary)</li> <li>•Review Focus Group discussion</li> </ul>

Tools	What?	Where?	When?		Consulting Team Role	Staff Role
	<p>focus groups sessions and preliminary findings of the economic analysis</p> <ul style="list-style-type: none"> <li>• Discussion-based workshop hosted through video conferencing.</li> </ul> <p>Details of focus group will be developed once stakeholders have been identified and will be sensitive to the needs of each group.</p>				<ul style="list-style-type: none"> <li>• Summarize the findings of the focus groups for inclusion in the What We Heard Report #2</li> </ul>	<p>questions and provide feedback</p>
<p><b>Stakeholder Interviews</b></p>	<p>A second round of interviews will be conducted with the same group of stakeholders interviewed in Phase 2.</p> <p>Specific discussion with developers will focus on confirming the economic analysis scenario development and collecting feedback on preliminary policy directions.</p> <p>Interviews with not-for-profit housing providers will focus on determining whether the new draft policy would face challenges in implementation</p> <p>Results will help determine how draft policy options can reasonably reflect the considerations of stakeholders.</p>	<p>Through video conferencing or by telephone, which ever is preferred by the stakeholder.</p>	<p>Between June 25<sup>th</sup> and July 4<sup>th</sup>, 2022</p>	<p>Between July 18<sup>th</sup> and August 12<sup>th</sup>, 2022</p>	<ul style="list-style-type: none"> <li>• Schedule and conduct interviews</li> <li>• Draft interview questions and send to Project Manager for review</li> <li>• Update and finalize interview questions</li> <li>• Support identification of stakeholders</li> <li>• Summarize the findings of the focus groups for inclusion in the What</li> </ul>	<ul style="list-style-type: none"> <li>• Review interview questions and provide feedback</li> </ul>

Tools	What?	Where?	When?		Consulting Team Role	Staff Role
					We Heard Report #2	
<b>Phase 4 – Program and Policy Development (September – December 2022)</b>						
<b>Extended Working Group Meeting Staff Workshop</b>	<p>A workshop with senior District staff, which will be designed around two primary objectives:</p> <ul style="list-style-type: none"> <li>• Presenting the 'lay of the land' in terms of CAC policy, precedent, and comparative practice</li> <li>• Engaging staff in structured conversations around principles, priorities, challenges, and trends. The outcomes of this discussion will then be used in Phase 4: to evaluate policy approaches</li> </ul> <p>Intended workshop outcomes are:</p> <ul style="list-style-type: none"> <li>• Establishing clear understanding amongst senior staff of the approaches to CACs, their advantages and disadvantages, and how multiple approaches may work in tandem</li> <li>• Providing information on approaches in comparable communities</li> <li>• Engaging staff in discussion around principles and priorities</li> <li>• Collectively establishing evaluation criteria for assessing appropriateness of a CAC approach</li> </ul> <p><i>Note: If desired, Saanich Council can be engaged as part of the workshop.</i></p>	Microsoft Teams	Between August 1 <sup>st</sup> - 12 <sup>th</sup> , 2022	Between September 7 <sup>th</sup> - 23 <sup>rd</sup> , 2022	<ul style="list-style-type: none"> <li>•Develop discussion questions, agenda, and any presentation materials</li> <li>•Facilitate discussion</li> <li>•Support identification of stakeholder groups</li> </ul>	<ul style="list-style-type: none"> <li>•Identify staff and extend invitations – with potential extend invitation beyond the typical working group</li> <li>•Book meeting spaces and provide refreshments (if necessary)</li> <li>•Review Staff Workshop discussion questions and provide feedback</li> </ul>

Tools	What?	Where?	When?		Consulting Team Role	Staff Role
						<ul style="list-style-type: none"> <li>•Staff would participate at this meeting and be available for providing clarification/ answering questions</li> </ul>
<b>Community Survey</b>	<p>Alongside the public open house, a survey will be prepared to assess community priorities for amenity contributions and support for the various policy options. The purpose of the survey will be to inform and educate the public on the policies and provide an opportunity for community feedback.</p> <p>The survey will be integrated into the project's engagement platform, with physical copies made available by request from Municipal Hall. The survey should be available online for approximately 3-4 weeks to allow sufficient opportunity for public feedback.</p>	<p>USL has a wide array of online engagement platforms that can be used. However, if Saanich develops a new engagement platform (i.e., Bang the Table or otherwise) this will be used.</p>	<p>Between October 3<sup>rd</sup> – 14<sup>th</sup>, 2022</p>	<p>Between November 19<sup>th</sup> and December 13<sup>th</sup>, 2022</p>	<ul style="list-style-type: none"> <li>•Draft survey materials and send to Project Manager for review</li> <li>•Update and finalize community survey</li> <li>•Summarize the findings of the community survey</li> </ul>	<ul style="list-style-type: none"> <li>•Review draft community survey and provide feedback</li> <li>•Input survey into online survey software / platform of choice</li> <li>•Ensure survey is posted to the online engagement platform</li> </ul>
<b>Public Open Houses</b>	<p>A minimum of two open house, with at least one being virtual, will provide an opportunity for community members and other stakeholders to learn about the project and policy options through educational materials based on the finalized policy options. The two open houses will, last approximately two to three hours.</p>	<p>Virtually via video conferencing and /or in-person at the District's preferred venue, in a small scale / reservation format</p>	<p>Between October 3<sup>rd</sup> – 14<sup>th</sup>, 2022</p>	<p>Between November 21<sup>st</sup> and December 2<sup>nd</sup>, 2022</p>	<ul style="list-style-type: none"> <li>•Confirm preferred date and duration with Project Manger</li> </ul>	<ul style="list-style-type: none"> <li>•Book event venue and provide refreshments and/or snacks, if appropriate</li> </ul>

Tools	What?	Where?	When?		Consulting Team Role	Staff Role
	<p>Provided that the assignment is largely a technical exercise we expect limited inputs from the public open houses. However, the project team will be available to answer any questions that arise during the public open houses.</p>				<ul style="list-style-type: none"> <li>•Draft open house materials and send to Project Manager for review</li> <li>•Attend event, facilitate discussion, and answer questions from the public</li> </ul>	<ul style="list-style-type: none"> <li>•Review open house materials and provide feedback</li> <li>•Promote the event on the District website and social media</li> <li>•Attend event and answer questions from the public</li> </ul>
<p><b>Council Presentation</b></p>	<p>A final presentation will be delivered to District Council, that provides an overview of the project process, key findings, and recommendations for the implementation of the CAC and Inclusionary Housing Policy and Program. The final format will be determined in discussion with the Project Manager, but it will include a formal presentation to Council.</p> <p>The consulting team will be responsible for delivering the presentation with District Staff on hand to answer questions from Council.</p>	<p>Microsoft Teams or In-person</p>	<p>Between October 31<sup>st</sup> and November 11<sup>th</sup>, 2022</p>	<p>In accordance with Council's December 2022 meeting schedule</p>	<ul style="list-style-type: none"> <li>•Develop a PowerPoint presentation</li> <li>•Provide relevant material to attendees</li> <li>•Familiarize staff with presentation content</li> <li>•Present to Council and answer questions</li> </ul>	<ul style="list-style-type: none"> <li>•Schedule meeting with Council</li> <li>•Review draft materials and provide feedback</li> <li>•Distribute any required materials to Council in advance</li> <li>•Present to Council and answer questions</li> </ul>

Tools	What?	Where?	When?		Consulting Team Role	Staff Role
<b>Ongoing (December 2021 – January 2023)</b>						
<b>Working Group Sessions</b>	<p>The Working Group will be composed of senior staff representing the various departments of the District of Saanich most directly involved with or impacted by the CAC and Inclusionary Housing Policy and Program, as described in the Community Amenity Contributions and Inclusionary Housing Program Working Group Terms of Reference.</p> <p>Working Group sessions will typically consist of 1 - 1.5 hours of structured discussion around key topics and decisions points. The Working Group will also serve as a forum for testing policy directions and reviewing deliverables. An estimated ten sessions are envisioned for the Working Group throughout the project process.</p> <p>Key sessions include the following:</p> <ul style="list-style-type: none"> <li>• Project introduction and discussion of departmental priorities (December 2021)</li> <li>• Review of Key Factors Influencing CAC and Inclusionary Housing Discussion Paper (May 2022)</li> <li>• Discussion of Phase 3 findings and economic analysis scenarios (September 2022)</li> <li>• Review of draft policy options of (Fall 2022)</li> </ul>	Microsoft Teams video conferencing and additional online engagement tools, such as Miro or Mural.	Two weeks in advance of	Regularly throughout the project, starting December 7 <sup>th</sup> , 2021, on approximately a monthly basis thereafter.	<ul style="list-style-type: none"> <li>• Prepare Working Group agendas and presentations (if necessary)</li> <li>• Facilitate discussion</li> <li>• Record and organize meeting notes for each session</li> </ul>	<ul style="list-style-type: none"> <li>• Schedule and coordinate Working Group session</li> <li>• Review and confirm Working Group agendas</li> <li>• Attending all scheduled meetings</li> </ul>



## 6.0 STAKEHOLDERS

The tables below summarize a preliminary list of stakeholders to be engaged throughout the Community Amenity Contribution (CAC) and Inclusionary Housing Policy and Program. Stakeholders are organized into their respective categories.

This list is informed by the project Terms of Reference and previous experiences with the District of Saanich through the Housing Needs Report, local area planning, and the Development Cost Charge Bylaw Review.

Type of Stakeholder	Name of Organization and Contact	Notes
<b>District of Saanich Committees</b>	<ul style="list-style-type: none"> <li>• Planning, Transportation, and Economic Development Committee</li> <li>• Mayors Standing Committee on Housing Affordability and Supply</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Local Governments</b>	<ul style="list-style-type: none"> <li>• Capital Regional District</li> <li>• City of Victoria</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Housing Providers</b>	<ul style="list-style-type: none"> <li>• BC Housing</li> <li>• BC NPHA</li> <li>• Capital Regional Housing Corporation</li> <li>• Community Land Trust</li> <li>• Cool Aid Society</li> <li>• Co-op Housing Federation of BC</li> <li>• Greater Victoria Housing Society</li> <li>• Greater Victoria Rental Development Society</li> <li>• Habitat for Humanity</li> <li>• Our Place Society</li> <li>• Pacifica Housing</li> <li>• Portland Hotel Society</li> <li>• Threshold Housing Society</li> </ul>	<ul style="list-style-type: none"> <li>• Given the role and scope of UVic in providing housing, it is recommended that they be engaged through interviews with limited participation in Focus Groups. In past engagements, we have found that their needs differ from other non-profit housing providers.</li> </ul>

	<ul style="list-style-type: none"> <li>• University of Victoria</li> </ul>	
<b>First Nation Housing Providers</b>	<ul style="list-style-type: none"> <li>• M'akola Housing Society</li> <li>• Victoria Native Friendship Centre</li> <li>• Muks-Kum-Ol Housing Society</li> <li>• Aboriginal Coalition to End Homelessness</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Social Service Providers &amp; Community Organizations</b>	<ul style="list-style-type: none"> <li>• Greater Victoria Chamber of Commerce</li> <li>• Saanich Neighbourhood Place</li> <li>• Saanich Community Association Network (SCAN)</li> <li>• Vancouver Island Health Authority (VIHA)</li> <li>• Vancouver Island Economic Alliance</li> <li>• Victoria Youth Empowerment Society</li> <li>• Victoria Native Friendship Centre</li> </ul>	<ul style="list-style-type: none"> <li>• For Saanich Community Associations and SCAN see: <a href="https://www.saanich.ca/EN/main/community/community-associations.html">https://www.saanich.ca/EN/main/community/community-associations.html</a></li> </ul>
<b>Development and Real Estate Community</b>	<ul style="list-style-type: none"> <li>• Abstract Developments, Mike Miller</li> <li>• Cadillac Homes</li> <li>• Canadian Home Builders Association</li> <li>• Cascadia Green Building Council</li> <li>• CMHC</li> <li>• Colliers International</li> <li>• Formwell Homes</li> <li>• Jawl Properties</li> <li>• Landlord BC</li> <li>• Mike Geric Construction, Greg Gillespie</li> <li>• Purdey Group</li> </ul>	<ul style="list-style-type: none"> <li>• Discussion needed to determine the key lending institutions we will consult as per the ToR.</li> </ul>

	<ul style="list-style-type: none"> <li>• Shape Living (Uptown), Michelle Paquet</li> <li>• Tri-Eagle Development Corporation</li> <li>• Urban Development Institute</li> <li>• Victoria Real Estate Board</li> <li>• Victoria Residential Builders Association</li> </ul>	
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## 7.0 REVIEWING AND UPDATING THE ENGAGEMENT STRATEGY

Upon the completion of Phases 1 and 2, Phase 3 (Consultation and Validation) will provide stakeholder groups additional opportunities to confirm assumptions and inputs used in scenario development and identify potentially unforeseen implications of policy changes. This phase also envisions broader engagement with staff through workshops, with broader engagement with the public following in subsequent phases.

Before stakeholder groups are re-engaged, we will review the Engagement and Outreach Strategy to re-confirm stakeholders, education and outreach materials, venues, and key messaging, among any other potential changes identified by the Project Manager and Working Group. As such, lessons learned from the first engagement activities can be integrated into the O&E Strategy, and the project team can plan to further customize engagement and outreach materials for each group. Tasks currently identified as optional within the O&E Strategy, such as the development industry survey, can be included in this review to expand the reach of Phase 3 engagements. Ultimately, the scale of changes to the O&E Strategy will be determined as Phase 2 is completed through discussions with the Project Manager and Working Group.

It is anticipated that the review and update to the O&E Strategy will take place as Phase 2 concludes and Phase 3 is initiated, around August and early September 2022, if the project schedule is maintained.

## 8.0 RISKS ASSOCIATED WITH ENGAGEMENT

We have previously identified the following hazards as potential risks to successful outreach and engagement during the CAC and Inclusionary Housing Policy and Program. The table below describes these hazards, potential consequences, their likelihood, levels of risk, and potential management strategies to mitigate these risks.

Hazard	Consequence	Likelihood	Risk	Management Strategy
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<p>Limited availability of stakeholders or referral agencies to meaningfully participate.</p>	<p><b>High</b> Stakeholder input into the planning process does not effectively represent their needs or views.</p>	<p><b>Medium</b> Stakeholders may be busy with competing priorities, especially as some may be working from home.</p>	<p><b>Medium</b></p>	<p>Schedule focus groups and interviews early and communicate the value and importance of this project to stakeholders. Make workshops an effective use of participant time. Avoid scheduling around statutory holidays and when participants typically take vacation.</p>
<p>Impacts from the COVID-19 pandemic affecting public gatherings.</p>	<p><b>High</b> Limited in-person opportunities for the public open house and focus groups.</p>	<p><b>Low</b> the project team has strong engagement experience delivering high-visibility public consultations that meet current provincial health guidelines.</p>	<p><b>Low</b></p>	<p>Work with staff to review key engagement priorities. Develop a clear Outreach and Engagement Strategy that outlines engagement activities that align with provincial health guidelines, and that include contingencies for shifting requirements and guidelines. Identify unforeseen circumstances, impacts to project timelines, and solutions early through proactive communication with the Project Manager</p>