

# Quadra McKenzie Study

## Engagement Strategy

April 2023

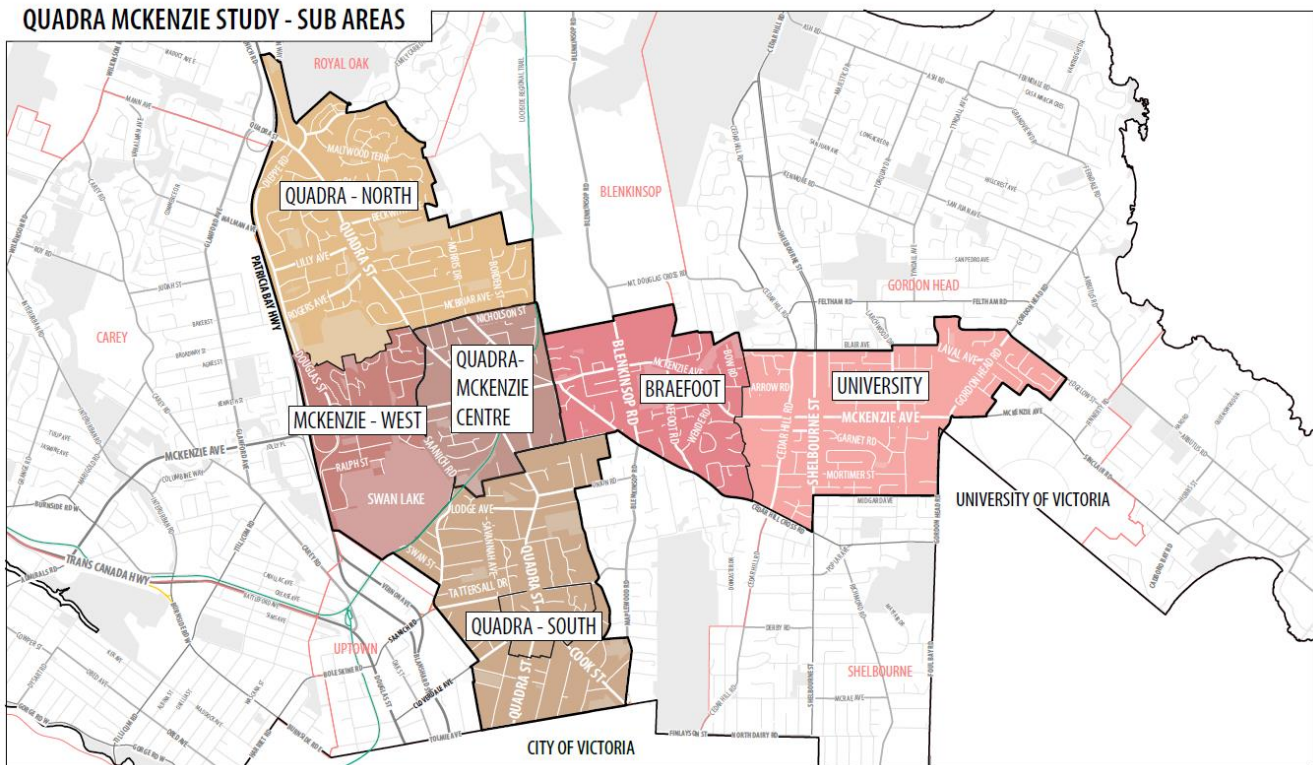


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## 1. Introduction

The purpose of the Quadra McKenzie Study (QMS) is to develop a detailed planning document to guide the long-term transformation of the QMS area over the next 20 to 30 years. To facilitate planning and public engagement the QMS area has been broken into six sub areas McKenzie West, Braefoot, University, Quadra McKenzie Centre, Quadra North and Quadra South. (see Map 1: Study Area Boundary).



Map 1. Study Area Boundary

The QMS sets out to provide foundational policy and guidelines to foster the transition of the area and create liveable and connected neighbourhoods through enabling housing, employment, transportation, and recreation opportunities. To achieve this transition, the QMS will focus primarily on land use and transportation as well as housing and public realm. More information on the QMS can be found within the [Terms of Reference](#).

## 2. Purpose

The purpose of the Engagement Strategy is to outline an approach to engagement, including the engagement principles, goal, objectives, desired outcomes, and techniques. Overall, this Strategy seeks to align with the IAP2 spectrum of participation which identifies the level of community involvement to support the development of the Quadra McKenzie Plans.

## 3. Project Background

The Official Community Plan (OCP) is the primary document that guides growth and change in Saanich. It establishes a long-term vision for a livable community based on shared values and sustainability. It also provides an overarching framework for other District plans, policies, and initiatives.

The [2023 update of the Official Community Plan \(OCP\)](#) introduces Corridors to strengthen the linkages between Centres and Villages, support additional density and housing options, and more effectively integrate land use with transit and active transportation. Directing the majority of development into what are referenced in the OCP as Primary Growth Areas, while also working towards a 15-minute community, creates vibrant mixed-use neighbourhoods, supports sustainable transportation choices and investment, and fosters One Planet Living.

Detailed area planning through Centre, Corridor, and Village Plans, such as the QMS, are developed within the framework of the OCP, and capture issues unique to each area. These plans seek to provide a greater level of detail and articulate how the broader OCP vision is implemented at the local level. Engaging with the community and integrating local conditions during plan development is fundamental.

#### 4. Project Overview

The following table (Figure 1) provides an overview of the project phases, timeline, engagement and key deliverables.

Phase 1 Project Initiation	Phase 2a Plan Development	Phase 2b Plan Development	Phase 3 Draft Plan Refinement	Phase 4 Plan Finalization
Feb – Apr 2023	May – Sept 2023	Oct 2023 – Mar 2024	April – Sept 2024	Oct – Dec 2024
<b>Engagement:</b> <ul style="list-style-type: none"> <li>Project webpage</li> <li>Project email</li> <li>Community association presentations</li> </ul>	<b>Engagement:</b> <ul style="list-style-type: none"> <li>Internal workshops</li> <li>Stakeholder interviews</li> <li>UVic community mapping</li> <li>Pop ups</li> <li>Online feedback</li> </ul>	<b>Engagement:</b> <ul style="list-style-type: none"> <li>Community Workshops</li> <li>Online feedback</li> <li>Council Dinner &amp; Learn</li> <li>Council Check-in</li> </ul>	<b>Engagement:</b> <ul style="list-style-type: none"> <li>Internal review</li> <li>Open Houses</li> <li>Stakeholder meetings</li> <li>Committee Referrals</li> <li>Survey</li> </ul>	<b>Engagement:</b> <ul style="list-style-type: none"> <li>Public participation at Council</li> <li>Inform public and stakeholders Council process</li> </ul>
<b>Key Deliverables:</b> <ul style="list-style-type: none"> <li>Terms of Reference</li> <li>Engagement Strategy</li> <li>Factsheets</li> <li>Technical Analysis</li> <li>Baseline Mapping</li> <li>Land Use/Zoning</li> </ul>	<b>Key Deliverables:</b> <ul style="list-style-type: none"> <li>Initial draft planning concepts:                             <ul style="list-style-type: none"> <li>land use scenario maps &amp; designations</li> <li>complete street cross sections</li> <li>design considerations</li> </ul> </li> <li>Technical Analysis                             <ul style="list-style-type: none"> <li>Land capacity analysis</li> <li>Pro forma analysis</li> </ul> </li> </ul>	<b>Key Deliverables:</b> <ul style="list-style-type: none"> <li>Refined draft planning concepts:                             <ul style="list-style-type: none"> <li>land use scenario maps &amp; designations</li> <li>complete street cross sections</li> <li>design considerations</li> <li>policy directions</li> <li>public amenities</li> </ul> </li> <li>Phase 2 engagement summary</li> <li>Feasibility analysis</li> </ul>	<b>Key Deliverables:</b> <ul style="list-style-type: none"> <li>Draft Plan</li> <li>Phase 3 Engagement summary</li> </ul>	<b>Key Deliverables:</b> <ul style="list-style-type: none"> <li>Proposed Plan presented to Council</li> <li>Recommendations for amendments to OCP and other existing plans and policies</li> </ul>

Figure 1. QMS Project Overview

## 5. Scope of Public Engagement

Public engagement is planned within all phases of the project, with the following key goals:

**Phase 1: Project Initiation** – To build the information base, begin to raise awareness of the project, to share information with the public, and to inform stakeholders, community, and property owners.

**Phase 2a: Plan Development** – To receive input on challenges and opportunities within the study area at a sub area level and confirm the goal statements.

**Phase 2b: Plan Development** - To bring people together and receive input on initial concepts and draft policy directions, including specialized processes, such as the community workshops.

**Phase 3: Draft Plan Review** - To present revisions to initial concepts and draft policy directions as part of the draft Plan and receive additional feedback from stakeholders and the public to inform refinements to the draft Plan.

**Phase 4: Plan Finalization** - To inform Council, stakeholders, and the public on the proposed Plan and to notify the public on how to provide additional input to Council as part of the decision-making process.

## 6. Roles and Responsibilities

Saanich Council is the ultimate decision-maker for the QMS and associated Plan(s). The Plan is expected to be presented to Council for consideration in winter 2024. Saanich staff are responsible for conducting community engagement, incorporating feedback into the draft concepts and policy directions, and eventually, developing the final proposed QMS plan(s) that will be advanced to Council for consideration. There will be comprehensive engagement summaries reporting back on what was heard and how feedback was used at the conclusion of Phase 2: Plan Development and Phase 3 Draft Plan Refinement. Consultants will be used to support the delivery of key Plan components, including complex analysis and select engagement activities.

## 7. Public Engagement

The planning process will seek to be inclusive and include a variety of outreach, formats, schedules, and locations to ensure equitable participation from a broad spectrum of the community.

### 7.1 Guiding Principles for Engagement

The Engagement Strategy is developed in alignment with IAP2 protocols, its core values, and the IAP2 Spectrum of Public Participation (see Figure 2). Guidance for the engagement process is also provided in the project the Terms of Reference and by the District's Public Participation Policy. As identified in the Public Participation Policy, the following five principles will guide all public engagement activities:

- **Inclusiveness:** The District will endeavor to involve and enable the participation of all interested parties across the full range of our diverse population.
- **Transparency:** The District will endeavor to ensure decision processes, procedures and constraints are understood and followed. The purpose and limitations on public participation will be made clear. Respective roles and responsibilities will be clearly communicated. Feedback will be provided on what stakeholders said and how their opinion was considered by decision makers.
- **Access:** The District will ensure that accurate information is available to participants in a timely manner.

- **Respect:** Public participation requires the mutual respect of all participants. The District will listen with an open mind and show consideration and value for another person’s point of view.
- **Honesty:** In conducting public participation the District will demonstrate our core value of honesty; we will tell the truth, follow through on commitments, and act in a trustworthy manner.

		INTENSITY OF ENGAGEMENT				
		INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.	
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulation of solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.	

Figure 2: The International Association for Public Participation (IAP2) Spectrum

### 7.2 Engagement Objectives by Phase

For each phase of the project, engagement objectives describe the purpose/intensity (i.e., inform, consult, involve) of engagement initiatives, and the audience to whom they are directed.

In addition, engagement objectives identify:

- Desired outcomes, which articulate a changed state (i.e., understanding);
- Techniques to be used; and
- Outputs or products/deliverables.

Engagement techniques may be adapted/supplemented in each phase based on public feedback and opportunities that arise.

PHASE 1 – PROJECT INITIATION			
OBJECTIVES	OUTCOMES	TECHNIQUES	OUTPUTS
To <b>inform</b> the public & stakeholders about the QMS planning process	Public & stakeholders are aware of the project, understand the planning process, and are inspired to get involved	Project website, email notification list, communications materials, background information (terms of reference and engagement strategy), initial stakeholder meetings	The public sign-up for notification list to engage in the future project phases

PHASE 2A – PLAN DEVELOPMENT			
Priority work areas: <ol style="list-style-type: none"> <li>1. Confirm goal statements</li> <li>2. Technical analysis</li> <li>3. Understand challenges and opportunities at a sub area level</li> <li>4. Initial draft planning concepts that respond to project objectives: land use maps and designations, complete street cross sections, and design considerations</li> </ol>			
OBJECTIVES	OUTCOMES	TECHNIQUES	OUTPUTS
To <b>involve</b> and <b>consult</b> key stakeholders in discussions about challenges and opportunities through the QMS, and elements of community identity	Stakeholders are aware of the project, understand the planning process, sign-up for project updates, and share with their membership as appropriate. Identify areas of shared interest and opportunities to shape initial planning concepts	Stakeholder interviews, internal workshops, background information	Summaries of participation in stakeholder interview and internal workshops  Input on challenges and opportunities captured and shared in Phase 2 engagement summary
To <b>inform</b> the public of engagement events and opportunities for input	The public and stakeholders are aware of opportunities for participation	Website updates, email to notification list, technical briefing, social media, print media, posters	Attendance and participation at pop-ups and via online feedback
To <b>consult</b> the public in refining goal statements and <b>involve</b> the public in identifying challenges, opportunities, priorities, and elements of community identity.	The public shares their thoughts and ideas and feel engaged in the project	Pop ups, online feedback, UVic community mapping workshop	Input on challenges, opportunities and priorities and visual and spatial understanding of elements of community identity

			Input captured and shared in the Phase 2 engagement summary
PHASE 2B – PLAN DEVELOPMENT			
<ol style="list-style-type: none"> <li>1. Provide key inputs and help develop components of draft planning concepts: land use maps and designations, complete street cross sections, design considerations, public amenities and policy directions</li> <li>2. Scenario feasibility analysis</li> </ol>			
OBJECTIVES	OUTCOMES	TECHNIQUES	OUTPUTS
To <b>inform</b> the public and stakeholders of engagement events and opportunity for input on draft planning concepts	The public and stakeholders are aware of opportunities for participation	Website updates, email notification list, technical briefing, social media, print media, video, background information, posters	Additional people sign-up for notification list  People participate in engagement opportunities
To <b>involve</b> stakeholders and the public in developing and refining draft planning concepts and policy directions	Public and stakeholders contribute and discuss their thoughts and ideas on planning concepts and policy directions.	Community workshops, online feedback, stakeholder meetings	Input on draft planning concepts and policy directions to inform refinements and presented in the Phase 2 engagement summary
To <b>inform</b> the public and stakeholders of input received on the draft planning concepts and policy directions to inform refinements to the planning concepts	Public and stakeholders are aware of the engagement feedback from Phase 2 engagement activities.	Website updates, email notification list, social media, Phase 2 Engagement Summary	Public and stakeholders remain engaged and interested in the project

PHASE 3 – PLAN DEVELOPMENT			
OBJECTIVES	OUTCOMES	TECHNIQUES	OUTPUTS
To <b>inform</b> the public and stakeholders about Phase 3 engagement activities and draft plan review	Public and stakeholders are aware of opportunities for participation	Project website, email notification list, social media, printed materials, video, background information	Attendance and participation at engagement activities
To <b>consult</b> public and stakeholders in the review of the draft plan	Public and stakeholders share their opinions, preferences and concerns on the draft Plan	Open houses (virtual and in person), online feedback, committee referrals, stakeholder meetings, survey	Feedback on the draft Plan  Input presented in the Phase 3 engagement summary



To <b>inform</b> the public and stakeholders of input received on the draft plan	Public and stakeholders are aware of the engagement feedback from Phase 3 engagement activities	Website updates, email notification list, social media, Phase 2 Engagement Summary	Public and stakeholders remain engaged and interested in the project
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PHASE 4 – PLAN FINALIZATION			
OBJECTIVES	OUTCOMES	TECHNIQUES	OUTPUTS
To <b>inform</b> the public on changes to the proposed plan presented to Council and share opportunities to provide input to Council	Public is aware of how their comments were addressed in the proposed plan and when it will be presented to Council	Project website, email notification list, social media	Attendance and participation at engagement activities

### 7.3 Stakeholders

The following stakeholders were identified in the project Terms of Reference as having an interest in the QMS area, and whose feedback will be valuable to the plan development. This list may be expanded as the project progresses.

- A preliminary list of stakeholders include:
  - Residents and community members
  - Non-profit and public housing providers
  - School Board (SD 61 & 63)
  - Large landowners/businesses
  - University of Victoria
  - Social, cultural, and environmental agencies/foundations/advocacy groups
  - Equity-deserving organizations/groups
  - Community associations
  - Capital Regional District
  - City of Victoria
  - District of Oak Bay
  - BC Transit
  - Ministry of Transportation and Infrastructure
  - First Nations
  - Urban Development Institute

### 7.4 Engagement with First Nations

The District of Saanich is committed to developing a strong and fair, government to government relationship with First Nations that is based on respect, cooperation, and partnership to address shared interests and priorities.

The District will engage with the lək'wəŋən and W̱SÁNEĆ Nations to seek guidance, provide input, and to review the draft Plan.

## 7.5 Engagement Techniques

The following are the key public engagement techniques for each phase of the QMS planning process. The techniques may be adapted as the project proceeds to optimize engagement outcomes and respond to community feedback.

### **Phase 1: Plan Initiation (Fall 2022 to April 2023)**

#### **1. Project Website (Fall 2022)**

The project webpage was set up on the Saanich website. A short URL was developed [saanich.ca/QMS](http://saanich.ca/QMS)

#### **2. Notification List (Fall 2022)**

An online notification link using Campaigner was set up on the project webpage providing for self-registration.

#### **3. Community Association Presentations (Fall 2022)**

Brief introductory presentations were provided to several community associations on the QMS project.

### **Phase 2A: Plan Development/Concept Development (May 2023 – September 2023)**

#### **1. Stakeholder Interviews (May – June 2023)**

Conduct short interviews with key stakeholders such as UDI, non-profit housing providers, School Boards, large landowners, UVic, CRD, City of Victoria, District of Oak Bay, BC Transit, and environmental, cultural, and social community groups to gain better insight on key issues and opportunities. This will include equity deserving groups who would typically not participate in traditional planning processes. This will provide opportunities for direct discussion with the project team.

#### **2. UVic Community Mapping (May – June 2023)**

Discuss the key themes of land use, transportation & mobility, housing diversity, affordability and supply, and public realm and open space to gain insight on key issues and opportunities.

#### **3. Internal Staff Workshops (April – July 2023)**

Hold a series of workshops with planning, engineering, housing, parks, and sustainability to inform concept development.

#### **4. Community Engagement Launch (July 2023)**

Coordinated notification through the District's communication channels potentially including a technical media briefing to formally introduce the project and create excitement about the project and engagement opportunities.

#### **5. Online Feedback Form (July – September 2023)**

Design online feedback mechanism (short answer and mapping based) to provide the public the opportunity for passive online feedback. Deadline for feedback to coincide with final pop-ups.

#### **6. Pop Up Events (July – September 2023)**

Pop-Ups are a method of sharing information, raising awareness, and receiving input/comment from the public. Often, this method integrates elements from other information/education-based

techniques including public displays that are highly mobile (multiple sites) to achieve a broader reach in the community.

**Phase 2B: Plan Development (October 2023 to March 2024)**

**1. Engagement Launch (November 2023)**

Coordinated notification through the District’s communications channels on the project and upcoming engagement opportunities.

**2. Community Workshops (November 2023)**

A series of workshops that focus on initial planning concepts that correspond to the four key theme areas (land use, housing, transportation & mobility, and public realm) and the concepts which support these objectives at a sub-area geography level. These workshops will span over 3-4 weeks and may feature online elements. This is the most intensive and engagement rich method of the project and will include physical design and planning exercises as well as two-way communication between the project team and participants that is well suited to complex topics with an array of perspectives.

**3. Online Feedback Form (November 2023)**

Gather feedback on refined draft planning concepts and policy directions. Hardcopy forms will also be made available. This option is provided as a lighter touch alternative compared to the community workshops. The form would launch at the beginning of the series of workshops and close following the workshops.

**4. Dinner and Learn (November 2023)**

An informal gathering of Council where the project team will present the initial planning concepts and land use scenarios that correspond to the four key theme areas (land use, housing, transportation & mobility, and public realm). This will provide an opportunity for Councillors to ask questions for clarification.

**5. Phase 2 Engagement Summary Report (February 2024)**

Report back on the engagement activities and report distinctly on what was heard and how the feedback was used to shape the concepts and key policy directions for plan development. This will include an equity analysis and identify which voices may have been missing or underrepresented despite targeted efforts.

**6. Council Check-In (February 2024)**

Present the preferred Phase 2 Engagement Summary Report to Council and the preferred land use concept map, designations and policy directions for drafting the Plan.

**Phase 3 – Draft Plan Refinement (April 2024 – September 2024)**

**1. Internal Review (April 2024)**

Engage with internal departments to gather feedback on the internal draft Plan.

**2. Open House (June 2024)**

The draft plan will be presented at open houses where the public and stakeholders will be able to share their feedback on the draft Plan. It is anticipated both in-person and virtual options will be offered.

**3. Online Feedback Survey (June 2024)**

Gather feedback on the draft plan through an online survey. This option is provided as an alternative way to participate from the open houses through passive online feedback. Hardcopies will also be made available. The content would mirror that of the open houses.

**4. Stakeholder Meetings (June 2024 and July 2024)**

Hold meetings with key stakeholders as needed to solicit feedback on the draft plan. This will include equity deserving groups who were unintentionally underrepresented in prior phases. This will provide opportunities for direct discussion with the project team.

**5. Advisory Committee Referrals (June 2024 and July 2024)**

Gather feedback on the draft plan from Council Advisory Committees on the draft Plan.

**6. Phase 3 Engagement Summary Report (September 2024)**

Report back on the engagement activities and report distinctly on what was heard and how the feedback shaped the refinements to the final draft plan. The engagement summary will include an equity analysis and identify which voices may have been missing or underrepresented despite targeted efforts.

**Phase 4 – Plan Finalization (October to December 2024)**

**1. Proposed Plan Presented to Council (December 2024)**

Use the project webpage, social media, print media and project notification list to inform the public and stakeholders about the changes to the draft plan and when it will be on the Council agenda. This will include information on how to provide further input directly to Council through the Plan finalization process.

**7.6 Equity Analysis**

Prior to executing any engagement events, Staff commit to conduct an equity assessment. This will include considering equity, diversity, and inclusion in all engagement and communications. An equity centered foundation is summarized below:

- Equity:
  - place people on equal footing through correcting imbalances.
- Diversity:
  - recognize and accommodate differences and diversity of perspectives and viewpoints.
- Inclusion:
  - create space for people to feel they are welcomed and valued (an outcome of success of equity and diversity).

For the purposes of this Strategy, it is imperative that under-represented (i.e., vulnerable, invisible, and isolated, etc.) populations have access to information, the ability to contribute, and feel welcome to participate. Equity considerations will be used to guide and evaluate our engagement activities throughout the Study phase (see established assessment metrics, below). At the end of each relevant Study phase, an Engagement Summary will be produced and will highlight the level of success in employing equity, diversity, and inclusion strategies.

- Equity Considerations
  - Venue:
    - accessible, frequent transit route, virtual and in-person

- Date/Time:
  - varied dates and times of meetings to accommodate work/life
- Participation:
  - seek under-represented populations
- Input:
  - feedback on satisfaction and success of event (e.g. short survey)
- Debrief:
  - staff meeting to review and assess metrics of event(s)

The Quadra McKenzie Study will borrow and integrate relevant components of the equity analysis from other District initiatives such as the Active Transportation Plan update. It will also draw from the relevant learnings of the Diversity, Equity, and Inclusion Strategic Framework.

### **8. Communication Tools**

Throughout the process a variety of outreach and communication tools will be used to raise public and stakeholder awareness of this project. The following is an initial list that will be fully developed throughout the project and as the District initiates the new suite of online engagement tools through the Public Participation Software Procurement project.

- Website with short URL: [saanich.ca/QMS](http://saanich.ca/QMS)
- Email notification through Campaigner (sign-up form on project webpage)
- District of Saanich – Buzz, E-Link, project webpage
- Technical Briefing - District-led media session
- Social media - LinkedIn, Facebook and Twitter
- Print media - newspaper articles, ads, and mailers
- Written materials – press releases, backgrounders, FAQs, handouts, reports, fact sheets, presentations, display boards
- Digital media – video drone footage, white board video, photography

### **9. Measuring Success**

Throughout the process it is important to measure the efficacy of engagement outreach, accessibility, and participation levels. The measures for success will be contemplated at the initiation of each phase. Measures of success may include:

- Number of participants at engagement activities
- Diversity of participation measured by geographic location and equity-deserving populations