

Cadboro Bay

LOCAL AREA PLAN

Engagement Strategy

April 20, 2018

1. Context

On November 27, 2017, Saanich Council approved a Project Terms of Reference to undertake the update of the Local Area Plan (LAP) for the Cadboro Bay Local Area looking at the next 20 to 30 years. Public engagement activities bring public and stakeholder voices to the planning process and help to inform the update of the LAP. This document outlines the approach the project will take toward public engagement including public engagement objectives, desired outcomes and the techniques that will be used.

The following engagement strategy adheres to International Association for Public Participation (IAP2) principles.

2. Purpose

The purpose of the Engagement Strategy is to outline an approach that will attract a high level of community participation, involvement and ownership in the development of the local area plan. The Strategy seeks to ensure that broad input into the planning process is received from a variety of community and stakeholders. Overall, the Engagement Strategy tries to balance meaningful engagement with a timely process to deliver the updated LAP.

3. Scope of Public Engagement

Public engagement is planned within all phases of the project:

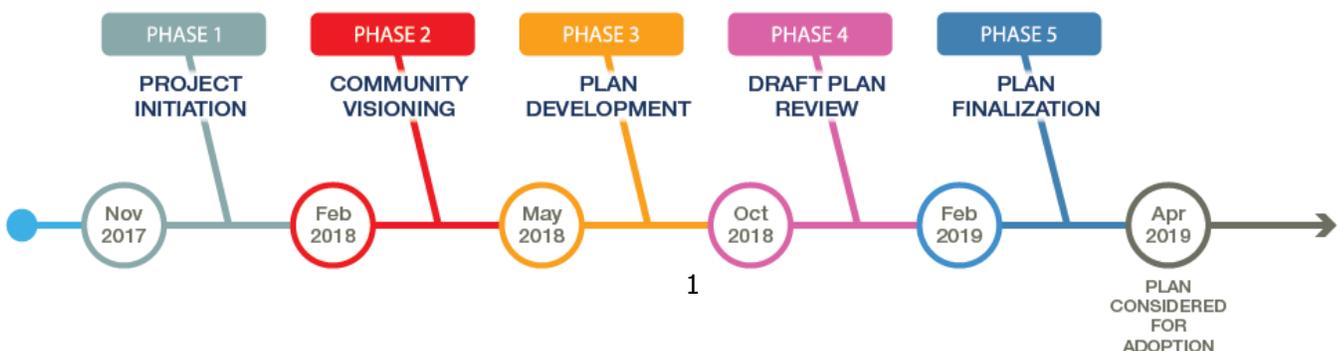
Phase 1 (Project Initiation) – launch project website, meet with key stakeholders, establish the Advisory Committee.

Phase 2 (Community Visioning) – Engage the community on community vision, objectives, issues and priorities.

Phase 3 (Plan Development) – Engage the community on policy options, priorities, and design guidelines for the Cadboro Bay Village area.

Phase 4 (Draft Plan Review) – Engage the community on Draft Plan policies.

Phase 5 (Plan Finalization) – Inform the community when Council will consider the Draft LAP.



4. 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 1). Guidance for the engagement process is also provided by input from the Advisory Committee, the Terms of Reference for both the project and the Advisory Committee, and 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 1: The International Association for Public Participation (IAP2) Spectrum

5. Decision Maker

Saanich Council is the ultimate decision-maker for the Cadboro Bay Local Area Plan. The plan is expected to be presented to Council for consideration and adoption in May 2019. As outlined in the Terms of Reference (endorsed by Council in November 2017), Saanich staff are responsible for community engagement, with the Advisory Committee serving as a key advisor on techniques and outreach. Staff will provide updates to Council throughout the duration of the project to ensure they are aware of the project status and key milestones.

6. Stakeholders

The following are stakeholder groups identified in the project Terms of Reference. Identified key stakeholders include, but are not limited to:

- Cadboro Bay residents and the general public (including visitors and UVic students)
- Local businesses, land owners and employees
- Cadboro Bay Residents Association (CBRA)
- Cadboro Bay Business Improvement Association (BIA)
- Public Institutions such as the University of Victoria, Vancouver Island Health Authority, Queen Alexandra Centre, Frank Hobbs Elementary, School District No.61, BC Transit, Capital Regional District
- Local non-government agencies (NGOs) Goward House, Children's Health Foundation of Vancouver Island
- Cadboro Bay United Church
- St. Georges Anglican Church
- Strata groups and the Wedgewood Estates
- Gordon Head Community Association
- District of Oak Bay
- Urban Development Institute
- BC Transit
- Saanich Advisory Committees including: Planning Transportation and Economic Development; Parks, Trails and Recreation; Bicycle and Pedestrian Mobility; Environment and Natural Areas; and Healthy Saanich.
- Others identified throughout the process.

7. Engagement Objectives by Phase

For each phase of the project, engagement objectives describe the purpose/intensity (i.e. inform, consult, involve, collaborate) 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, Advisory Committee input and opportunities that arise.

PHASE 1 – PROJECT INITIATION			
OBJECTIVES	OUTCOMES	TECHNIQUES	OUTPUTS
To <i>inform</i> key stakeholders and the public of the LAP planning process	Residents are aware of the project, understand the planning process, and are inspired to get involved	Project website, notification list, email updates, social media, media advertisement, communications materials, background information	Notification list, applications for Advisory Committee
To <i>consult</i> key stakeholders to promote the project and to identify key issues and priorities	Stakeholder groups notify their members of the project, and initial issues and priorities are identified	Interviews, meetings with stakeholder groups	Notification list, applications for Advisory Committee, Initial input on issues
To <i>consult</i> the Advisory Committee of the project Terms of Reference, project work plan, and role of the Advisory Committee	Advisory Committee members understand the planning process and the Advisory Committee role	Meeting(s)	Schedule and meeting times for Advisory Committee

PHASE 2 – COMMUNITY VISIONING			
OBJECTIVES	OUTCOME	TECHNIQUES	OUTPUTS
To <i>collaborate</i> with the Advisory Committee on designing components of the engagement strategy	Advisory Committee endorses Engagement Strategy	Meeting(s)	Engagement Strategy
To <i>inform</i> the public of events and opportunities for input	The public is aware of opportunities for participation.	Website updates, email to Notification List, social media, print media, posters, mail outs	Attendance and participation at events
To <i>involve</i> the public and stakeholders in defining a vision and identifying key issues and priorities	The public and stakeholders share their ideas and feel engaged in project	Community workshops, interviews virtual workshops, walkabouts, survey	List of key issues opportunities and priorities, vision elements

To <i>inform</i> the public of input received on vision, key issues, priorities	The public is aware of engagement and survey results.	Website updates, email to Notification List, social media, print media, , Phase 2 Engagement Summary	Public is kept engaged and interested in the process
To <i>consult</i> the Advisory Committee in identifying design of Phase 3 engagement	Advisory Committee provides input on workshops and other phase 3 engagement techniques and required supporting information	Meeting(s), email communication	Confirmation and detailing of phase 3 engagement activities

PHASE 3 – PLAN DEVELOPMENT			
OBJECTIVES	OUTCOME	TECHNIQUES	OUTPUTS
To <i>inform</i> the public of Phase 3 engagement opportunities	The public is aware of further opportunities for participation	Website updates, email to Notification List, social media, printed materials	Attendance and participation at further workshops
To <i>involve</i> the public in the development and review of policy options	The public contributes and discusses their ideas on policy options.	Focus groups, workshops, meetings, design charrette, virtual workshops/charrette	Input on key policy options
To <i>involve</i> the Advisory Committee in the review of policy options and design guidelines	Advisory Committee provides input on policy options and design guidelines	Meeting(s)	Input to policy options and design guidelines for drafting the plan

PHASE 4 – DRAFT PLAN REVIEW			
OBJECTIVES	OUTCOME	TECHNIQUES	OUTPUTS
To <i>collaborate</i> with the Advisory Committee on the draft plan review	Advisory Committee reviews the draft plan prior to public review	Meeting(s)	Draft plan ready for broader public engagement
To <i>inform</i> the public of draft plan review	The public is aware of opportunities to provide feedback on draft plan	Website updates, email to Notification List, social media, print media, print materials	Participation at Open House and on survey
To <i>consult</i> the public on draft plan	The public shares their opinions, preferences and concerns on draft plan	Open houses, virtual Open House, survey	Feedback on the draft plan
To <i>consult</i> with the Advisory Committee to produce a proposed LAP	Advisory Committee provides input on the final Draft LAP and ensures public input has been addressed in final LAP	Meeting(s)	Proposed LAP for Council's consideration

PHASE 5 – PLAN ADOPTION			
OBJECTIVES	OUTCOME	TECHNIQUES	OUTPUTS

To <i>inform</i> the public on changes to the draft LAP and when the proposed LAP will be on a Council agenda.	The public is aware of how their comments were addressed in the proposed LAP and when the LAP will be considered by Council for adoption	Website updates, email to Notification List, social media	Input from the public on proposed LAP at Council meeting
--	--	---	--

8. Key Engagement Techniques

The following provides a description of primary engagement techniques that will be used to engage the community in the update of the Local Area Plan. The techniques may be adapted to optimize engagement outcomes and respond to community feedback.

Phase 1 – Project Initiation/Getting Started

1. **Project Branding and website development (September-November 2017)**
 Visual brand and project webpage were developed and set up on the Saanich website. A short URL was developed as part of the brand.
2. **Notification list (on going)**
 An on-line notification link was set up using Campaigner on the project web page. This allows residents and the general public to self-register for email notification on upcoming events and project information
3. **Communication materials (November- December 2017)**
 A word mark for the project was developed and put on the web pages and all materials. Project campaign material was printed on business cards distributed in Cadboro Bay with the assistance of the Cadboro Bay Residents Association (CBRA) at key locations informing residents that the LAP update is underway and encouraging them to sign up for notification on upcoming events.
4. **“Get Involved” Outreach Campaign (November-January 2017)**
 A series of initial meetings and interviews took place with primary stakeholders and institutions, informing them of the Local Area Plan update process and inviting their participation and application to the Advisory Committee
5. **Community Advisory Committee (January 2018)**
 A public campaign was launched to inviting community members interested in serving on the Cadboro Bay Local Area Plan Update Advisory Committee. Members of CBRA assisted posting announcement posters and spreading the word to capture all geographic areas and the business community to apply. This included advertisement on the Saanich events page and social media. Application forms and information was made available on-line and in paper format at local businesses. Additional outreach was made to UVic Students to encourage student representation recognizing the significant presence of this population and demographic. The Advisory Committee first meeting took place February 27, 2018 at Goward House. The Advisory Committees role is key to engaging Cadboro Bay and assisting at public events.

Phase 2 - Community Visioning

6. Project Kick-off Event: Speaker Series (March-May 2018)

Two speaker events are targeted near the beginning of the process to raise awareness of key community planning issues and build interest in the Local Area Plan update process. The speaker series would support multiple current planning initiatives, including the Cordova Bay Local Area Plan update, the Garden Suites study and the Climate Plan: 100% Renewable Saanich.

March 21 2018 kick-off Saanich Talks: Building Neighborhoods for the Future with Gordon Price
May 7, 2018 Saanich Talks: Our Communities in a Changing Climate

7. Stakeholder Interviews (March-April 2018)

Informal interviews with Village business stakeholders to determine participation, level of interests and solicit their participation to promote the kick-off event in the community.

8. Pop-in Events (April-May)

Joining established groups or setting up a booth/table in a variety of community locations that will have interactive displays to get feedback and Saanich Planning staff to share information on the project and upcoming events. This could include joining existing neighbour coffee groups; afternoon tea with seniors and other groups in the community.

9. “A Student’s experience of Cadboro Bay” (TBD March-November)

Advisory Committee Student Rep. initiative in collaboration with UVic Geography, student share from their experience of Cadboro Bay through mapping and feedback of favorite places and what is missing from their perspective.

10. Social Media # MyCaddyBay (May-Summer 2018)

Hashtag social media photo display: to solicit youth participation and for all, a quick way to post favorite places or features about what makes Cadboro Bay unique. This may include what people like and the things they don't like or prefer to avoid.

11. Open Houses (May 12 and May 14)

Providing information on the Local Area Plan and the update process we are undertaking. The Open House format allows free flowing to consider the needs of families with young children, seniors, and people with mobility issues and accommodate busy schedules and people with active lives. Display material will serve to inform and gather community input on issues, opportunities and priorities through interactive displays and children’s activity. Locations at St-George’s Anglican Church and Goward House. Includes a Virtual Open House.

12. Virtual Open House (May)

For convenience and ease of access, the virtual open house allows community members to view all Open House display materials at their own time in conjunction with the online survey.

13. Issues and Opportunities Survey (May)

Online and paper survey to get feedback on issues, opportunities and priorities for enhancing the Local Area.

14. Graffiti Walls (May - Fall)

To encourage young kids and youth to participate including the young at heart. Large boards would be located at key locations and at public events providing space to write, draw and creative expression. Explore opportunity to include with school class activity or events.

Phase 3 Plan Development

15. Cadboro Bay Village Design Charrette (June 19-20)

Design workshop to explore land use, design guidelines and public realm and mobility enhancements in Cadboro Bay Village. This will be an intensive facilitated session with community stakeholders looking to provide direction on future land use change in the Village area. Multi-day activities would allow for feedback loop and test ideas generated during the workshop. The location would be in the Village (possibly: St Georges Church or United Church, Goward House or vacant store location)

16. Village Gallery Pop-in (July - August 2018)

Set up Village display with Design Charrette ideas. To be located at the core of the Village for open public viewing and feedback with interactive displays preferably in village. Location could be a vacant storefront or space available in the central area. Additional pop-in displays at local events in partnership with Goward House, Queen Alexandra Centre and at other local events (TBD)

17. Neighbourhood or Topical Workshops (mid to late Fall)

Workshops with members of the public and community stakeholders to discuss policy options to respond to key community issues. Neighbourhoods could include the two areas not covered by the Village Charrette providing a closer look at Queenswood/Arbutus and Ten Mile Point areas or specific topics where there is significant community interest. Topics of workshops will be determined by public input received in Phase 2, background research on emerging trends and advice from the Advisory Committee. Workshops could be preceded by open houses which share results of earlier engagement.

Phase 4 Draft Plan Review

18. Pop-in Events (December-January)

Joining established groups or setting up a booth/table in a variety of community locations with planning staff and/or Advisory Committee members to share information on the project and upcoming events. Including coffee with existing community groups, afternoon tea with seniors and other groups in the community

19. Draft Plan Open House (February 2019)

The draft Plan will be presented at open house(s) where community members will be able to review and provide feedback on plan directions.

20. Draft Plan Survey (February 2019)

Online and paper survey to gather feedback and assess support for the Draft Plan. Feedback received will be used to make edits to the Draft Plan.

21. Virtual Open House for Draft Plan (February 2019)

For convenience and ease of access, the virtual open house allows community members to view all materials and the updated Draft Plan at their own time.