

Campus & Community Engagement Plan

University of Victoria Campus Plan Update

Produced by DIALOG for:
University of Victoria, Office of Campus Planning & Sustainability

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Purpose of this Campus and Community Engagement Plan (CCEP)

The purpose of this CCEP is to chart the course for engagement activities over the life of the University of Victoria (UVic) Campus Plan update process. The Plan Update process will provide for full engagement with the campus and external community, along with other key stakeholders and organizations with an interest in the physical development of the campus.

The CCEP covers engagement objectives, general stakeholder groups, types of messages, and communications and engagement activities, including their sequencing and timing.

This CCEP offers a point of reference for the project team and all stakeholders, ensuring shared understanding in the execution of the work. Details surrounding logistics, for example, will be determined as the engagement is rolled out. It also provides an overview for stakeholders, ensuring shared expectations and understanding about the nature of involvement in the process.

Contents

This CCEP includes the following:

1. Campus and Community Engagement Objectives: Why are we engaging?
2. Key Audiences: With whom are we engaging?
3. General Messages and Questions: What are we saying and asking?
4. Methodology and Work Plan: How and when are we engaging?

1. CAMPUS & COMMUNITY ENGAGEMENT OBJECTIVES: Why are we engaging?

Background

The University of Victoria (UVic) is undertaking an update to its 2003 Campus Plan to provide a refreshed vision, guidelines, and direction for future campus development. The Plan update is intended to primarily focus on a planning horizon of 10 years, with longer term considerations given for the next 25 years.

In broad terms, the Plan update will consider the foundational elements of the current Plan, recognize future university needs as identified from strategic planning, respond to key issues, review previous planning principles, and suggest new directions relating to campus land use and buildings, natural and landscaped open space, and transportation and parking, and other realms that fall within the scope of a campus plan.

UVic's academic mission and priorities provide a starting point for the Plan update. The mission, contained in UVic's 2012 Strategic Plan ("A Vision for the Future – Building on Excellence") is as follows:

"The University of Victoria enriches its students and society by creating knowledge, fostering academic and experiential learning and serving communities in British Columbia, in Canada and around the world. We build on the strength and diversity of our people—students, faculty, staff and alumni—to strengthen our position among the best universities in Canada and the world, recognized for excellence in teaching, learning, research, artistic creativity, professional practice and service to the community."

Many other factors provide additional context and set parameters for the Plan Update, including: existing commitment and policies; the defining elements of the first Campus Plan and its evolution since 1961; current land uses and natural features; the campus setting and its relationship to its surrounding neighbours; and changing values that may impact future campus development.

Campus and community engagement is important to UVic. The Plan Update will provide opportunities for broad reaching engagement throughout the life of the process. The university's engagement processes are guided by the Community Engagement Framework and the Campus Planning Consultation Process.

Campus Community – Campus Planning Consultation Process Report

<https://www.uvic.ca/campusplanning/assets/docs/May%202005%20Campus%20Planning%20Consultation%20Process.pdf>

The approaches to campus community consultation processes are guided by the report approved by the Campus Planning Committee in 2005. It provides a set of principles, commitments and good practice considerations, and it identifies the need for the preparation of a consultation plan for major new projects. The models of consultation vary depending upon the scope, complexity and interest level in the project. They include the project information model, the project consultation model, and the comprehensive planning model.

External Community – Engaging with our Neighbours: Community Engagement Framework

http://www.uvic.ca/assets2012/docs/pdfs/UVic-Engagement-Framework-Dec-13-2012_v1.pdf

The Community Engagement Framework report provides for a consistent methodology to be used to determine the overall approach in devising an engagement program for new capital projects. In Step One of the Framework, an assessment of the project details and guidelines is outlined to assist in confirming the appropriate engagement approach. The Framework references different aspects of projects or impacts of

concern and demonstrates that the greater the level of impact, proximity to neighbouring communities and inconsistency with the Campus Plan and zoning bylaws, the greater the need to engage community stakeholders. It was developed with community stakeholders, and it responds to the desire to work collaboratively and respectfully with surrounding neighbourhood residents and other external stakeholders on land use and development projects.

Engagement Objectives

The overarching purpose of this engagement process is to open up a conversation with campus and community members and stakeholders – within the parameters of a Campus Plan scope – to assist in creating a vision, goals, and policies for the updated Campus Plan.

General engagement objectives are to:

- **Raise awareness** about the process and opportunities for involvement;
- **Obtain broad and diverse input** on general campus and community member priorities for the future of the UVic campus, for use in plan development;
- **Obtain deep and focused input** on priorities from stakeholders with a direct and specific interest in the functioning of the university, for use in plan development;
- **Inform, educate and build capacity** among stakeholders to participate in a highly informed dialogue about issue, pressures, and best practices, within the parameters of UVic's academic mission; and
- **Foster trust and create ownership** over the development and implementation of the Campus Plan.

Desired Outcomes

We will know that we have been successful when:

- There is a **strengthened understanding** among stakeholders surrounding existing issues, pressures, and best practices, as well as the **centrality of UVic's academic mission** and the scope of a campus plan;
- It can be **demonstrated** that this process has **engaged both broadly and deeply**, providing opportunity for a range of input from diverse participants, and resulting in representative input;
- Stakeholders are constructively engaged in the process and feel that their input has been **meaningfully considered**;
- The process has been **transparent**, with clear information provided on how input is being used;
- Diverse campus stakeholders feel ownership over the Campus Plan and that it is a shared success, and are **committed to implementing it**;
- Discussion on difficult issues is advanced, and **differences are reconciled** within the parameters of UVic's mission; and
- New **interest is sparked** more generally in campus planning at UVic, and the process serves to instill

pride and **strengthen constructive engagement** in campus planning issues and opportunities, positioning future planning initiatives for greater success.

Using Campus and Community Input

Transparency and clarity are important in any community engagement process, and participants rightly want to know how and the extent to which their input is used. As such, defining these parameters and setting expectations early in the process are vital to a genuine and successful dialogue.

UVic utilizes the guidelines in the Community Engagement Framework to confirm the engagement approach for campus land use planning and development projects. The approach is determined where an assessment of the potential impacts of a project best fits the “inform,” “consult,” or “involve” levels of engagement.

- Inform – provide balanced and objective information for better understanding of the project;
- Consult – obtain feedback; and
- Involve – work to ensure concerns and aspirations are understood and considered.

While the level of campus and community engagement varies throughout the process – ranging from “inform” (i.e., in providing information on issues and best practices) to “involve” – it is expected that most engagement will reach the “involve” level, with the commitment to the campus and community being as follows:

- *We will work with you to ensure that your priorities and aspirations are understood and considered in the Campus Plan update, and we will report back to you to demonstrate how campus and community input influenced the development of the plan.*

In the Community Engagement Framework, the “involve” level of engagement identifies a number of activities that support involvement. Activities utilized as part of this Campus Plan process include: workshops/forums including a design charrette component; public events with open house format and open space techniques, allowing stakeholders to participate in part according to their interest; survey; and further engagement and outreach through a project webpage, social media, media releases / print media, and email notifications.

Project Governance and Oversight

The day-to-day management of the process will be led by a project team through the Office of Campus Planning and Sustainability, and more broadly directed and overseen by the Campus Plan Update Steering Committee, which includes student, staff, and academic representatives. It is composed of:

- Dean, Faculty of Humanities
- Director of the School of Environmental Studies
- Director of Administration, Undergraduate Program (BCom)
- Chairperson, UVSS
- Associate Vice President, Academic Planning
- Associate Vice President, Financial Planning and Operations
- Executive Director, Facilities Management
- Director, Campus Planning & Sustainability

The process will also be guided by the Campus Planning Committee (CPC), which acts as an advisory body to the President and provides recommendations on the physical development of the campus. This includes amendments to the approved Campus Plan as well as general matters relating to campus planning and

sustainability. The Vice President Finance and Operations (VPFO) and the Vice-President Academic and Provost (VPAC) are co-chairs of the committee. CPC members include:

- Vice-President External Relations
- Vice-President Research
- Associate Vice-President Academic Planning
- Two Deans
- Three Faculty members
- Two staff members
- One local resident member of the Alumni Association
- One undergraduate student
- One graduate student

The project sponsors are the Vice President Academic and Provost and the Vice President Finance and Operations.

2. KEY AUDIENCES: With whom are we engaging?

Stakeholders are individuals and groups with a stake or interest in the future of this process. While many engagement activities will be geared to broad audiences and will encompass comprehensive planning discussions, other engagement activities will be more focused, depending on the unique needs and interests of specific stakeholders. Some stakeholder groups may require unique engagement/outreach approaches, and they will be given the opportunity to offer focused input.

Campus Stakeholders

There are diverse stakeholders on campus, all of whom will be provided the opportunity to engage with the Campus Plan Update, including:

- UVic Governance and Administration
 - Executive Team
 - President's Advisory Council
- Faculty and other academic appointments
 - Deans' Council
 - All faculty, including but not limited to:
 - faculty with an academic (teaching or research) interest in the Campus Plan process, such as the example of the Community Mapping Collaboratory; and
 - other faculty with expertise and/or expressed interest in planning issues and opportunities, including former participants in the 2003 Campus Plan process
 - Sessional instructors
- Staff
 - All staff, with particular attention given to:
 - Facilities Management and Campus Security
 - Administrative officers within academic units
 - Student Affairs, including:
 - Athletics and Recreation
 - Campus Services
 - Student Recruitment
 - Indigenous Affairs

Student Services (i.e. Counselling, Health Services, International Student Experience, Residence Services, Food Services, Resource Centre for Students with a Disability, and more)
- Students
 - General student body
 - Undergraduate UVic Students' Society (UVSS) and Graduate Student Society (GSS)
 - Student Clubs including (but not limited to) those with an expressed interest in campus planning issues, such as the Urban Development Club and the Campus Community Garden group
 - International students
 - Continuing Studies students
 - Other students with an academic (study or research) interest in the Campus Plan process
- Alumni

Ongoing direct engagement will be undertaken with the UVic committees that are responsible for guiding and overseeing the Campus Plan Update, which includes the Campus Plan Update Steering Committee and the Campus Planning Committee.

Neighbours and Other Community Stakeholders

Community stakeholders are broad and include (but are not necessarily limited to):

- General public, with specific attention paid to neighbours
- Community Association Liaison Committee (CALC)
- Residents/Community Associations:
 - Quadra Cedar Hill Community Association
 - Gordon Head Residents Association
 - Cadboro Bay Residents Association
 - Mount Tolmie Community Association
 - Camosun Community Association
 - Community Association of Oak Bay
 - Saanich Community Association Network (SCAN)
 - North Henderson Residents' Association
- Public users of UVic recreational and other facilities
- Special interest groups and organizations such as the Bowker Creek Urban Watershed Renewal Initiative (BCI)
- Other interest groups that emerge during the process

Local Government Stakeholders and Service Providers

UVic straddles two municipal jurisdictions and is the second largest transit destination in the Capital Region.

- District of Saanich
- District of Oak Bay
- BC Transit

3. GENERAL MESSAGES AND QUESTIONS: What are we saying and asking in each phase?

The engagement process is a two-way conversation involving both “information out” (i.e. educating, informing, raising awareness) and “information in” (i.e. obtaining input). While the language will be made highly accessible and will vary in detail depending on the engagement activity/channel/stakeholder group, there are some basic messages and question areas that will form the basis of each phase. They are roughly as follows:

Phase 1: Create a Baseline and Begin the Conversation (October 2014 – March 2015)

Purpose of Engagement in Phase 1: To publicly launch the process, spark interest in the project, invite involvement, and obtain input in order to refine the current Plan’s vision, goals, and principles that will lay the foundation for the planning in Phase 2.

- Information Out:
 - Messages will focus on information about the process and opportunities for involvement. For example: *The University of Victoria is undertaking an exciting process to shape the future of its campus. Your input is important. Join the conversation!*
 - Messages will also set expectations for how input will be used, and will define the scope of the Campus Plan within the context of the academic mission.
- Information In:
 - Questions will focus on general hopes, concerns, and priorities for the future of the campus. The input received will be used to refresh the vision and goals, and will feed into a deeper engagement that delves into specific planning ideas in Phase 2.

Phase 2: Develop the Plan (April 2015 – September 2015)

Purpose of Engagement in Phase 2: To obtain input on draft concepts and options, and to continue educating on campus plan issues and raising awareness about opportunities for involvement.

- Information Out:
 - Messages will revolve around presenting the draft policy directions and land use concept created from the research and engagement in Phase 1. For example: *We heard from UVic stakeholders that the following priorities (“xxxxx”) are important. The draft concepts for the future of the UVic campus respond to these and other priorities in the following ways: (“xxxxxx”).*
 - Information will continue to be provided on the process and opportunities for involvement.
- Information In:
 - Questions will focus on obtaining feedback on and input into the draft Campus Concept Plan (i.e., draft policy directions and land use concept). The input received will be used to inform revisions.

Phase 3: Finalize the Plan (October 2015 – January 2016)

Purpose of Engagement in Phase 3: To present the final draft Campus Plan and provide final opportunity for input.

- Information Out:
 - Messages in this phase focus on informing/presenting the final plan, demonstrating how public input has been used in creating revisions and refinements to the draft plan, culminating in the final draft plan.
- Information In:
 - Questions will focusing on obtaining final feedback on and input into the final draft policy directions and land use plan, which will be used to make limited revisions.

4. METHODOLOGY AND WORK PLAN: How and when are we engaging?

What follows are the engagement activities proposed for each stage of the process, involving broad and diverse stakeholders both on and off campus.

It is also important to note that we are always learning, and this process may encounter opportunities or challenges that were not foreseen at the time of writing of this Engagement Plan. As such, while the following activities offer strong direction, they are flexible enough to adapt to changing circumstances. They may be adjusted over time or new engagement activities may be added to the process. Logistical and timing detail is offered for Phase 1, while further information on timing and logistics will be developed for Phases 2 and 3 once the process is underway.

Phase 1: CREATE A BASELINE AND BEGIN THE CONVERSATION (October 2015 – March 2015)

1. Stakeholder Interviews (Late October 2014)

Activity Overview:

These interviews involved small group discussions on October 29th and 30th that provided stakeholders with the opportunity to learn about the process and share early input on priorities, issues, challenges, and opportunities for both the campus plan and the campus planning process. An important objective was to obtain information to help guide the development of this Engagement Plan.

Audience:

Participants included campus stakeholders representing diverse faculty, staff, and students. Participants also included community stakeholders, including representatives from the Community Association Liaison Committee (CALC), as well as long range and development planners from the District of Saanich.

The interviews were facilitated by DIALOG.

2. Project Name and Visual Identity (Mid-Late November 2014)

Activity Overview:

This involves developing a project name and visual identity that provide an identifiable, fresh brand that will be the face of the project, encouraging recognition and familiarity through the life of the process. It will include a logo and tag-line that would be used on the project webpage and in social media, all project documents, print media (e.g., event advertisements) and in all of the public engagement materials developed throughout the process (e.g., event panels, presentations, signage, and so forth).

Audience:

The targeted audience for the project name and visual identity is broad, as it includes anyone who could possibly come into contact with the project. This includes everyone on campus and the external community at large,

including the neighbourhoods surrounding UVic.

Key Steps, Timing, and Responsibilities:

- Develop draft logo and tag-line – Week of November 10th (DIALOG)
- Review, refine, and finalize logo and tag-line – Weeks of November 17th and 24th (DIALOG + UVic)

3. Communications Launch and Instagram Contest (Roll Out in Early January 2015)

Activity Overview:

This is the official launch of the public process, in which key messages and the visual identity are introduced through: a project webpage, social media, and the Campus Plan Mobile Booth (see #4 below). It will also include an Instagram contest, in which campus stakeholders will be invited to submit photos relating to the campus plan update. Winners' photos will be posted at the Campus and Community Ideas Forum (see #7 below).

Audience:

The targeted audience for the launch is broad, as it includes anyone who could possibly come into contact with the project. This includes everyone on campus and the external community at large. The audience for the Instagram contest is campus stakeholders.

Key Steps, Timing, and Responsibilities:

- Webpage
 - Develop draft text and images for webpage, to be linked from the Planning and Sustainability webpage – Week of November 24th (DIALOG)
 - Review, refine, and finalize webpage text and images – Week of December 1st (DIALOG + UVic)
 - Develop mock-up of webpage – Weeks of December 8th and 15th (UVic)
 - Launch webpage (i.e. webpage goes live) – Week of January 5th (UVic)
- Social Media
 - Facebook:
 - Using draft text and images for webpage, develop mock-up of Facebook page – Week of December 8th (DIALOG)
 - Launch Facebook page – Week of January 6th (DIALOG)
 - Twitter:
 - Develop Twitter handle and first few tweets – Week of December 8th (DIALOG)
 - Review and refine tweets – Week of December 15th (DIALOG + UVic)
 - Launch Twitter account and send first tweet – Week of January 5th (DIALOG)
 - Instagram Contest
 - Develop Instagram contest handle and promotional text – Week of December 8th (DIALOG)
 - Review and refine handle and promotional text – Week of December 15th (DIALOG + UVic)
 - Launch contest (see advertising below) – Week of January 5th (DIALOG)
- Advertisements/Outreach
 - Media Release
 - Develop draft media release, for use in both campus and off-campus media – Week of December 8th (DIALOG)
 - Review and refine media release – Week of December 15th (DIALOG + UVic)

- Issue media release – Week of January 5th (UVic)
- Advertise through UVic’s other outreach channels, likely including email blasts, campus and community newsletters, and others – Week of January 5th (UVic)
- Poster
 - Develop poster – Week of December 15th (DIALOG)
 - Post in high traffic locations on campus – Week of January 5th (UVic)

4. Campus Plan Mobile Booth - #1 (Mid-January 2015)

Activity Overview:

This is a mobile booth stationed in high visibility locations to reach a broader audience on campus, including those who would not otherwise be likely to participate in a campus plan process. The purpose of the booth will be to raise awareness about the process – including opportunities for involvement and building understanding about campus planning issues/opportunities – and to obtain preliminary input on priorities and ideas for the future of the campus. The booth is recommended to be situated on campus on January 13th, 14th, 15th, and 16th, at the Student Union Building, McPherson Library (outside), Book Store at transit exchange, Mystic Market, the cafeteria at Cadboro Commons, and a location or locations frequented by faculty and staff. They would be set up during the day, except for the one at Cadboro Commons, which would be set up in early evening.

Opportunities will also be explored for posting interactive panels “in situ” for a period of 2-3 weeks. These panels would include opportunity for participants to learn about the process and include input on sticky notes that would be collected after a period of time.

Audience:

The targeted audience for the mobile booth are mainly students, however may also include faculty, staff, and visitors to campus.

Key Steps, Timing, and Responsibilities:

- Develop draft materials for booth, including:
 - Two panels: one that is informational, including an overview of the process, scope of the Campus Plan, and opportunities for involvement; and one that is interactive, including a map on which participants can identify campus assets/strengths, weaknesses, and opportunities.
 - Small take-away cards with links to website and social media, and advertising the Instagram contest and survey – Week of December 15th (DIALOG)
- Review and refine materials for booth – Week of January 5th (DIALOG + UVic)
- Print panels – Ready for week of January 12th (UVic, with DIALOG’s assistance)
- Book supplies and ensure they are on site: one table, two chairs, two strong easels – Ready for week of January 12th (UVic)
 - DIALOG to bring other supplies (interactive materials such as post-it notes and markers)
- Staff booth – January 13-16th (DIALOG)

5. Online Survey (Mid-January to mid-February 2015)

Activity Overview:

This is an online, 5-10 minute survey that both educates on campus plan matters, and allows participants to prioritize issues and opportunities. Questions will include topics of land use and housing, transportation, and open spaces as they relate to existing assets and challenges, and priorities and opportunities for the future.

Audience:

The targeted audience for the survey is campus stakeholders. Three versions will be developed: one for students, one for staff, and one for faculty.

Key Steps, Timing, and Responsibilities:

- Develop draft surveys – Week of December 15th (DIALOG)
- Review and refine draft surveys – Week of January 5th (DIALOG + UVic)
- Launch surveys – Week of January 12th (DIALOG)
- Advertise surveys through mobile booth (DIALOG), social media (DIALOG), project webpage (UVic, with assistance from DIALOG), and email blasts (UVic, with assistance from DIALOG).
- Close survey – Week of February 9th (DIALOG)

6. Community Stakeholder Meetings (Various Dates in January and February 2015)

Activity Overview:

These are a limited number of existing meetings held by resident/community associations that will be attended by UVic. They will provide the opportunity for residents to share early input on priorities, issues, and opportunities. They will also provide the opportunity to encourage resident participation in the Campus & Community Ideas Forum (#7 below).

Audience:

The targeted audience is CALC and resident/community associations who extend invitations to UVic to attend their regularly scheduled meetings.

Key Steps, Timing, and Responsibilities:

- Prepare information sheets and potential questions for group – Week of January 5th (DIALOG)
- Review and refine information sheets and questions – Week of January 12th (DIALOG + UVic)
- Attend meetings – Various dates in January and February (UVic)

7. Campus Plan Update Speakers Event (January 28, 2015)

Activity Overview:

This is the first major public event, which will broadly launch the process with inspiring presentations on opportunities and best practices surrounding campus planning. It is intended to generate interest and excitement about the process, and to inform on best practices and other ideas in advance of the Ideas Forum the following week.

The structure of the event is proposed as follows:

- 4:30-5:30pm
 - Welcome
 - Introduction to process and the exciting opportunity before us – Martin Nielsen + UVic Project Team champion/member (TBD)
 - Speaker #1 – TBD
 - Speaker #2 – Antonio Gomez-Palacio on “What makes a great campus?”
- 5:30-6:00pm
 - Q & A with audience and speakers
 - Closing and next steps (TBD)

In the room or lobby, 2-3 panels will be posted that: provide project background and an overview of the process; outline opportunities for involvement; and offer the opportunity to share a “big idea” or other form of input.

Audience:

The targeted audiences for this event are the broad campus (students, faculty, and staff) stakeholders and the external community at large, including interested community members and stakeholders.

Key Steps, Timing, and Responsibilities:

- Book large venue with flexible space for presentation, large group discussion, and break-out discussion groups – (UVic)
- Identify and book other speaker and panel participants – (UVic)
- Include information in overall media release (refer to activity #3 in the CEEP)
 - Draft media release – Week of December 8 (DIALOG)
 - Review and refine as needed – Week of December 15 (UVic)
 - Issue media release - Week of January 5 (UVic)
- Coordinate logistical needs (screen, projector, laptop, refreshments, and three easels) – As soon as needed (UVic)
- Advertise through UVic’s other outreach channels such as email blasts, newsletters, and more (refer to activity #3 in the CEEP) – Week of January 5 (UVic)
- Include in poster (refer to activity #3 in the CEEP)
 - Develop poster – Week of December 15 (DIALOG)
 - Post in high traffic locations on campus – Week of January 5 (UVic)

- Develop slides for welcome, introduction and Antonio’s presentation, and panels
 - Develop draft versions – Week of January 12 (DIALOG)
 - Review and refine as needed – Week of January 19 (UVic)
 - Finalize and print panels – Early the Week of January 26 (DIALOG)
- Attend CPC meeting to discuss this event and Ideas Forum – January 29 (DIALOG + UVic)

8. Campus and Community Ideas Forum (February 4th 2015)

Activity Overview:

This is the second major public event, and it will seek input on priorities, issues, and opportunities. A key objective will be to confirm and evolve the vision, goals, and principles, within the context of the scope of the campus plan and the parameters of UVic’s academic mission. It will have two components:

- A workshop with discussion and charette components, involving:
 - presentations by DIALOG + UVic on the background research, overview of the existing Campus Plan and the scope of the updated Campus Plan, and inspiration/opportunities for creating a great campus;
 - smaller group break-out discussion and hands-on planning sessions, with opportunity to focus on specific issues such as parking or natural areas; and
 - large group report back.
- A larger come-and-go / drop-in format in which the outcomes of the workshop are posted for broader participant review and comment.

Audience:

Invitations will be extended to participants for the first/workshop component in order to manage the size of the session and ensure representation from diverse interests and perspectives. The targeted audience for this component is:

- Campus Plan Update Steering Committee and Campus Planning Committee;
- Faculty identified by Deans (including those identified in Section 2 – “Key Audiences” – of this Plan);
- Staff, including representatives from Facilities Management and Campus Security, and Student Affairs;
- Students, including representatives from UVic Students’ Society, Student clubs such as the Urban Development Club and Campus Community Garden group, and others who have been involved in or interested in campus planning;
- CALC and representatives from resident/community associations; and
- Representatives from the Districts of Saanich and Oak Bay.

The targeted audiences for the second component are the broad campus (student, faculty, and staff) stakeholders and the external community at large, including interested community members and stakeholders.

Key Steps, Timing, and Responsibilities:

- Book large venue with flexible space for presentation, large group discussion, and break-out discussion groups – As soon as possible (UVic)
- Develop draft invitations for first component – Week of December 8th (DIALOG)
- Review, refine, and issue invitation, including request for RSVP by January 9th – Week of December 15th (UVic)
- Send reminders for RSVP – January 5th (UVic)
- Once RSVPs are confirmed, book tables (round tables preferred) and chairs – Week of January 12th (UVic)
- Develop draft materials, including presentation and panels – Week of January 12th (DIALOG)
- Coordinate other logistical needs (screen, projector, laptop, refreshments, easels) – Week of January 12th (UVic)
- Review, refine, and finalize materials – Weeks of January 19th and 26th (DIALOG + UVic)
- Print panels – Early in week of February 2nd (UVic with DIALOG's assistance)
- Facilitate event – February 4th or 5th (DIALOG with participation from UVic)
 - One facilitator will be required for every 8-10 participants in the first component of the event. DIALOG can provide five facilitators.
- Integrate information about event in advertising/outreach (see #2 – Communications Launch)

9. Planning and Review Meetings with Steering Committee and Campus Planning Committee (dates TBD throughout Phase 1)

Regular check-ins with the Campus Plan Update Steering Committee and Campus Planning Committee will be undertaken throughout Phase 1. Important check-ins will include:

- Review and discuss plans for engagement activities in Phase 1;
- Review and discuss consolidated input from engagement activities in Phase 1; and
- Review and discuss refined vision, goals, and foundation principles.

Using Input:

The input received through social media, mobile booth, online survey, stakeholder discussions and Campus & Community Ideas Forum will be used to create the refined vision, goals, and principles for the Campus Plan, as well as some early ideas that will set the stage for the concepts developed in Phase 2. DIALOG will gather, synthesize, and report back on all input received. Summaries will be posted on the project website within one month of the last engagement activity in Phase 1.

Monitoring and Evaluation:

Near the end of Phase 1, the Campus Plan Update Steering Committee and consultant team will meet to discuss the engagement, identifying elements and approaches that worked well, and others that could be improved

upon for Phase 2. Based on this evaluation and as new information becomes available, activities in Phase 2 will be expanded upon and adjusted as needed.

Phase 2: DEVELOP THE PLAN (April 2015 – September 2015)

10. Ongoing Communications (April – September 2015)

- **What:** This is ongoing communications through digital and print media, to continue raising awareness, inviting participation, and offering updates on the planning process. Communications and outreach will be heightened in early September to advertise the major campus and community event: “Emerging UVic Campus Concept Plan”. It will include ongoing opportunities for student input via social media.
- **Audience:** The targeted audience for ongoing communications is broad, as it includes anyone who could possibly come into contact with the project. This includes everyone on campus and community members along with stakeholders in the neighbourhoods surrounding UVic.
- **DIALOG Role:** Provide material and support to UVic as needed.
- **UVic Role:** Continue managing digital and print media updates, with assistance from DIALOG.

11. Campus Plan Mobile Booth - #2 and #3 (A few dates in early April and September 2015)

- **What:** The purpose of the booth in April will be to continue raising awareness about the process (including opportunities for involvement, specifically building interest in the process and understanding about campus planning issues/opportunities), and to obtain input on early ideas. The purpose of the booth in September will be to specifically advertise the Campus and Community Event in mid-late September (see #11 below), and obtain input on the draft Campus Concept Plan. As was the case in Phase 1, the mobile booth will be stationed at high visibility locations such as the McPherson Library and Mystic Market for a period of a few days at a time.
- **Audience:** Mainly students, with opportunities for faculty, staff, and campus visitors. As April is an exam period, the September sessions at the start of the new academic term will provide for more extensive student body participation.
- **DIALOG Role:** Develop materials and staff mobile booth.
- **UVic Role:** Review and refine materials with DIALOG and book table, chairs, and easels.

12. Campus and Community Event – Review of Emerging UVic Campus Concept Plan - (Late September 2015)

- **What:** This will be the second major event, which will seek to obtain input on the emerging UVic Campus Concept Plan. The details of the event will be determined later in Phase 1, however it will include opportunities for both deep engagement of invited stakeholders, as well as broad engagement of a wider audience. There will be opportunities for both interaction and input, and similar to the Campus and Community Ideas Forum, there will be opportunities to have deep discussions on particular topics as needed.

- Audience: Same as the Campus and Community Ideas Forum, which includes diverse campus stakeholders (faculty, staff, students), community stakeholders (CALC and others), and representatives from the Districts of Saanich and Oak Bay. It also includes the external community at large, including neighbourhoods surrounding UVic.
- DIALOG Role: Develop all materials and host/facilitate.
- UVic Role: Host/facilitate with DIALOG.

13. Planning and Review Meetings with Steering Committee and Campus Planning Committee (dates TBD throughout Phase 2)

Regular check-ins with the Campus Plan Update Steering Committee and Campus Planning Committee will be undertaken throughout Phase 2. Important check-ins will include:

- Brainstorm and explore ideas and directions to inform the development of a draft Campus Concept Plan (i.e. early draft policy directions and land use plan);
- Review and discuss draft Campus Concept Plan; and
- Review and discuss campus and community input on draft Campus Concept Plan, to inform development of draft Campus Plan (i.e. policy directions and land use plan).

Using Input:

The input received through the mobile booth sessions in April and September will be used to refine early ideas, informing the development of a draft Campus Concept Plan. The input received at the Campus & Community Event will be used to refine the draft Campus Concept and create a more refined draft Campus Plan (i.e. land use plan, policy directions). DIALOG will gather, synthesize, and report back on all input received. Summaries and updates will be posted on the project website within one month of the last engagement activity in Phase 2.

Monitoring and Evaluation:

Near the end of Phase 2, the Campus Plan Update Steering Committee and consultant team will meet to discuss the engagement, identifying elements and approaches that worked well, and others that could be improved upon for Phase 3. Based on this evaluation and as new information becomes available, activities in Phase 3 will be expanded upon and adjusted as needed.

Phase 3: FINALIZE THE PLAN (October 2015 – January 2016)

14. Ongoing Communications (October 2015 – January 2016)

- What: This is ongoing communications through digital and print media, to continue offering updates on the planning process. Communications and outreach will be heightened in early November to advertise the major campus and community event: “Final Plan Review”.
- Audience: The targeted audience for the launch is broad, as it includes anyone who could possibly come into contact with the project. This includes everyone on campus and the external community at large, including

the neighbourhoods surrounding UVic.

- DIALOG Role: Provide material and support to UVic as needed.
- UVic Role: Continue managing digital and print media updates, with assistance from DIALOG.

15. Campus and Community Event – Final Plan Review - (Mid-Late November 2015)

- What: This will be the final major event, which will seek to obtain input on the final draft Campus Plan. The format of the event will be determined late in Phase 2, however will likely include a drop-in / come-and-go component.
- Audience: The targeted audience is broad, and includes everyone on campus and the external community at large, including the neighbourhoods surrounding UVic.
- DIALOG Role: Develop all materials and facilitate.
- UVic Role: Facilitate with DIALOG.

16. Planning and Review Meetings with Steering Committee and Campus Planning Committee (dates TBD throughout Phase 3)

Check-ins with the Campus Plan Update Steering Committee and Campus Planning Committee will be undertaken in Phase 3. Important check-ins will include review and discussion of a draft Final Plan before campus and community event, and final presentations of the final Plan.

Using Input:

The input received through the final event will be used make refinements to the Final Draft Plan. DIALOG will gather, synthesize, and report back on all input received. Summaries will be posted on the project website within one month of the last engagement activity in Phase 3.

Overall Evaluation:

In addition to providing an overview of input and how it was used to develop the Campus Plan, the final Engagement Summary Report will include an evaluation of the engagement based on the engagement objectives listed on page 4 of this CCEP.

The evaluation will be both qualitative and quantitative, the latter including performance measures such as: diversity of campus stakeholder groups participating in engagement; diversity of community stakeholder groups participating in engagement; and estimated number of campus participants. Participation will be tracked over the life of the process through: sign-in sheets at events; basic demographic information collected via the online survey; manual counts of mobile booth visitors; and social media counts (e.g., Twitter retweets, Facebook comments, and Instagram photo submissions).