

# ENGAGEMENT PLAN FOR:

## The University of Victoria Campus Cycling Plan

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### 1.0 INTRODUCTION

The University of Victoria (UVic) is developing its first-ever Campus Cycling Plan. The final plan will allow the University to create campus cycling network where cycling is safe and well connected to neighbouring networks and also accessible for people of all ages and abilities.

The final Campus Cycling Plan will serve as a framework to guide the development of future cycling infrastructure, including bicycle parking, cycling paths and end of trip facilities on campus. The Plan will also provide policy direction and strategies to mitigate improve levels of comfort and safety for pedestrians and cyclists on our shared roads and pathways.

Moving forward, an effective and meaningful engagement strategy is critical to the success of the Campus Cycling Plan. As outlined in the Request for Proposals, the Plan process will provide for engagement with the campus and external community, along with key stakeholders and organizations with an interest and role in cycling on UVic campus.

The following engagement strategy sets forth an inclusive and accessible approach to engage the UVic community, including students, faculty, staff and neighbouring residents. We will achieve this by using diverse engagement tools that are fun, interactive, and designed to meet people where they already gather. Beyond engagement, this strategy will educate the UVic community on the benefits of cycling and generate excitement for the new ideas and policies being implemented by UVic.

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**

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.

**Link:** [www.uvic.ca/campusplanning/assets/docs/May%202005%20Campus%20Planning%20Consultation%20Process.pdf](http://www.uvic.ca/campusplanning/assets/docs/May%202005%20Campus%20Planning%20Consultation%20Process.pdf)

#### **External Community – Engaging with our Neighbours: Community Engagement Framework**

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 (i.e inform, consult, or involve). 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.

For this process the level of engagement with UVic neighbours and the general public will be to 'consult.' In this process the mechanism for communicating with UVic neighbours and the general public will be to send out communications to UVic's established network of contacts and the Community Association Liaison Committee. Communication will provide links to websites and information about engagement activities.

Community engagement is a collaborative process. We will work closely with UVic staff to refine this strategy as needed. This document should be considered a living document, to be further refined on an on-going basis throughout the process.

Link: [www.uvic.ca/assets2012/docs/pdfs/UVic-Engagement-Framework-Dec-13-2012\\_v1.pdf](http://www.uvic.ca/assets2012/docs/pdfs/UVic-Engagement-Framework-Dec-13-2012_v1.pdf)

## 2.0 ENGAGEMENT OBJECTIVES

The overarching purpose of this engagement process is to enable a two-way dialogue with the UVic community and neighbouring residents about the Campus Cycling Plan. The primary objectives of the engagement process should be to:

- Provide information that is accessible, interesting and easy to understand.
- Develop communications that will help the UVic community better understand why UVic is developing the Campus Cycling Plan, why it is relevant to them and how their input will be used to inform both the process and final plan.
- Ensure a high-level of transparency throughout the process.
- Reduce barriers to participation by engaging people where they are and using the tools they are using. By reducing barriers, all interested UVic community members and neighbouring residents will have the opportunity to be informed, participate and be heard.
- Educate and build capacity amongst participants to allow for an informed dialogue about issues, opportunities and best practices.
- Obtain input from a broad range of UVic community members using a variety of engagement methodologies to ensure a diversity of views are represented (students, staff, faculty, neighbours and visitors to campus).
- Ensure engagement is measurable and representative by using both qualitative and quantitative methods.
- Foster trust and create ownership over the development and implementation of the Campus Cycling Plan.

## USING WHAT WE HEAR THROUGH ENGAGEMENT

Managing expectations and implementing a transparent process are critical pieces of any engagement process. Those being asked for input will want to know how their feedback will be used in the decision-making process and to what extent. Setting expectations early in the process and reinforcing those expectations at each stage of the engagement process is important when creating sincere and successful two-way conversations.

The International Association of Public Participation (IAP2) refers to five levels of public participation; inform, consult, involve, collaborate and empower. During the development of the Campus Cycling Plan, the UVic community will be engaged at different times and levels. While the level of engagement will vary throughout the process – ranging from 'inform' in providing information on issues and best practices, to 'collaborate' in creating a vision for the Campus Cycling Plan – it is expected that most engagement with the UVic community (i.e. students, staff, and faculty) will reach the 'involve' level. As discussed, UVic neighbours and the general public will be consulted primarily at the 'consult' level.

## 3.0 KEY MESSAGES

Engagement processes are essentially two-way conversations that involve sending information out (i.e. informing and raising awareness) and receiving information back (i.e. input/feedback from participants). The language used should be clear, concise and consistent. While there will be foundational key messages reiterated throughout the process, some basic messaging will be required as each phase of the process begins.

## FOUNDATIONAL KEY MESSAGES

- The University of Victoria is undertaking an exciting process to make cycling on campus safe and accessible for everyone.
- The Campus Cycling Plan will guide the development of future cycling infrastructure, including bicycle parking, cycling paths and end of trip facilities on campus.
- The Campus Cycling Plan will explore opportunities to improve levels of safety and comfort for pedestrians and cyclists on our shared pathways across campus.
- The Campus Cycling Plan will strive to create a bike-friendly campus that will help us achieve goals related to placemaking and transportation set out in the Campus Plan and the Sustainability Action Plan: Campus Operations 2014-2019.
- We want to create a campus where students, staff, faculty and visitors can safely ride their bike no matter where they are headed on campus.

### Phase 1 Messaging: Program and Ideas Stage

- **Information Out:** Messaging will focus on sharing information about the process and opportunities to get involved.
- **Information In:** Questions will focus on key issues, opportunities and aspirations for the cycling network, pedestrian and cyclist interactions, as well as gaining a better understanding of current travel patterns.

### Phase 2 Messaging: Plan Development and Promotion

- **Information Out:** Messaging will focus on sharing what was heard through the ideas stage and how the input was used to develop a proposed bicycle network, support policies, end-of-trip facilities recommendations. Information will continue to be provided on the process and opportunities for involvement.
- **Information In:** Questions will seek input on the proposed cycling network, support policies, end-of-trip facilities recommendations.

### Phase 3 Messaging: Develop final plan

- **Information Out:** Messaging will first focus on presenting the draft plan and sharing information related to how input was considered and integrated into the draft plan and proposed cycling network. Information will continue to be provided on the process and opportunities for involvement. As the phase ends, messaging will focus on sharing the final Campus Cycling Plan.
- **Information In:** Questions will focus on obtaining feedback on the draft plan, including the policies and priorities being recommended, as well as the proposed cycling network.

## 4.0 KEY AUDIENCES

Stakeholders are individuals and groups with a stake or interest in the Campus Cycling Plan. Some stakeholder groups will have specific interests and/or needs, requiring additional targeted engagement. These groups are generally those with a high stake in the outcome and those with influence on the outcome or decision-making power.

There are diverse stakeholders on campus, all of whom will be provided the opportunity to participate the process, including:

### CAMPUS CYCLING PLAN ADVISORY TEAM

A Campus Cycling Plan Advisory Team that represents a cross section of the UVic community will be established to guide the work related to the Plan process. In their role, the Advisory Team will:

- Review the plan progress and deliverables
- Assist in campus and external community engagement and communications
- Provide advice and direction to the Consultant Team
- Report to the Campus Planning Committee

The Advisory Team will review and comment on the work of the Consultant Team through various stages of the plan process. These stages include finalizing the detailed work program and project scope, through to reviews of the engagement plans, draft reports and strategies and the completion of the final Campus Cycling Plan.

The Advisory Team will act as a resource to Campus Planning and Sustainability staff. Campus Planning and Sustainability staff will act as a liaison to the Consultant Team and will coordinate the provision of available information to the Consultant Team for the project. Current policies, maps, studies and plans and any other relevant information will be compiled for use in the Plan process.

#### Advisory Team Membership

- John Dower- Faculty- Prof. Earth and Ocean Sciences
- Michelle Peterson – Staff – Associate Director, Finance and Operations, Athletics and Recreation
- Patrick Seward – Staff – Manager of Parking and Transportation
- Carson Redden – Undergraduate Student
- Ron Proulx – Staff – Executive Director of Facilities Management

#### TECHNICAL ADVISORY TEAM

A smaller technical resource group will be engaged during the process to address specific issues as they arise. These technical working groups will include representatives from the following organizations:

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

#### ON CAMPUS STAKEHOLDERS

- 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 Cycling 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
- 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)
- Unions: CUPE 917, 951, 4163, Faculty Association and Professional Employees Association
- 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 Cycling Plan process
- Alumni
- SPOKES
- Cycling Advisory Committee

#### NEIGHBOURS AND OTHER COMMUNITY GROUPS

- 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
- District of Saanich Council Members
- District of Oak Bay Council Members
- Public users of UVic facilities (gym, theatre, etc.)
- Special interest groups and organizations such as the Greater Victoria Cycling Coalition, Greater Victoria Bike to Work Society, Bikemaps.org, Walk on Victoria, Greater Victoria Placemaking Network
- Neighbouring schools:
  - Mt. Doug Senior
  - Campus View Elementary
  - Frank Hobbs Elementary
  - Arbutus Middle
  - Maria Montessori
- Other interest groups that emerge during the process

## 5.0 ENGAGEMENT ACTIVITIES

Ensuring balanced and representative participation in the process is paramount to the success of the final Campus Cycling Plan. All interested stakeholders will have the opportunity to be involved and provide feedback. Input will be collected using a variety of methods and approaches in order to meet the needs of different audiences.

#### DETAILED EVENT PLANS

Content and format is highly dependent on both the technical work being performed and input from stakeholders. We cannot anticipate the outcomes of each technical phase, or know what input will be received from the UVic community through the engagement process. As such, Detailed Event Plans will be developed prior to the execution of each phase of engagement. This will allow the project team to be responsive to changing situations and needs of the stakeholders. Each Detailed Event Plan will serve as a road map for the specific engagement period and will contain the following information:

- |  |                               |
|--|-------------------------------|
| • Marketing and Communication Material | • Venue and Event Information |
| • Social Media Schedule                | • Next Steps                  |

The Detailed Event Plan will assign roles and responsibilities as well as set expectations for post-event deliverables (e.g. data collation, reporting back). They will also establish timing for specific tasks (e.g. ads, web updates, etc.).

The following sections outline the events and activities proposed for each phase of engagement.

## PHASE 1

### Campus Cycling Plan Advisory Team Meeting (no. 1)

The first Advisory Team meeting will be held October 2<sup>nd</sup>. The purpose of this meeting is to present the project work plan and provide an overview of the Campus Cycling Plan process, as well as the draft engagement strategy and upcoming engagement activities being planned for phase 1.

### Technical Advisory Team Meeting (no. 1)

The first Advisory Team meeting will be held October 2<sup>nd</sup>. The purpose of this meeting is to present the project work plan and provide an overview of the Campus Cycling Plan process, as well as the draft engagement strategy and upcoming engagement activities being planned for phase 1. Opportunities for collaboration will also be discussed during this initial meeting.

### Metroquest Online Survey (no. 1)

An online survey, using the Metroquest Platform, will be develop to coincide with the campus wide launch event and pop-ups. The survey will seek feedback on current travel patterns as well as gaining a better understanding of issues and opportunities for cycling across campus. A draft is currently being reviewed by the UVic project team.

A link to the survey will be hosted on the project website.

### Campus Wide Launch Event

A campus wide launch event will be held on October 12, 2017 in the Michele Pujol Room, Student Union Building. The goal of this event will be to officially introduce the Campus Cycling Plan process to the UVic community and generate interest and excitement.

The launch event will feature keynote speaker, Gordon Price from SFU City Program sharing his perspective on what the Campus Cycling Plan will mean to the UVic community.

Display boards with background information on the Campus Cycling Plan and process will be develop to generate discussion between the project team and those attending the event. A map of campus with transportation features will be available during the event for participants to submit comments about their experience cycling, taking transit, driving and / or walking on campus in a facilitated context. Facilitator will work with participants to highlight safety issues related to transportation on campus. Participants will be encouraged to provide written comments and place colored sticker or markers on the map to highlight key issues.

Food and refreshments will be available during the Launch event.

Importantly, the launch event will be used as a key opportunity to promote the online MetroQuest Survey. For the launch event the project team will have iPads on hand to allow participants to respond to the survey on the spot so we can collect responses during that Launch Event.

### Campus Pop-up Engagement

Taking a 'go-to-them' approach, the project team will set up a mobile booth in visible, high-foot-traffic spaces on campus. The purpose of the pop-ups is the raise awareness for the Campus Cycling Plan and opportunities to participate in the process. Information boards will be displayed to provide key background information and small promotion cards will be available for the project team to distribute to those passing by. There will be specific focus on promoting the MetroQuest Survey and collecting contextual information from pedestrians regarding their comfort levels with cyclists, near misses and safety on campus.

Similar to the launch event interactive engagement tools will be used to collect feedback from participants at the pop-up booths. These tools will include maps for participants to submit comments (written or stickers) about their experience cycling, taking transit, driving and / or walking on campus as well as a polling mechanism to compare key issues. These interactive engagement tools will focus on collecting information around end of trip facilities and potential risk-mitigation measures.

The pop-ups will be held over three days in seven different locations. This includes:

- Tuesday, October 17
  - **Station 1:** Library/Petch Fountain from 9:00 am to 11:00 am
  - **Station 2:** SUB from 11:30 am to 1:30 pm
- Wednesday, October 18
  - **Station 1:** Petch Breezeway from 9:00 am to 11:00 am
  - **Station 2:** Library/Petch Fountain from 11:30 am to 1:30 am
  - **Station 3:** CARSA from 3:00 pm to 5:00 pm
- Wednesday October 25
  - **Station 1:** Library/Petch Fountain from 9:00 am to 11:00 am
  - **Station 2:** University Centre lobby from 11:30 am to 1:30 pm

## PHASE 2

### Campus Cycling Plan Advisory Team Meetings (no. 2 and 3)

The second Advisory Team meeting will be held in late November. The purpose of this meeting is to share the findings from the first round of engagement as well as the technical analysis. The preliminary directions and policies being considered will also be presented and discussed during this meeting.

A third Advisory Team meeting will also be held during phase 2, scheduled for late February. The purpose of this meeting will be to share how the plan has developed since the second meeting including cycling network options and planning principles, among others.

### Technical Advisory Team Meeting (no. 2 and 3)

The second Technical Advisory Team meeting will be held in late November. The purpose of this meeting is to share the findings from the first round of engagement as well as the technical analysis. The preliminary directions and policies being considered will also be presented and discussed during this meeting.

A third Technical Advisory Team meeting will also be held during phase 2, scheduled for late February. The purpose of this meeting will be to share how the plan has developed since the second meeting including cycling network options and planning principles. There will also be discussion around how the recommendations being considered compliment neighbouring efforts.

### MetroQuest Online Survey (no. 2)

A second Metroquest survey will be launched in mid-February. The survey will seek feedback and support on the proposed bicycle network, support policies and end-of-trip facility recommendations.

### Campus Pop-up Engagement

Similar to the pop-up sessions in phase 1, the purpose of these events is to raise awareness for the Campus Cycling Plan and create opportunities to participate in the process. Those staffing the pop-ups will be equipped with promo cards and tablets to encourage participation in the second online MetroQuest survey. These pop-ups will specifically target those who would not typically attend a more formal engagement event.

### Campus Engagement Labs

Two engagement labs will be held in early-mid March. These events will provide an opportunities to share and collect input on the network plan and policy changes being recommended. Information boards will be developed along with maps and interactive activities, allowing participants to provide informed feedback in a fun and interesting way.

### PHASE 3

#### Campus Cycling Plan Advisory Team Meeting (no. 4)

The final Advisory Team meeting will be held in mid-September, 2018. During this meeting, we will present and seek feedback on the draft Campus Cycling Plan. This will also include a focused discussion on implementing and monitoring the Campus Cycling Plan.

#### Technical Advisory Team Meeting (no. 4)

The final Advisory Team meeting will be held in mid-September, 2018. During this meeting, we will present and seek feedback on the draft Campus Cycling Plan. This includes a focused discussion on implementing and monitoring the Campus Cycling Plan. Stakeholders will also be encouraged to share any upcoming infrastructure projects that may influence or impact the Campus Cycling Plan.

#### Campus Open House

This final campus event provides an opportunity to present the draft Campus Cycling Plan and gather feedback on the policies and priorities being recommended. Information boards will be developed along with interactive activities, allowing participants to provide informed feedback in a fun and interesting way.

## 6.0 COMMUNICATIONS TOOLS

### CONTENT STRATEGY

Key messages will be reinforced and enhanced through marketing and communication material. While key messages are intended to promote audience recall and retention, they are not especially useful for answering specific questions about the Campus Cycling Plan or providing detailed information about engagement - this will be the job of ongoing communication and marketing. Communication and marketing materials may include such things as:

- FAQs
- Press releases
- Advertising
- Informational/educational materials
- Reports
- Promotion cards
- Infographics
- Posters
- Presentations

The content and format of marketing material is determined by several variables, including:

- The intended audience (e.g. students, employees, campus neighbours, general public, etc.)
- The purpose of communicating (e.g. to invite, educate, motivate, inspire, promote, etc.)
- The medium or channel format (e.g. web, social media, broadcast, print, in-person, digicaster, etc.)
- The timing (content will be determined by the phase in which the communication occurs and should be responsive to concurrent or related events)

The content and format of communication material will be determined by the purpose, medium and timing of the communication. While it is important to tailor content to specific mediums and formats, repurposing content from one channel to another can help to create efficiencies and ensure information is accessible to the various stakeholder groups.

### ONLINE STRATEGY

A successful engagement process involves generating inclusive opportunities for participants to be involved and have their voice heard. Integrating online engagement with in-person engagement will enhance and broaden opportunities for stakeholders to participate.

#### Campus Cycling Plan Project Site

The project website ([www.uvic.ca/cyclingplan](http://www.uvic.ca/cyclingplan)) will be used to house and distribute information related to the Campus Cycling Plan process and promote opportunities for engagement both online and in-person. The page will be the primary location for project-related updates and information. Content developed at the onset of the project will provide sufficient context and serve as a foundation for future content. Information housed on the website will reiterate the key messages and be updated or added to during each phases of the project, as required.



## Social Media

Social media will play a critical role in raising awareness for the Campus Cycling Plan. UVic's existing social media channels should be highly active leading up to and during each round of public engagement. Social media will be used to share project updates, raise awareness for the Plan, communicate opportunities for engagement and educate the stakeholders on the benefits of cycling. Social media will also be used to engage the UVic community in a dialogue by asking them to share their thoughts, ideas, and photos related to cycling on campus.

All social media content will be categorized and tracked under the #uvicbikes hashtag, which will also be referenced on all promotional materials. When planning each round of engagement, a detailed event plan will be developed outlining a strategy for how existing social media channels will be utilized during engagement. The use of social media will include both postings to UVic's official social media accounts as well as paid ads. The following social media platforms will be utilized through this process:

- Instagram - universityofvictoria
- Facebook - @universityofvictoria and @greenuvic
- Snapchat
- Twitter - @green\_uvic and @uvic

## 7.0 MEASURING SUCCESS

This Strategy is intended to be a living document, which can be adjusted to respond to change (changes in project scope, audience sentiments, etc.). Ongoing reflection is essential for the continued optimization of our approach.

In addition to collecting feedback to help shape the Campus Cycling Plan, a secondary objective of the engagement process is to foster support and ownership for the initiative. We have found that involvement in decision making processes results in a better informed public and greater support for outcomes.

### MEASURING SUCCESS

The following tools will be used to measure the success of engagement:

- **Visual survey boards:** Number of responses gathered
- **Survey(s):** Number of surveys completed and an evaluation of the diversity of respondents
- **Site counters and sign-in sheets:** Number of attendees at public events
- **Online analytics:** Website hits and interactions on social media

### SUMMARY REPORTS

A comprehensive engagement summary report will be developed and updated following each round of engagement. The summary report(s) will be used to:

- Report back to the UVic community, including those who participated in engagement activities, what was heard through each phase of engagement;
- Provide feedback to the technical team to inform decisions around the Campus Cycling Plan ;
- Provide feedback to the UVic project team regarding representation (based on demographic data); and
- Inform the engagement strategy's content and the format of future engagement based on participant knowledge, perception, and sentiment.

The report(s) will be concise, easy-to-read, and will make extensive use of graphics and visuals to ensure it is accessible and engaging for the reader. The report(s) will summarize discussions and input from all activities during each corresponding round of consultation.

### ADJUSTING APPROACH

As this is a living document, decisions around modifications to the current approach will be based on preliminary results and close collaboration with the UVic project team. An engagement team meeting is recommended following all public events or any significant project milestones. These meetings are intended to assess the efficacy of the current approach and determining if any modifications are required to the overall Strategy.