

ENGAGEMENT PLAN FOR: The University of Victoria Grand Promenade Landscape Plan and Design Guidelines

1.0 Introduction

The University of Victoria (UVic) is developing a Landscape Plan and Design Guidelines for the Grand Promenade. The final plan will provide vision, design principles and landscape concept drawings that will guide the development of this critical component of the campus. It will support the objectives of the Campus Plan (2016) which establishes clear guidelines for the Grand Promenade's function, form and interconnectedness with the broader university community.

Public and stakeholder engagement involves asking for input, listening when it is given, and responding transparently. It is a critical investment in building trust and support, and can pay dividends by bringing in new knowledge, clarifying issues, resolving conflicts, finding solutions, and setting direction. Stakeholder and public input is only one important element of a successful project and must effectively be woven together with technical expertise, analysis, and staff direction to produce a successful project. The Grand Promenade Site is located through the heart of the UVic Campus and is used by students, residents, faculty, staff and the adjacent community, all who will play a critical role in defining the future of the site. The campus is also located on the traditional territories of the Songhees, Esquimalt and WSÁNEĆ Nations whose input into the process will be key in creating a project that is inclusive of Indigenous ways of knowing and being. Engagement, including supporting communications, needs to invite these perspectives to help shape and respond to the evolving design, in an open dialogue.

Meaningful engagement process for this project will start with working with the client group to identify the decisions that the stakeholders and the public can actively shape and influence.

The Engagement Plan and approach will build on the engagement and design work done to date to ensure that the process is consistent with the direction set by Campus Planning Consultation Process (2005), Community Engagement Framework (2013), University of Victoria Campus Plan (2016), University of Victoria Strategic Framework (2018) and other relevant reports. In order to navigate the broad range of potentially conflicting views and priorities, we suggest bringing the various groups together very early in the process. A well facilitated conversation in a safe space where everyone can hear each other's wishes and concerns first-hand will be a critical step for building trust and transparency between the stakeholders, campus community, and the external communities.

We feel that starting out with the Ideas Fair will serve that purpose and set an early tone of inclusiveness and transparency to the project. The outcomes of the Ideas Fair will be reported back to the participants and the broader community via the project website, direct email, and other campus communication channels. Once the site analysis and opportunities and constraints summary are complete, we propose to hold a design charrette where the initial ideas and vision will start taking physical shape. The last major piece of the engagement process will be a Community Open House where the draft landscape plan will be presented for feedback. PWL recognizes that how we generate and communicate ideas to the public is an integral part of a participatory design process. The visual representation of abstract ideas, design principles and site analytics can be powerful catalysts for conversations and feedback and an essential means of establishing mutual understanding and expectations. We expect to incorporate a wide range of techniques that will allow to capture input in visual, written, and verbal forms. A thorough participatory design and engagement process will reveal ideas and insights from a wide variety

of participants, that will result in a plan that meaningfully responds to the values, needs and aspirations of user groups and the broader community.

This Engagement Plan is guided by the following documents:

Campus Community – Campus Planning Consultation Process Report

Link:

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

External Community – Engaging with our Neighbours: Community Engagement Framework

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

2.0 Engagement Strategy Principles

Diverse: The engagement process will involve a diverse group of stakeholders to ensure that feedback is gathered from the groups directly affected by the new design.

Meaningful: The engagement process should help bring in constructive feedback that can be incorporated into the design. Stakeholders should be able to see how their ideas are being incorporated into the design of the space.

Timely: The engagement process should fit the tight timeline of the project.

3.0 Engagement Strategy Objectives

The goal of the public engagement strategy is to gather meaningful feedback from stakeholders and the campus community to help guide the design of the Grand Promenade. The primary objectives of the engagement process should be to:

- Raise awareness about the process and opportunities for involvement.
- 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 Grand Promenade, 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.
- 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.
- Build consensus through a collaborative and interactive design process.
- Foster trust and create ownership over the development and implementation of the Grand Promenade.

4.0 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 Grand Promenade Advisory Team, which includes staff and academic representatives. It is composed of:

- Associate Vice President, Financial Planning and Operations
- Director of Project Planning, Facilities Management
- Director of Maintenance, Facilities Management
- Chair, Department of Civil Engineering, Faculty of Engineering
- Manager of Transportation and Parking
- Director, Campus Planning & Sustainability
- Faculty Member
- Undergraduate Student

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

5.0 Identifying Stakeholders

There are diverse stakeholders on campus, who will be included in the development of the Grand Promenade, including:

Client Group

The client group is made up of the Director of Campus Planning & Sustainability and the Advisory Team. The Advisory Team will meet on a regular basis at milestones established in the schedule. They will provide advice and assist in setting direction for the process, vision, landscape plan and guidelines. They will also provide review throughout the process.

UVic Governance and Administration

Draft and final landscape plans will be shared with the Executive Team for input.

Students, Staff and Faculty

Students, Faculty and Staff will be invited to the Ideas Fair, Design Charrette, and Open House. This group of stakeholders are critical to the process and will be engaged in a variety of ways ranging from interactive design charrettes to open houses, and in some cases group meetings.

Students include:

- 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

Faculty and other academic appointments include:

- All faculty , including but not limited to:
 - faculty with an academic (teaching or research) interest
 - other faculty with expertise and/or expressed interest in planning issues and opportunities
- Sessional instructors

Staff, with particular attention given to:

- Facilities Management and Campus Security
- Libraries
- Administrative officers within academic units
- Student Affairs, including:
 - Campus Services
 - Student Recruitment
- Office of Indigenous Academic and Community Engagement
- Student Services (i.e. Counselling, Health Services, International Student Experience, Residence Services, Food Services, Resource Centre for Students with a Disability, and more)

Community Association Liaison Committee (CALC)

The Director of Campus Planning and Sustainability will present at the Fall 2018 CALC meeting with a proposed 'Inform' approach to community engagement (based on UVic's Community Engagement Framework). The intent is to provide an overview and scope of project and process. Updates on project will be given quarterly at future CALC meetings.

Community stakeholders may also include (but are not necessarily limited to):

- General public, with specific attention paid to neighbours
- 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. Proposed improvements to pathways that connect to municipal roadways will require consultation with the District of Saanich and District of Oak Bay. Meetings will be scheduled as required.

UVic the second largest transit destination in the Capital Region. Proposed improvements which may impact transit service will require consultation with BC Transit. Meetings will be scheduled as required.

Campus Planning Committee

Members of the Campus Planning Committee will be invited to the Ideas Fair Workshop, and Design Charrette. The Director of Campus Planning and Sustainability provided a brief overview of the project at the Sept 13th meeting.

The Campus Planning Committee will also be presented with opportunities to review the draft and final landscape plans in March and September 2019.

Cycling Advisory Committee

The Advisory Committee members could be invited to the Fall 2018 events and also invited to the Spring 2019 Open House.

Indigenous Engagement

The Director of Campus Planning and Sustainability will meet with Indigenous Academic Advisory Council on October 10th.

The intent is to present an overview of the project and seek guidance from the Council on Indigenous engagement through the process. The Engagement Plan will be updated to reflect the recommended approach.

6.0 Key Messages

1. The University of Victoria is undergoing the exciting process of establishing a Landscape Plan and Design Principles for the Grand Promenade, a critical and defining element of the 2016 Campus Plan.
2. The Grand Promenade will aid in enhancing our extraordinary academic environment that celebrates the spirit of place and contributes to a vibrant, inclusive campus.
3. The health, vitality and maintenance of the existing mature trees will be a key driver of the design resolution.
4. The design development process will ensure that issues relating to personal safety and universal design are fully considered and addressed in the Landscape Plan.
5. The final design resolution will aid in fostering respect and reconciliation with Indigenous communities and provide opportunities to include the entire university community in Indigenous-engaged learning to promote mutual understanding and respect.

Phase 1: Analysis / Project Vision / Charrette

- **Information Out:** Messaging will focus on sharing information about the Tree Inventory, Site Analysis, Project Process, Design Principles, and Design Vision through charrette.
- **Information In:** Community aspirations, valued areas and characteristics of the site, staff maintenance concerns etc.

Phase 2: Development of Draft Landscape Plan and Community Consultation

- **Information Out:** Messaging will focus on sharing about what was heard through consultation with stakeholders and how this informed the draft landscape plan. Issues that affect the draft landscape plan design and implementation.
- **Information In:** Questions will seek input on draft landscape plan and design guidelines

Phase 3: Development of Final Landscape Plan

- **Information Out:** Messaging will focus on presenting the draft plan and sharing information related to how input was considered and integrated into the draft plan
- **Information In:** Questions will focus on obtaining feedback on the draft plan and guidelines.

7.0 Spectrum of Engagement

PHASE	ENGAGEMENT GROUP	LEVEL OF ENGAGEMENT	TACTICS
1	Stakeholders	Involve	Ideas Workshop
1	Advisory Team	Collaborate/Involve	Meeting
2	Stakeholders	Consult	Design Charrette / Meetings
2	Advisory Team	Involve	Meeting, email
2	Campus Community	Consult	Public Open House
3	Stakeholders	Inform	Presentation/Meeting
3	Advisory Team	Collaborate/Involve	Presentation/Meeting

8.0 Public Engagement Timeline

Phase 1: Site Analysis / Project Vision and Design Charette

1. Identify and connect with the stakeholders and introduce them to the project through email by Client.
2. Ideas Fair will be a campus wide event with the campus community invited with the intent to gather as much of the stakeholders and campus community as possible. It will be informational, educational and seek initial feedback on what the community values through the following material: existing site aerials/photos, timeline of projects including goals and objectives, tree health graphics, interactive “dotmocracy” boards, etc.
DATE: Thursday, October 4th 10:00-2:00
3. Report out on Ideas Fair
4. Meeting with Client group to present Design Charrette material including draft design principles, analysis report and Ideas Fair summary.
DATE: Week of October 22nd

5. Design Charrette with key stakeholders. This event will present the ideas that were generated through the Ideas Fair and with the project team, and facilitators work with the stakeholders to generate a draft Landscape Plan through interactive and collaborate process Interactive process will include working in teams on various parts of the Promenade and then coming together to share these ideas.

DATE: Wednesday, November 7th and/or TBC

- a. PWL Staff
 - i. Margot Long
 - ii. Derek Lee
 - iii. Katya Yushmanova
 - iv. Sophie MacNeill
 - v. Jergus Oprsal
 - b. Process
 - i. Presentation of Ideas Fair
 - ii. Walking Tour
 - iii. Goals and Objectives of Design Charrette
 - iv. Break out into groups for individual promenade areas
 - v. Present and share
 - vi. Determine design direction
6. Report on Design Charrette

Phase 2: Development of Draft Landscape Plan and Community Consultation

1. General Stakeholder Meetings
2. Advisory Working Group Meeting: Present Draft Landscape Plan and Summary of Phase
DATE: Week of February 25 or TBC
3. Client Group Meeting: Present Open House Material and Draft Landscape Plan
DATE: Week of March 11 or TBC
4. Community Open House held on campus in the McPherson Library. This event will present the Draft Landscape Plan for community feedback and input.
DATE: Week of March 11 or TBC
5. Report out on Community Open House

Phase 3: Development of Final Landscape Plan

1. Client Group Meeting: Present Community Open House report and establish final design direction and design guideline framework.
2. General Stakeholder Meetings
3. Advisory Working Group Review: Present Final Landscape Plan and Design Guidelines and cost estimates.
DATE: Week of August 26 or TBC
4. Campus Planning Committee: Present Final Landscape Plan and Draft Design Guidelines

DATE: Week of September 23 or TBC

9.0 Communication Tools

A variety of communication tools will be utilized including presentation boards, interactive and visual survey boards and comment cards and general reporting back through presentations and online reporting. We recommend snacks or other incentives for student engagement during events.

We will work with UVic Marketing & Communications to determine the best social media approach.

10.0 Measuring Success

This Plan 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 Grand Promenade Landscape Plan and Design Guidelines, 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.

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

- Visual survey boards:
 - Number of responses gathered
- Site counters and sign-in sheets:
 - Number of attendees at public events
- Online analytics:
 - Website hits and interactions on social media

11.0 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 Advisory Team to inform decisions around the Grand Promenade Landscape Plan and Design Guidelines;
- Provide feedback to the client group regarding representation (based on demographic data); and
- Inform the engagement plan'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.

12.0 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 Engagement Plan.