



Planning and Land Use Committee Report

For the Meeting of January 29, 2015

To: Planning and Land Use Committee **Date:** January 19, 2015
From: Kristina Bouris - Project Lead, Senior Planner, Community Planning Division
Subject: Burnside-Gorge/Douglas Area Plan Project Charter

RECOMMENDATION

Staff recommend that:

1. Committee provide any feedback and consider amending the project charter as required
2. Committee forward this report as amended to the January 29th Council meeting for Council's consideration and approval, and that Council instruct staff to proceed with the Burnside-Gorge/Douglas Local Area Plan as outlined in the Project Charter as amended
3. Council direct staff to commence the recruitment process for the Engagement Advisory Group and report back in camera to the March 12, 2015, Governance and Priorities Committee meeting for Council's consideration

EXECUTIVE SUMMARY

On June 26, 2014, Council directed staff to prepare a project charter for the Burnside-Gorge/Douglas Area Plan as the first local area plan to be initiated under the *Local Area Planning Program Terms of Reference* and pursuant to the *Official Community Plan (OCP)* adopted in 2012.

The Burnside neighbourhood is a complex area which is home to a diverse population of over 5,000 residents, more than 1,400 businesses, and several transportation corridors and employment lands of regional significance. The proposed project charter will guide the plan's completion and initial implementation activities following the plan's approval. The Communication and Engagement Strategy provides a framework for engaging a broad range of stakeholders with an interest in the diverse plan area. Finally, the Terms of Reference for the Engagement Advisory Group provide detail on the proposed composition, appointment process and role of this advisory group.

Upon Council approval, staff will launch Phase 1 (Identify Issues and Opportunities) of the local area planning process as follows:

- Launch public information process and complete recruitment and appointment for the Engagement Advisory Group (1 month)
- Finalize design of Phase 1 Engagement (1 month)
- Carry out Phase 1 Engagement activities (4 months) and report back to Council summarizing engagement findings, proposed guiding community objectives and further

public engagement that is needed for Phase 2.

A more detailed Section 7, timeframe, is in the project charter.

BACKGROUND

Council directed staff to commence a local area plan for the Burnside-Gorge/Douglas Area as the first local area plan to be initiated under the *Local Area Planning Terms of Reference*. This direction was approved by Council at the June 26, 2014, meeting and staff were instructed to return with a project charter and an engagement strategy:

That Council direct staff to commence a Burnside-Gorge / Douglas Area Plan;

- a. With specific emphasis on:
 - i. the Douglas Street Corridor including Mayfair Town Centre and Humber Green Urban Village
 - ii. the residential and mixed use areas within the Burnside neighbourhood
 - iii. the industrial and general employment lands within the Burnside neighbourhood including the Rock Bay District; and
- b. Begin the start-up phase (as described in the Local Area Planning Program Terms of Reference), and;
- c. Report back to Council with a detailed Project Charter.

The Burnside neighbourhood is a complex area which is home to a diverse population of over 5,000 residents, more than 1,400 businesses, several key transportation corridors and employment lands of regional significance. Priority for local planning is based on the principle of planning where planning is needed, with the intention of judiciously allocating resources to those areas that have experienced or are anticipating major change (OCP 20 (a)). The OCP identifies Burnside neighbourhood as a priority based on:

- strategic opportunities for growth and placemaking along Douglas Corridor and in urban villages and town centres, to support the area's role as a key regional transit corridor and gateway to Victoria
- adopted policy direction to enhance the vibrancy of the Rock Bay District and the broader employment lands as key economic assets for current and future businesses
- the need for improvements to infrastructure, amenities and services to knit together disparate areas and support urban growth, livability and sense of place for current and future residents and employees.

ISSUES & ANALYSIS

The proposed project charter will guide the preparation of the plan. It identifies the plan purpose, key areas of geographic focus and existing policy direction, core topics to be addressed, key deliverables, timeframe and resources for plan completion and initial implementation activities.

In keeping with the *Local Area Planning Terms of Reference*, the proposed Burnside-Gorge/Douglas Area Plan will support the OCP in addressing six core topics as well as additional topics that may be relevant to the planning area. The six core topics are:

- Land Management and Development (e.g. land use, density, building forms and heights)
- Placemaking (e.g. urban design of public space and private development, heritage conservation)

- Transportation and Mobility (e.g. conceptual complete street designs; pedestrian and cycling routes)
- Infrastructure (e.g. servicing, including water, sewer and stormwater; energy conservation)
- Parks and Public Spaces (e.g. type and scale of public open space)
- Amenities and Services (e.g. new/enhanced public amenities, facilities and community services).

Further detail is included in Section 4, Scope of Work, of the project charter.

The Communication and Engagement Strategy (Appendix A of the project charter) provides a framework for engaging a broad range of stakeholders within this diverse area, which includes over 5,000 residents, over 1,400 businesses, and transportation corridors of regional importance.

The project charter proposes that an Engagement Advisory Group, appointed by Council, advise staff in developing and implementing the public engagement process. This group would advise staff in the design of engagement activities, in reaching stakeholders, in delivering public engagement, and in interpreting stakeholder concerns. The Terms of Reference (attached) provides detail on the proposed composition, appointment process and role of this advisory group.

OPTIONS & IMPACTS

The timeframe and resources required to complete this plan are outlined in Section 7, Timeframe, and Section 8, Budget, Staff and Third Party Resources, in the project charter. A draft plan is expected to be completed twelve months from the start of public engagement, while the entire planning process is expected to take approximately 18 months from initiation to consideration by Council. The project charter recognizes that the proposed budget is to be considered at the upcoming financial planning process and that approval of the project charter would not commit the City to the requested budget. Rather, approval would allow staff to commence this project with the expectation that it will be completed with the budget Council chooses to allocate.

The next step in the planning process includes raising awareness of the upcoming process and holding a recruitment process for the Engagement Advisory Group. Applications for the Engagement Advisory Group would be accepted for a period of approximately four weeks and would be presented for Council consideration in time for the March 12, 2015, Governance and Priorities Committee meeting. This timeframe will allow the Engagement Advisory Group to convene in time to be involved in Phase 1 Engagement, with public engagement anticipated to commence in April 2015.

Staff are currently completing the background research and pre-planning for the project. The next anticipated step in launching the project is appointment of the Engagement Advisory Group as they will be involved in designing public engagement events. The Communication and Engagement Strategy proposes that Phase 1 engagement events be largely completed prior to summer 2015, as it is more difficult to ensure broad stakeholder participation during summer months. Delays in the Engagement Advisory Group appointments may require adjusting these plans in order to meet the project timeline.

This plan is the most complex of local area planning priority areas identified in the OCP in terms of the topics addressed and its geographic scale. The project is structured with a higher level of staff resources earlier in the process. As the project progresses, it is likely that resources will be available to begin subsequent Local Area Plans. Future plans may be expected to require

fewer resources.

OFFICIAL COMMUNITY PLAN CONSISTENCY STATEMENT

The proposed Burnside-Gorge/Douglas Area Plan process is consistent with the direction in OCP Section 20: Local Area Planning and OCP Section 21: Neighbourhood Directions.

Respectfully submitted,



Kristina Bouris
Senior Planner
Community Planning Division



Andrea Hudson
Assistant Director, Community Planning
Sustainable Planning and Community Development



Julie Potter
Manager, Citizen Engagement
Citizen Engagement and Strategic Planning

Report accepted and recommended by the City Manager:



Jason Johnson

Date:

January 22, 2015

List of Attachments

- Attachment 1 - Project Charter: Burnside-Gorge/Douglas Area Plan
- Attachment 2 - Terms of Reference for the Burnside-Gorge/Douglas Area Plan Engagement Advisory Committee.

KB/ljm



PROJECT CHARTER

Burnside-Gorge/Douglas Area Plan

January 15, 2014

Prepared by:
Kristina Bouris, Senior Planner
Marc Cittone, Senior Planner
Sustainable Planning and Community Development

Project Sponsor:
Andrea Hudson, Assistant Director
Community Planning Division
Sustainable Planning and Community Development

1.0 Project Purpose

The purpose of this project is to produce a Burnside-Gorge/Douglas Area Plan (Plan) that will advance the objectives of the *Official Community Plan* (OCP), respond to current conditions, and present a greater level of detail regarding how the area will grow and change over the next 30 years.

2.0 Background

The 2012 Official Community Plan (OCP) brought forward a new vision for how Victoria will grow and change over the next 30 years and identified the need for renewed local area planning to provide a greater level of detail focused on areas where growth and change are expected.

The OCP identifies Burnside neighbourhood as a priority for local area planning, with:

- strategic opportunities for growth and placemaking along Douglas Corridor and in urban villages and town centres, to support the area's role as a key regional transit corridor and gateway to Victoria;
- adopted policy direction to enhance the vibrancy of the Rock Bay District and the broader employment lands as key economic assets for current and future businesses; and,
- a need for improvements to infrastructure, amenities and services to knit together disparate areas and support urban growth, livability and sense of place for current and future residents and employees.

2.1 Local Area Planning Program Terms of Reference

In July 2014, Council adopted the *Local Area Planning Program Terms of Reference* which provides details regarding the purpose, approach, products and process of local area planning, particularly those elements that are common across all plans. At the same meeting, Council endorsed an approach to completing Local Area Plans within the Priority 1 areas identified in the OCP and the *OCP Implementation Strategy* (2013). Council approved initiating one overarching Local Area Plan in 2014 that generally follows the boundaries of the Burnside neighbourhood (Figure 1).

As directed by the *Local Area Planning Program Terms of Reference*, adopted by Council in July 2014, the purpose of the Plan will be to:

- determine how the City-wide goals and Neighbourhood Directions in the OCP can be best addressed and implemented at the local level
- provide a clear vision for how growth, development and other change will be managed in the local area
- respond to changing regional and local area trends and population dynamics
- plan for community services and amenities
- establish a strategy for major public investments, including estimated costs and funding options

- provide more detailed land use policies and built form objectives to guide the development of property.

The Plan is intended to provide a framework and level of strategic planning that is more detailed than the OCP. Used in conjunction with the OCP, the Plan will provide more specific guidance for City Council, staff, citizens, private sector and organizations for future decisions related to the following six core topics:

1. **Land Management and Development** (e.g. land use, density, building forms and heights)
2. **Placemaking** (e.g. urban design of public space and private development, heritage conservation)
3. **Transportation and Mobility** (e.g. conceptual complete street designs; pedestrian and cycling routes)
4. **Infrastructure** (e.g. servicing, including water, sewer and stormwater; energy conservation)
5. **Parks and Public Spaces** (e.g. type and scale of public open space)
6. **Amenities and Services** (e.g. new/enhanced public amenities, facilities and community services)

The Burnside-Gorge/Douglas Area Plan will generally follow the boundaries of the Burnside neighbourhood (see Figure 1).

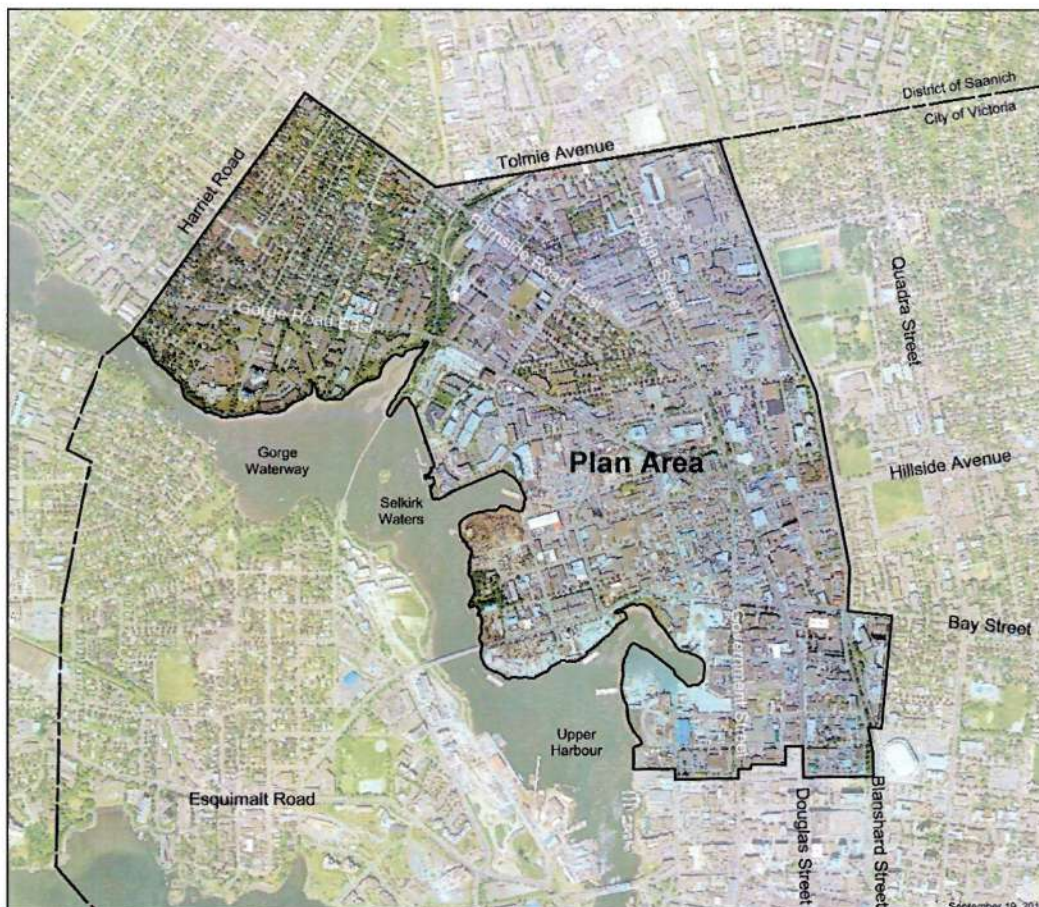
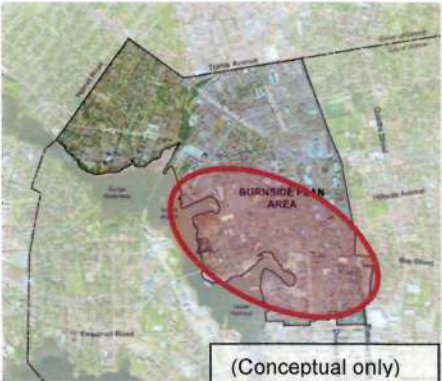
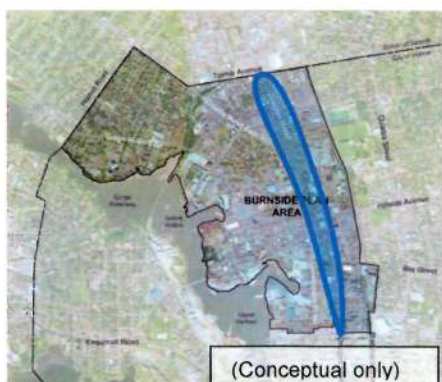
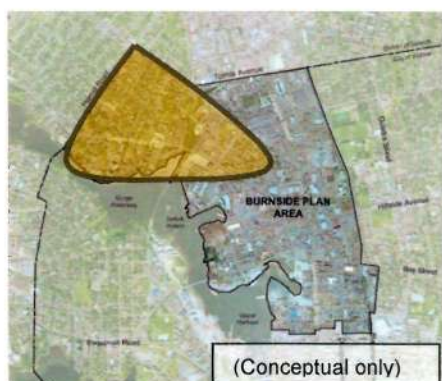


Figure 1: Burnside-Gorge/Douglas Plan Area

2.1 Key Geographic Areas of Focus

The Burnside neighbourhood has complex land uses and planning needs. Local area planning will focus on areas where future residential or employment growth and change are anticipated. These areas can be generally grouped into three key geographic areas of focus to be refined during Phase 1 of the project:

<p>1. Industrial and General Employment Lands, including Rock Bay</p>	<ul style="list-style-type: none"> The regionally significant industrial and general employment lands within the Burnside neighbourhood, including the Rock Bay District 	 <p>(Conceptual only)</p>
<p>2. Douglas Street Corridor</p>	<ul style="list-style-type: none"> The regionally significant Douglas Street Corridor including Humber Green Large Urban Village and Mayfair Town Centre 	 <p>(Conceptual only)</p>
<p>3. Residential and Mixed Use Areas</p>	<ul style="list-style-type: none"> Within the larger residential and mixed-use areas of Burnside Neighbourhood, the Plan will focus on areas of anticipated growth or change, including confirmation of urban village locations and boundaries, planning for the Gorge Road and Burnside Road Corridors and related areas 	 <p>(Conceptual only)</p>

2.2 Existing Plans and Policy Direction

The primary goal of local area planning is to advance the objectives of the OCP, particularly the Burnside Neighbourhood Directions contained in Section 23 of the OCP. In addition to the OCP, Council has approved other policy plans that establish objectives for the Burnside area, most notably the *Burnside Neighbourhood Plan* (1992), as well as the *Victoria Harbour Pathway Plan* (2008), *Greenways Plan* (2003), *Victoria Harbour Plan* (2001), *Bicycle Master Plan* (1995, update in progress) and *Neighbourhood Transportation Management Plan* (1993).

The existing OCP policy objectives most relevant to the preparation of the plan, drawn largely from the OCP's *Neighbourhood Directions*, include:

- accommodate higher density development along the Douglas Street Corridor to support its role as a primary transit and growth corridor and a gateway to Victoria
- retain and enhance the industrial and general employment areas
- develop Rock Bay as an intensive, green employment centre
- enhance the urban design of the area
- develop Mayfair Town Centre and Humber Green Village as places for future growth supportive of transit
- consider revisions to existing Urban Village locations and boundaries
- support a mix of housing types, forms and tenures in the area
- for major corridors, create more complete streets that can accommodate various types of transportation modes including pedestrians, cyclists, transit and vehicles
- improve the pedestrian and cycling environment and connections
- improve public access to the water
- locate new park and public space in the area
- enhance community services and facilities.

2.3 Public Engagement Strategy

Broad stakeholder engagement will be critical to the success of this plan. The Burnside neighbourhood is a complex area which is home to a diverse population of close to 6,000 residents, more than 1,400 businesses, and transportation corridors and employment lands of regional significance. The Communication and Engagement Strategy (Appendix A), outlines engagement techniques and timelines, identifies key local and regional stakeholders and identifies strategies for reaching harder-to-reach groups. The strategy focuses on engaging the diversity of both residents and business stakeholders in the plan area. An Engagement Advisory Group (see section 6.3) will play a key role in helping staff to design and deliver public engagement.

2.4 “One City” Approach

During this project, the City will take a “One City” approach that encourages collaboration among City departments and other organizations to respond to issues outside the scope of local area planning that might emerge while the project is still underway. Under the “One City” approach, staff will work collaboratively to identify the appropriate follow-up and response.

2.5 Collaboration with District of Saanich

The District of Saanich is proposing a Saanich Douglas Corridor/Uptown Centre Planning Study to examine long-term land use, urban design conditions and transportation improvements along the Douglas Street corridor from the Victoria border to the area around Uptown. The project is anticipated to be undertaken in 2015-2016, presenting possible opportunities for joint engagement and planning efforts. Staff from both municipalities have already begun meeting to discuss possible opportunities for collaboration.

3.0 Scope of Work

The scope of work and deliverables for this project will be guided by the *Local Area Planning Program Terms of Reference (2014)* and will include:

- Compile and review existing policies, technical studies and other analysis related to the study area and draw on this information to inform public engagement and the development of potential plan options.
- Develop and deliver a public engagement process, in collaboration with the Engagement Advisory Group (see Section 12.1), to facilitate community dialogue, identify issues and opportunities, analyze the impacts of different options and develop a shared stake in the future of the plan area.
- Develop policies for the following six core topics that advance OCP objectives (see Figure 3), provide a finer level of detail and consider the unique features and objectives of the local area:
 - **Land Management and Development:** how future population and employment growth will be addressed and accommodated in the local area (e.g. land use, density, building forms and height)
 - **Placemaking:** how urban design and heritage in the local area will contribute to the creation of special places (e.g. urban design of public space and private development; heritage conservation)
 - **Transportation and Mobility:** how transportation infrastructure and connections will be enhanced within the local area and connect to the rest of the City and adjacent municipalities. This topic will include content and actions previously addressed in Neighbourhood Transportation Management Plans, as appropriate (e.g. conceptual complete street designs; pedestrian and cycling routes)

- **Infrastructure:** how physical infrastructure and assets will support future growth (e.g. servicing, including water, sewer and stormwater; energy conservation)
 - **Parks and Public Spaces:** planning for public spaces that serve recreational, ecological, community gathering and other purposes (e.g. type and scale of public open space)
 - **Amenities and Services:** planning for the provision of new (and the enhancement of existing) public amenities, facilities and community services.
- Consider including additional topics and associated policies in response to local need and emerging issues and opportunities.
 - Develop an Action Plan for guiding plan implementation and progress over time, including estimated costs, funding options and key actions to be implemented immediately following the approval of the Plan.
 - Undertake any or all of the following, depending on the Plan outcomes and pending the availability of resources:
 - drafting of any zoning or guidelines required, integrated with the Zoning Bylaw Review, including zoning updates for Rock Bay as part of the implementation of the Downtown Core Area Plan
 - recommendations for new or amended Development Permit or Heritage Conservation Areas
 - other planning policies, to be determined.
 - Work collaboratively with the Staff Technical Resource Group (see section 8.2) and Engagement Advisory Group throughout the project to facilitate communication between citizens, businesses, organizations, external agencies and City staff to facilitate a “One City approach” (section 2.3) to emerging issues and encourage action while planning.

4.0 Deliverables

The project will provide the following deliverables:

1. A proposed Burnside-Gorge/Douglas Area Plan to provide detailed policy guidance for future growth and change in the study area. The Plan may include some or all of the following components:
 - vision, broad objectives, policies, actions and a list of desired amenities
 - design concepts, illustrations, diagrams, guidelines
 - principles, strategies and other planning approaches, to be determined.
2. A proposed Action Plan to include actions to implement the Plan, timelines, roles and responsibilities and anticipated funding mechanisms. The Action Plan will be developed in close consultation with other departments in order to consider other City priorities, objectives and resources, and align the Action Plan with City's *Five-Year Financial Plan*, *20-Year Capital Plan* and *Corporate*

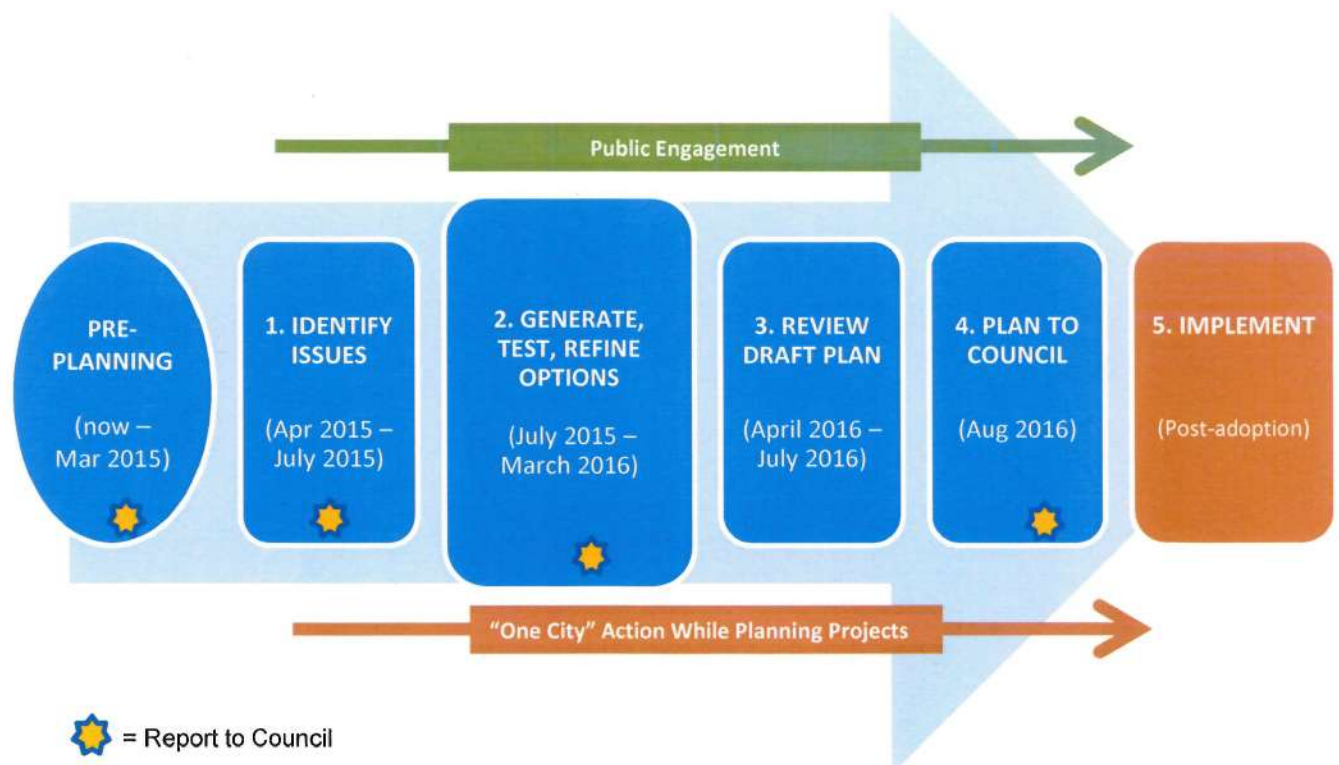
Strategic Plan. Recommended actions may include some or all of the following:

- new or amended Development Permit and Heritage Conservation Areas and associated guidelines
- amendments to existing local area plans, as needed
- amendments to *Zoning Regulation Bylaw* or other City bylaws, as needed
- recommendations for capital works, as needed
- recommendations for City services, programs and operations, as needed
- recommendations for partnership, advocacy or additional research, as needed.

5.0 Timeline

The project will follow a five-phased process, where the tasks, deliverables and milestones of the later phases will be shaped by the findings of the earlier ones. As a result, the timeline provides more detail for Preplanning and Phases 1 and 2.

The project timeline includes an implementation phase, Phase 5, to implement priority actions and lay the foundation for effective implementation of the Plan over time. The timing and scope of Phase 5 will be established through Council's adoption of the Action Plan, pending available resources.



5.1 Pre-Planning

July 2014 – March 2015 (underway)

- Conduct informal information interviews with some initial stakeholders to inform the development of the project charter and communication and engagement strategy
- Present proposed project charter, communication and engagement strategy and proposed Engagement Advisory Group terms of reference to Planning and Land Use Committee of Council for consideration
- Prepare background information that can be used to inform the project and public engagement process:
 - may include available information such as historical trends and data, composition of the residential, business and broader stakeholder community, land capacity analysis, feasibility studies, needs assessments, market forecasts, land use policies and regulations
 - create local area map series to depict spatial data
- Initiate project communications activities, including project identity, website and outreach materials
- Call for applications and Council appointment of Engagement Advisory Group
- Initial meeting of Engagement Advisory Group

5.2 Phase One: Identify Issues and Opportunities

April – July 2015

- Work with Engagement Advisory Group to initiate Phase 1 public engagement activities. The purpose of public engagement activities for this phase will be to help identify potential issues, community values, ideas and opportunities. In Rock Bay, where initial planning has been undertaken through the *Downtown Core Area Plan*, public engagement will focus on confirming and building upon existing policy directions.
- Deliver public engagement activities according to the communication and engagement strategy.
- Focus public engagement efforts on creating a shared level of understanding of the project and conditions in the local area to ensure that all participants are aware of the issues and opportunities, based on available information and past analysis.
- Identify issues/topics where additional study or analysis will be needed in Phase Three.
- Present a report to Council summarizing Phase 1 public engagement findings, proposed guiding community objectives and further public engagement that is needed.

5.3 Phase Two: Generate, Test and Refine Planning Options

July 2015 – March 2016

- Build on the issues, opportunities and objectives identified in Phase 2 to generate, explore and evaluate different options for addressing the issues.

- Work with Engagement Advisory Group to design and deliver public engagement activities to support Phase 2.
- Focus analysis and public engagement efforts on those issues and opportunities that are more complex or where there is less agreement on the preferred approach. Different methods will be used to understand the potential implications of different options, including financial impacts. This analysis will be led by staff and methods may include:
 - collaborative design workshops (e.g. charrette)
 - consultation with subject area experts
 - on-going working groups to address more complex issues
 - staff-led technical analysis
 - consultant studies (in unusual cases only, where staff is not available or there would be a benefit to having third-party analysis).
- Analyze options for a variety of impacts, such as cost, transportation, infrastructure, land use and climate change.
- Analyze options for their potential impact on services and infrastructure delivered by external agencies or the private sector (e.g. transit, school or daycare needs). Work with external partners to determine if there is adequate capacity to accommodate future growth.
- Depending on the issue(s), coordinate a public review of options before recommending preliminary Plan directions to Council. The need for public review will be determined in collaboration with the Engagement Advisory Group.
- Present options for preliminary Plan directions to Council before proceeding to Plan drafting. This will include an assessment of the physical, social, environmental and economic implications of different options.

5.4 Phase Three: Review Draft Plan

April 2016 – July 2016

- Develop a Draft Plan and associated Action Plan for public review.
- Work with the Engagement Advisory Group to develop a public engagement process to review the Draft Plan, the associated Action Plan and any other deliverables. Develop engagement methods that will encourage citizens, businesses and organizations to critically evaluate the Draft Plan's policies and actions and their potential implications.
- If the Plan deliverables include proposed amendments to the OCP, consider consultation obligations required under legislation.
- Produce a summary of public engagement feedback, including a synthesis of key issues and opportunities and how public feedback was considered.
- Refine policies based on public feedback and additional analysis, as necessary.

5.5 Phase Four: Plan to Council

August 2016

- Present the proposed Plan and Action Plan to Council's Planning and Land Use Committee, followed by a Public Hearing convened by Council to consider the proposed Plans
- Refine proposed Plan and Action Plan if directed by Council.

5.6 Phase Five: Implement

January 2017 → on-going

- Seek funding approval, as part of the 2017 financial planning process, for any short-term implementation actions.
- Implement priority Year One Actions (to be detailed in Action Plan).
- Work with other departments and external partners to coordinate implementation of longer-term action.
- Work with other organizational reporting processes to establish system for monitoring progress on implementing the Action Plan.

6.0 Budget, Staff and Third Party Resources

6.1 Budget

In addition to staff resources, the cost for the project is estimated at approximately \$150,000 (Table 1). It is proposed that Council allocate this budget from the Sustainable Planning and Community Development budget for Official Community Plan Implementation (2015-2016). Wherever possible, staff will carry out the work for this project. The requested budget will be used for expenses related to public engagement and for consultant-led transportation technical studies. Due to the complex planning needs and issues covered by the plan's study area, the project also includes a significant contingency fund to address issues and opportunities that may emerge during the early phases of the project. The findings of public engagement in Phase 2 and 3 will largely determine the scope of issues and associated resource needs for subsequent phases. As a result, all costs in Table 1 are contingent on the findings of Phase 2 and 3, and may be refined.

Table 1: Projected Operational Budget, Burnside-Gorge/Douglas Area Plan

Year	Project Phase	Expense Description	Estimated Operational Costs (excludes staff resources)
2014	Pre-Planning	--	--
2015	Phase 1: Identify Issues and Opportunities	Engagement Expenses (events, survey, promotion)	\$10,000
	Phase 2: Generate, Test, Refine Planning Options	Collaborative Design Workshops/Charrettes (3-4)	\$24,000
		Engagement Expenses (workshops, focus groups)	\$11,000
		Transportation Studies for major corridors (incl. contingency for additional technical study or modeling)	\$60,000
		2015 Contingency- for additional engagement, technical analysis or other project needs to address emerging issues, if necessary	\$15,000
		Subtotal	\$120,000
2016	Phase 2: (cont'd)	Engagement Expenses (workshops, options open house)	\$8,000
	Phase 3: Review Draft Plan	Engagement Expenses (events, promotion)	\$5,000
	Phase 4: Plan to Council	--	--
	Phase 3 & 4 Contingency	2016 Contingency- for additional engagement, technical analysis or other project needs to address emerging issues, if necessary	\$17,000
		Subtotal	\$30,000
2017	Phase 5: Implementation	To be determined	TBD
		Total Projected Operational Costs	\$150,000

6.2 Staff Resources

Staff resources for this project will consist of two separate but related groups:

- Staff Project Team
- Staff Technical Resource Group.

The involvement of additional staff from other departments may be required periodically to advance the overall project and to assist with certain issues or special events.

6.2.1 Staff Project Team

The Staff Project Team (Table 2), comprised of staff from Sustainable Planning and Community Development, Citizen Engagement and Strategic Planning, and Engineering and Public Works (Transportation), will be responsible for project management, data analysis, producing and recommending policy options for

Council's consideration. It will also be responsible for planning and delivering public engagement and working with the Engagement Advisory Group.

Table 2: Staff Project Team Resources

Department	Position	Estimated Full Time Equivalents		
		2015	2016	2017 Implementation
Sustainable Planning and Community Development	Project Lead	0.9	0.5	0.75
	Senior Planner: Kristina Bouris			
	Senior Planner: Marc Cittone	0.9	0.9	
	Senior Planner: Robert Batallas	0.5	0.5	
	Senior Planner, Urban Design: Chris Gower	0.3	0.3	
	Planning Analyst: Rob Bateman	0.5	0.5	0.2
Civic Engagement and Strategic Planning	Civic Engagement Advisor: Bridget Frewer	0.2	0.2	
Engineering and Public Works	Transportation Planner: Steve Hutchison	0.1	0.1	0.05

6.2.2. Inter-departmental Technical Resource Group

This group of 13 staff from across City departments will support the “One City” approach by sharing expertise and ensuring smooth flow of information among the many departments involved. The timing and level of involvement of individual members will vary based on the topic area. Members will advise on the feasibility of potential policy and implementation actions, help identify issues, opportunities and stakeholders and, where needed, attend engagement events. Members will act as a “point person” for their home department/agency. This group includes thirteen staff from across City departments, as shown in Table 3.

Table 3: Inter-departmental Technical Resource Group

Department	Position
Sustainable Planning and Community Development	Heritage Planner: Adrian Brett
	Senior Planner, Development Services: Brian Sikstrom
	Senior Planner, Social Issues: John Reilly
	Zoning Administrator: Thom Pebernat
Engineering and Public Works	Supervisor, Infrastructure Planning (Underground Utilities): Pete Neff
	Manager, Streets Operations: David Myles
Finance	Manager, Financial Planning: Jo-Ann O'Connor
Parks and Recreation	Manager, Parks Planning and Design: Leigh Sifton
	Manager, Arts, Culture and Special Events: Kristina Oberg
Solicitor's Office	Assistant City Solicitor: Kate Blokmanis
Victoria Fire Department	Emergency Management Coordinator: Rob Johns
	Assistant Deputy Chief, Administration: Chris Royle
Victoria Police Department	Community Resource Officer (Burnside and Gorge): Cst. Kathi Brown

7.0 Project Organizational Structure

The following diagram outlines the relationships between the various City entities in completing this plan.



8.0 Risk Assessment

Risk #	Risk	Likelihood to Occur (L,M,H)	Impact if Occurs (L,M,H)	Mitigation Plan
1	Uncertainty regarding future of rapid transit and associated development on Douglas Street	H	H	Plan will consider different scenarios for future of Douglas St. The Corridor's function as a key transit corridor is not in doubt, and can guide land use and placemaking.
2	Lack of capital resources to fully implement the new Local Area Plan	H	M	Plan and Action Plan will inform and be informed by future organizational planning and budget processes. Action Plan will identify funding mechanisms to be proposed during future financial planning processes. If resources unavailable, actions may be deferred or cancelled.
3	Raised public expectation regarding the pace of implementation of the plan	H	M	Action plan will include detailed timeline for implementation subject to funding and resources. Monitoring will report on progress and limitations.
4	Lack of staff resources to complete project on time	M	H	Detailed staff resource plans prepared in pre-planning phase. Scope of plan may be narrowed if necessary.
5	Lack of staff resources to support plan implementation	M	H	Project Charter designates staff time for initial phase of plan implementation. If staff resources unavailable, implementation actions may be deferred.
6	New development while new local area plan is still being prepared	M	H	OCP and existing neighbourhood plan
7	New or competing organization priorities delays plan implementation	M	M	Action Plan will inform and be informed by future organizational planning and budget processes. Actions may be deferred or cancelled.
8	Lack of representation of the full range of both business and residential stakeholders in engagement process	M	M	Engagement Advisory Group will help facilitate engagement; staff will invest effort to fill gaps in participation.
9	Lack of strong public confidence in consultation and plan process	M	L	Engagement and outreach will acknowledge past public engagement processes where relevant. Engagement Strategy will consider ways to minimize burnout, such as holding engagement activities for different City projects simultaneously.

Appendix A:

Burnside-Gorge/Douglas Area Plan Communication and Engagement Strategy

January 2015



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1. Purpose

A three-phased engagement strategy to involve the community in an update to the Local Area Plan for the Burnside neighbourhood, including the Rock Bay area and the Douglas Street transportation corridor is planned for 2015 and 2016.

The focus of this engagement strategy is on Phase One. The strategy may change as needed to reflect any emerging needs.

2. Background

This spring, citizens will be invited to help plan for the future of the Burnside neighbourhood as the City begins work on a new Local Area Plan.

This project presents the opportunity to update and replace the current neighbourhood plan (1992) in response to current conditions, the significant amount of growth expected along the Douglas Street corridor, and the range of objectives established by the Official Community Plan (OCP) and other city policies.

The area accounts for about 12 per cent of land in the City of Victoria, comprised of regionally significant industrial and employment areas alongside established residential areas traversed by several key transportation corridors including the Douglas Street Corridor and the Lochside Trail. 6,000 residents live in the Burnside neighbourhood. 1,400 businesses provide work for over 14,000 people, making it a key employment area for the Greater Victoria region. Engagement with the community presents an opportunity to celebrate the diverse makeup of the area and build pride among residents and businesses as they help to establish the vision for the future of their neighbourhood.

The plan will focus on three areas: the Douglas Street Corridor from the edge of downtown to Tolmie Avenue, including Mayfair Town Centre and Humber Green Urban Village; the industrial and employment area known as the Rock Bay area; and the residential and commercial area of Burnside west of Douglas Street and north of the Rock Bay area.

There is a strong desire within the residential and business community to address some of the opportunities and challenges already identified during the OCP process, including the following:

- The area's division by multiple arterial roads that serve as regional routes into downtown Victoria creates a barrier to fostering a unified sense of community in the area.
- Lack of a complete neighbourhood or village centre that would provide the community with a range of services such as a grocery store, coffee shop, post office, etc.
- Opportunities to retain and improve the vibrancy and economic viability of industrial and employment areas.
- Desire for more community services, facilities, parks and public spaces in the area to meet current needs and accommodate future growth.
- Opportunities for adding a mix of housing types, forms and tenures.

- Opportunities to improve the pedestrian and cycling environment and connections.
- Opportunities for an enhanced look and feel of the public realm (sidewalks, parks, urban design).
- Consideration of the future of some large potential development sites within the area.

The new Burnside-Gorge/Douglas Area Plan will advance objectives from the City's recently adopted 2012 Official Community Plan (OCP) and help establish a long-term vision for the future of the neighbourhood.

3. Engagement Approach

The diverse use and makeup of the area will require a variety of engagement techniques to ensure all stakeholders affected by the new local area plan have opportunities to get involved.

An Engagement Advisory Group will be established to provide advice on how best to reach and engage all impacted stakeholders. Members will act as a sounding board to staff on engagement techniques and tools. They will also serve as ambassadors in the community by sharing information about the plan and opportunities for involvement with their networks. Members will also help staff better understand issues and opportunities to inform the planning process.

In addition, staff will seek to engage youth through the community's active Youth Program at Burnside-Gorge Community Centre, as well as through work with the City of Victoria's Youth Council. Members will have the opportunity to collaborate on the development of events targeted at youth and explore new tools and techniques to ensure broad promotion, awareness, and participation.

Recognizing the different engagement needs of the business community and the residential community, targeted tools and tailored online and face-to-face engagement strategies will be used to ensure effective outreach and involvement from all stakeholders. All in-person engagement will occur in the community in an effort to catch people in their neighbourhood and provide convenience in delivering feedback.

An interactive social media campaign highlighting the unique features of the area will be utilized to encourage participation and increase the sense of pride in the neighbourhood. A community profile, which will outline key facts about the neighbourhood and recognize the contributions of the employment lands, will also be used to showcase the neighbourhood and foster pride in the area.

As local area plans are focused on long range initiatives, the planning process will include an action plan, which will outline strategies to achieve both short- and long-term goals to make the process more tangible for the community.

Level of Public Participation

The City of Victoria has endorsed and adheres to the International Association of Public Participation's (IAP2) spectrum of public participation which identifies the level of community involvement in decision-making. The public engagement process will primarily focus on the Inform, Consult, and Involve spectrum categories as described below.

IAP2 Spectrum of Public Participation

	Inform	Consult	Involve	Collaborate	Empower
Public Participation Goal	To provide balanced and objective information in a timely manner.	To obtain feedback on analysis, issues, alternatives and decisions.	To work with the public to make sure that concerns and aspirations are considered and understood.	To partner with the public in each aspect of the decision making.	To place final decision in the hands of the public.
Promise to the Public	"we will keep you informed"	"We will listen to and acknowledge you concerns"	"We will work with you to ensure your concerns and aspirations are directly reflected in the decisions made"	"We will look to you for advice and innovation and incorporate this in decisions as much as possible"	"We will implement what you decide"
Example Tools	<ul style="list-style-type: none"> • Fact sheet • Website 	<ul style="list-style-type: none"> • Focus groups • Surveys 	<ul style="list-style-type: none"> • Workshops 	<ul style="list-style-type: none"> • Citizen Advisory Committee • Participatory decision-making 	<ul style="list-style-type: none"> • Citizen juries • Ballots

Engagement Phases

The focus of this engagement strategy is on Phase One. Once community values, issues, and opportunities have been established in the first phase, a second phase of engagement this fall will provide citizens with the opportunity to help decide on directions for the future. Next year, a third and final phase will provide citizens with a chance to review a draft of the new plan for any final input before the plan goes to Council for approval in 2016.

Phase One: Exploring Issues and Opportunities

April 2015 to July 2015

The first phase of engagement will focus on providing the community with clear, accessible information about the neighbourhood in order to equip citizens with the information they require to provide informed feedback. Feedback from the community will help identify community values and explore local issues and opportunities. The goal of phase one is to establish community objectives for the local area plan and collect feedback that will inform the development of strategies for growth and change in the neighbourhood.

Phase Two: Options for the Future

July 2015 to March 2016

Phase two will build on the issues, opportunities and objectives identified in phase one to explore and evaluate strategic directions for the future. Engagement will be focused on those issues and opportunities that are more complex, or where there is less agreement about the preferred approach, in order to refine objectives and generate strategies and action items.

Phase Three: Review of Draft Plan

April 2016 to July 2016

During phase three, community feedback will be solicited on the draft Burnside-Gorge/Douglas Area Plan.

4. Communication and Engagement Objectives for Phase One

- Celebrate the uniqueness of the area and generate excitement about the opportunity to redefine neighbourhood planning priorities. Hear from new voices and connect community members with staff to help shape the future of the area.
- Share information about the Burnside area to help the community understand the different areas in the neighbourhood (transportation, industrial, commercial, and residential) and the value they bring to the region.
- Share information on existing Official Community Plan policies for the area and other City plans as a starting point for conversations on the future of the area.
- Engage the community in a conversation to identify community values, opportunities, and issues in the neighbourhood.
- Build the capacity of citizens and businesses to work with each other and with the City to implement the local area plan over the long term. The BGDAP public engagement process will aim to foster stronger links between the business community, social service providers and residents.

5. Guiding Principles and Evaluation

Principles	Goal	Tactic	Measures
Inclusion	All individuals affected by the decision are involved in the engagement.	Offer engagement channels to meet the needs of all stakeholder groups.	Report number of individuals participating in each engagement effort: <ul style="list-style-type: none">▪ Attendance at facilitated sessions.▪ Number of completed surveys (hard copy and electronic).
	There are no practical or financial barriers to participating in the engagement.		Report sub-areas of participants to measure geographical diversity.
	Stakeholders have the information		Information is provided to the public in a timely

Balanced and Complete Information	<p>required to provide informed feedback.</p> <p>Information on the issue is balanced and relevant.</p> <p>Clear information about how public input will be used.</p>	Provide clear and concise information in multiple formats.	<p>manner. Information is posted on the website in advance of the official launch; notice of the any face to face engagement is provided three weeks in advance.</p> <p>Key background information is provided to key stakeholders and interested members of the public to ensure they have the information required to provide informed input.</p>
Fair Process	Use methods that are appropriate for meeting goals of engagement.	Offer multiple opportunities to be heard.	Report number of residents and businesses making use of the different opportunities for engagement.
Capacity Building	<p>The engagement process provides stakeholders with additional knowledge.</p> <p>The process helps build relationships between the City and residents.</p>	Provide clear and concise information in multiple formats.	<p>Identify any new relationships.</p> <p>Report number of queries received through email, twitter, Facebook, online engagement platform, blog and written.</p>
Resources Used	Remain within budget		Budget was not exceeded.

6. Engagement Strategy

The community will have an opportunity to participate in discussions and provide input on six key topic areas:

- Community priorities for transit, cycling, and pedestrian connections in the area
- How future population and employment growth in the area will be accommodated
- Defining ways that urban design and heritage conservation can contribute to the character and sense of place in the neighbourhood
- Setting priorities for park enhancements and public spaces to serve the community
- Determining what infrastructure improvements will best support future growth in the area
- Community priorities for public services and amenities in the area

Engagement opportunities will provide citizens a chance to identify community values as well as opportunities and issues specific to the Burnside and Douglas Street corridor areas that they would like to see addressed in the years ahead.

Online tools and interactive face-to-face initiatives will be used to ensure the maximum number of stakeholders are reached through a variety of accessible methods. The City will be working

with the Engagement Advisory Group to refine the strategy, design public engagement events, and receive feedback on engagement methods and tools. The following provide a menu of the likely engagement activities during Phase One.

Strategy	Generate Local Media Stories Pique interest with local media to tell the story of the unique areas in Burnside and share information on opportunities for involvement.
Target Audience	All
Objectives	Raise the profile of the neighbourhood and build ownership among residents and businesses to participate in engagement opportunities.
Communication Tools	Media releases and story pitches Media events Interesting facts and relevant stats on the neighbourhood Visuals (maps and photos) of the area Media interviews with partners/subject matter experts who can speak to the regional significance or specific topic area

Strategy	Facilitated Sessions Three public sessions will be hosted; one in each of the study areas (Rock Bay, Douglas Street corridor, Burnside mixed-use residential/commercial area). Each facilitated session will engage citizens in an in-depth conversation about the area and touch on each of the six topic areas identified in the Project Charter. While each session will focus on one of the three geographic areas, it will also address how to integrate the three distinct areas.
Target Audience	All
Objectives	Share project and neighbourhood information Encourage citizens to identify issues, opportunities, and vision for the area Facilitate discussion Generate discussion about specific opportunities for improvements Go to where the people are
Communication Tools	Display boards Presentation Information sheets Community mapping
Target Reach	150 people

Strategy	Outreach to Business Community Meetings with business groups, business owners, and developers
Target Audience	Land owners Commercial owner / operators Industrial owner / operators Developers
Objectives	Share project information Encourage community input
Communication Tools	TBD
Outcomes	Public awareness and understanding of the project Ongoing stakeholder involvement Relationship building
Target Reach	50 people

Strategy	Outreach to First Nation Groups The Mayor's Office will contact the Chief of the Esquimalt First Nation and the Chief of the Songhees First Nation to determine their desired involvement.
Target Audience	The Esquimalt First Nation The Songhees First Nation
Objectives	Share project information Encourage community input
Communication Tools	TBD
Outcomes	Public awareness and understanding of the project Ongoing stakeholder involvement Relationship building
Target Reach	TBD

Strategy	Walking Tours Mobile workshops in different parts of the neighbourhood, to generate discussions about opportunities.
Target Audience	All – geographic based
Objectives	Generate discussion about specific opportunities for improvements Tap into community knowledge about their neighbourhood
Communication Tools	Website information Posters Media release Social media
Target Reach	50 people

Strategy	Pop-Up Events Mobile display with information and survey. Locations to include community events, parks, recreation centres, etc.
Target Audience	Various – people going about the daily activities
Objectives	Raise awareness Engage broader cross-section
Communication Tools	Printed materials Board Survey
Target Reach	100 people

Strategy	Youth Led Initiative Work with the City of Victoria Youth Council and members of the Burnside Gorge Youth Program to develop and host an interactive engagement initiative. Ideas include idea bombing- a session that entails providing a short presentation, the speaker outlining a few topic areas and then participants 'bomb' their ideas/response to the identified topic.
Target Audience	Youth and young adults
Objectives	Engage new and younger stakeholders through a new, innovative approach.
Communication Tools	TBD
Target Reach	50 people

Online Engagement

Strategy	Have Your Say Victoria Based on the type of feedback required, an online survey and possibly a discussion forum will be used to solicit feedback.
Target Audience	All
Objectives	Provide a convenient way for citizens to participate
Communication Tools	Website and Have Your Say Victoria
Target Reach	500 completed surveys / discussion comments

Strategy	Short Informational Video about Burnside
Target Audience	All
Objectives	Celebrate the neighbourhood and build excitement about the opportunities to participate
Communication Tools	Video, social media
Target Reach	500 video views

Strategy	Interactive social media campaign Locations and attributes of the study area will be celebrated through an interactive social media campaign which will also be used to raise awareness and encourage participation in the engagement process.
Target Audience	All
Objectives	Celebrate the neighbourhood and build excitement about the opportunities to participate
Communication Tools	Photos social media
Target Reach	500 interactions (comments, likes, shares, tweets)

Total Target Reach: 1,300

7. Promotion

Local media: Staff will reach out to local media to pique interest in telling the story of the neighbourhood and share information with the public about how to get involved in engagement events.

Social media: Continuous Facebook posts and tweets will be used to promote the video and information as well as draw attention to upcoming engagement initiatives.

Blog post: A story will be drafted for the City's blog about the Burnside Neighbourhood and opportunities to participate.

Video: A short video will be produced to encourage people to participate.

Posters: Create tailored posters to target interests of each stakeholder group.

Post-card mailing: Mail-out to residents to raise awareness about project and ways to be involved.

Existing organizations and networks: Use Engagement Advisory Committee and staff contacts to promote engagement opportunities.

Door-to-door visits: Introductions and relationship building with businesses.

8. Stakeholder Strategy

Key stakeholder groups are listed in the chart below. While some specific members are identified, this list is expected to grow as additional members are identified.

Stakeholder	Type	Specific Members	Stake in project
First Nations		Songhees Nation Esquimalt Nation	Land is on traditional territories of Esquimalt First Nations and the Songhees Nation
Business	Developers	Urban Development Institute Bosa Properties Chard Development Concert Properties Jawl Properties Knappett Projects Reliance Properties Tri-Eagle Developments Waywell Developments	Will be impacted/guided by final plan
	Land owners	Owners of key properties in the area	Will influence future of ownership and potential development in the area
	Commercial Business Owner / Operators	Businesses that lease space from property owners Many are small / independent businesses	Will be affected by future growth and development of the area
	Industrial Business Owner / Operator	Businesses that lease from property/and owners	Will be affected by future growth and development of the area
	Business groups	Greater Victoria Chamber of Commerce Greater Victoria Development Agency ViaTec	Represent business interests for the future of the area
	Employees of the employers in the area		Work in the area
	Patrons of the businesses		Frequent the area
Residents	Owners / Renter	Single Family Homes Multi-family housing (condos, apartments etc) Non-market housing	Will be affected by future growth and development of the area

	Owners/operators of Non market housing	Victoria Cool Aid Society Native Friendship Centre Pacifica Housing Association (Medewiwin) Gorge View Society (Chown Place) Greater Victoria Housing Society Selkirk Place Washington Co-op Housing Association	Will be affected by future growth and development of the area
	Community Association	Burnside-Gorge Community Association	Will be affected by future growth and development of the area
	Service Providers	Burnside Gorge Community Centre One UP Single Parent Resource Centre Cool Aid Rock Bay Landing John Howard Society	Will be affected by future growth and development of the area
	Youth	Youth program at Burnside Gorge Community Centre City of Victoria Youth Council	Will be affected by direction of the Local Area Plan as residents, employers or employees
	Seniors	Silver Threads Burnside Gorge Community Centre	Have local knowledge to share with staff in terms of what has worked in the community Will be affected by future growth and development of the area

	Families with children	<p>Burnside Kids (facebook group)</p> <p>Burnside Gorge Community Centre (BGCC), including Burnside Elementary School – various community focused tenants</p> <p>Maple Tree Childrens Centre</p> <p>Selkirk Montessori School (private school (K-Gr8)</p> <p>Day Care at Centennial United Church</p> <p>Single Parent Resource Centre</p> <p>The Link at Burnside</p>	Will be affected by future growth and development of the area
	Parks and recreation users	<p>Arbutus Park</p> <p>Cecelia Ravine Park</p> <p>Selkirk Green</p> <p>Cecelia Cove Park</p> <p>Sumas Park</p> <p>Balfour Ave. Playlot</p> <p>Burnside Gorge Community Centre</p>	Will be impacted by any improvements or changes to recreation services or park amenities
	Cultural organizations	<p>Hungarian Cultural Centre</p> <p>InterArts Collective</p> <p>Native Friendship Centre</p> <p>Victoria Immigrant and Refugee Centre Society</p>	<p>Will be affected by future growth and development of the area</p> <p>Provide a way to reach new voices representing diversity</p>
	Faith-based organizations	<p>Centennial United Church</p> <p>Community of Christ</p> <p>Gurdwara Singh Sabha</p> <p>Mustard Seed Street Church</p> <p>Victoria Foursquare Gospel Church</p>	<p>Will be affected by future growth and development of the area</p> <p>Provide a way to reach new voices representing diversity</p>

	Creative/arts and culture sector	InterArts Collective Rock Bay Square Community Arts Council of Greater Victoria Inter-Cultural Association Others identified through ArtScan	Will be affected by future growth and development of the area Provide a way to reach new voices representing culture and diversity
Heritage		Point Ellice House BC Heritage Branch Hallmark Society Heritage BC Victoria Civic Heritage Trust Victoria Historical Society Victoria Heritage Foundation	Will be affected by future growth and development of the area Opportunities to do more to celebrate heritage
Harbour / Waterway Groups		Greater Victoria Harbour Authority Gorge Waterway Initiative Industrial Harbour Users Commercial harbour users Recreational harbour users	Will be affected by future growth and development of the area
Transportation	Cyclists Transit Users Drivers Pedestrians Freight users	Greater Victoria Cycling Coalition (GVCC) BC Transit	Will be impacted by any changes/improvements to commutes



Terms of Reference

For the Burnside-Gorge/Douglas Area Plan
Engagement Advisory Group

January 15, 2014

Background

The Burnside neighbourhood is a diverse neighbourhood that includes established and emerging residential areas in which over 5,000 people call home; the majority of the City's industrial and general employment lands that are home to over 1,400 businesses with over 14,000 employees; and key regional transportation corridors. The area stretches from the Downtown Core Area to the municipal boundary with Saanich and includes what is generally called the Rock Bay area and lands adjacent to the Upper Harbour and Gorge Waterway.

The City of Victoria will be developing a Burnside-Gorge/Douglas Area Plan to guide growth and change within this neighbourhood over the next 30 years and is seeking interested residents, business owners and stakeholders to help shape the future of the neighbourhood. The Burnside-Gorge/Douglas Plan will consider important economic, social, environmental issues and objectives, as well as the aspirations of residents, businesses and organizations on how best to enhance the area over the next three decades. It will link land-use planning, transportation needs and urban design, and will provide guidance on matters such as employment lands, parks, heritage conservation, infrastructure and community services and facilities.

Purpose of the Engagement Advisory Group

The Engagement Advisory Group will be established to provide advice on engaging the community on the future of their neighborhood. The Advisory Group will also serve as ambassadors within the local area to actively promote public involvement in the planning process and act as a sounding board to assist staff in interpreting what is heard during community engagement.

Role of the Engagement Advisory Group

Members will help to:

- identify individuals and stakeholder groups in the local area and key contacts
- review engagement information shared with the community so that it is clearly written, easily accessible and includes everything community members require to provide informed feedback
- advise the Staff Project Team on engagement events and activities to best reach a broad range of community members
- actively promote involvement in the planning process throughout all sectors of the community
- help staff better understand issues and opportunities brought forward by the community
- attend and participate in public engagement events
- act as a sounding board to assist staff in interpreting what is heard during community engagement.

Members will help shape engagement and move the local area plan towards a successful completion. Advisory Group members who wish to participate in the development of policy content will be encouraged to participate in the various engagement opportunities that will be developed for this purpose. The focus of the Engagement Advisory Group is not policy development.

Advisory Group Composition

The Advisory Group will reflect a diversity of interests in the local area to help build community connections and encourage broad participation. Members should share an interest in fostering strong public participation and want to support the local area planning process moving forward to successful completion.

The Engagement Advisory Group will be appointed by City Council. Membership recruitment will encourage people from diverse backgrounds to participate. The Advisory Group will consist of nine members representing both specific sectors (two Community Association, two business, one youth) and at-large members (four positions).

Different backgrounds and perspectives that might be considered include:

- residents (may include a renter, owner, multi-unit resident, non-market housing resident, First Nations person, youth, senior, household with children under 18)
- businesses (may include businesses in various sectors such as manufacturing, retail/office, construction/trades, professional services, wholesale, creative industries such as arts, culture or design, hotels and motels; business owners or employees; well-established and relatively new businesses)
- social services (may include providers or clients)
- organizations (e.g. business organizations, community association, community centre, recreation groups, arts and culture, environmental stewardship groups, faith-based groups, informal organizations).

*One individual may meet several of these characteristics.

Selection Criteria

Five Sectoral Seats:

- Two members will be recommended to Council by the Burnside Gorge Community Association, with reference to the selection criteria below. The nominees will be confirmed by Council.
- Two members will be chosen from the business community, with each ideally relating to the Douglas Street Corridor and Rock Bay areas.
- One member will be chosen from youth (generally those age 16 through 24).

Four At-Large Seats:

People from a wide variety of backgrounds will be encouraged to apply for the four at-large positions, especially people from typically under-represented groups (businesses, renters and social services).

When appointing members to the Advisory Group, the following selection criteria will be used:

- commitment and interest in the future of the Burnside neighbourhood
- individuals who possess strong communication skills and the ability to work collaboratively as part of a team
- individuals who live, work, own property or have another direct interest in the local area (applications from outside the area will be considered for members interested in topics of

regional significance such as employment/industrial lands and transportation, where they can demonstrate connections to the local area)

- willingness and ability to commit to the necessary two-year time period, including weekday meetings (time to be confirmed by the Advisory Group)
- have a general understanding of civic processes and knowledge of issues related to planning and the future of Burnside
- have the ability to initiate dialogue with at least one sector, group or population in the local area (e.g. business owners, seniors, renters, youth, etc.)
- leadership skills and the ability to serve as an ambassador and commitment to actively promote public engagement in the development of the plan.

Overall, the selection process should strive to choose from a broad cross-section of stakeholders. Additional members may be recruited after the Advisory Group has been established in order to fill gaps in representation identified by the Engagement Advisory Group. Their position shall be filled upon recommendation of the Engagement Advisory Group according to the same selection criteria as the original members.

Terms of Office

Advisory Group members shall serve for the duration of the Plan process (approximately two years). A person will cease to be a member of the Advisory Group if that individual fails to attend three consecutive meetings of the Advisory Group without proper notice being given and without having been excused by resolution of the Advisory Group. Should a person cease to be a member of the Advisory Group during the Plan development process, their position shall be filled according to the same selection criteria as original members.

Meetings and Attendance

Meetings will be held at the call of the Chair, generally on a weekday at a time to be established by the Advisory Group. Meeting frequency will vary through the course of the project to meet timeline constraints and meet key milestones. Meetings will be more frequent early in the project to focus on the process design and preparation for public engagement activities.

Regular meeting attendance is required to remain a member in good standing. Members absent without prior notification to the Chair for three consecutive meetings may be deemed to have resigned.

Time Commitment

Outside of meetings, members should expect to spend at least two hours between meetings reviewing materials, on email and other preparation for meetings. Members should also expect to spend additional time at public events as needed.

Compensation and Acknowledgement

Members of the Engagement Advisory Group serve on a voluntary basis without compensation. Members will be recognized and acknowledged for their contribution to the project.

Advisory Group Chair

The Advisory Group will be chaired by the Assistant Director, Community Planning, Sustainable Planning and Community Development. Other City staff will be in attendance for project management and as a resource.

Governance

The role of the Engagement Advisory Group is to provide advice and make recommendations to the Project Team. The Project Team is directed by Council, the City Manager, and the Director of Sustainable Planning and Community Development.