

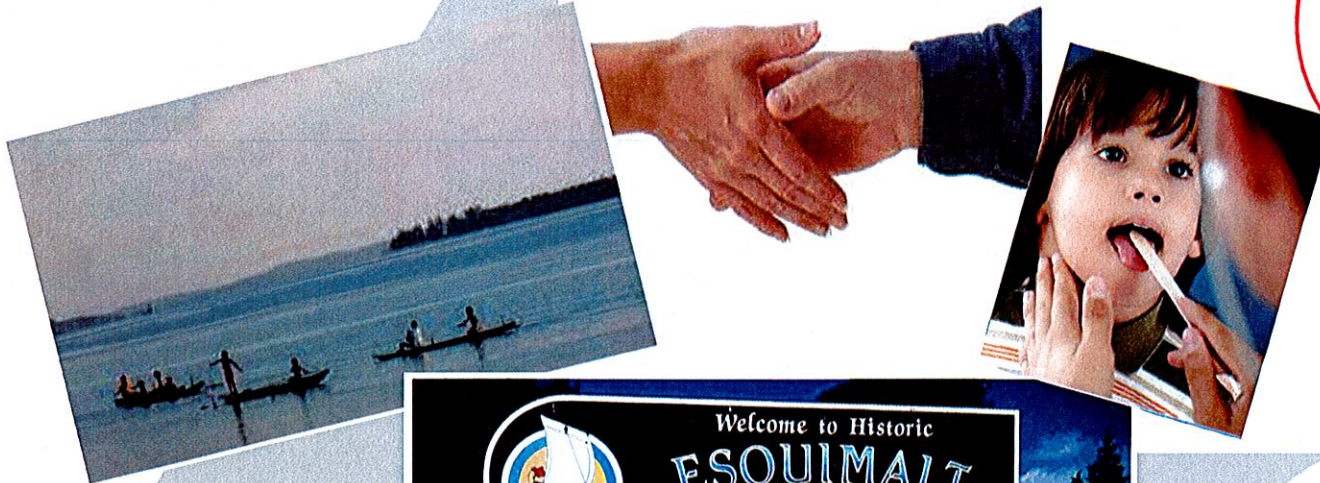
Engaging with Our Neighbours

A Community Engagement
Framework for Pacific House and
Esquimalt Medical Center
at 899 Esquimalt Road

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OF ESQUIMALT
DEVELOPMENT SERVICES



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A Community Engagement Framework for Pacific House and Esquimalt Medical Center at 899 Esquimalt Road

1.0 Purpose & Objectives

This Community Engagement Framework (CEF) responds to a desire to work collaboratively and respectfully with the Lexi Development's surrounding neighbourhood residents and other external stakeholders on the development of 899 Esquimalt Road (Pacific House and the Esquimalt Medical Center). This section of the document provides an overview of the approach, engagement principles, and work plan to seek public participation and support of this project.

The CEF seeks to define a technically and culturally appropriate approach to consultation and disclosure. The goal of this CEF is to improve and facilitate a broader collaborative community consultation process and create an atmosphere of understanding that actively involves the surrounding Esquimalt neighbourhoods, stakeholders and other stakeholders in a timely manner, and that these groups are provided sufficient opportunity to voice their opinions and concerns that will assist Lexi Development in its project decisions. The CEF is a useful tool for managing communications between Lexi Development and its stakeholders.

The key objectives of this Community Engagement Framework (CEF) can be summarized as follows:

- Implement the stakeholder engagement requirements set out by the Esquimalt Township Council on July 8th, 2019
- Provide the guidance for stakeholder engagement such that it meets the standards of International Best Practice
- Identify key stakeholders that are affected and/or able to influence the Project and its activities;
- Identify the most effective methods and structures through which to disseminate project information, and to ensure regular, accessible, transparent and appropriate consultation
- Guide Lexi Development to build mutually respectful, beneficial and lasting relationships with stakeholders
- Develop a stakeholder's engagement process that provides stakeholders with an opportunity to influence project planning and design;
- Establish formal grievance/resolution mechanisms;
- Define roles and responsibilities for the implementation of the CEF
- Define reporting and monitoring measures to ensure the effectiveness of the CEF and periodical but timely reviews of the CEF based on findings, and
- To assist in bringing a successful outcome for Lexi Development and the Township of Esquimalt.



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2.0 Community Engagement Framework: IAP2 Spectrum of Public Participation

This section includes an overview of an internationally recognized framework that defines key characteristics of meaningful engagement and the engagement activities Lexi Development will use to engage the community, as set out by the Township's Council following the July 8th, 2019 public hearing. The IAP2 spectrum (see Figure 1) is an internationally accepted framework that allows Lexi Development Group to choose an appropriate level of public participation to support their objectives, specific project issues, and time and resource availability. Lexi Development commits to informing and consulting with community stakeholders on the development of Pacific House and is committed to providing the Township of Esquimalt with a medical centre that addresses the health need of the people living in this catchment area. Section 4.0 in this framework provides significantly more detail regarding how Lexi Development will engage the community. Since the scope of this framework relates to the development of 899 Esquimalt Road, the focus of the IAP2 framework, will only relate to 'Inform' and 'Consult' levels.

Figure 1.0: IAP2 Spectrum of Public Participation¹

	Inform	Consult	Involve	Collaborate	Empower
	Increasing Level of Public Participation				
Participation Goal	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities, and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
Promise To The Public	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide
Examples	Fact sheets Newsletter Web sites Open houses	Focus groups Surveys Public meetings	Workshops Charrettes	Citizen committees Participatory decision-making	Citizen juries Ballots Delegated decisions

¹ IAP2 Spectrum of Public Participation© International Association for Public Participation



3.0 Principles and Practice of Community Engagement

The following principles guide Lexi Development's approach to effectively conduct this Community Engagement project:

1. Timely

- Engagement with the community is planned during the period August 15th to September 30th, 2019 to maximize the level of influence the community is able to contribute to this project.
- The timing of community engagement activities avoids events such as school holidays and religious festivals.
- This community engagement project is occurring due to the scoping and identification of issues highlighted from the 2017/18 stakeholder consultation activities, and the Township of Esquimalt Council public meetings.

2. Sincere, respectful and meaningful

- Genuine opportunities are created for the community to participate in projects of significance to the community and ensuring their voices are heard.
- The purpose of this engagement is clear, and members of the community are informed on how their involvement will influence the decision-making process.

3. Inclusive and accessible

- All members of the community have a right to participate in the development of decisions that may impact on their lives.
- Several methods of community engagement are being used to ensure the different engagement activities are responsive to community needs.
- Consideration is given to engaging with community members of different cultures and faiths, abilities and family or working commitments.
- Attendance will be encouraged at consultation meetings and certain additional measures will be put in place to encourage participation from all members of the Esquimalt and Songhees First Nations communities.

4. Responsive

- Lexi's community engagement project team will actively engage with, and listen to the diverse range of needs and expectations of the community.
- All members of the community engagement project team commit to considering community feedback in an open and transparent manner.



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5. Provision of information and feedback

- Information about the project will be easily and freely available to enable participants to be fully informed when providing input into community engagement activities.
- Information will be provided in 'plain English' and avoid using specialist terms, jargon or acronyms. Special consideration will be given to the differing literacy and education levels in the community, and culturally sensitive for Indigenous Peoples.
- Feedback is provided to participants at all community engagement activities. Community engagement activities are documented, and notes provided to those who participated, and to those who request feedback within 20 business days.
- Updates to community engagement activities are published on the Esquimalt Social Media sites: Esquimalt Community Connection (John Newcomb), Esquimalt Neighbourhood Coalition (Marilyn Day), West Bay Residents Association, Military Family Resource Center, and Victoria West Community Association.
- Working in collaboration with the leaders from the Esquimalt and Songhees First Nations, will allow for their community voices to be heard.

6. Privacy and confidentiality

- People's privacy and confidentiality will be respected before; during and after community engagement activities have taken place.
- Participants' personal information will remain confidential and will be managed in accordance with the *Community Charter and/or Local Government Act* and in accordance with the *Freedom of Information and Protection of Privacy Act* and will not be used without the participant's written consent.

4.0 Community Engagement Work Plan

This framework has considered the full spectrum of possible impacts that this new development might have on the surrounding Esquimalt neighbourhoods and incorporates the feedback from previous consultation engagements with community stakeholders, and from public Township hearings. A detailed overview of each step, associated engagement technique, timelines and outcomes follows:



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Description	Goals	Activities	Deliverables	Responsibility	Timelines	Outcomes
Task 1 Establish Advisory Committee	Effective Project Management Project Success	<ul style="list-style-type: none"> Establish a project advisory committee to provide overall direction to the project 	1. Project Advisory Committee Established	Lexi Development's Project Team	<ul style="list-style-type: none"> July 15th, 2019 Ongoing to project completion	Project Advisory Committee Established
Task 2 Confirm Project Consultation, Goals, Objectives, Approach And Timelines	Guiding document that identifies key drivers for engagement, confirms engagement approach, and the process for submission to Township Staff and return to Township Council	<ul style="list-style-type: none"> Confirm Community Engagement Plan requirements with Township Planning (Bill Brown and Alex Tang) Agree date of submission of Community Engagement Plan to Township Staff Draft/finalize engagement objectives and boundaries Draft principles of practice for community engagement based on IAP2 Public Participation Methodology Draft/finalize community engagement approach Seek Lexi approval 	<ol style="list-style-type: none"> Agreed Engagement Objectives & Boundaries Community Engagement Plan 	Lexi Development's Project Team	<ul style="list-style-type: none"> August 5th August 8th, Submission Date to Township Staff August 19th, Lexi return to Council 	<ul style="list-style-type: none"> Community Engagement Plan Completed Plan submitted to Township Return date to Council confirmed
Task 3 Stakeholder Identification, and Determine Engagement Activities	Identify all groups and individuals within the community to consult on the development and gauge levels of support.	<ul style="list-style-type: none"> Identification of general stakeholders including individuals and businesses residing within 3-4 blocks of site Brainstorm with others in the community as needed Contact other groups in relation to past consultations Ask key members of the community and others who they think might be interested 	<ol style="list-style-type: none"> Stakeholders and Issue Assessment Worksheet Stakeholder List Council Approved Stakeholder List 	Lexi Development's Project Team	<ul style="list-style-type: none"> August 6 August 8 submission to Township August 19th council may/not amend 	<ul style="list-style-type: none"> Identified list of stakeholders and appropriate engagement activities Shifting of public's perception on the development Increased community support



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Task 4 Engagement Stages Process 1 General Communications Activities Notification and Information Sharing	<p>To notify citizens and organizations about events multiple channels will be used to advertise in different media sources, including E-mails being sent to Lexi's network of contacts.</p> <p>To consult with key stakeholders, share pertinent information and obtain support for the project.</p> <p>To provide the public with balanced and objective information to assist them understanding the issues and to provide them with information that has been updated since the July 8th public hearing.</p>	<ul style="list-style-type: none"> • Contact graphic designer and coordinate printed materials • Prepare and assemble printed materials with key messages <ul style="list-style-type: none"> - Fact sheets - Issue papers - Technical • Seek resources to distribute materials • Distribute Information to: <ul style="list-style-type: none"> • South Island Division of Family Practice (Dr. Clay Barber, Executive Director) • Victoria Division of Family Practice • Walk-in Clinics/Life Labs • First Nations Health Authority • Esquimalt and Songhees First Nations Leaders and selected members of their community • Island Health Primary Care Leader (VP Cheryl Damstetter) • Island Health Primary Care Network Steering Committee (Deb Cracknell and Dr Horvath) • Physicians from Esquimalt Family Practice (Dr. Nielsen) • Mental Health support groups • CFB Esquimalt Leader • Neighbourhood Retail Stores • Fraternal Order of Eagles • Esquimalt Legion • Seniors Centers • Others (dentists, chiropractors, PT/OT/Social Workers) 	<ol style="list-style-type: none"> 1. Key Message Information 2. Printed Materials 3. Culturally Sensitive printed materials for Indigenous communities and other vulnerable groups. 4. Feedback from community stakeholders documented and logged. 	<p>Lexi Development's Project Team</p> <p>Eileen Pepler with additional resources (estimated 8) from the community as needed</p>	<p>August 8 to August 30</p> <p>August 15</p> <p>August 15 to September 10</p>	<ul style="list-style-type: none"> • Project Messaging Distributed to the broader community • Project Team Lead/Developers directly called community stakeholder groups/associations • Accurate and up to date information pertaining to the development and planning communicated to physicians, Island Health, SIDFP, members of council and advisory/steering committee members from both the Division of Family Practice, GPSC, the Ministry of Health and Island Health.



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Task 4 Engagement Stages Process 2 Community Door Knocking "Boots on Ground"	Knock on as many doors as possible in the community to distribute accurate information, answer questions and gain feedback from people living in the community near the development and/or in the surrounding communities.	<ul style="list-style-type: none"> • Contact and obtain resources to door-knock in the community <ul style="list-style-type: none"> - Lyall Street - Wollaston Street - Esquimalt Road - Dunsmuir - Lampson Street - Saxe Point - Macauley Point - Head Street - Old Esquimalt Road - West Bay Marina - Swallows Condos • Train up the resources on previous consultation issues, and benefits to community • Provide 'About Lexi' fact sheet that talks about values and why they have chosen Esquimalt • Map out streets, hot points door knocking with accurate project related information • Develop and prepare initial consultation package including leaflet, basic information to reduce known issues and invitation to public consultation meeting • Follow-up with community members who ask for feedback 	Follow up with people Provide public with factual information sheets and leaflets Obtain feedback from public who otherwise may not have attended previous consultations and/or public hearings Follow-up with people who may have participated in	Lexi Development's Project Team Additional team of 8 resources from the community	August 16 th , Until September 30 th , 2019	Successfully obtain feedback from community stakeholders Successfully obtain feedback from individuals living in the surrounding Esquimalt neighbourhoods and the broader community.



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Task 4 Engagement Stages Process 3 Street Stalls/Kiosks	<ul style="list-style-type: none"> Capture the views and comments of large numbers of people. Plans for 899 Esquimalt Road, Project information will be displayed and people attending the market, or grocery stores and/or just passing by will get to comment on particular issues Generate ideas and provide support/no support for the project 	<ul style="list-style-type: none"> Contact and book Farmer's Market Tables for August 22, 29, and September 6th. Contact the following: <ul style="list-style-type: none"> - SAVE-ON Foods (Westside Village) (August 16/17) - Country Grocers on Esquimalt Road (August 23/24) - Canadian Tire (Admirals Road) (August 22/23) - Thrifty's (Admirals Road) (August 30/31) - Esquimalt Recreation Center (Dates to be confirmed) Contact and schedule facilitate resources 'feet on the ground' (2 people per location) Create message to inform and solicit support for the Building and Medical Center Create take-away information sheet Consider alternative if event is affected by weather conditions get permission to solicit inside store, or alternatively reschedule. 	<ul style="list-style-type: none"> the community needs assessment in February/March 2019 Provide public with accurate information leaflets Obtain feedback from public who otherwise may not have attended previous consultations and/or public hearings 	<p>Lexi Development's Project Team</p> <p>Additional team of 8 resources from the community</p>	<p>August 16th to September 30th, 2019</p>	<ul style="list-style-type: none"> Achieves high levels of participation and generates interest in the project from those who may not otherwise get involved. Interactive – project team has an opportunity to inform the community of information that may/not, have been accurate from previous presentations. Engages and generates interest Collects the views of a large number of people living in/outside the community.



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Task 4 Engagement Stages Process 4 Social Media	<ul style="list-style-type: none"> Make use of social media tools to create awareness about Community Engagement events, share updates and invite feedback and dialogue 	<ul style="list-style-type: none"> Contact Esquimalt Social Media Site Managers <ul style="list-style-type: none"> Esquimalt Community Connections (John Newcomb) Esquimalt Neighbourhood Coalition (Marilyn Day) West Bay Residents Association CFB BFC Esquimalt Esquimalt Military Family Resource Center Esquimalt First Nations Songhees First Nations Esquimalt Legion Create Social Media content including key messages and fact sheet Seek permission to post project information and invitation to community engagement meeting on September 21st, 2019 Determine a schedule for a series of messages that 'drip over several weeks 	<ul style="list-style-type: none"> Social Media Sites contacted Key Messages/Fact Sheets/Invitations created Social Media engagement messaging approved by Lexi Social Media platforms monitored, and posts logged using worksheet 2. Messaging sent to social media sites Updates posted to Social Media sites 	Lexi Development's Project Team Additional team of 8 resources from the community	August 8 th to October 7 th , 2019	<ul style="list-style-type: none"> Enhances the coordination, planning and promotion of the project's community engagement activities. Strengthens community connectedness by creating opportunities for the community to get involved with, and have their say on, matters which are important to them. Ensures community views are understood and considered when developing changes to plans and Council submissions.



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Task 4 Engagement Stages Process 4 Generate Public Consolidation Mail-out List with invitation	<ul style="list-style-type: none"> Direct Mail/Personal Letters: Personally, addressed letters inviting household members to the community consultation meeting of September 14th Target specific neighbourhoods and building owners to achieve higher attendance and support Coordinate a pre-meet with West Bay Resident's Association's leader 	<p>Contact Communications Specialist at Township of Esquimalt re sending out notices to the entirety of the Township. Set up contractual meeting with Mr. Farrell at Township's mail source:</p> <p>Mr. Steve Farrell Aristos Mail Tech Inc 488C Bay Street Victoria BC V8T 5H2 Steve.farrell@aristosmail.com</p> <ul style="list-style-type: none"> Enquire process and costs for stuffing/ mailing invitations Send e-copy of invitation Enquire Graham Steele re set up of separate website for the project to allow public to RSVP and obtain permission/decline for photos during the community engagement event. Obtain commitment from public members to attend for the entire duration of the meeting. Provide guidance on cancelling a set if participant can't attend Ensure feedback and communication Facilitator will seek input from West Bay Leader on what would make a consultation meeting useful and gain input on how West Bay can participate in the meeting. 	<p>Township mailing list and stuffed envelopes mailed to specific neighbourhoods building, associations and retail owners.</p> <p>Website developed</p> <p>Public RSVP responses monitored and managed to achieve participation...</p> <p>Scheduled reminder management: 2 weeks, 1 week, 2 days, 12 hours prior to event</p>	<p>Lexi Development's Project Team</p> <p>Additional team of 8 resources from the community, as needed</p>	<p>July 31, 2019</p> <p>August 8th, 2019</p> <p>August 15, 2019</p>	<ul style="list-style-type: none"> Public Community Consultation Engagement invitations for September 21st mailed to 7,000 people in selected Esquimalt neighbourhoods, buildings, associations and retail owners.



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<p>Task 4 Engagement Stages</p> <p>Process 6 899 Esquimalt Road Collaborative Community Public Consultation Conversation</p> <p>September 21, 2019 at venue located in Esquimalt</p>	<ul style="list-style-type: none"> • Broader community engagement. • Implementation of Community Engagement Consultation Plan • Obtain Feedback • Highlight collaboration efforts of hearing public voices support/not supporting the project • Encourage new ways of thinking re economic growth and need for development in Esquimalt. 	<ul style="list-style-type: none"> • Develop detailed process agenda for public consultation meeting • Seek Lexi Development approval of meeting objectives • Arrange to view facility (Esquimalt High School gym) • Coordinate set up and logistics with Esquimalt High School • Collaboratively agree on group discussion design • Draft public invitation • Draft sign-in sheets • Develop information materials • Mail invitation to public • Confirm facility booking • Coordinate and book equipment with AV company • Coordinate and purchase graphic display materials • Finalize facility set-up requirements with venue • Schedule dry run and sound check on September 20th • Facilitate and create required visuals • Check/confirm room set-up and meeting logistics • Create table numbers, possibly randomized assigned seating plan and nametags • Confirm public invitation announcement on Social Media Sites 	<ul style="list-style-type: none"> • Development of detailed agenda and Meeting Invitation • Approved objectives for the meeting • Facility booked and logistics coordinated • Creation of pre-charts and visuals templates and delivered to facility • Meeting facilitated, recorded and documented. • PDF Visual Meeting report within 2 days after meeting • Dropbox created • Courier delivery of original charts • Debriefing meeting 	<p>Lisa Arora Lexi Development's Project Team</p> <p>Additional team of 8 resources as needed</p>	<p>August 15th to September 30th, 2019</p>	<p>Meeting that will succeed in hearing as many community voices as possible regarding the project.</p> <ul style="list-style-type: none"> • Maximum participation and effective community collaboration. • Visuals to support Township and Council request for broader community consultation. • Infographics depicting community engagement collaboration process and activities for September 30th Council meeting



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		<ul style="list-style-type: none"> Confirm RSVP numbers (2 weeks, 1 week, 3 days, 1 day in advance of meeting) Follow-up with members of the public to ensure attendance Order refreshments & Coordinate time and delivery Arrange for recording of session. Coordinate resources and attendance Confirm and coordinate on-site child mind to encourage participation 				
Public Consultation Follow-up Feedback	<ul style="list-style-type: none"> Follow up to participants and broader community 	<ul style="list-style-type: none"> Distribute feedback to participants who attended the public consultation meeting 	1. PDF Visual meeting report	Lexi Development's Project Team	September 28 th , 2019	<ul style="list-style-type: none"> Collaborative community engagement process Goals/targets achieved.
Task 5 Consolidation, Analysis, Interpretation of Findings and Assembling of Documentation for Submission	<ul style="list-style-type: none"> Package created for submission to Township Staff 	<ul style="list-style-type: none"> Results from the Tasks 2 to 4 are documented in the form of a draft report All feedback from previous consultations (2017-2019) and Council recommendations incorporated into package of documentation for submission. 	<ol style="list-style-type: none"> Draft Report including the consolidation of feedback for/against the project. Dialogue description Graphic illustrations from meetings 	Lexi Development's Project Team Additional resources as needed	August 8th to September 30, 2019	<ul style="list-style-type: none"> Documentation package ready for submission. Documentation incorporates community and Council feedback
Task 6 Submission to Township Staff	<ul style="list-style-type: none"> Documentation submitted to Township Staff 	<ul style="list-style-type: none"> Package submitted to Township Staff (Alex Tang) 	1. Package delivered	Babak Nikbakhtan Behzad Foroutan Bob Heaslip	TBD	<ul style="list-style-type: none"> Community Engagement Process completed



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Task 7 Presentation to Mayor and Council Consultation Approval	<ul style="list-style-type: none"> • Successful presentation to Township Council • TBD 	<ul style="list-style-type: none"> • Preparation of an infographic and power point presentation incorporating key findings from Community Engagement Process • Answer Council questions 	<ol style="list-style-type: none"> 1. Power point presentation 2. Infographic of Community Engagement Process 	Eileen Pepler Lisa Arora Babak Nikbakhtan as backup	TBD	<ul style="list-style-type: none"> • Successful Presentation to Mayor and Council • Approval to TBD Council Meeting
Task 8 Presentation to Mayor and Council		<ul style="list-style-type: none"> • Incorporate feedback from the review session into a Final Draft Report 			TBD	

