



C+CP's Engagement Principles and Guiding Practices

Annual Monitoring Report

March 2016

campus + community planning



a place of mind

THE UNIVERSITY OF BRITISH COLUMBIA

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1. Executive Summary

This first annual monitoring report summarizes the consultation process and feedback on the implementation of Campus and Community Planning's (C+CP) Engagement Principles and Guiding Practices document (the Engagement Charter). Community engagement is a pillar of Place and Promise, core to the University's academic mission, administration and planning, and the Engagement Charter support these strategic objectives by providing a foundation and road map for UBC to honour its commitment to public engagement in planning processes. This first annual review process provides an important opportunity for reflection on the quality of engagement that has taken place over the past year, to receive valuable input from those we work closely with, and to identify ways to further strengthen our relationships and processes and demonstrate our continued commitment to excellence in this area.

Approved by the UBC Board of Governors in September 2014, after a comprehensive consultation process with on and off campus stakeholders, C+CP has been integrating the engagement principles and practices into all of its planning processes, programs and partnerships, policy development, and other public and stakeholder engagement activities. The engagement principles outline C+CP's commitment to public engagement in the planning and design of UBC's academic campuses and neighbourhoods, including how we establish, define, design, implement and conclude public engagement for planning processes.

In early 2016, C+CP met with a broad range of stakeholders on and off campus to understand where we are doing well with implementation of the Engagement Charter and where there are opportunities for improvement. Overall, we heard that the quality of engagement being led by C+CP has significantly improved through implementation of the engagement principles, that relationships are stronger, trust is higher and that input is being demonstrably incorporated throughout our processes. We also heard that a number of other departments and partners are referencing and incorporating the engagement principles into their engagement work, which is positively contributing to a common language around engagement across the university. More detailed feedback is included in the sections that follow, including a set of actions to focus on in the coming year that will further strengthen our engagement practices.

A number of minor text edits to the document are also being suggested, most notably around how UBC's relationship with the Musqueam First Nation is described, the addition of references to faculty and staff throughout, and replacement of the term 'landholder' with 'leaseholder' throughout (see Appendix I for an updated copy of the document).

2. Report Purpose and Process

Report Purpose

The purpose of C+CP's Engagement Principles Annual Monitoring Report is to check in with campus stakeholders representing a broad range of interests and seek input on where we are excelling in our engagement, as well as opportunities for improvement in the coming year.

The review process also fulfills C+CP's commitment to the Board of Governors of providing an annual update on consultation and engagement as part of the Annual Monitoring Report on the Land Use Plan Implementation.

Process

In early 2016, C+CP set up a series of meetings with on and off campus stakeholders that had worked closely with the Department in the past year and a half on planning and design processes, as well as with the core group of stakeholders that participated in the consultation process to develop the principles. Meetings were held with the following groups as part of the annual review process:

On campus:

- AMS
- Infrastructure Development
- UBC Sustainability Initiative
- Representatives from the Vice President Students Office
- Student Housing and Hospitality Services
- Athletics and Recreation Services
- Centre for Student Involvement
- Representative from the Vice President Academic Office
- Interim Vice-Provost and Associate Vice President Enrolment and Academic Facilities
- Representative from the Vice President Finance, Resources and Operations Office
- University Treasurer
- UBC First Nations House of Learning
- University Faculty and Staff Tenants Association
- University Neighbourhoods Association

Off campus:

- City of Vancouver
- Metro Vancouver
- Musqueam First Nation
- University Endowment Lands – Administration

Invitations to participate in the annual review process were also extended to the Graduate Students Society (GSS), University Endowment Lands - Community Advisory Committee, and the Senate Academic Building Needs Committee and will take place in March and April 2016.

Each meeting reviewed the purpose of the principles and the review process, asking for input on how C+CP is doing with implementation and integration of the principles into planning and design processes.

3. Public and Stakeholder Engagement – Year in Review

Since the Engagement Charter was adopted in September 2014, C+CP has undertaken close to twenty different initiatives that integrate the engagement principles (listed below). Through these processes we have strengthened our engagement practices in a number of important ways, including the following:

- early and ongoing communication and engagement with interested and impacted stakeholders
- expansion of our notification and outreach practices
- simplified consultation content and increased visual elements
- made it easier for online participants to find information and online questionnaires
- strengthened our reporting to include how input was considered
- increased the number of public events we host during planning processes, and
- adjusted event times to better meet the varied and diverse needs of the campus community.

Area, Building, and Landscape Planning Processes

- University Boulevard Precinct Planning Process (completed)
- D.H. Copp Planning Process (in progress)
- Library Garden and the Indian Residential Schools History and Dialogue Centre Design Process (completed)
- UBC Climate Action Plan 2020 Consultation Process (in progress)
- Wesbrook Place Design Vision and Neighbourhood Plan Amendment Process (completed)
- Brock Commons:
 - enhanced consultation as part of the Development Permit process, including a student and community information session as well as a public open house
 - construction communication process with adjacent neighbours (ongoing until project completed)
- University Boulevard Construction Hoarding Design Process (completed)

Programs, Partnerships and Policy Development

- UBC Child Care Needs Assessment Survey (in progress)
- MOU with Metro Vancouver (completed)
- UBC – UNA - SHHS (Acadia Park) joint community programming (ongoing)
 - UTown@UBC Community Grants
 - UTown@UBC Youth Leadership Program
 - UTown@UBC Community Bike Clinics
 - UTown@UBC Kids Fit
 - Walk n’ Roll (supporting children and youth walking and biking to school)

- UBC – UNA Vista Point Project Charter Process

Ongoing Public and Stakeholder Engagement Meetings and Events

- UBC Community Conversations, jointly hosted with the UNA (ongoing – held twice a year)
- UTown@UBC Committee Meetings (ongoing – held twice a year)
- Regular meetings with AMS and GSS leadership (ongoing – monthly)

4. What we Heard

The sections that follow provide a summary of themes that we heard throughout our meetings with stakeholders. Divided into two sections, what is working well and areas for improvement, the summary of comments is broken down into the three main phases of engagement: defining the process, designing and implementing the process, and concluding the process. General comments about engagement as well as comments regarding other aspects of engagement are also included.

What is Working Well

General Comments

- Overall, we heard that there is a positive improvement to the quality of engagement in planning and design processes since the principles have been in place
 - Stakeholders specifically referenced the Library Garden design process (and the related Indian Residential Schools History and Dialogue Centre design process), Wesbrook Place Design Vision and Neighbourhood Plan amendment process, UNA Childcare Needs Assessment Survey, University Boulevard construction fencing design process, new Musqueam House Pole process, UBC-Metro Vancouver MOU development process, and the Brock Commons (Tallwood building) responsive communications process with adjacent neighbours
- We also heard that the Engagement Charter is an effective tool that other Departments are using as a resource to support their engagement activities (e.g. Student Housing and Hospitality Services, Athletics, UBC Sustainability Initiative, Infrastructure Development)
- The Engagement Charter and how its being used is helping strengthen relationships and improve campus partnerships and there is a good foundation now to build on
- The Engagement Charter provides an opportunity to integrate the work being done across the sustainability portfolio
- When issues arise, C+CP is responsive and provides strong issues management and communications support
- We heard appreciation for the effort that was made on the Library Garden design process to hear from a wide range of perspectives and that the design process was a meaningful opportunity for stakeholders and the broader campus community to participate in
- The UNA emphasized that engagement with C+CP has improved significantly over the past few years, in how we work in partnership, deliver programs, and engage the residential community in planning processes

- The AMS also reinforced that the process of consulting with the campus community has dramatically improved, particularly with early engagement with the AMS and consideration of how students might be affected and impacted

Defining the Process

- Defining the scope and establishing guiding principles for processes is working well (e.g. Wesbrook Place Design Vision and Neighbourhood Plan amendment process, UBC-Metro Vancouver MOU process)

Designing and Implementing the Process

- Architectural and planning teams are demonstrating throughout processes that they are adaptable, consistently incorporating input and open minded
- Good focus on identifying and understanding interests throughout a process and working collaboratively and innovatively to find solutions
- Events like the Wesbrook Place Design Vision walking tours and workshops are a good example of how to engage people in an experiential way, giving them the tools to participate meaningfully and visualize the issues being considered

Concluding the Process

- The Wesbrook Place Design Vision Supplement is a good example of where the input received in early phases of consultation has clearly been incorporated into the final document

Other

- The UNA referenced a number of areas where regular and open communication between the UNA and UBC has worked well, including regular updates to the UNA Board, UNA updates to the UBC Board of Governors, and quarterly meetings between the UNA Board and UBC Executive.

Opportunities for Continuous Improvement

Defining the Process

- Be clearer at the outset of a process what the scope is and what role the campus community and stakeholders can play in the decision making process
- Create a resource that explains the different types of processes/projects C+CP seeks feedback on and how they relate to the University's different plans and processes (e.g. Land Use Plan, Neighbourhood Plans, Development Permit applications processes)
- Continue to refine internal coordination across departments involved in planning processes and projects (e.g. Infrastructure Development, Student Housing and Hospitality Services, Athletics, Building Operations)
- For projects and processes that include representatives from stakeholder groups ensure that process, technical language and acronyms are explained and that language is inclusive (e.g. provide an orientation at the beginning of a process to ensure everyone is brought along)

Notification and Outreach

- Continue to implement early engagement with stakeholders and allow enough time to incorporate stakeholder input into the design of the process

- Continue to explore additional channels and opportunities to notify the campus community of opportunities to participate in public consultations (e.g. seek input from academic and administrative departments on what opportunities there are to build on current notification and outreach practices, use the University Boulevard bus shelters more to advertise, place posters in The Nest)
- Ensure that links to online feedback forms are easy to find and centrally locate on the website and project pages
- Work with the UNA Multicultural Committee and other campus stakeholders on ways to engage diverse groups in planning processes, and look to other jurisdictions for best practices

Designing and Implementing the Process

- Continue to work on engaging stakeholders early in planning processes, and when there are changes mid-process that may impact their ability to fully participate and provide input at appropriate junctures
- Ensure that engagement methods match the established level of engagement and that the type of engagement activities and events are appropriate for the scope of the process
- Look into methods for proactively capturing general support for planning projects throughout a process (e.g. informal opinion surveys)
- Improve the quality of information shared at Development Permit open houses to ensure it is accessible to a public audience
- Continue working on how to balance different (and sometime competing) interests and perspectives throughout processes
- Continue to find ways to engage people in experiential ways (e.g. walking tours, interactive workshops, immersive experiences)

Concluding the Process

- We heard there is opportunity to be clearer and more thorough in demonstrating to participants how their input has been used (or not, and why) from phase to phase and at the conclusion of a consultative process.
 - When stakeholder input is not incorporated ensure that the reason why is directly shared with them and that two-way communication is supported
- Ensure that we communicate the results of a process broadly and directly back to participants in the process (website, direct email, social media)
- Be innovative in how the results of a process are communicated (e.g. infographics and short, well designed summaries that can easily be shared across digital platforms)
- Be clear about how the products of consultation processes will be used to inform future development of campus lands (e.g. implementation of neighbourhood plans, design guidelines)
- Ensure that stakeholders are re-engaged if final designs or planning decisions change after a process has concluded

Other

- Identify areas to further integrate engagement work across UBC's sustainability portfolio

- Identify existing events and other ongoing opportunities to engage stakeholders (and the groups they represent) throughout the year and not just during specific processes (e.g. weekly Musqueam 101 evenings, UNA events)
- Work with the UNA to improve participation in UBC Community Conversations events
- Ensure that engagement activities are sensitive to diverse cultural contexts and communication styles, particularly for stakeholder meetings
- Provide regular updates to the campus community on construction projects through communications channels, signage, and other outreach to help improve awareness for why projects are being built, the process UBC went through to approve them and what the overall vision is for campus growth (specific areas and overall)
 - A number of stakeholders reinforced how important this is given that every year there is a new cohort of students who may not be aware of previous planning processes or how the University arrived at decisions around development and land use
- Seek ways to improve C+CP's online engagement tools, look to other jurisdictions for best practices
- Update the Engagement Principles text to acknowledge that UBC is located on the traditional, ancestral and unceded territory of the Musqueam people, reference faculty and staff where students and leaseholders are referenced throughout the document, revise 'landholders' to 'leaseholders' throughout

5. Areas of Focus for the Year Ahead

The areas of focus for the year ahead are supported by the input received from stakeholders as well as areas where C+CP sees opportunities for growth in the coming year.

Broadening Our Engagement Toolkit

- Explore different event formats and types and evaluate the impact new approaches have on participation numbers and quality of engagement experience, as well as integrate experiential elements whenever possible
- Simplify consultation content, focus on clarity, plain language and integrate more visual elements into public consultation materials
- Do a best practices review of online engagement methods to identify potential new online consultation tools to pilot in the year ahead, and how can we facilitate simpler and easier ways to participate

Strengthening Existing Relationships and Forging New Relationships

- Continue to work on strengthening communication between administrative departments and stakeholders at the outset of and during planning processes and projects
- Reach out to administrative and academic departments across campus to identify new opportunities to share information on planning projects and processes, and consultation opportunities
- Meet with representatives of multicultural committees and other diverse groups to determine how we can best engage them in consultation processes, and look to other jurisdictions for best practices

Demonstrating How Feedback is Integrated into Planning Decisions

- Demonstrate how input received has been considered phase by phase and include consideration tables demonstrating how input was incorporated (and if not why) at the conclusion of a process in the consultation report
- Demonstrate where participants had an impact on outcomes in communications and if feedback could not be incorporated explain why
- Include a summary of how feedback was integrated into planning decisions when closing the loop with the campus community

Closing the Loop

- Report consultation results out in summarized, visual and easily digestible format and share via social media and other digital channels
- Invite participants to share their contact information if they would like to directly receive follow up emails regarding the outcomes of phases of consultation and overall processes
- Consistently share consultation results with all stakeholders, committees, the UNA Board, AMS and GSS, participants, and the general public as broadly as possible, through C+CP communications channels and other UBC channels

Engagement Charter Review Process

- Undertake a best practices review of how other jurisdictions have reviewed and evaluated their engagement principles, frameworks and guidelines and tap into UBC's academic expertise as part of this review.

6. Appendices

Appendix I: Updated 'Campus and Community Planning Engagement Principles and Guiding Practices' Document