

Centre Plan

Community Engagement Strategy

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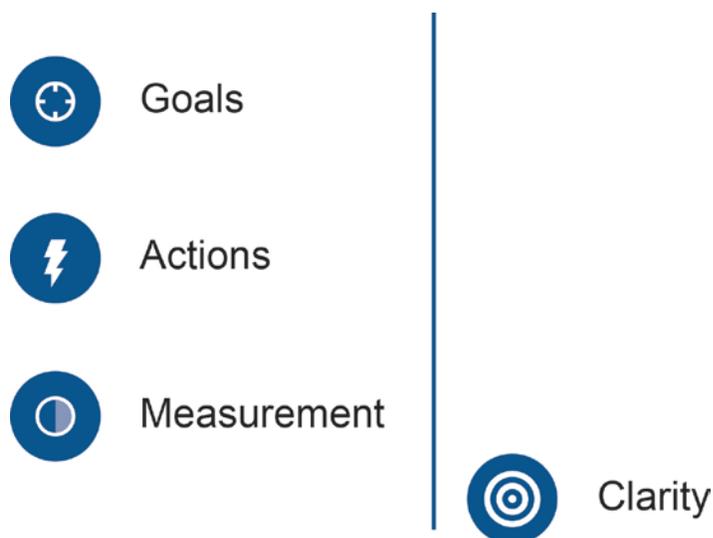
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About This Document

The Centre Plan Engagement Strategy outlines the ways and means by which staff at the Halifax Regional Municipality will engage with the community through the process of drafting a new Municipal Planning Strategy and Land Use By-Law for the Regional Centre.

This document will provide the reader with an understanding of what the **goals** of the engagement plan are, what engagement **actions** will take place, and how staff and the community will **measure** with the success of the process.

If there is a singular thread that we be woven through the entirety of this document and the Centre Plan project it is one of **clarity**. This means clarity in communication, clarity in form, and clarity in the intended outcomes of the project.



Background

What is the Centre Plan?

The 2014 Regional Plan establishes long-range, region-wide planning policies outlining where, when, and how future growth and development should take place in the Municipality to the year 2031. Between 2006 and 2011, the Halifax Regional Municipality's population grew to over 409,510 (Census, 2011). This growth has not occurred uniformly across the municipality, but has instead been focussed mainly in the suburban communities and rural areas within commuting distance of the Regional Centre.

The 2014 Regional Plan targets at least 75% of all new housing units to be located in the Regional Centre and other urban communities, with at least 25% of all new housing units within the Regional Centre during the period between 2009 and 2031. The Regional Plan identifies the Regional Centre as the focus for economic, cultural and residential development activities in the Region.

To aid in the successful attainment of this goal within the Regional Centre, the Centre Plan project has been established to ensure that the desired population growth is supported while maintaining the success of existing neighbourhoods and remaining true to the Guiding Principles for the Centre Plan developed through the 2014 Regional Plan.

The Centre Plan project will deliver a new **Regional Centre Municipal Planning Strategy** and accompanying **Land Use By-Law**. A new Municipal Planning Strategy for the Regional Centre will replace the current set of three (3) Municipal Planning Strategies in the Centre and their three (3) associated Land Use By-Laws. The project is envisioned as a 24 month project, having started in October 2014.

A Municipal Planning Strategy (MPS) provides statements of policy to guide the development and management of the Municipality. The policies will (a) address problems and opportunities concerning the development of land and the effects of the development; (b) provide a framework for the environmental, social and economic development within the Municipality; (c) are reasonably consistent with the intent of statements of provincial interest; and (d) specify programs and actions necessary for implementing the MPS.

A Land Use By-Law (LUB) sets the guidelines and limits for all quantitative aspects of development and how sites can be used, including an array of site specific issues that may arise. The Land Use By-Law regulates development as enabled by the Municipal Planning Strategy in effect in the area.

Centre Plan Vision Statement, 2014 Regional Plan

1. The Regional Centre is the symbolic, historic and functional heart of the Halifax Regional Municipality. It is distinguished by its rich past as is evident in: its historic architecture, traditional neighbourhoods and national landmarks; its natural features as shaped by its grand parks, harbour, lakes, waterways and rolling hills; and its regional importance as an economic hub, capital district, educational centre, health focus and cultural heart.
2. The Regional Centre will build on its distinctions and assets to nurture an urban context that enhances quality of life, enriches urban living and becomes a global destination.
3. The Regional Centre will assert and affirm a legible and ordered urban structure that will reinforce the best qualities and characteristics of its unique neighbourhoods and districts.
4. The Regional Centre's cultural vitality is rooted in its diverse population and accordingly it will strive to be an open, safe, affordable, accessible and welcoming place to people of all walks of life.
5. The Regional Centre's vibrancy, animation and economic health will be strengthened through the cultivation of a compact, civic inspired and human-scaled urban fabric of streets, blocks and buildings.

Centre Plan Guiding Principles, 2014 Regional Plan

- I. Sustainable
 - Design, plan and build with respect for economic, environmental, social and cultural sustainability.
 - Create resilient communities that adapt to evolving opportunities and needs.
- II. High Quality
 - New development should be of high quality and compatible with other high quality developments.
 - Promote high quality architecture and urban design that respects great heritage resources, including neighbourhoods.
- III. Heritage and Culture
 - Heritage resources, including heritage districts, buildings, landscapes and cultural heritage, should be recognized, used, protected and enhanced.
 - Ensure lasting legacies (buildings, open spaces and streets) are maintained, and new ones are created.
- IV. Movement
 - Integrate land use planning with transportation planning in such a way that alternatives to driving become an easy choice. Transportation options should be efficient, pleasant and readily available.
 - All streets should present an inviting barrier-free environment that considers the comfort, convenience, safety and visual interest of pedestrians.
 - The Regional Centre, in all ways, should be conducive to, and supportive of, active transportation movement. It should provide people with choices that are viable alternatives to driving.
- V. Complete Neighbourhoods
 - Support safe, mixed-use and diverse neighbourhoods, including: affordable housing and a variety of tenures; residential, commercial, employment uses; and visually and physically accessible amenity space, including schools and parks within walking distance.
 - Ensure the necessary public services and amenities to support quality of life, cohesive communities and creative places.
- VI. Growth and Change
 - Ensure that new developments respond to the natural, cultural, historical, and urban character of their context.
 - Direct change and intensification to areas that will benefit from growth.

- Every new building should contribute to the betterment of the public realm.
- Design should support accessibility, active transportation and transit (i.e. streets, land uses, neighbourhoods, open spaces, circulation systems).

VII. Process

- Foster a culture of support for the building / construction of quality urban design.
- Recognize and reward design excellence.
- Involve neighbourhood communities in local planning matters.
- Maintain opportunities for public participation in the implementation of HRM by Design.
- Foster predictable outcomes that have been tested to be achievable and fair.

VIII. Connected

- Prominent views to prominent natural and built features should be recognized, protected and enhanced.
- Enhance safe and appealing connections within the Regional Centre including to and from the waterfront, open spaces and neighbourhoods.

The Need for Engagement

The Centre Plan Project is driven by these Guiding Principles and a Vision that at their core recognize that our Plans have to be built and owned by the citizens that will live, work, and play in the communities the Plan represents. Municipal staff alone cannot move this project forward without a deep understanding of the urban fabric and the strength of community present in these neighbourhoods.

The Regional Centre is an area of over 43 square kilometers, comprising the provincial capital, the bulk of Health Care Services for the Capital and Atlantic Canada, two campuses of the Provincial Community College, four Universities, 20,000 jobs in the Downtown areas of Halifax and Dartmouth, major transportation infrastructure, three container terminals, the Irving Shipbuilding facilities, over 36 schools, and over 90,000 residents.

Not only is the need for engagement great, but it is also acute. The scale of the Regional Centre is not that of a neighbourhood, but our experience of it as residents and citizens is at the neighbourhood or local level.

Project Governance

The Centre Plan project is being advanced by the Planning & Development Business Unit and is supported by the work of the Community Design Advisory Committee (CDAC). The role of the CDAC is to provide a key communication and link between Regional Council and the community, and to advise on the delivery of a Community Engagement Strategy for the Centre Plan. At the conclusion of the Public Consultation program CDAC will submit a recommendation report to the Regional Council through the Community Planning and Economic Development (CPED) Standing Committee.

While the Centre Plan project does fall under the oversight of the CDAC and CPED Standing Committee of Council, as well as the Heritage Advisory Committee, staff will work with the Municipal Clerk to ensure all other Standing Committees of Council, Community Councils, and Community Council Advisory Committees are notified of reports and notices of public engagement.

Engagement Strategy Goals

Considering the breadth of issues that are manifest in the Regional Centre the project cannot rely on standard practices for Community Engagement alone, and the project recognizes that a unique strategy for this project will help staff address the demands as we progress toward a unified Plan for the Regional Centre.

Drawing from the experience in Regional Planning on past projects we know that a well-defined Strategy will help focus the efforts and provide necessary stability when difficulties arise. To provide direction to the strategy four clear goals have been defined for the Centre Plan Engagement.



Goals

- 1) Be consistent with and draw on the strength of the HRM Community Engagement Strategy,
- 2) Respect the work done by staff and the public in earlier engagement,
- 3) Build trust that will enable staff and the public to engage in effective city building, and
- 4) Provide clear framework for actions and allow for all bodies to observe measured success.

Engagement Parameters

The Centre Plan was conceptualized as the third component of the HRMbyDesign planning process in Halifax that was conceptualized in 2007. The Downtown Halifax Plan formed the second phase of HRMbyDesign. In October 2011, Halifax Regional Council initiated the Centre Plan and directed that a new Regional Centre Municipal Planning Strategy and Land Use By-Law be delivered by 2015. New growth opportunities and challenges led Council to commence "Centre Plan Phase 1" in 2012 for several commercial corridors and opportunity sites in Halifax and Dartmouth. The intent of Phase 1 was to develop new policy to support opportunities for well-designed development while ensuring that the character and scale of neighbourhoods was protected, while. The Halifax, Dartmouth, and Downtown Dartmouth Municipal Planning Strategies and Land Use Bylaws were intended to be amended as part of this process.

Learnings & Constraints

This original engagement with the public through 2012 helped staff understand the challenges that were present in bringing forward new planning policy for areas with incredible diversity of built form, land use, history, and population. The learnings from this original attempt at short term changes forms one set of solid parameters for engagement on this project.

Learnings from Centre Plan Phase 1 (2012)

- I. **Understanding of the purpose of engagement is important**
- II. **Understanding of the purpose of engagement will help with public comprehension of the overall project**
- III. **Due to scale of project, notification needs to address diversity of communities**
- IV. **Communication of how we use the feedback is vital to build and maintain trust**
- V. **Adequate time for public to consider information is vital**

The Phase 1 project goal of providing interim measures for commercial corridors reduced the complexity of the Centre Plan project by limiting geographic scope. With the renewed project that complexity will be re-introduced and new parameters for engagement emerge.

Further Centre Plan Engagement Parameters

- 1. Reach all residents, in their communities**
- 2. Reach all workers, through their employers**
- 3. Reach all institutions, through their organizations**
- 4. Reach all community groups, through their interests**
- 5. Ensure cohesion with other municipal planning efforts and policy**
- 6. Ensure that all communities find a place within the project**
- 7. Prepare communities to contribute to the project**
- 8. Embrace collaboration**
- 9. Inspire best practices in city building**

Geography

The Regional Centre encompasses a wide variety of land uses and many distinct communities. While the idea of creating new neighbourhood plans will be raised it will be important to ensure that the Centre Plan is able to maintain its regional significance while establishing the framework for new local plans in the future.

By identifying local areas within the Regional Centre we propose to frame the engagement to assist in communicating the impact of the Regional level policies on local areas. The definition of these plan areas will be done through spatial analysis and will be vetted with the communities throughout the engagement.

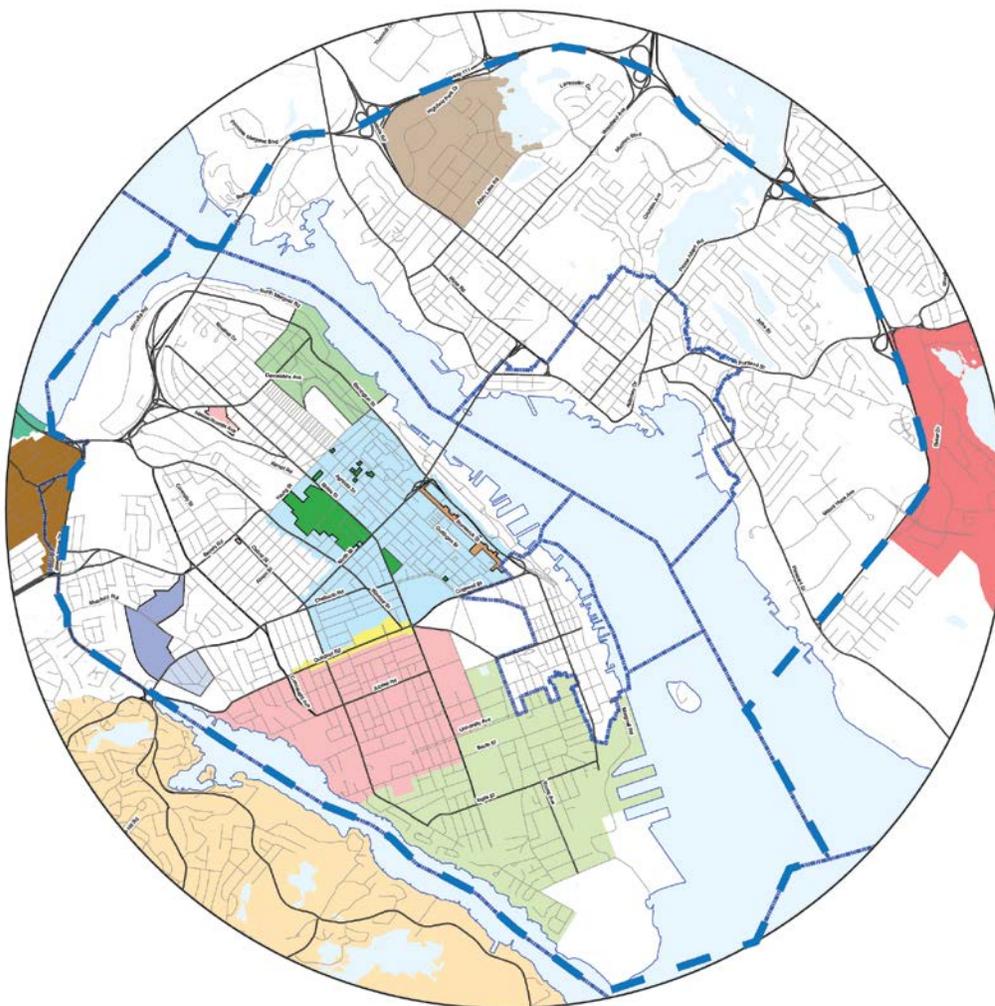


Figure 1 - The Regional Centre and Existing Plans

Plan Areas within current policy define local geographies for policy and, in some cases, have been in place for some time. These boundaries have helped to define the character of areas and where appropriate these will be maintained for consideration of character and scale. The Centre Plan will consider the unique qualities of all neighbourhoods within the Regional Centre and provide Planning Strategies and By-Laws that will protect and enhance these qualities into the future. Notwithstanding the aforementioned understanding of scale, the Centre Plan is not a Neighbourhood Planning exercise.

Comprehensive Nature

The Centre Plan will be a comprehensive plan, not only in name, but also in composition and scope. The creation of the Centre Plan will allow for a conversation with the public about how our planning policies have been designed to work together to support the best future for our communities. No plan is static, and to engage in comprehensive planning is to engage in the dynamic life of other plans and projects. The Engagement Strategy will help ensure that this engagement happens throughout the Centre Plan project.

The figure below shows a complete constellation of the Plans enabled by the Regional MPS that frame the Centre Plan project.

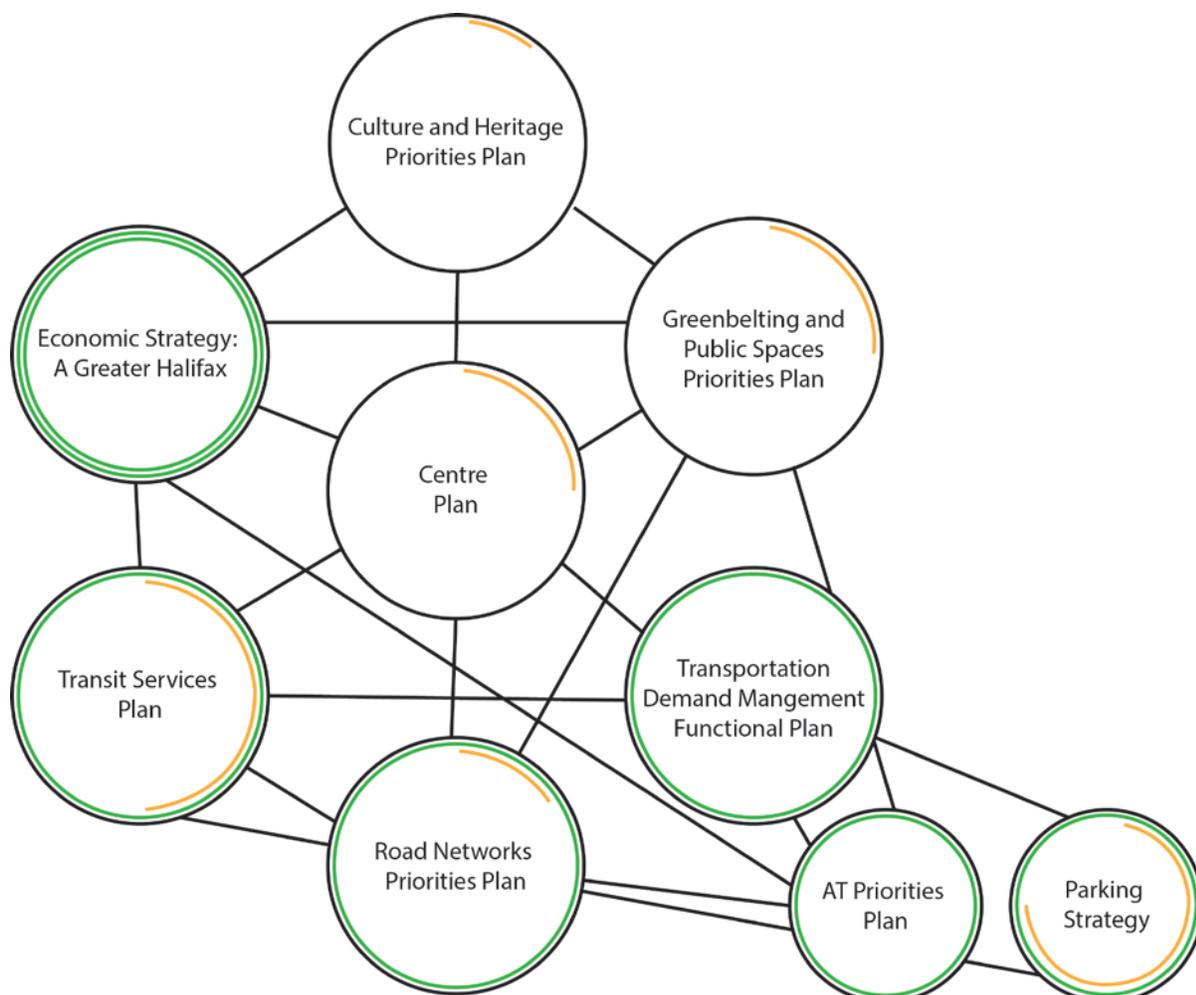


Figure 2 - Regional Planning Initiatives

The progress ring in the diagram above shows the current status of the project, each additional ring indicates an ongoing (or complete) review cycle for the same plan.

Stakeholders

The Engagement Strategy includes mechanisms to reach out to a wide range of stakeholders whom we know are interested in or affected by the Centre Plan Project. Audiences for engagement in the Center Plan include:

- Community Design Advisory Committee
- Regional Council
- General Public (both within the Regional Centre and beyond)
- Engaged non-government stakeholders, including:
 - Environmental Groups (e.g., Ecology Action Centre)
 - Business Improvement Districts (e.g., Spring Garden Road, Quinpool Road, Downtown Dartmouth, Downtown Halifax)
 - Community Groups (e.g., North End Community Circle, Wyse Road Society for Sensible Urban Design)
 - Land use and social planning groups (e.g., Planning & Design Centre, FUSION Halifax)
 - Business Associations (e.g., Halifax Chamber of Commerce, Development Industry)
 - Transportation Advocacy Groups (e.g., Halifax Cycling Coalition, It's More Than Buses)
 - Large Industrial & Commercial Employers
- Governmental Stakeholders, including:
 - Planning Applications Staff (Internal), Transportation & Public Works Staff (Internal), Parks & Recreation Staff (Internal), Operations Support Staff (Internal)
 - Greater Halifax Partnership
 - Educational & Health Institutions (e.g., NSCC, Dalhousie, Saint Mary's, NSCAD, CDHA, IWK)
 - Provincial Department of Municipal Affairs (NS Government)
 - Waterfront Development Corporation Limited (NS Government)
 - Regional and area Councillors

The Centre Plan will employ an open approach to engagement. The stakeholders may change as we progress through the steps of the planning process, with CDAC we will ensure that stakeholders are engaged at the appropriate point in the process. The categorization of stakeholders provided herein covers many facets of planning in the Region, but is also open to change as we learn more about the process with the community.

Engagement Tools & Techniques

The HRM Community Engagement Strategy provides some guidance when planning for consultation, but the complexity of the Centre Plan compels us to cast a wider net at this stage to find opportunities for best practice in consultation and engagement. This strategy also is directed inward, looking to other groups within the Municipality to build a method by which the Centre Plan becomes a document with all users in mind.

Tool / Technique	Reference Cases
<p>1. On-line Portal A municipally created and administered participatory platform where citizens contribute to the planning process.</p>	<ul style="list-style-type: none"> ▪ Shape Your City (Halifax) ▪ Speak Up (Austin, TX) ▪ Indy 2020 (Indianapolis, IN)
<p>2. Plain Language Guides Technical work and language can obscure the planning process and goals, guides help avoid this without losing technical rigour in the plan.</p>	<ul style="list-style-type: none"> ▪ Edmonton Evolving Infill ▪ Saskatoon City Centre Plan
<p>3. Planning Workshops Engaging with the community at key points to share progress and gather input.</p>	<ul style="list-style-type: none"> ▪ Halifax Public Library ▪ North Park Roundabouts
<p>4. Remote / Open Work Spaces Getting away from desktops and meeting rooms, staff can work through a platform of publicly accessible planning activities to engage a wider group.</p>	<ul style="list-style-type: none"> ▪ Planners in Public (Toronto) ▪ We Own The City (CITIES) ▪ Pop Up City Hall (Vancouver)
<p>5. Community Narratives Through the online portal to assist framing policy direction stories from the community will help ground the process in the reality of the Regional Centre.</p>	<ul style="list-style-type: none"> ▪ Cultural Plan (Moncton, NB) ▪ Streetfilms (Hoboken, NJ)

<p>6. Citizen Survey Enabling third party interaction with citizens to ensure that communication is effective throughout the process.</p>	<ul style="list-style-type: none"> ▪ Halifax Citizen Survey
<p>7. Planning Workbooks / Local Event Planning Toolkit Throughout the process there will be a need for the input and knowledge of the community. Workbooks allow the collection of this in a meaningful and comprehensive manner where plans are communicated using plain language.</p>	<ul style="list-style-type: none"> ▪ Provincial Budget (NS) ▪ Plan SJ (Saint John, NB)
<p>8. Educational Engagement Working with local schools to engage students in the planning process as it relates to their academic curriculum.</p>	<ul style="list-style-type: none"> ▪ Aviation High School ▪ Henry Ford Academy
<p>9. Stakeholder Outreach Talking to industry, commercial sectors, institutional sectors, and others throughout the process to ensure we understand the varied needs of a broad cross section of the community and that they understand the project at all phases.</p>	<ul style="list-style-type: none"> ▪ RP+5 (Halifax)
<p>10. Staff Working Groups / Technical Committees Understanding the depth of knowledge within the municipality and ensuring collaboration will be key to creating an implementable plan.</p>	<ul style="list-style-type: none"> ▪ 5 Year Transit Review (Halifax)

The suite of tools and resources outlined herein provides a mix of tried methods and innovative new forms of engagement that fit within the spirit of the HRM Community Engagement Strategy. From recent experience through the HRM branding strategy and the RP+5 processes there is a recognized appetite for new methods of involving the public in the planning process.

Action Plan

Step 1 – Engage and Define

Beginning in early 2015, the Centre Plan project will open a conversation with the public explaining the goals and scope of the project and how it fits with the other Plan strategies that have been (or are being) developed. This step will include significant public education and the feedback on fit with local knowledge / realities will guide the detailed development of future programming and policy.



Actions

Tools & Techniques	2015			
	Step 1			
	Jan	Feb	Mar	Apr
1. Online Portal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Plain Language Guides				
3. Planning Workshops		<input type="checkbox"/>		
4. Remote / Open Work Spaces				
5. Community Narratives			<input type="checkbox"/>	<input type="checkbox"/>
6. Citizen Survey				
7. Planning Workbooks / Local Event Toolkit				
8. Educational Engagement				
9. Stakeholder Outreach	<input type="checkbox"/>	<input type="checkbox"/>		
10. Staff Working Groups / Technical Committees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Step 2 – Learn Together

With the project defined for all stakeholders and the community we can begin to talk about how the new Planning Strategy can ensure that the Vision for the Regional Centre and Guiding Principles are achieved and enshrined in policy.



Actions

Tools & Techniques	2015						
	Step 2						
	May	Jun	Jul	Aug	Sep	Oct	Nov
1. Online Portal	<input type="checkbox"/>						
2. Plain Language Guides							
3. Planning Workshops	<input type="checkbox"/>				<input type="checkbox"/>		
4. Remote / Open Work Spaces		<input type="checkbox"/>	<input type="checkbox"/>				
5. Community Narratives						<input type="checkbox"/>	<input type="checkbox"/>
6. Citizen Survey							
7. Planning Workbooks / Local Event Toolkit					<input type="checkbox"/>	<input type="checkbox"/>	
8. Educational Engagement						<input type="checkbox"/>	
9. Stakeholder Outreach	<input type="checkbox"/>	<input type="checkbox"/>				<input type="checkbox"/>	<input type="checkbox"/>
10. Staff Working Groups / Technical Committees	<input type="checkbox"/>						

Step 3 – Check In and Feedback

With the input from the public we will have the confidence required to do the necessary work building a new Municipal Planning Strategy and subsequently, a new Land Use By-Law. With this work advanced to a final draft stage we will be able to hold a series of additional engagement activities to ensure that the community understands and supports the proposed policies.



Actions

Tools & Techniques	2016			
	Step 3			
	Dec	Jan	Feb	Mar
1. Online Portal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Plain Language Guides	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Planning Workshops		<input type="checkbox"/>	<input type="checkbox"/>	
4. Remote / Open Work Spaces				
5. Community Narratives				
6. Citizen Survey	<input type="checkbox"/>	<input type="checkbox"/>		
7. Planning Workbooks / Local Event Toolkit				
8. Educational Engagement				
9. Stakeholder Outreach		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Staff Working Groups / Technical Cmtes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Step 4 – Approvals Processes

When the documents have been vetted with the public they will be advanced to Committees of Council and ultimately Regional Council for adoption. The work of the Centre Plan team will continue throughout this stage. By working with the broad-based stakeholder group we can provide a high level of clarity to elected officials and the community to help ensure that policy represents the achievement of the Centre Plan Vision and Guiding Principles.



Actions

Tools & Techniques	2016									
	Step 4									
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
1. Online Portal	<input type="checkbox"/>									
2. Plain Language Guides	<input type="checkbox"/>									
3. Planning Workshops										
4. Remote / Open Work Spaces										
5. Community Narratives										
6. Citizen Survey										
7. Planning Workbooks / Event Toolkit										
8. Educational Engagement										
9. Stakeholder Outreach	<input type="checkbox"/>									
10. Staff Working Groups / Tech Cmtes										

Measures of Success

Throughout the Centre Plan we will report on the success of engagement at each step along the way. It is important to monitor and assess the quality of engagement, as well as the progress toward the end goal. With early success, the project can gain the confidence of stakeholders and staff, and as a corollary, early missed opportunity will identify the need for change while being a signifier of an open planning process intended for the benefit of all stakeholders.

Step 1 – Engage and Define

The primary goal of Step 1 is opening the conversation and defining the parameters for developing a unified plan for the Regional Centre that embodies the Vision and Guiding Principles developed with the community in the 2014 Regional Plan. The opening of the on-line portal represents a significant milestone in the early stages of the project. Monitoring initial take-up of the portal and how the portal is used will be an important early input into developing further processes.



Measurement

Tools & Techniques	Objective	Measures
1. On-line Portal	- Launch portal (via Shape Your City)	- Website live - # of hits
2. Planning Workshops	- Engage a broad group of citizens in education - Provide clarity with respect to scope	- # of events - # of attendees - participant scoring
5. Community Narratives	- Provide a forum for local narrative	- # of stories - # of posts / shares of stories
9. Stakeholder Outreach	- Share engagement plan - Build the stakeholder network	- # of stakeholder events held - # of stakeholders
10. Staff Working Groups / Technical Committees	- Working Group Definitions / Resource	- Creation of working groups

Step 2 – Learn Together

The success of the second step of the engagement process depends greatly on the success of the first, with clear communication as to the goals of the project and the parameters that define the engagement staff, the community, and stakeholders can work together to craft the Plan policy.



Measurement

Tools & Techniques	Objective	Measures
1. On-line Portal	- Drive interest and traffic to the portal	- Website live - # of hits
3. Planning Workshops	- Engage a broad group of citizens in meaningful workshops.	- # of events - # of attendees - participant scoring
4. Remote / Open Workspaces	- Introduce planning staff in an accessible space to the public to facilitate communication	- # of drop ins - # of hours in public spaces
5. Community Narratives	- Provide a forum for local narrative	- # of stories - # of posts / shares of stories
7. Planning Workbooks / Local Event Toolkit	- Create a means for stakeholders to lead community work	- # of stakeholder events held - # of workbooks received back
8. Educational Engagement	- Use the Centre Plan to help educate local students (G3-9)	- Program launch - # of children in program
9. Stakeholder Outreach	- Share engagement plan - Build the stakeholder network	- # of stakeholder events held - # of stakeholder actions
10. Staff Working Groups / Technical Committees	- Working Group Definitions and Resourcing	- Creation of working groups - # of meetings held

Step 3 – Check In and Feedback

Having developed draft policies, the purpose and goals for Step 3 focus on verifying with the public that the proposal reflects earlier consultation and allowing for further refinement of the proposed policy.



Measurement

Tools & Techniques	Objective	Measures
1. On-line Portal	- Drive interest and traffic to the portal	- Website live - # of hits
3. Planning Workshops	- Verify understanding and agreement with drafts	- # of events - # of attendees - participant scoring
5. Citizen Survey	- Reach those who may not traditionally attend public meetings.	- survey results
9. Stakeholder Outreach	- Verify understanding and agreement with drafts	- # of stakeholder events held - stakeholder scoring
10. Staff Working Groups / Technical Committees	- Working Group Definitions and Resourcing	- creation of working groups - # of meetings held
2. Plain Language Guides	- Clearly articulate the changes to policy with plain language and illustration	- guides developed - # of guides distributed / downloaded

Step 4 – Approvals Process

Engagement continues throughout the approvals process but new tools and processes will not be developed at this stage. The materials created to this point will continue to be used and the networks will be engaged to ensure understanding through the approvals process. No measures will be applied at this step.

Call to Clarity

There is a need for consistency in the communication of the Centre Plan project progress. In response to this need, and to help set the tone for the project, results of the Centre Plan Engagement Strategy will be tabled in a report drafted at the end of each step in the process.

These reports will assist the Community Design Advisory Committee in reporting to Regional Council and will provide a window into the Centre Plan process that is more accessible than the technical details.

Through this reporting structure, we hope that greater clarity and understanding of the planning process is gained by citizens, stakeholders, Committee members, Council, and Staff.