

DEVELOPING A STRATEGIC VISION FOR OTTER POINT, SHIRLEY & JORDAN RIVER

INFORMATION BULLETIN No. 11 – February, 2009

**Economic Development – Recreation – Land Use – Community Services
Taxation – Community Development – Governance – The Environment**

**The Developing a Strategic Vision project is now complete. This
will be the final Information Bulletin.**

Welcome to the eleventh and final **Information Bulletin** for the Developing a Strategic Vision project. These regular bulletins have kept you informed of the activities taking place in our community as we worked towards the development of a strategic vision for the communities of Otter Point, Shirley & Jordan River.

1. REPORT TO PROJECT ADVISORY COMMITTEE

The Developing a Strategic Vision Project steering committee issued its final report to the project's Advisory Committee on January 28th. In attendance were representatives from JDF Community Trails Society, Otter Point Fire Trustees, Kemp Lake Waterworks, Shirley Community Association, JDF Parks & Recreation Commission, JDF Economic Development Commission, JDFEA Land Use Committee, Kludakh Outdoors Club, Muir Creek Protection Society, Sooke Salmon Enhancement Society, T'Sou-ke First Nation, Sooke Region Historical Society, Otter Point & Shirley Residents and Ratepayers Association, MLA for Malahat Juan de Fuca and some residents of Shirley and Otter Point. Others such as the JDFEA Regional Director had wanted to attend but were unavailable for that meeting date.

Here are the meeting highlights:

A) Over the past 6 months members of the project steering committee made presentations to and/or discussed the Strategic Vision with the following community groups and representatives:

- The Juan de Fuca Economic Development Commission.
- The Shirley Education and Action Society.
- The Shirley Community Association.
- The Juan de Fuca Parks and Recreation Commission.
- The Otter Point and Shirley Residents and Ratepayers Association.
- The Juan de Fuca Agricultural Advisory Commission.

- Both the current and previous Regional Directors of the Juan de Fuca Electoral Area.
- Hon. Blair Lekstrom. Minister of Community Development.
- Hon. Stan Hagan, Minister of Agriculture and Lands.
- John Horgan, MLA for Malahat/Juan de Fuca.
- Dr. Keith Martin, MP for Esquimalt/Juan de Fuca.
- Bob Lapham, General Manager of CRD Planning, and June Klassen, Manager Local Area Planning for the Juan de Fuca Electoral Area.

B) A number of planning processes were identified where the Strategic Vision could be used. These were:

- JFDEA reviews of the Otter Point and Shirley/Jordan River Official Community Plans and development of new zoning bylaw(s).
- The CRD review of the Regional Growth Strategy.
- The public hearings for the JDFEA Parks Plan bylaw.
- The public hearings for the JDFEA Rural Resource Lands Comprehensive Land Use and Development Plan bylaw.
- The updating of the CRD Parks Plan.
- Park planning by the federal government.

C) A number of observations were made by those in attendance at the Advisory Committee meeting about what had been accomplished to date:

- The community had developed its own vision for the future; different than the vision of developers or people living outside Otter Point, Shirley and Jordan River.
- Those people who had participated in the public information forums or the community workshops were now better informed about local issues and planning processes.
- Those participating in the community workshops liked the opportunity to be involved in developing a strategic vision for the community.
- The Strategic Vision had assisted the Juan de Fuca Community Trails Association in applying for grants to support their trail development activities.
- The Strategic Vision has already been very useful when dealing with Ministers, elected representatives and officials as it clearly indicates what the community wants. It should be used to lobby and pressure the CRD, provincial and local elected representatives to do what the community has identified as its vision.
- Could remaining grant funding for the strategic Vision project be used to hold another public information forum dealing with local governance options?

- Arnie Campbell, on behalf of OPSRRA - which had applied for and obtained grant funding for the strategic vision project, indicated that the remaining approximately \$1600 in funding for the project would be used to promote the Strategic Vision.
- The Juan de Fuca Economic Development Commission, given their focus on the entire JDFEA, had largely "shelved" the economic development goals outlined in the Strategic Vision for Otter Point, Shirley and Jordan River. Follow-up work would be needed if they were to act on the Strategic Vision.
- At its last general meeting, OPSRRA members voted to promote the Strategic Vision within the mandate of OPSRRA. Its Board members are currently reviewing the Strategic Vision to identify priority areas for OPSRRA to support. It is likely that local governance, rural land use, economic development, water and environmental conservation goals will fit most readily within OPSRRA's mandate. Decisions by its members are expected to be made at their March 2009 Annual General Meeting.
- The Juan de Fuca Community Trails Society is supportive of the economic development strategy of developing community trails to enhance eco-tourism and of the strategy to lobby governments for more aggressive acquisition of conservation areas, parks, beach access and trails.
- The Sooke Salmon Enhancement Society is supportive of the water and environmental conservation goal and particularly of the strategy to enhance protection and restoration of fish-bearing streams and all riparian areas.
- Improved planning and mapping to protect and maintain significant ecosystems, aquifers, watersheds, streams and wilderness conservation areas is also supported.
- The Muir Creek Protection Society supports the goal of water and environmental conservation and the acquisition of conservation parks, parks, waterfront parks, beach access and trails (particularly to create a park at Muir Creek).
- The T'Sou-ke First Nation is currently developing its own strategic vision for its future and will be approaching the Otter Point and Shirley community to discuss issues of common interest.
- The Sooke Historical Society is not directly involved with the strategic Vision but would be prepared to assist in locating historical material if this was helpful to the project.
- As an unincorporated area, Otter Point and Shirley have no council, low property taxes, and no common community hall or meeting place where a community consensus can be developed. The Strategic Vision tries to deal with these issues.
- The Strategic vision both affects and involves wide segments of the community. It also supports compromise and some "give and take" in how the community will develop.

- To outside observers, the document shows a dynamic community that knows what it wants and needs some help from governments to develop its strategic vision for its future.

2. Working Together – Next Steps

- A) The Advisory Committee identified a need for the residents of Shirley, Jordan River and Otter Point to continue working together to promote the goals and strategies identified in the final report. Although the project's Steering Committee has finished its work and is now disbanded, the Advisory Committee expressed a wish to continue meeting. OPSRRA will undertake to organize several meetings, over the next year, of interested organizations and individuals.
- B) The idea of a public forum was suggested as one way to gain more ideas from the community about ways to implement the ideas identified in the final report.
- C) Individual and organizations need to identify what aspects of the final plan as important to them and then find ways to try and have them implemented. Continuing to follow-up with elected representatives, commissions and CRD committees is necessary.

3. Vision Project Web Site

The web site that was set-up for the Vision project has been closed and the contents are in the process of being transferred to the Otter Point & Shirley Residents & Ratepayers Association (OPSRRA) web site: www.opsrra.ca. This transfer will allow for a permanent record of the project to be retained without the expense of renewing the project's Domain Name.

4. Summary Report

The final document prepared by the steering committee was a summary report. The purpose of this document was to provide a concise overview of the project and a record of the key documents developed through the two year life of the project.

A) INTRODUCTION

The purpose of this summary report on the Developing a Strategic Vision Project is twofold:

- To provide an concise overview of the project; and
- To provide a record of the key documents developed through the project.

B) ORIGINAL PROPOSAL TO DEVELOP A STRATEGIC VISION

On August 2, 2006 the Board of Directors of the Otter Point and Shirley Residents and Ratepayers Association (OPSRRA) reviewed a proposal by Wayne Fritz, Arnie Campbell and Emma Taylor that a strategic vision be created for Otter Point and Shirley/Jordan River (see Appendix A). The Board supported proceeding with the project if there was also significant membership and community support.

At the September 20, 2006 OPSRRA Membership Meeting, there was general support by the members for proceeding with the project if there was also support from other community organizations. A letter was subsequently sent by OPSRRA to a broad range of community and service organizations, local business and governmental agencies (see Appendix B) inviting them to attend a meeting to discuss the idea of developing a strategic vision for Otter Point and Shirley/Jordan River. Of the thirty-two organizations contacted, twenty-one indicated that they were interested in attending a meeting to discuss the proposed project.

C) ESTABLISHING A PROJECT STEERING COMMITTEE AND ADVISORY COMMITTEE

On February 2, 2007, seventeen representatives from this cross section of community groups and organizations met as an ad hoc committee at the Otter Point Fire Hall to discuss the proposed strategic vision project. There was general but not unanimous agreement that the project should proceed and that a volunteer steering committee should be established to plan and manage the project.

Eight persons volunteered to be on the steering committee: Wayne Fritz, Arnie Campbell, Emma Taylor, John Charles, Liz Petersen, Heather Phillips, Rosemary Jorna, and Alanda Carver. Liz Petersen and Emma Taylor later withdrew because of other commitments and Cleo Gardener joined the steering committee. It was jointly agreed that members of the steering committee would function as individuals on the steering committee rather than representing any community group or organization. Standing sub-committees were established to deal with: gathering information, obtaining necessary project funding and managing communication with the public. Planning meetings were scheduled on a monthly basis with agenda packages circulated in advance by e-mail. Major planning decisions were based on discussion and consensus. All steering committee meetings were open to the public and minutes of meetings were made publicly available.

The ad hoc community committee was renamed as the project advisory committee. It subsequently met twice with the steering committee as a "sounding board" and source of advice.

D) GATHERING INFORMATION – INITIAL PLANNING

One of the steering committee's earliest decisions was whether or not to include the Jordan River area within the strategic vision. However, the steering committee decided that Jordan River should be included as it was part of the Shirley/Jordan River Official Community Plan area.

An initial task of the steering committee was to begin gathering background information about Otter Point, Shirley and Jordan River. A wide range of previous studies, reports and planning documents were located and reviewed. Brief summary sheets were prepared on 29 of these documents (see Appendix C).

Steering committee members also attended regional workshops, seminars, local planning and community meetings, and reported back to the steering committee on information relevant for the Developing a Strategic Vision Project.

Following much discussion, and a meeting with a representative of SmartGrowth BC, the steering committee decided to proceed by seeking grant funding sufficient to finance a series of public information forums on broad issues of community concern to be followed by a community workshop process through which strategic goals and related strategies would be developed for Otter Point, Shirley and Jordan River.

E) FUNDRAISING

Three successful grant applications were made by the steering committee through OPSRRA to support those project activities:

\$1,000 – start-up grant from the Regional Director of the Juan de Fuca Electoral Area

\$2,000 – grant from the Economic Development Commission of the Juan de Fuca Electoral Area

\$5,000 – a grant from the Real Estate Foundation of British Columbia

\$8,000 – total project revenues

F) PROJECT COMMUNICATIONS

The steering committee also developed a number of tools and used a variety of procedures to communicate with the public about the project. These included:

- Developing and electronically circulating information bulletins about the Developing a Strategic Vision Project to all persons interested in receiving the bulletin (By the end of the project, 200 persons at 130 e-

mail addresses were receiving the bulletins and 12 bulletins had been published.);

- Establishing a project website (<http://www.jdffuture.org>) to post project announcements, meeting minutes, communication bulletins, forum summaries and project reports;
- Using community bulletin boards in Shirley, Jordan River and Otter Point to post notices of public information forums, community workshops and project reports;
- Asking local organizations to also include information about the Developing a Strategic Vision Project in their own newsletters (Juan de Fuca Community Trails Society, Muir Creek Protection Society, Kemp Lake Waterworks District, MLA's newsletter and Otter Point & Shirley Residents & Ratepayers Association provided such assistance.);
- Purchasing advertisements in the Sooke News Mirror and Rural Observer to announce the public information forums, the community workshops, and ways to obtain project reports;
- Providing press releases about the project to local media (CBC Radio, Monday Magazine, the Times Colonist and the Sooke News Mirror used this information in stories about the project.);
- Using the Community Bulletin Board service provided by the Times Colonist;
- Directly mailing information to all households in Otter Point, Shirley and Jordan River who received bulk mail from Canada Post (approximately 1,500 households).

G) PUBLIC INFORMATION FORUMS

Between June 2007 and February 2008, the steering committee organized, publicly advertised and held four evening public information forums at the Otter Point Fire Hall. The forums were intended to provide a process through which those attending could hear the views of knowledgeable speakers about broad issues of community concern and then ask questions to the speakers.

Each forum was organized to consist of a 15-minute presentation by each of three invited speakers followed by a 50-minute public question-and-answer session and brief concluding comments by the guest speakers. At each forum, the audience was also updated about forthcoming project initiatives and polled about what they thought were the most important issues facing their community. Public attendance ranged from a low of 40 to a high of 80 people. Following each forum (listed below), Steering Committee members made a summary of the speakers' presentations and the question-and-answer session and posted it on the project website (see Appendix D).

Rural Land Use – June 19, 2007

- Deborah Curran, Smart Growth BC: *"Principles of Smart Rural Growth"*
- John Ranns, Mayor, Municipality of Metchosin: *"The Metchosin Experience"*
- Bruce Lemire-Elmore, B.C. Landowners Association: *"Is It Possible To Be Smart, Rural and Fair?"*

Economic Development and Community Change – October 2, 2007

- Mona Brash, University of Victoria: *"Silver Spray: A Cautionary Tale"*
- Nicole Chaland, Canadian Community Economic Development Network: *"Managing Change Through Community Economic Development: Stories From Small Town Canada"*
- Dr. Brian White, Director, School of Tourism and Hotel Management, Royal Roads University: *"Leading the Vision: Growth Management and the Quality of Community Life"*

Water-Environment-Change – November 27, 2007

- Trevor Wicks, Consultant in Sustainable Water Resources and Land Use Management: *"From Source to Tap...Understanding and Protecting Your Water Supply"*
- Dr. Tony Boydell, Director, School of Environment and Sustainability, Royal Roads University: *"Community Environmental Stewardship"*
- Felice Mazzoni, Director of Planning, Municipality of Ucluelet: *"Implementing Sustainable Policy: The Ucluelet Experience"*

Governance Options for Otter Point and Shirley – February 19, 2008

- Linda Allen, Planning Consultant and Principal, CitySpaces Consulting Ltd.: *"Governance & Community Change"*
- Allison Habkirk, School of Public Administration, University of Victoria: *"Governance Options for Otter Point and Shirley"*

H) TWO COMMUNITY WORKSHOPS

With the assistance of a professional facilitator (Andrew Moore), the Steering Committee, planned, advertised and held two community workshops. The workshops were designed to directly involve community residents in a structured process to begin developing a strategic vision for Otter Point, Shirley and Jordan River.

Community residents were invited through the project communication bulletins, the project website, media advertisements and community bulletin

boards to participate in two separate half day community workshops. Approximately 35 people registered for the workshops.

In the first workshop on April 2, 2008, participants were organized into small discussion groups and each group was asked to consider, discuss and succinctly record on a flipchart their responses to questions on a range of quality of life issues in their community. Those questions included:

- What attracted you to this part of the world?
- Is your quality of life likely to get better or worse over the next decade?
- What are the strengths, weaknesses, opportunities and threats to the area?
- What are the roots of the community?
- What is most valued in your vision of the community?
- What should be the guiding principles for a strategic vision?
- What would be your vision statement for the future?

In the second community workshop on April 19, 2008, participants were again sorted into small discussion groups and asked to focus on five broad theme areas as they pertained to Otter Point, Shirley and Jordan River. The theme areas were: economic development, social development, water and the environment, rural land use and local governance. For each of the five theme areas, following a brief background presentation by a Steering Committee member, each discussion group was asked to consider, discuss and record on flipchart sheets their views about:

- What is working well in Otter Point, Shirley and Jordan River?
- What strategies could be used to strengthen them?
- What changes do you want to see over the next decade?
- What strategies could be used to support those desired changes?

The flipcharts sheets developed were then summarized and posted for general review. Workshop participants who were then asked to use “sticky dots” to indicate what relative priority they attached to the many ideas that had been recorded by the discussion groups.

I) DEVELOPMENT OF A DRAFT, COMMUNITY FEEDBACK AND FINALIZATION OF A STRATEGIC VISION FOR OTTER POINT, SHIRLEY AND JORDAN RIVER

The next task of the Steering Committee was to review, summarize and organize the material developed at the community workshops into a draft strategic vision that would be circulated to community residents for review, feedback and possible change.

Over a three-month period, the steering committee developed a detailed, 12 page, first draft of the Strategic Vision. This first draft was electronically circulated to the Advisory Committee and persons receiving the project communication bulletin in June 2008 with a request that it be reviewed and commented upon. The project was also posted on the project website and the OPSRRA website with an invitation to provide comments to the steering committee. Community bulletin boards, media advertisements and newsletters of community organizations and the JDF MLA were also used to inform the community about where to obtain this first draft and where to provide their feedback.

Based on the feedback obtained, the steering committee developed a shorter, 8 page, second draft which also included information from the background sources, the public information forums and the community feedback. The second draft was circulated for community feedback in the same manner as the first draft. A brochure highlighting the second draft of the strategic vision was also mailed through Canada Post bulk mail services to approximately 1500 households in Otter Point, Shirley and Jordan River informing residents about the second draft and inviting feedback. Presentations on this second draft were also made to the Shirley Community Association and the Shirley Education and Action Society.

Based on community feedback about the second draft, the steering committee finalized the *Strategic Vision for Otter Point, Shirley and Jordan River*. A copy of the document was sent electronically to the members of the Advisory Committee and persons receiving the project communication bulletin. A paper copy was also mailed to 83 different community organizations, local service providers, government agencies, media outlets, academic institutions and locally elected representatives. A supplementary brochure highlighting key elements of the document was mailed to approximately 1,500 households in Otter Point, Shirley and Jordan River. The finalized document was also posted on the project website and the OPSRRA website and advertised locally through the Rural Observer, the Sooke News Mirror and the Times Colonist.

J) COMMUNITY FOLLOW-UP

Follow up meetings were held by steering committee members with 12 of the elected representatives, officials and community organizations that were sent a copy of the final report. The purposes of the meetings were: to review the Strategic Vision, to highlight its usefulness for planning purposes, and to outline the level of community support for the project.

A final meeting was held with the Advisory Committee on January 28, 2009. Although the Steering Committee indicated that it was disbanding after the meeting, the Advisory Committee decided that it wanted to continue meeting

every four months over the next year to monitor and follow up on the implementation of the *Strategic Vision for Otter Point, Shirley and Jordan River*.

K) ACKNOWLEDGEMENTS

The Developing a Strategic Vision Steering Committee wishes to publicly acknowledge the following community support for this project:

- Juan De Fuca Regional Director - \$1,000 start-up grant
- Juan De Fuca Economic Development Commission - \$2,000 grant
- Real Estate Foundation of BC - \$5,000 grant
- Otter Point Fire Department – meeting space
- SEAPARC Parks & Recreation Commission –meeting space
- Sooke Region Museum – meeting space
- CRD Planning and Regional Planning Services – CRD information access
- John Horgan, MLA – provincial information access
- A Point-of-View B&B – guest accommodation
- Tugwell Creek Honey Farm and Meadery – gifts for forum speakers
- OPSRRA – support and accounting services
- Roy Diment, Vivencia Resources Group – document design assistance
- Andrew Moore, Community Workshops Facilitator
- Kemp Lake Waterworks District – information distribution assistance
- Juan De Fuca Community Trails Association – information distribution assistance
- Muir Creek Protection Association – website and information distribution assistance

L) LIST OF APPENDICES

- Proposal to Develop a Strategic Vision for Otter Point and Shirley/Jordan River
- List of Community and Service Organizations Initially Contacted
- Summary Sheets of Background Material Reviewed
- Summaries of Speakers' Presentations and Question-and-Answer Sessions at the Four Public Information Forums
- First Draft of Strategic Vision for Otter Point, Shirley and Jordan River
- Finalized Strategic Vision for Otter Point, Shirley and Jordan River
- Supplementary Brochure for the Finalized Strategic Vision for Otter Point, Shirley and Jordan River
- Budget for the Developing a Strategic Vision Project – December 1, 2008
- Project Bibliography

