

# Developing a Strategic Vision Project Summary Report

## 1. 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.

## 2. 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.

## 3. 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, 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.

#### **4. 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.

#### **5. 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

#### **6. 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).

## 7. 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).

### **A. 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, Association of BC Landowners: *"Is It Possible To Be Smart, Rural and Fair?"*

### **B. 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"*
- C. 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"*
- D. 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"*

## 8. 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.

#### **9. 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.

#### **10. 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*.

#### **11. 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

**12. LIST OF APPENDICES/RELATED ATTACHMENTS**

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