



PUBLIC ENGAGEMENT PLAN

**Workforce Housing Strategy
Cowichan Valley Regional District**

CitySpaces Consulting | January, 2023

Table of Contents

- Overview..... 1
 - Purpose..... 1
 - Objectives 1
 - Activities At-A-Glance 1

- Target Audience 2
 - Project Advisory Group..... 2
 - Municipal and First Nations Planning - Technical Advisory Group 2
 - CVRD Regional Board..... 2
 - Regional Planning 3
 - Employers 3
 - Employees and Workers with Lived Experience of Housing Insecurity 3
 - Builders and Developers 3
 - Service Providers 4
 - Members of the Public 4

- Engagement Activities..... 5
 - Engagement Cluster 1: Establishing Our Framework and Vision..... 5
 - Engagement Cluster 2: Big Brainstorm (Plus Evaluating, Prioritizing) 24
 - Engagement Cluster 3: Knitting/Drafting the Strategy 45

Overview

Purpose

The Cowichan Valley Regional District (CVRD) has engaged CitySpaces to create a Workforce Housing Strategy. To inform the strategy, CitySpaces will implement an engagement initiative – guided by the Public Engagement Plan – to identify priorities, areas of concern, and solution-focused strategies. In addition, the plan will serve as an internal reference guide throughout the development of the strategy, mapping approaches to engagement including a sequence of interactive activities, timelines, and corresponding logistics.

To ensure the strategy captures community needs, the engagement process will follow a multi-sectoral approach, engaging with a broad scope of community stakeholders including service providers, businesses, residents, people with lived experience, government organizations, and other relevant institutions.

Objectives

The objectives of this engagement process are to:

- “Involve” the community with co-imagining new possible solutions with intention and action (prototyping, testing, and evaluating potential strategies);
- Structure engagement activities in a manner where each activity builds on previous steps, adapting based on input (iterative steps); and
- Build trust with people to enable conditions for personal, collective, and systemic transformation.

Activities At-A-Glance

- **Engagement cluster 1:** Six virtual workshops (week of January 30th to February 8th) and outreach to First Nations
- **Engagement cluster 2:** Four in-person workshops, one virtual workshop for stakeholders unable to attend in-person activities (week of March 27th to 31st)
- **Engagement cluster 3:** Online survey (late May/early June)



Target Audience

Identifying potential solutions to workforce housing will benefit from the creative ideation generated by a diversity of groups in the region:

Project Advisory Group

Perspective: Strategic Input, Grounding Process in Local Context, Ideas

- The project advisory group will comprise of diverse stakeholders including the Cowichan Housing Association, BC Housing, First Nations communities, Island Health, Tourism Cowichan, and various industry representatives. They will provide strategic input at key milestones of the process and will be invited to participate in various engagement activities with other groups in the region to help generate solution-focused ideas.
- The project advisory group will have access to an ongoing, live and interactive discussion forum through the CVRD's online engagement platform ("Bang the Table"). The discussion forum will provide an opportunity to capture ideas and organically expand ideas, share insights, and quickly problem solve as and when needed.

Municipal and First Nations Planning - Technical Advisory Group

Perspective: Perspective: Technical Input, Local Lens, Local Alignment, Ideas

- Should the CVRD secure additional budget for this process, a Technical Advisory Group comprising of municipal and First Nations planning representatives (MFNP) could be convened to provide technical input for ensuring strategies are grounded in the local context (e.g. policy, land use, and regulatory).
- The collaborative nature of the MFNP Technical Advisory Group provides an opportunity for the strategy to be regionally integrated, and bolster the implementation component.
- The MFNP Technical Advisory Group could meet at the same frequency and timing as the Project Advisory Group,

CVRD Regional Board

Perspective: Strategic Input, Regional Lens, Local Alignment, Ideas

- The regional district has a Board of Directors composed of representatives from unincorporated electoral areas and municipalities. The Board will offer a regional lens with respect to contextual input, political considerations, and broader strategic alignment. They will also be invited to participate in various engagement activities with other groups in the region to help generate solution-focused ideas.

Regional Planning

Perspective: Technical Input, Local Lens, Local Alignment, Ideas

- The CVRD has four municipalities (City of Duncan, Town of Ladysmith, Town of Lake Cowichan, and the Municipality of North Cowichan). Interdepartmental municipal staff members will be invited to participate in the engagement process to provide technical input on solution-building concepts, including CAOs, planners, and engineers. This group will also include CVRD regional planners and First Nation planners/housing coordinators.

Employers

Perspective: Tactical Input, Ideas

- A cross-section of small businesses and major employers will be invited to participate including healthcare, non-profit organizations, education, emergency services (e.g., police, fire, ambulance), tourism, construction, retail, food and beverage, agriculture, forestry, manufacturing, arts/culture, film, and technology. Engagement with employers will focus on tactical input, keeping in mind the needs of employers (and their employees), and idea generation.

Employees and Workers with Lived Experience of Housing Insecurity

Perspective: Lived Expertise, Ideas

- The input of employees and workers who have experienced challenges with finding and affording housing can bring their lived expertise to the table. Participants can be from any industry in the Cowichan Valley, as well as students or prospective workers in industries (e.g., VIU Cowichan carpentry, welding, education, and nursing students). Special attention will be made to identify employees and workers with specific experiences that create barriers to accessing housing and employment such as newcomers, workers with disabilities, and other underrepresented groups. Engagement with participants with lived experience gives space to solutions that are centred around the needs of workers.
- Special outreach to identify these individuals will need to be carried out to connect this group with opportunities to participate (e.g. Cowichan Intercultural Society for newcomers, Clements Centre for workers with disabilities, and WorkBC).

Builders and Developers

Perspective: Technical Input, Tangible Concepts, Sector Capacity, Ideas

- Builders and representatives from the development industry will be invited to participate in engagement activities to help generate ideas on solution-building concepts. Local builders and developers will bring a critical perspective on technical challenges and opportunities to developing workforce housing, and can provide insight on strategies that will be feasible and realistic. Invitees will include local builders and developers with expertise in



variety of form and scale, builders from neighbouring regions with experience developing workforce housing, and the building and construction industry (e.g. UDI).

Service Providers

Perspective: Client Needs, Sector Capacity, Ideas

- Service providers have a unique perspective from supporting their clients through their programs and services. A cross-section of service providers will be invited to participate in engagement activities including non-profit housing providers; employment, life skills and training organizations (e.g. WorkBC); and youth services. Engagement with service providers will provide insight into strategies that can support workers with barriers to employment and housing. Recognizing the capacity constraints within the non-profit and community serving sector, invitations will target organizations that work with workforce clients.

Members of the Public

Perspective: Palatability, Ideas

- Members of the public will be invited to generate ideas to address workforce housing issues in the region. Their participation will also serve a sample of community buy-in for the Strategy.



Engagement Activities

Engagement activities are organized by three clusters. Each cluster is a point in time where multiple engagement activities will be timed together, aligning with project milestones.

Engagement Cluster 1: Establishing Our Framework and Vision

This cluster builds off previous work already undertaken by the CVRD, member municipalities, and First Nations by evolving our understanding of the issues towards our desired outcome. The objective of this engagement cluster is to gain multiple perspectives to define the problem statement, set the vision, and establish a framework to inform solution-seeking exercises in subsequent engagement activities. Overarching questions that will be presented to participants during these activities are:

- What is the problem? (Confirm issues and needs, define problem statement);
- Where do we want to be? (Visualize the future of workforce housing in the Cowichan Valley, focusing on desired outcomes); and,
- How do we want to get there? (Bridge the issues/needs with future vision to inform the framework for strategy development, and potentially initiate thinking around possible evaluation criteria).

There will be six virtual workshops within this engagement cluster: (1) with representatives from **regional planning**; (2) with **employers**; (3) with **service providers**; (4) with **builders and developers**; (5) with **employees and workers with lived experience of housing insecurity**; and (6) with the **public**. Details of each workshop are outlined on the following pages with respect to format, roles, preliminary discussion questions, and draft agenda.

In addition, CVRD staff will reach out to **First Nations** to introduce the project and learn how Nation representatives would like to participate in this process, and the support they need to meaningfully engage.



VIRTUAL WORKSHOP #1: REGIONAL PLANNING

Participants:

- Interdepartmental staff from member municipalities and the CVRD (e.g., CAOs, planners, engineers), planners/coordinators from First Nations, as well as housing planners from neighbouring regions (e.g. RDN, CRD)
- List will be developed separately

Format:

- **Time:** 2 hours
- **Platform:** Zoom

Roles:

- **Jada (CitySpaces):** Lead facilitator, lead presenter, moderator; answer questions related to the study, process, and subject matter
- **Arawa (CitySpaces):** Technical facilitator/support
- **Fray (CitySpaces):** Observer/technical support
- **Barry (CVRD):** Welcome; land acknowledgement; closing, thank you; answer questions directed to CVRD
- **Brittany (CVRD):** Observer/note-taker/virtual support/RSVPs/monitor registration #s?
- **Judy (CVRD):** Observer/note-taker/virtual support/RSVPs/monitor registration #s?

Preliminary Discussion Questions for regional planning:

- **What is the problem?**
 - ◆ Does the workforce housing needs summary resonate with you? Is there anything missing?
 - ◆ From a local government perspective, what obstacles are you experiencing with creating a supportive and enabling environment for workforce housing development? Policy? Regulatory? Land use? Capacity? Systems/process? Political will?
- **Where do we want to be?**
 - ◆ What should workforce housing look like in your community? In the Cowichan Region?
 - ◆ What role should local government have? What role should First Nations have?
 - ◆ What do you need in place to fulfill your role?
- **How do we want to get there?** (Initial thoughts on framework/criteria?)



Engagement Cluster #1, Workshop #1 (Regional Planning) – Draft Agenda

Target Workshop Date: January 30th to February 8th

TIME	COMPONENT	LEAD
10 minutes	<i>(Project team joins virtual meeting room and tests audio/video and screen sharing capabilities)</i>	• All
5 minutes	<i>(Open virtual doors and allow participants to get settled)</i>	• All
5 minutes	<i>(Start recording)</i> Welcome and Land Acknowledgements	• Barry
10 minutes	Introductions <ul style="list-style-type: none"> • Introduce CVRD team members • Introduce consultant team • Round table introductions (name, municipality, role) • Virtual housekeeping 	• Jada
20 minutes	Presentation <ul style="list-style-type: none"> • Overview/purpose/the why • Summarize steps leading to this point (e.g., regional housing needs assessment, workforce housing survey) • Highlight our working understanding of workforce housing needs and issues (emphasize relevant findings to member municipalities) • Pause for questions 	• Jada
80 minutes	Discussion (Virtual Interactive Tool) <ul style="list-style-type: none"> • Part 1: What is the problem? (15 mins) • Part 2: Where do we want to be? (40 mins) • Part 3: How do we want to get there? (15 mins) • Summarize 	• Jada
10 minutes	Reflection <ul style="list-style-type: none"> • Round table on key takeaways/where they hope this process will lead • Pause for final questions • Outline next steps 	• Jada
5 minutes	Closing and Thank You <i>(End recording)</i>	• Barry

Engagement Cluster #1, Workshop #1 (Regional Planning) – Resource List

Target Workshop Date: January 30th to February 8th

Engagement Activity	Date	Responsibility
Setup virtual platform/schedule with zoom registration link	December	CSC
Send out save the dates (including description of the event)	December	CVRD
Invitations (including description of event)	Second week of January (Reminder third week of January)	CVRD
Monitor RSVPs	Second week to fifth week of January	CVRD
Detailed agenda	Third week of January	CSC
PowerPoint	Third week of January	CSC
Interactive virtual/digital tool	Third and fourth week of January	CSC
Note-taking	During event	CVRD

VIRTUAL WORKSHOP #2: EMPLOYERS

Participants:

- Employers (CVRD Board of Directors and members of the Project Advisory Group will also be invited to this workshop)
- List will be developed separately

Format:

- **Time:** 2 hours
- **Platform:** Zoom

Roles:

- **Jada (CitySpaces):** Lead facilitator, lead presenter, moderator; answer questions related to the study, process, and subject matter related questions
- **Arawa (CitySpaces):** Technical facilitator/support
- **Fray (CitySpaces):** Observer/technical support
- **Barry (CVRD):** Welcome; land acknowledgement; closing, thank you; answer questions directed to CVRD
- **Brittany (CVRD):** Observer/note-taker/virtual support/RSVPs/monitor registration #s?
- **Judy (CVRD):** Observer/note-taker/virtual support/RSVPs/monitor registration #s?

Preliminary Discussion Questions for Employers:

- **What is the problem?**
 - ◆ Does the workforce housing needs summary resonate with you? Is there anything missing?
 - ◆ From an employer's perspective, what obstacles are you experiencing with supporting your workers with finding and accessing affordable housing? Network/contacts? Capacity? Limited financial means?
- **Where do we want to be?**
 - ◆ What should workforce housing look like in the Cowichan Region?
 - ◆ What role should employers have?
 - ◆ What do you need in place to fulfill your role?
- **How do we want to get there?** (Initial thoughts on framework/criteria?)



Engagement Cluster #1, Workshop #2 (Employers) – Draft Agenda

Target Workshop Date: January 30th to February 8th

TIME	COMPONENT	LEAD
10 minutes	<i>(Project team joins virtual meeting room and test audio/video and screen sharing capabilities)</i>	• All
5 minutes	<i>(Open virtual doors and allow participants to get settled)</i>	• All
5 minutes	<i>(Start recording)</i> Welcome and Land Acknowledgements	• Barry
10 minutes	Introductions <ul style="list-style-type: none"> • Introduce CVRD team members • Introduce consultant team • Round table introductions (name, industry/company, role) • Virtual housekeeping 	• Jada
20 minutes	Presentation <ul style="list-style-type: none"> • Overview/purpose/the why • Summarize steps leading to this point (e.g., regional housing needs assessment, workforce housing survey) • Highlight our working-understanding of workforce housing needs and issues (emphasize relevant findings to employers) • Pause for questions 	• Jada
80 minutes	Discussion (Virtual Interactive Tool) <ul style="list-style-type: none"> • Part 1: What is the problem? (15 mins) • Part 2: Where do we want to be? (40 mins) • Part 3: How do we want to get there? (15 mins) • Summarize 	• Jada
10 minutes	Reflection <ul style="list-style-type: none"> • Round table on key takeaways/where they hope this process will lead • Pause for final questions • Outline next steps 	• Jada
5 minutes	Closing and Thank You <i>(End recording)</i>	• Barry

Engagement Cluster #1, Workshop #2 (Employers) – Resource List

Target Workshop Date: January 30th to February 8th

Engagement Activity	Date	Responsibility
Setup virtual platform/schedule with zoom registration link	December	CSC
Send out save the dates (including description of the event)	December	CVRD
Invitations (including description of event)	Second week of January (Reminder third week of January)	CVRD
Monitor RSVPs	Second week to fifth week of January	CVRD
Detailed agenda	Third week of January	CSC
PowerPoint	Third week of January	CSC
Interactive virtual/digital tool	Third and fourth week of January	CSC
Note-taking	During event	CVRD



VIRTUAL WORKSHOP #3: SERVICE PROVIDERS

Participants:

- A cross-section of service providers including non-profit housing providers; employment, life skills and training organizations (e.g. WorkBC); and youth services.

Format:

- **Time:** 2 hours
- **Platform:** Zoom

Roles:

- **Jada (CitySpaces):** Lead facilitator, lead presenter, moderator; answer questions related to the study, process, and subject matter related questions
- **Arawa (CitySpaces):** Technical facilitator/support
- **Fray (CitySpaces):** Observer/technical support
- **Barry (CVRD):** Welcome; land acknowledgement; closing, thank you; answer questions directed to CVRD
- **Brittany (CVRD):** Observer/note-taker/virtual support/RSVPs/monitor registration #s?
- **Judy (CVRD):** Observer/note-taker/virtual support/RSVPs/monitor registration #s?

Preliminary Discussion Questions for service providers:

- **What is the problem?**
 - ◆ Does the workforce housing needs summary resonate with you? Is there anything missing?
 - ◆ From a service provider perspective, what obstacles are you experiencing with supporting your clients with finding and accessing affordable housing? Network/contacts? Capacity? Limited financial means?
- **Where do we want to be?**
 - ◆ What should workforce housing look like in the Cowichan Region?
 - ◆ What role should service providers have?
 - ◆ What is the non-profit/service sector capacity to support clients with accessing workforce housing?
 - ◆ What do you need in place to fulfill your role?
- **How do we want to get there?** (Initial thoughts on framework/criteria?)



Engagement Cluster #1, Workshop #3 (Service Providers) – Draft Agenda

Target Workshop Date: January 30th to February 8th

TIME	COMPONENT	LEAD
10 minutes	<i>(Project team joins virtual meeting room and tests audio/video and screen sharing capabilities)</i>	• All
5 minutes	<i>(Open virtual doors and allow participants to get settled)</i>	• All
5 minutes	<i>(Start recording)</i> Welcome and Land Acknowledgements	• Barry
10 minutes	Introductions <ul style="list-style-type: none"> • Introduce CVRD team members • Introduce consultant team • Round table introductions (name, organization, role) • Virtual housekeeping 	• Jada
20 minutes	Presentation <ul style="list-style-type: none"> • Overview/purpose/the why • Summarize steps leading to this point (e.g., regional housing needs assessment, workforce housing survey) • Highlight our working understanding of workforce housing needs and issues (emphasize relevant findings to member municipalities) • Pause for questions 	• Jada
80 minutes	Discussion (Virtual Interactive Tool) <ul style="list-style-type: none"> • Part 1: What is the problem? (15 mins) • Part 2: Where do we want to be? (40 mins) • Part 3: How do we want to get there? (15 mins) • Summarize 	• Jada
10 minutes	Reflection <ul style="list-style-type: none"> • Round table on key takeaways/where they hope this process will lead • Pause for final questions • Outline next steps 	• Jada
5 minutes	Closing and Thank You <i>(End recording)</i>	• Barry



Engagement Cluster #1, Workshop #3 (Service Providers) – Resource List

Target Workshop Date: January 30th to February 8th

Engagement Activity	Date	Responsibility
Setup virtual platform/schedule with zoom registration link	December	CSC
Send out save the dates (including description of the event)	December	CVRD
Invitations (including description of event)	Second week of January (Reminder third week of January)	CVRD
Monitor RSVPs	Second week to fifth week of January	CVRD
Detailed agenda	Third week of January	CSC
PowerPoint	Third week of January	CSC
Interactive virtual/digital tool	Third and fourth week of January	CSC
Note-taking	During event	CVRD

VIRTUAL WORKSHOP #4: BUILDERS AND DEVELOPERS

Participants:

- Local builders and developers with expertise in variety of form and scale, builders from neighbouring regions with experience developing workforce housing, and the building and construction industry.

Format:

- **Time:** 2 hours
- **Platform:** Zoom

Roles:

- **Jada (CitySpaces):** Lead facilitator, lead presenter, moderator; answer questions related to the study, process, and subject matter related questions
- **Arawa (CitySpaces):** Technical facilitator/support
- **Fray (CitySpaces):** Observer/technical support
- **Barry (CVRD):** Welcome; land acknowledgement; closing, thank you; answer questions directed to CVRD
- **Brittany (CVRD):** Observer/note-taker/virtual support/RSVPs/monitor registration #s?
- **Judy (CVRD):** Observer/note-taker/virtual support/RSVPs/monitor registration #s?

Preliminary Discussion Questions for builders and developers:

- **What is the problem?**
 - ◆ Does the workforce housing needs summary resonate with you? Is there anything missing?
 - ◆ From a builder/developer perspective, what obstacles are you experiencing with developing workforce housing projects? Policy? Regulatory? Land use? Partnerships? Skilled labour? Securing Land? Financing? Capacity?
- **Where do we want to be?**
 - ◆ What should workforce housing look like in the Cowichan Region?
 - ◆ What role should builders and developers have?
 - ◆ What is the local development sector's capacity to deliver workforce housing solutions / product?
 - ◆ What do you need in place to fulfill your role?
- **How do we want to get there?** (Initial thoughts on framework/criteria?)



Engagement Cluster #1, Workshop #4 (Builders and Developers) – Draft Agenda

Target Workshop Date: January 30th to February 8th

TIME	COMPONENT	LEAD
10 minutes	<i>(Project team joins virtual meeting room and tests audio/video and screen sharing capabilities)</i>	• All
5 minutes	<i>(Open virtual doors and allow participants to get settled)</i>	• All
5 minutes	<i>(Start recording)</i> Welcome and Land Acknowledgements	• Barry
10 minutes	Introductions <ul style="list-style-type: none"> • Introduce CVRD team members • Introduce consultant team • Round table introductions (name, company, role) • Virtual housekeeping 	• Jada
20 minutes	Presentation <ul style="list-style-type: none"> • Overview/purpose/the why • Summarize steps leading to this point (e.g., regional housing needs assessment, workforce housing survey) • Highlight our working understanding of workforce housing needs and issues (emphasize relevant findings to member municipalities) • Pause for questions 	• Jada
80 minutes	Discussion (Virtual Interactive Tool) <ul style="list-style-type: none"> • Part 1: What is the problem? (15 mins) • Part 2: Where do we want to be? (40 mins) • Part 3: How do we want to get there? (15 mins) • Summarize 	• Jada
10 minutes	Reflection <ul style="list-style-type: none"> • Round table on key takeaways/where they hope this process will lead • Pause for final questions • Outline next steps 	• Jada
5 minutes	Closing and Thank You <i>(End recording)</i>	• Barry

Engagement Cluster #1, Workshop #4 (Builders and Developers) – Resource List

Target Workshop Date: January 30th to February 8th

Engagement Activity	Date	Responsibility
Setup virtual platform/schedule with zoom registration link	December	CSC
Send out save the dates (including description of the event)	December	CVRD
Invitations (including description of event)	Second week of January (Reminder third week of January)	CVRD
Monitor RSVPs	Second week to fifth week of January	CVRD
Detailed agenda	Third week of January	CSC
PowerPoint	Third week of January	CSC
Interactive virtual/digital tool	Third and fourth week of January	CSC
Note-taking	During event	CVRD

VIRTUAL WORKSHOP #5: EMPLOYEES AND WORKERS WITH LIVED EXPERIENCE

Participants:

- Employees and workers with lived experience (Project Advisory Group will also be invited)
- Ask employers if they have employees/workers who may be interested in participating
- Issue a “call for participants” (advertisement required, e.g., Eventbrite)

Format:

- **Time:** 2 hours
- **Platform:** Zoom

Roles:

- **Jada (CitySpaces):** Lead facilitator, lead presenter, moderator; answer questions related to the study, process, and subject matter related questions
- **Arawa (CitySpaces):** Technical facilitator/support
- **Fray (CitySpaces):** Observer/technical support
- **Barry (CVRD):** Welcome; land acknowledgement; closing, thank you; answer questions directed to CVRD
- **Brittany (CVRD):** Observer/note-taker/virtual support/RSVPs/monitor registration #s?
- **Judy (CVRD):** Observer/note-taker/virtual support/RSVPs/monitor registration #s?

Preliminary Discussion Questions for Employees and Workers:

- What is the problem?
 - ◆ Does the workforce housing needs summary resonate with you? Is there anything missing?
 - ◆ From your perspective, what are the obstacles to finding a home that meets your needs? Affordability? Building/unit features? Location?
- Where do we want to be?
 - ◆ What should workforce housing look like in your community? In the Cowichan Region?
 - ◆ What responsibility should workers/employees have when it comes to finding and accessing affordable housing? Do you have suggestions on what support you need from your employers or community?
 - ◆ What do you need in place to fulfill your role?
- How do we want to get there? (Initial thoughts on framework/criteria?)



Engagement Cluster #1, Workshop #5 (Employees and Workers) – Draft Agenda

Target Workshop Date: January 30th to February 8th

TIME	COMPONENT	LEAD
10 minutes	<i>(Project team joins virtual meeting room and test audio/video and screen sharing capabilities)</i>	<ul style="list-style-type: none"> All
5 minutes	<i>(Open virtual doors and allow participants to get settled)</i>	<ul style="list-style-type: none"> All
5 minutes	<i>(Start recording)</i> Welcome and Land Acknowledgements	<ul style="list-style-type: none"> Barry
10 minutes	Introductions <ul style="list-style-type: none"> Introduce CVRD team members Introduce consultant team Round table introductions (name, industry they work in/occupation) Virtual housekeeping 	<ul style="list-style-type: none"> Jada
20 minutes	Presentation <ul style="list-style-type: none"> Overview/purpose/the why Summarize steps leading to this point (e.g., regional housing needs assessment, workforce housing survey) Highlight our working-understanding of workforce housing needs and issues (emphasize relevant findings to employees and workers) Pause for questions 	<ul style="list-style-type: none"> Jada
80 minutes	Discussion (Virtual Interactive Tool) <ul style="list-style-type: none"> Part 1: What is the problem? (15 mins) Part 2: Where do we want to be? (40 mins) Part 3: How do we want to get there? (15 mins) Summarize 	<ul style="list-style-type: none"> Jada
10 minutes	Reflection <ul style="list-style-type: none"> Round table on key takeaways/where they hope this process will lead Pause for final questions Outline next steps 	<ul style="list-style-type: none"> Jada
5 minutes	Closing and Thank You <i>(End recording)</i>	<ul style="list-style-type: none"> Barry

Engagement Cluster #1, Workshop #5 (Employees and Workers) – Resource List

Target Workshop Date: January 30th to February 8th

Engagement Activity	Date	Responsibility
Setup virtual platform/schedule with zoom registration link	December	CSC
Send out save the dates (including description of the event)	December	CVRD
Eventbrite (or equivalent?) (including description of event and the zoom registration link)	Second week of January (Reminder second week of January)	CVRD
Advertisement	Second week of January (Additional push third week of January)	CVRD
Connect with employers to see if they have employees or workers who may want to participate	Second and third week of January	CVRD
Monitor RSVPs	Second week to fifth week of January	CVRD
Detailed agenda	Third week of January	CSC
PowerPoint	Third week of January	CSC
Interactive virtual/digital tool	Third and fourth week of January	CSC
Note-taking	During event	CVRD

VIRTUAL WORKSHOP #6: THE PUBLIC

Participants:

- The public (CVRD Board of Directors and the Project Advisory Group will also be invited)
- Issue a “call for participants” (advertisement required, e.g., Eventbrite)

Format:

- **Time:** 2 hours
- **Platform:** Zoom

Roles:

- **Jada (CitySpaces):** Lead facilitator, lead presenter, moderator; answer questions related to the study, process, and subject matter related questions
- **Arawa (CitySpaces):** Technical facilitator/support
- **Fray (CitySpaces):** Observer/technical support
- **Barry (CVRD):** Welcome; land acknowledgement; closing, thank you; answer questions directed to CVRD
- **Brittany (CVRD):** Observer/ note-taker/virtual support/RSVPs/monitor registration #s?
- **Judy (CVRD):** Observer/note-taker/virtual support/RSVPs/monitor registration #s?

Preliminary Discussion Questions for the Public:

- **What is the problem?**
 - ◆ Does the workforce housing needs summary resonate with you? Is there anything missing?
 - ◆ From your perspective, what do you think are the key drivers to workforce housing issues in the Cowichan Valley?
- **Where do we want to be?**
 - ◆ What should workforce housing look like in your community? In the Cowichan Region?
 - ◆ Do you have suggestions on what different organizations in the community could support the development of workforce housing in your community?
- **How do we want to get there?** (Initial thoughts on framework/criteria?)



Engagement Cluster #1, Workshop #6 (The Public) – Draft Agenda

Target Workshop Date: January 30th to February 8th

TIME	COMPONENT	LEAD
10 minutes	<i>(Project team joins virtual meeting room and test audio/video and screen sharing capabilities)</i>	• All
5 minutes	<i>(Open virtual doors and allow participants to get settled)</i>	• All
5 minutes	<i>(Start recording)</i> Welcome and Land Acknowledgements	• Barry
10 minutes	Introductions <ul style="list-style-type: none"> • Introduce CVRD team members • Introduce consultant team • Round table introductions (name, the community they live in) • Virtual housekeeping 	• Jada
20 minutes	Presentation <ul style="list-style-type: none"> • Overview/purpose/the why • Summarize steps leading to this point (e.g., regional housing needs assessment, workforce housing survey) • Highlight our working-understanding of workforce housing needs and issues (emphasize relevant findings to the public) • Pause for questions 	• Jada
80 minutes	Discussion (Virtual Interactive Tool) <ul style="list-style-type: none"> • Part 1: What is the problem? (15 mins) • Part 2: Where do we want to be? (40 mins) • Part 3: How do we want to get there? (15 mins) • Summarize 	• Jada
10 minutes	Reflection <ul style="list-style-type: none"> • Round table on key takeaways/where they hope this process will lead • Pause for final questions • Outline next steps 	• Jada
5 minutes	Closing and Thank You <i>(End recording)</i>	• Barry

Engagement Cluster #1, Workshop #6 (The Public) – Resource List

Target Workshop Date: January 30th to February 8th

Engagement Activity	Date	Responsibility
Setup virtual platform/schedule with zoom registration link	December	CSC
Send out save the dates (including description of the event)	December	CVRD
Eventbrite (or equivalent?) (including description of event and the zoom registration link)	Second week of January (Reminder second week of January)	CVRD
Advertisement	Second week of January (Additional push third week of January)	CVRD
Monitor RSVPs	Second and third week of January	CVRD
Detailed agenda	Second week to fifth week of January	CSC
PowerPoint	Third week of January	CSC
Interactive virtual/digital tool	Third week of January	CSC
Note-taking	Third and fourth week of January	CVRD

Engagement Cluster 2: Big Brainstorm (Plus Evaluating, Prioritizing)

Revisit proposed engagement activities after the first cluster is completed and work has evolved further. Consider slightly modifying to meet the needs of participants and the process.

This cluster builds off what we heard during the virtual workshops in engagement cluster 1. For engagement cluster 2, activities are about creating and making choices intentionally centred around being inclusive, open, curious, and strategically experimental. The desired outcome of this cluster is to develop as many preliminary strategies as possible, and to initially test these strategies against criteria to help narrow strategies that could have the greatest impact.

There will be four in-person workshops within this engagement cluster: (i) **Ladysmith**; (ii) **Lake Cowichan**; (iii) **South Cowichan**; and (iv) **Duncan**. Representatives from all target audiences will be invited to attend either one of these events, with the location and day/time convenient for them. In addition, one **virtual workshop** will be offered to participants who are unable to attend an in-person workshop. Details of each event are outlined on the following pages with respect to format, roles, preliminary discussion questions, and draft agenda.

Additional Engagement Activities:

Additional engagement activities in Engagement Cluster 2 include:

- Additional time for one-on-one interviews with stakeholders who are unable to attend the scheduled events.
- Conducting several one-on-one phone calls (or one focus group) with organizations who may be impacted (adversely or positively) with potential changes to the Municipal and Regional District Tax (MRDT).



WORKSHOP #1: LADYSMITH

Participants:

- Interdepartmental staff (CAOs, planners, engineers); employers; employees and workers with lived experience; CVRD Board of Directors; members of the Project Advisory Group; and the public (note: an alternative event can be planned for the public, subject to budget).

Format:

- **Time:** 3 hours (4 hours when including set-up/take-down)
- **In-person:** Venue large enough to accommodate 20 to 40 people (with space for 4 to 6 breakout tables)

Roles:

- **Jada (CitySpaces):** Lead facilitator, timekeeper, breakout group facilitator, moderator, lead presenter; answer questions related to the study, process, and subject matter related questions
- **Melissa (CitySpaces):** Breakout group facilitator
- **Arawa (CitySpaces):** Breakout group facilitator
- **Barry (CVRD):** Welcome; land acknowledgement; closing, thank you; answer questions directed to CVRD; “floating” participant
- **Brittany (CVRD):** RSVPs/monitor registration #s, venue booking, refreshments/lunch coordination, equipment and materials, note taker, “floating” participant?
- **Judy (CVRD):** RSVPs/monitor registration #s, venue booking, refreshments/lunch coordination, equipment and materials, note taker, “floating” participant?



Engagement Cluster #2, Workshop #1 (Ladysmith) – Draft Agenda

Target Date: the week of March 27th to 31st (Thursday)

TIME	COMPONENT	LEAD
12:45 PM	<i>(Project team arrives at venue, rearranges tables/chairs as needed, setup computer/audio/video)</i>	• All
1:15 PM	<i>(Open doors and allow participants to connect, get settled)</i>	• All
1:30 PM	Group Plenary: Welcome and land acknowledgements	• Barry
1:35 PM	Group Plenary: Introductions <ul style="list-style-type: none"> • Introduce CVRD team members • Introduce consultant team • Round table introductions (name, who they are with, one word/couple of words to describe why they are participating) • Housekeeping 	• Jada
1:45 PM	Group Plenary: Presentation <ul style="list-style-type: none"> • Overview/purpose • Summarize what we heard from engagement cluster 1 • Share starting point of Solutions Framework • Come up with criteria for impact, capacity, and implementation • Pause for questions 	• Jada
2:15 PM	Breakout Discussion Part 1 (Assigned groups, colour name tags) <ul style="list-style-type: none"> • Member municipality group • Employers group • Employees and workers group • Members of the public group (may be combined with employees/workers group) • Facilitation aids will be used to help generate as many ideas as possible 	• Jada
2:50 PM	Break <ul style="list-style-type: none"> • Washroom • Tea/coffee 	• All
3:00 PM	Breakout Discussion Part 2 <ul style="list-style-type: none"> • Rotate to next breakout group 	• Jada • Mellissa • Arawa

3:30 PM	<p>Group Plenary: Walk Through the Ideas</p> <ul style="list-style-type: none"> Summarize ideas generated from each breakout discussion (led by group facilitators) Pause for questions and comments 	<ul style="list-style-type: none"> Jada
3:45 PM	<p>Group Exercise: Priority Walk</p> <ul style="list-style-type: none"> Red dots = high priority Green dots = medium priority Blue dots = low priority Revisit the solutions framework, and criteria created by participants from earlier in the day Each participant given red dots, green dots, and blue dots and time to walk around the room and mark priorities 	<ul style="list-style-type: none"> Jada
4:05 PM	<p>Reflection</p> <ul style="list-style-type: none"> Round table on key takeaways Pause for final questions Outline next steps 	<ul style="list-style-type: none"> Jada
4:20 PM	<p>Closing and thank you</p>	<ul style="list-style-type: none"> Barry
4:30 PM to 5:00PM	<p>Clean-up</p> <ul style="list-style-type: none"> Clean-up/take-down/organize materials Informal conversation with participants 	<ul style="list-style-type: none"> All



Engagement Cluster #2, Workshop #1 (Ladysmith) – Resource List

Target Date: the week of March 27th to 31st (Thursday)

Engagement Activity	Date	Responsibility
Secure venue/schedule/equipment	Last week of February / first week of March	CVRD
Direct invitations to participants from previous engagement activities (including description of event)	Last week of February / first week of March (Reminder second and third week of March)	CVRD
Monitor RSVPs	First week to fourth week of March	CVRD
Arrange refreshments, lunch	Second or third week of March	CVRD
Detailed agenda	Third week of February	CSC
PowerPoint	Third week of February	CSC
Facilitation tools	Third week of February	CSC
Sticky dots	Third week of February	CVRD
Flip chart, paper, markers, easels	Third week of February	CVRD
Extra pens and notepads for participants	Third week of February	CVRD
Note-taking	During event	CVRD

WORKSHOP #2: LAKE COWICHAN

Participants:

- Interdepartmental staff (CAOs, planners, engineers); employers; employees, and workers with lived experience; CVRD Board of Directors; members of the Project Advisory Group; and the public (note: an alternative event can be planned for the public, subject to budget).

Format:

- **Time:** 3 hours (4 hours when including set-up/take-down)
- **In-person:** Venue large enough to accommodate 15 to 30 people (with space for 3 to 5 breakout tables)

Roles:

- **Jada (CitySpaces):** Lead facilitator, timekeeper, breakout group facilitator, moderator, lead presenter; answer questions related to the study, process, and subject matter related questions
- **Mellissa (CitySpaces):** Breakout group facilitator
- **Arawa (CitySpaces):** Breakout group facilitator
- **Barry (CVRD):** Welcome; land acknowledgement; closing, thank you; answer questions directed to CVRD; “floating” participant
- **Brittany (CVRD):** RSVPs/monitor registration #s, venue booking, refreshments/lunch coordination, equipment and materials, note taker, “floating” participant?
- **Judy (CVRD):** RSVPs/monitor registration #s, venue booking, refreshments/lunch coordination, equipment and materials, note taker, “floating” participant?



Engagement Cluster #2, Workshop #2 (Lake Cowichan) – Draft Agenda

Target Date: the week of March 27th to 31st (Friday)

TIME	COMPONENT	LEAD
8:15 AM	<i>(Project team arrives at venue, rearranges tables/chairs as needed, setup computer/audio/video)</i>	• All
8:45 AM	<i>(Open doors and allow participants to connect, get settled)</i>	• All
9:00 AM	Group Plenary: Welcome and land acknowledgements	• Barry
9:05AM	Group Plenary: Introductions <ul style="list-style-type: none"> • Introduce CVRD team members • Introduce consultant team • Round table introductions (name, who they are with, one word/couple of words to describe why they are participating) • Housekeeping 	• Jada
9:15 AM	Group Plenary: Presentation <ul style="list-style-type: none"> • Overview/purpose • Summarize what we heard from engagement cluster 1 • Share starting point of Solutions Framework • Come up with criteria for impact, capacity, and implementation • Pause for questions 	• Jada
9:45 AM	Breakout Discussion Part 1 (Assigned groups, colour name tags) <ul style="list-style-type: none"> • Member municipality group • Employers group • Employees and workers group • Members of the public group (may be combined with employees/workers group) • Facilitation aids will be used to help generate as many ideas as possible 	• Jada
10:15 AM	Break <ul style="list-style-type: none"> • Washroom • Tea/coffee 	• All
10:25 AM	Breakout Discussion Part 2 <ul style="list-style-type: none"> • Rotate to next breakout group 	• Jada • Mellissa • Arawa

10:55 AM	<p>Group Plenary: Walk Through the Ideas</p> <ul style="list-style-type: none"> Summarize ideas generated from each breakout discussion (led by group facilitators) Pause for questions and comments 	<ul style="list-style-type: none"> Jada
11:05 AM	<p>Group Exercise: Priority Walk</p> <ul style="list-style-type: none"> Red dots = high priority Green dots = medium priority Blue dots = low priority Revisit the solutions framework, and criteria created by participants from earlier in the day Each participant given red dots, green dots, and blue dots and time to walk around the room and mark priorities 	<ul style="list-style-type: none"> Jada
11:15 AM	<p>Reflection</p> <ul style="list-style-type: none"> Round table on key takeaways Pause for final questions Outline next steps 	<ul style="list-style-type: none"> Jada
11:25AM	<p>Closing and thank you</p>	<ul style="list-style-type: none"> Barry
11:30 AM to 12:00PM	<p>Clean-up</p> <ul style="list-style-type: none"> Clean-up/take-down/organize materials Informal conversation with participants 	<ul style="list-style-type: none"> All



Engagement Cluster #2, Workshop #2 (Lake Cowichan) – Resource List

Target Date: the week of March 27th to 31st (Friday)

Engagement Activity	Date	Responsibility
Secure venue/schedule/equipment	Last week of February / first week of March	CVRD
Direct invitations to participants from previous engagement activities (including description of event)	Last week of February / first week of March (Reminder second and third week of March)	CVRD
Monitor RSVPs	First week to fourth week of March	CVRD
Arrange refreshments, lunch	Second or third week of March	CVRD
Detailed agenda	Third week of March	CSC
PowerPoint	Third week of March	CSC
Facilitation tools	Third week of March	CSC
Sticky dots	Third week of March	CVRD
Flip chart, paper, markers, easels	Third week of March	CVRD
Extra pens and notepads for participants	Third week of March	CVRD
Note-taking	During event	CVRD

WORKSHOP #3: SOUTH COWICHAN

Participants:

- Interdepartmental staff (CAOs, planners, engineers); employers; employees, and workers with lived experience; CVRD Board of Directors; members of the Project Advisory Group; and the public (note: an alternative event can be planned for the public, subject to budget).

Format:

- **Time:** 3 hours (4 hours when including set-up/take-down)
- **In-person:** Venue large enough to accommodate 20 to 40 people (with space for 4 to 6 breakout tables) – possibly Kerry Lake Recreation Centre

Roles:

- **Jada (CitySpaces):** Lead facilitator, timekeeper, breakout group facilitator, moderator, lead presenter; answer questions related to the study, process, and subject matter related questions
- **Melissa (CitySpaces):** Breakout group facilitator
- **Arawa (CitySpaces):** Breakout group facilitator
- **Barry (CVRD):** Welcome; land acknowledgement; closing, thank you; answer questions directed to CVRD; “floating” participant
- **Brittany (CVRD):** RSVPs/monitor registration #s, venue booking, refreshments/lunch coordination, equipment and materials, note taker, “floating” participant?
- **Judy (CVRD):** RSVPs/monitor registration #s, venue booking, refreshments/lunch coordination, equipment and materials, note taker, “floating” participant?



Engagement Cluster #2, Workshop #3 (South Cowichan) – Draft Agenda

Target Date: the week of March 27th to 31st (Friday)

TIME	COMPONENT	LEAD
1:45 PM	<i>(Project team arrives at venue, rearranges tables/chairs as needed, setup computer/audio/video)</i>	• All
2:15 PM	<i>(Open doors and allow participants to connect, get settled)</i>	• All
2:30 PM	Group Plenary: Welcome and land acknowledgements	• Barry
2:35 PM	Group Plenary: Introductions <ul style="list-style-type: none"> • Introduce CVRD team members • Introduce consultant team • Round table introductions (name, who they are with, one word/couple of words to describe why they are participating) • Housekeeping 	• Jada
2:45 PM	Group Plenary: Presentation <ul style="list-style-type: none"> • Overview/purpose • Summarize what we heard from engagement cluster 1 • Share starting point of Solutions Framework • Come up with criteria for impact, capacity, and implementation • Pause for questions 	• Jada
3:15 PM	Breakout Discussion Part 1 (Assigned groups, colour name tags) <ul style="list-style-type: none"> • Member municipality group • Employers group • Employees and workers group • Members of the public group (may be combined with employees/workers group) • Facilitation aids will be used to help generate as many ideas as possible 	• Jada
3:50 PM	Break <ul style="list-style-type: none"> • Washroom • Tea/coffee 	• All
4:00 PM	Breakout Discussion Part 2 <ul style="list-style-type: none"> • Rotate to next breakout group 	• Jada • Mellissa • Arawa

4:30 PM	<p>Group Plenary: Walk Through the Ideas</p> <ul style="list-style-type: none"> Summarize ideas generated from each breakout discussion (led by group facilitators) Pause for questions and comments 	<ul style="list-style-type: none"> Jada
4:45 PM	<p>Group Exercise: Priority Walk</p> <ul style="list-style-type: none"> Red dots = high priority Green dots = medium priority Blue dots = low priority Revisit the solutions framework, and criteria created by participants from earlier in the day Each participant given red dots, green dots, and blue dots and time to walk around the room and mark priorities 	<ul style="list-style-type: none"> Jada
5:05 PM	<p>Reflection</p> <ul style="list-style-type: none"> Round table on key takeaways Pause for final questions Outline next steps 	<ul style="list-style-type: none"> Jada
5:20 PM	<p>Closing and thank you</p>	<ul style="list-style-type: none"> Barry
5:30 PM to 6:00PM	<p>Clean-up</p> <ul style="list-style-type: none"> Clean-up/take-down/organize materials Informal conversation with participants 	<ul style="list-style-type: none"> All



Engagement Cluster #2, Workshop #3 (South Cowichan) – Resource List

Target Date: the week of March 27th to 31st (Friday)

Engagement Activity	Date	Responsibility
Secure venue/schedule/equipment	Last week of February / first week of March	CVRD
Direct invitations to participants from previous engagement activities (including description of event)	Last week of February / first week of March (Reminder second and third week of March)	CVRD
Monitor RSVPs	First week to fourth week of March	CVRD
Arrange refreshments, lunch	Second or third week of March	CVRD
Detailed agenda	Third week of March	CSC
PowerPoint	Third week of March	CSC
Facilitation tools	Third week of March	CSC
Sticky dots	Third week of March	CVRD
Flip chart, paper, markers, easels	Third week of March	CVRD
Extra pens and notepads for participants	Third week of March	CVRD
Note-taking	During event	CVRD

WORKSHOP #4: DUNCAN

Participants:

- Interdepartmental staff (CAOs, planners, engineers); employers; employees, and workers with lived experience; CVRD Board of Directors; members of the Project Advisory Group; and the public (note: an alternative event can be planned for the public, subject to budget).

Format:

- **Time:** 3 hours (4 hours when including set-up/take-down)
- **In-person:** Venue large enough to accommodate 20 to 40 people (with space for 4 to 6 breakout tables)

Roles:

- **Jada (CitySpaces):** Lead facilitator, timekeeper, breakout group facilitator, moderator, lead presenter; answer questions related to the study, process, and subject matter related questions
- **Mellissa (CitySpaces):** Breakout group facilitator
- **Arawa (CitySpaces):** Breakout group facilitator
- **Barry (CVRD):** Welcome; land acknowledgement; closing, thank you; answer questions directed to CVRD; “floating” participant
- **Brittany (CVRD):** RSVPs/monitor registration #s, venue booking, refreshments/lunch coordination, equipment and materials, note taker, “floating” participant?
- **Judy (CVRD):** RSVPs/monitor registration #s, venue booking, refreshments/lunch coordination, equipment and materials, note taker, “floating” participant?



Engagement Cluster #2, Workshop #4 (Duncan) – Draft Agenda

Target Date: the week of March 27th to 31st (Saturday)

TIME	COMPONENT	LEAD
9:15 AM	<i>(Project team arrives at venue, rearranges tables/chairs as needed, setup computer/audio/video)</i>	• All
9:45 AM	<i>(Open doors and allow participants to connect, get settled)</i>	• All
10:00 AM	Group Plenary: Welcome and land acknowledgements	• Barry
10:05 AM	Group Plenary: Introductions <ul style="list-style-type: none"> • Introduce CVRD team members • Introduce consultant team • Round table introductions (name, who they are with, one word/couple of words to describe why they are participating) • Housekeeping 	• Jada
10:15 AM	Group Plenary: Presentation <ul style="list-style-type: none"> • Overview/purpose • Summarize what we heard from engagement cluster 1 • Share starting point of Solutions Framework • Come up with criteria for impact, capacity, and implementation • Pause for questions 	• Jada
10:45 AM	Breakout Discussion Part 1 (Assigned groups, colour name tags) <ul style="list-style-type: none"> • Member municipality group • Employers group • Employees and workers group • Members of the public group (may be combined with employees/workers group) • Facilitation aids will be used to help generate as many ideas as possible 	• Jada
11:20 AM	Break <ul style="list-style-type: none"> • Washroom • Tea/coffee 	• All
11:30 AM	Breakout Discussion Part 2 <ul style="list-style-type: none"> • Rotate to next breakout group 	• Jada • Mellissa • Arawa

12:00 PM	<p>Group Plenary: Walk Through the Ideas</p> <ul style="list-style-type: none"> Summarize ideas generated from each breakout discussion (led by group facilitators) Pause for questions and comments 	<ul style="list-style-type: none"> Jada
12:15 PM	<p>Group Exercise: Priority Walk</p> <ul style="list-style-type: none"> Red dots = high priority Green dots = medium priority Blue dots = low priority Revisit the solutions framework, and criteria created by participants from earlier in the day Each participant given red dots, green dots, and blue dots and time to walk around the room and mark priorities 	<ul style="list-style-type: none"> Jada
12:35 PM	<p>Reflection</p> <ul style="list-style-type: none"> Round table on key takeaways Pause for final questions Outline next steps 	<ul style="list-style-type: none"> Jada
12:50 PM	<p>Closing and thank you</p>	<ul style="list-style-type: none"> Barry
1:00 PM to 1:30PM	<p>Clean-up</p> <ul style="list-style-type: none"> Clean-up/take-down/organize materials Informal conversation with participants 	<ul style="list-style-type: none"> All



Engagement Cluster #2, Workshop #4 (Duncan) – Resource List

Target Date: the week of March 27th to 31st (Friday)

Engagement Activity	Date	Responsibility
Secure venue/schedule/equipment	Last week of February / first week of March	CVRD
Direct invitations to participants from previous engagement activities (including description of event)	Last week of February / first week of March (Reminder second and third week of March)	CVRD
Monitor RSVPs	First week to fourth week of March	CVRD
Arrange refreshments, lunch	Second or third week of March	CVRD
Detailed agenda	Third week of February	CSC
PowerPoint	Third week of February	CSC
Facilitation tools	Third week of February	CSC
Sticky dots	Third week of February	CVRD
Flip chart, paper, markers, easels	Third week of February	CVRD
Extra pens and notepads for participants	Third week of February	CVRD
Note-taking	During event	CVRD

VIRTUAL WORKSHOP

Participants:

- Interdepartmental staff (CAOs, planners, engineers); employers; employees, and workers with lived experience; CVRD Board of Directors; members of the Project Advisory Group; and the public (note: an alternative event can be planned for the public, subject to budget).

Format:

- **Time:** 2 hours
- **Platform:** Zoom

Roles:

- **Jada (CitySpaces):** Lead facilitator, moderator, lead presenter; breakout room facilitator; answer questions related to the study, process, and subject matter related questions
- **Arawa (CitySpaces):** Breakout room facilitator/support
- **Mellissa (CitySpaces):** Breakout room facilitator/support
- **Fray (CitySpaces):** Observer/technical support
- **Barry (CVRD):** Welcome; land acknowledgement; closing, thank you; answer questions directed to CVRD
- **Brittany (CVRD):** Observer/note-taker/virtual support/RSVPs/monitor registration #s?
- **Judy (CVRD):** Observer/note-taker/virtual support/RSVPs/monitor registration #s?



Engagement Cluster #2, Virtual Workshop (Multi-Sector Participation) – Draft Agenda

Target Date: the week of March 27th to 31st (or first week of April)

TIME	COMPONENT	LEAD
10 minutes	<i>(Project team joins virtual meeting room and test audio/video and screen sharing capabilities)</i>	• All
5 minutes	<i>(Open virtual doors and allow participants to get settled)</i>	• All
5 minutes	<i>(Start recording)</i> Group Plenary: Welcome and land acknowledgements	• Barry
10 minutes	Group Plenary: Introductions <ul style="list-style-type: none"> • Introduce CVRD team members • Introduce consultant team • Round table introductions (name, industry they work in/occupation) • Virtual housekeeping 	• Jada
30 minutes	Group Plenary: Presentation <ul style="list-style-type: none"> • Overview/purpose • Summarize what we heard from engagement cluster 1 • Share Solutions Framework, and working criteria for impact, capacity, and implementation (from the world café in-person activities) • Invite suggestions for additional criteria • Pause for questions 	• Jada
40 minutes	Breakout Room Discussion <ul style="list-style-type: none"> • Three virtual “breakout rooms” will be setup, with participants assigned to one room to generate as many ideas as possible 	•
15 minutes	Group Plenary: Walk Through the Ideas <ul style="list-style-type: none"> • Summarize ideas generated from each station (led by Station facilitators or participant volunteer) • Pause for questions and comments 	• Jada
20 minutes	Group Exercise: Identifying <ul style="list-style-type: none"> • Red dots = high priority • Green dots = medium priority • Blue dots = low priority • Revisit the solutions framework, and criteria created by participants from earlier in the day • Each participant given red dots, green dots, and blue dots and given time to virtually contribute to marking priority levels to ideas 	• Jada

10 minutes	<p>Reflection</p> <ul style="list-style-type: none"> • Round table on key takeaways/where they hope this process will lead • Pause for final questions • Outline next steps 	<ul style="list-style-type: none"> • Jada
5 minutes	<p>Closing and thank you <i>(End recording)</i></p>	<ul style="list-style-type: none"> • Barry



Engagement Cluster #2, Virtual Workshop (Multi-sector Participants) – Resource List

Target Date: the week of March 27th to 31st (or first week of April)

Engagement Activity	Date	Responsibility
Setup virtual platform/schedule with zoom registration link	First Week of March	CSC
Direct invitations to participants from previous engagement activities (including description of event)	Last week of February / first week of March (Reminder second and third week of March))	CVRD
Monitor RSVPs	First week to fourth week of March	CVRD
Detailed agenda	Third week of March	CSC
PowerPoint	Third week of March	CSC
Interactive virtual/digital tool	Third Week of March	CSC
Note-taking	During event	CVRD

Engagement Cluster 3: Knitting/Drafting the Strategy

Revisit proposed engagement activities after the first cluster is completed and work has evolved further. Consider slightly modifying to meet the needs of participants and the process.

Engagement cluster 3 is about testing the draft strategy with participants who have been involved throughout the entire process. We will reflect on how their input has evolved into draft strategies, linking to the shared vision created by participants. The goal is to keep participants focused on ensuring what is being proposed creates an enabling environment to address workforce housing issues in the Cowichan Valley.

There is one activity planned for this cluster: **online survey**. This survey will be made available to everyone who participated in the process, as well as open to everyone who lives and works in the Cowichan Valley. Specific questions will be added to the survey to distinguish respondents from those who have participated in engagement activities specific to this process, and those who have not yet participated.

Additional Engagement Activities:

Additional engagement activities in Engagement Cluster 3 include:

- Facilitate one focus group with developers/builders to obtain feedback on strategies and their potential to be realistically implemented.
- Facilitating one multi-sector focus group to soundboard and discuss the draft Strategy, particularly on strategies that may be progressive, sensitive, or unfamiliar to the Cowichan region.



ONLINE SURVEY

Participants:

- All participants to date, and the public at-large

Format:

- **Instrument/survey questions:** to be developed closer to this task. Ideally, this instrument will outline the draft Strategies and ask respondents to indicate their level of support and possibly further evaluate and prioritize.
- **Platform:** Bang the Table

Roles:

- **Jada (CitySpaces):** Instrument development
- **Mellissa (CitySpaces):** Instrument development
- **Arawa (CitySpaces):** Instrument development, response analysis
- **Barry (CVRD):** Instrument review
- **Brittany (CVRD):** Instrument review, platform creation/launch, advertising, send directly to participants?
- **Judy (CVRD):** Instrument review, platform creation/launch, advertising, send directly to participants?



Engagement Cluster #3, Online Survey – Resource List

Target Launch and Window: Late-May to Early June

Engagement Activity	Date	Responsibility
Survey questions	Mid to Late-May	CitySpaces
Survey platform/launch	Late May / Early June	CVRD
Advertisement/promotion	Late May / Early June (reminder early June)	CVRD
Send link directly to engagement participants from previous activities	Late May	CVRD
Response analysis	Early to Mid-June	CitySpaces



585 – 1111 West Hastings Street Vancouver BC V6E 2J3 | 604-687-2281

302 – 821 Burdett Avenue Victoria BC V8W 1B3 | 250-383-0304

www.cityspaces.ca