

AGENDA ITEM NO: _____

MEETING DATE: _____ July 15, 2025

STAFF REPORT – COVER SHEET

SUBJECT: Official Community Plan
Phase 2 Summary DATE: July 8, 2025

DEPARTMENT: Planning PREPARED BY: Reuben Koole / rk

1. SUMMARY OF ISSUE:

Phase 2 of the review and update of the Official Community Plan is now complete, focused on gathering input from residents and stakeholders about four concepts for the future of Chilliwack: A Growing City, A Connected City, A City of Communities, and A City in Transition. Phase 3 will take place over the summer and fall of 2025, with a complete draft plan being used in a third round of engagement to gather input about the updated vision, land uses, and policies for Chilliwack's future.

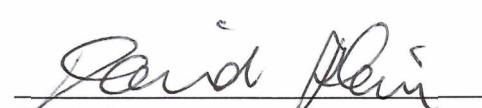
2. RECOMMENDATION:

That the report "Official Community Plan Phase 2 Summary" dated July 8, 2025 be received for information. (Presentation)


Gillian Villeneuve
Director of Planning

**3. CHIEF ADMINISTRATIVE OFFICER'S
RECOMMENDATION/COMMENTS:**

Supports recommendation.


David Blain
Chief Administrative Officer

STAFF REPORT ON OFFICIAL COMMUNITY PLAN PHASE 2 SUMMARY

PREPARED BY: Reuben Koole DATE: July 8, 2025
POSITION: Manager, Long Range Planning DEPARTMENT: Planning Department

1. BACKGROUND:

As part of legislative changes made in December, 2023, the Provincial Government required all local governments to update their Official Community Plan (OCP) by December 2025. In addition, Planning staff have identified the importance of reviewing the OCP in the context of other recent Provincial legislation changes, including small-scale multi-unit housing and transit-oriented areas. Key milestones in the project are as follows:

- March 8, 2024 – Request for Proposals issued to conduct the project
- June 4, 2024 – Contract awarded to Modus Planning Design & Engagement Inc.
- September 3, 2024 – Council received a report about the project introduction
- January 28, 2025 – Council received a report about the Phase 1 summary

2. DISCUSSION:

2.1 Work Plan

The overall work plan for the OCP update will occur from Summer 2024 through the end of 2025, and is broken into three stages: Phase 1 – Listen and Learn, Phase 2 – Explore Concepts, and Phase 3 – Create the Plan. A general description of the work included in each stage is summarized below.

Phase 1 – Listen and Learn

Phase 1 focused on gathering baseline information about the city, including demographics, population data, commercial and industrial inventory, and broad community input. Collectively, this work will provide a picture of the current state of Chilliwack, highlight the supply and demand of various land uses, and support conclusions about potential future directions.

Phase 2 – Explore Concepts

Phase 2 focused on using the background research results to create concepts for the future on a variety of topics, issues, and themes. These will be used to gather input about preferences for how Chilliwack should evolve and grow.

Phase 3 – Create the Plan

Phase 3 focuses on creating a new OCP, building on what was learned in Phase 1 and what was heard in Phase 2.

2.2 Phase 2 work

4 Concepts

Phase 2 work focused on creating 4 concepts (shown below) based on the research and engagement completed in Phase 1. Each of the concepts was illustrated and described in more detail, and included potential policy directions for participants to consider in the context of Chilliwack's future.



How we engaged

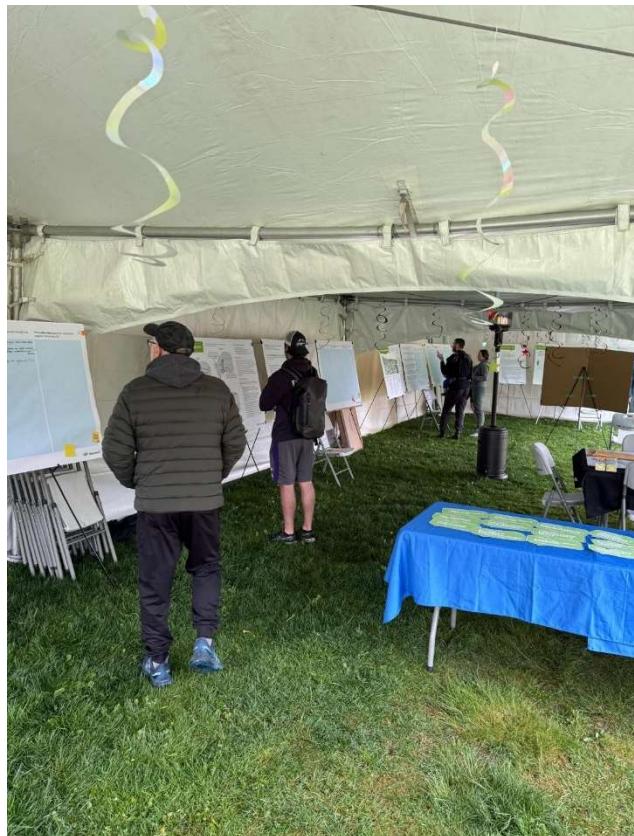
The main emphasis of the second phase of engagement was to gather more detailed input from residents and stakeholders about the 4 concepts for the future of Chilliwack. An Engage Chilliwack webpage was used as the primary online method to gather input, and it hosted a questionnaire asking for input on broad policy statements for each concept. Similar to Phase 1, newspaper ads, postcards, as well as passive and promoted social media posts were used to generate project awareness and interest.

A signature Futures Fair event was held at Vedder Park on May 3 from 10am to 6pm, which was an interactive, celebratory community event with face painting, games, food trucks, and display boards about the 4 concepts (see event photos below).

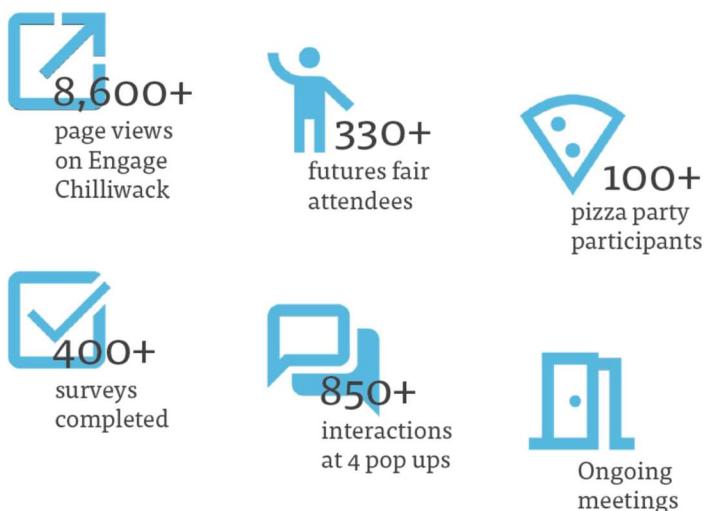
OCPizza Party work books were created to provide residents with a more in-depth option to share feedback. These work books allowed people to gather with up to 8 people to discuss the 4 concepts, with a \$30 food reimbursement available to encourage participation.

In addition, the project team once again hosted pop ups in high traffic locations, including two local high schools, conducted several internal and external workshops, and had numerous meetings with First Nations, agencies, and stakeholders.

Futures Fair photos



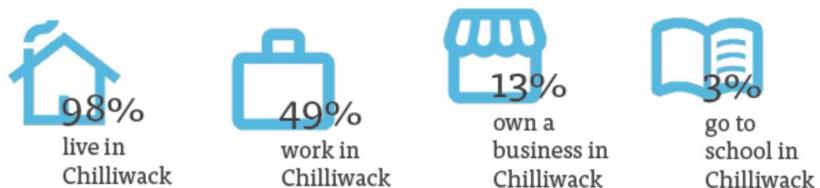
These engagement activities resulted in the following interactions:



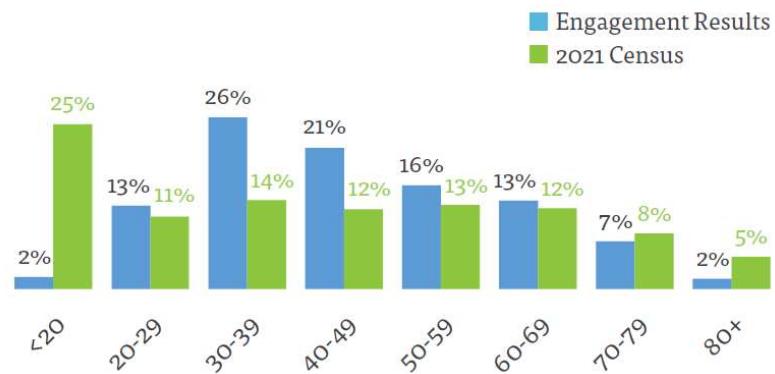
Who we heard from

Demographic information was collected through online and OCPizza Party work book participants, and provides an approximation of overall engagement characteristics. The following statistics are highlights of participant responses, with more detail in the Phase 2 Engagement Summary, included as Attachment A.

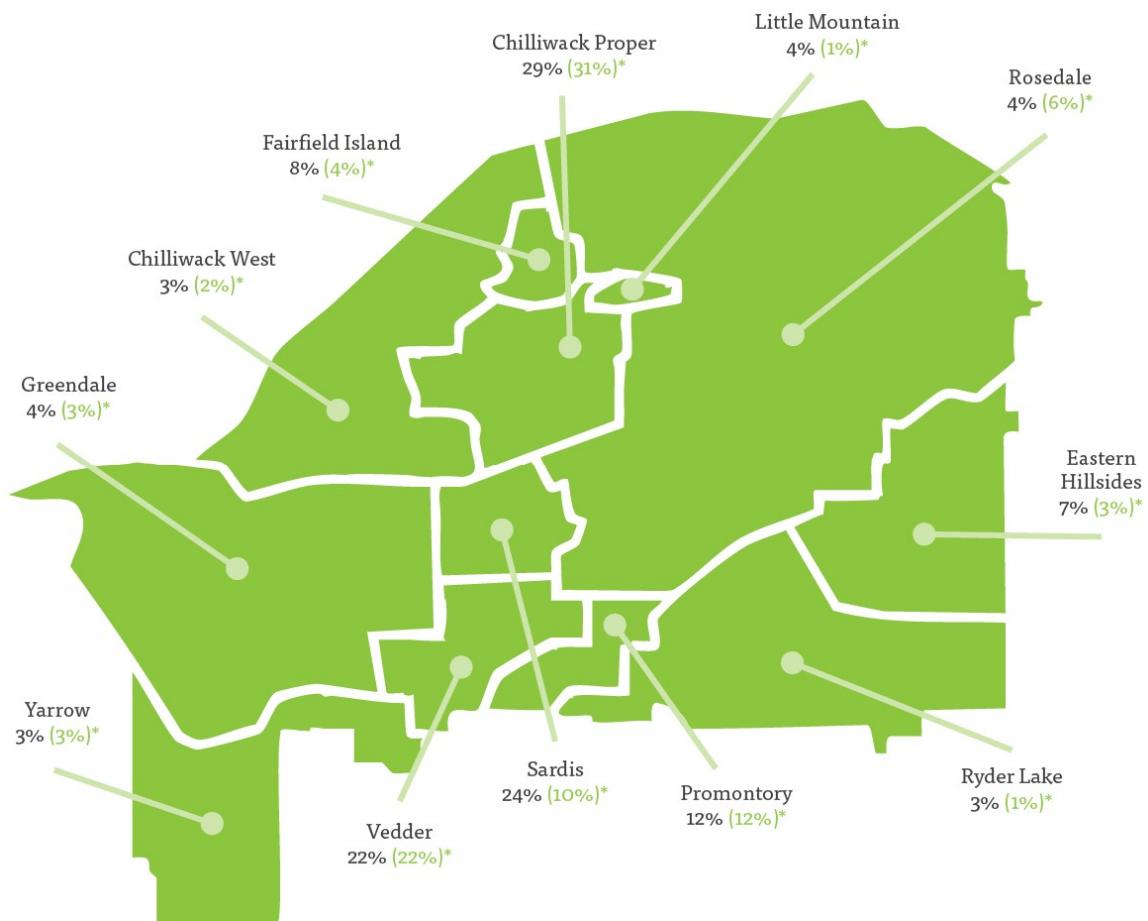
Relationship to Chilliwack:



Age:



Neighbourhood of residence:



Similar to Phase 1, the online survey comprised the largest component of input received during Phase 2 engagement. The combined input from all engagement is described in Attachment A, with a brief snapshot provided below:

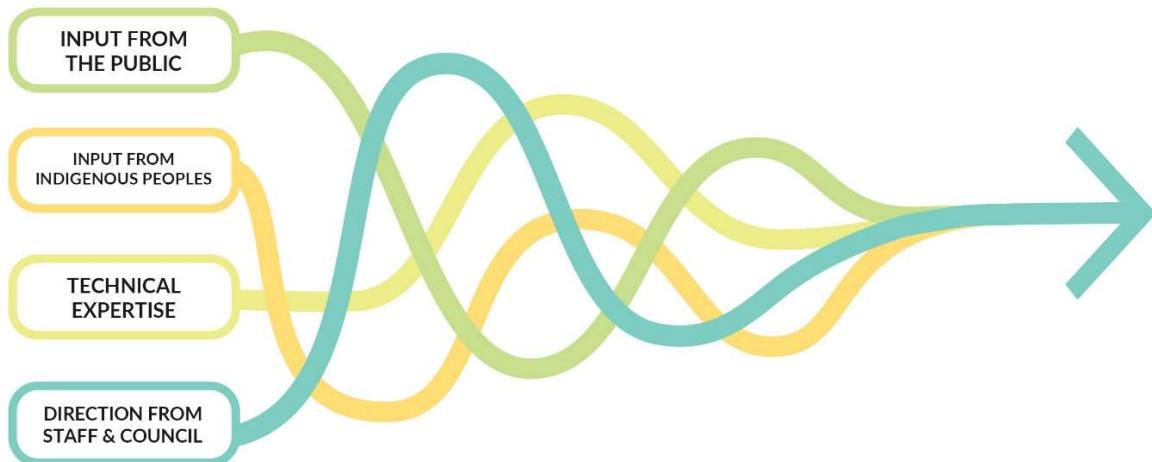
Concept	What we heard
A Growing City	<ul style="list-style-type: none"> Overall 77% support (“strong” and “somewhat” combined) Support ranged from 96% for advocating to and working closely with other levels of government, to 74% for allowing a greater range of housing options.
A Connected City	<ul style="list-style-type: none"> Overall 80% support (“strong” and “somewhat” combined) Support ranged from 92% for integrating transportation and land use planning, to 73% for investing in active, sustainable modes of transportation.
A City of Communities	<ul style="list-style-type: none"> Overall 76% support (“strong” and “somewhat” combined) Support ranged from 89% for an equitable distribution of community-serving amenities, to 68% for working with First Nations to recognize histories and cultures.

A City in Transition	<ul style="list-style-type: none">Overall 72% support (“strong” and “somewhat” combined)Support ranged from 87% for working with CEPCO and others to strengthen the local economy, to 67% for exploring the development of a 100 year plan.
----------------------	--

2.3 Engagement strategy

Phase 2 engagement is complete, and the Engagement Strategy has been updated to guide the engagement activities of the project into Phase 3, and it is included as Attachment B.

The “engagement weave” continues to inform how the project team approaches integrating engagement input as one stream of information towards creating the final plan, along with technical planning work and input from staff and Council. These streams interact during the process, leading to insights and new ideas, without one single input or activity determining the outcome. At the end of the process, Council has the authority as elected decision makers to approve the final plan based on these streams and processes.



Phase 3 engagement will be focused on gathering input on the new draft OCP. The new OCP will integrate input from Phase 1 and 2 of the project, with additional and ongoing workshop and meetings with Council, Committees, staff, agencies and stakeholders, and apply the weave in practice.

3. NEXT STEPS:

Phase 3 work will take place over the summer and fall of 2025, with the project team developing a complete draft plan informed by the work completed through the first two phases. The new plan will form the basis of a third round of engagement activities to gather input about the updated plan’s vision, land uses, and policies for Chilliwack’s future.

The project website will be updated to continue sharing information about the OCP update and host another online survey to understand the overall level of support from the community for the updated plan. Particular engagement activities will include open houses, First Nations meetings, staff working group workshops, and Council discussion.

Phase 3 will be completed by winter 2025 with the final plan being introduced to Council as a bylaw in October, which will include the final engagement results. This will be followed by referrals to key agencies and stakeholders for final comments and a Public Hearing before bylaw adoption.

4. RECOMMENDATION & SUBSTANTIATION:

Recommendation:

That the report “Official Community Plan Phase 2 Summary” dated July 8, 2025 be received for information. (Presentation)

Substantiation:

The City’s review and update of the Official Community Plan has finished Phase 2 and is entering Phase 3. The project team has prepared an engagement summary from Phase 2 and updated the Engagement Strategy in preparation for Phase 3.

Attachment A – Chilliwack 2050 Phase 2 Engagement Summary

Attachment B – Chilliwack 2050 Engagement Strategy V3



CHILLIWACK 2050

Your City | Our Future

PHASE 2 ENGAGEMENT SUMMARY

Prepared by: MODUS Planning, Design & Engagement
June 2025

 8,600+
page views
on Engage
Chilliwack

 330+
futures fair
attendees

 100+
pizza party
participants

 400+
surveys
completed

 850+
interactions
at 4 pop ups

 Ongoing
meetings

IN THIS SUMMARY

- What we did
- Who we heard from
- What we heard

ENGAGEMENT PURPOSE

In this phase, our aim was to gather feedback on key concepts and draft policy direction to help shape the Draft Official Community Plan.

ENGAGEMENT OPPORTUNITIES

- Online questionnaire
- OCPizza Party workbooks
- Futures Fair (large public event)
- Pop-ups at high-traffic areas and two local high schools
- First Nations meetings
- Advisory Committee meetings

ENGAGEMENT TOPICS

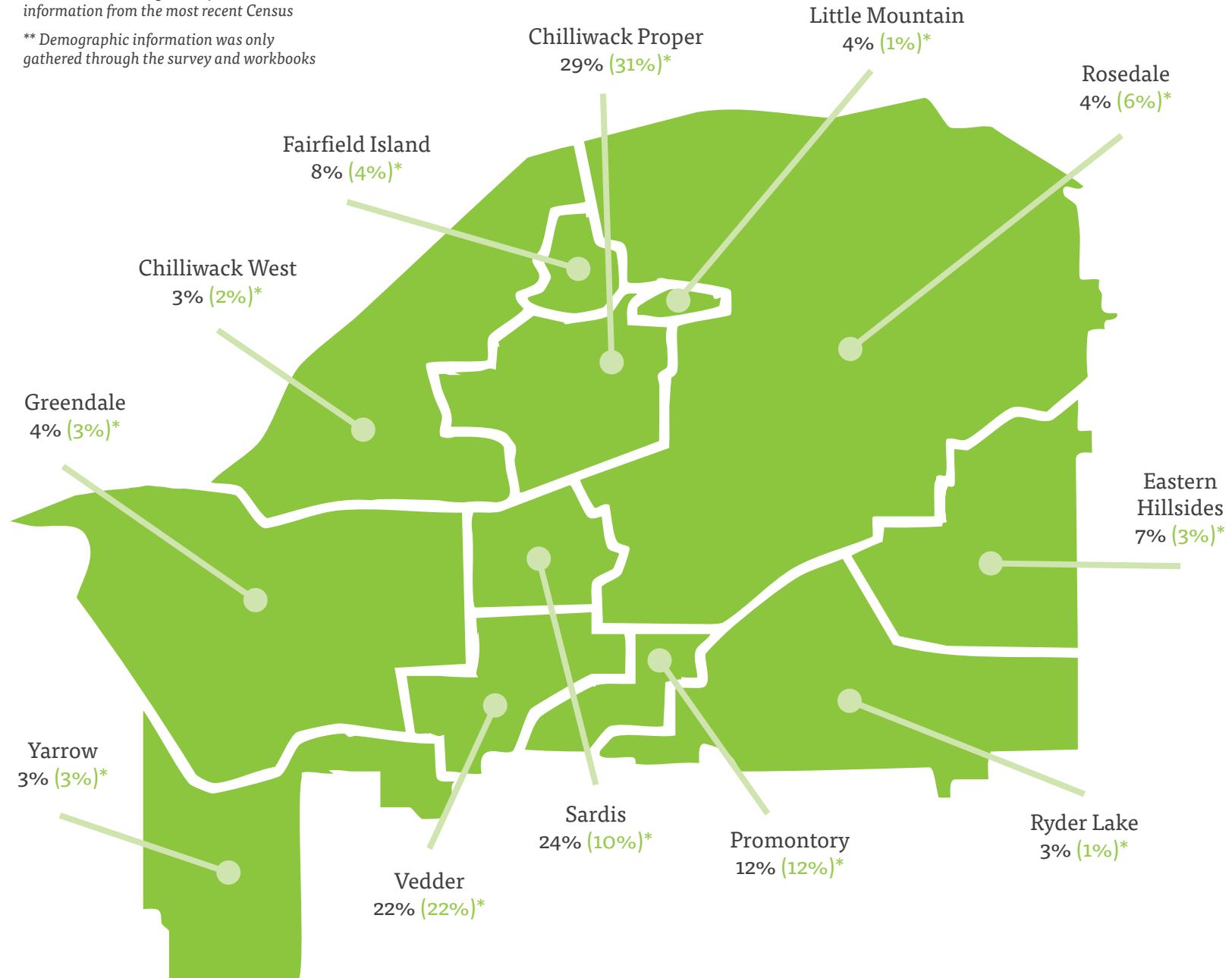
Through several different approaches, activities and questions we were trying to better understand the following:

- Level of support for the key concepts
- Level of support for specific policy direction
- What community members like about the concepts and policy direction
- What community members dislike about the concepts and policy direction
- What ideas community members have to support or improve the concepts and policy direction

WHO DID WE HEAR FROM?

* Percents shown in green represent information from the most recent Census

** Demographic information was only gathered through the survey and workbooks



 98% live in Chilliwack

 49% work in Chilliwack

 13% own a business in Chilliwack

 3% go to school in Chilliwack

 79% homeowners (73%)*

 17% renters (27%)*

ETHNIC ORIGIN*

North American (e.g. Canadian, American)



European (e.g. British, French, Croatian)



Indigenous (e.g. First Nations, Métis, Inuit)



Central/South American (e.g. Mexican, Brazilian, Salvadoran)



South Asian (e.g. Indian, Pakistani, Sri Lankan)



Southeast Asian (e.g. Filipino, Vietnamese, Thai)



East Asian (e.g. Chinese, Japanese, Korean)



African (e.g. Moroccan, Ghanaian, Ethiopian)



Oceanian (e.g. Australian, New Zealander)



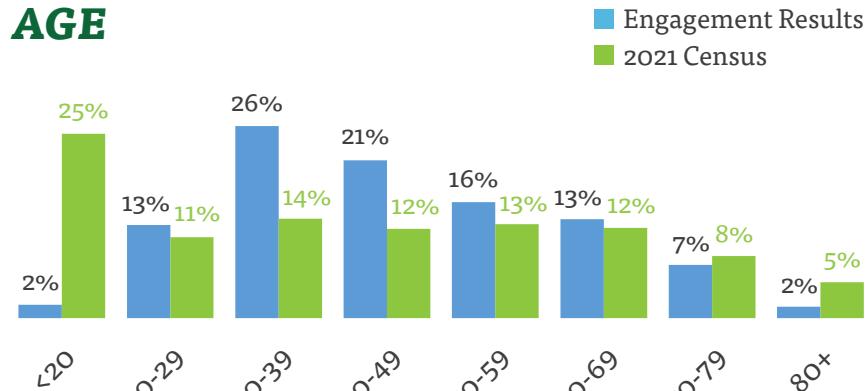
Caribbean (e.g. Cuban, Jamaican, Bajan)



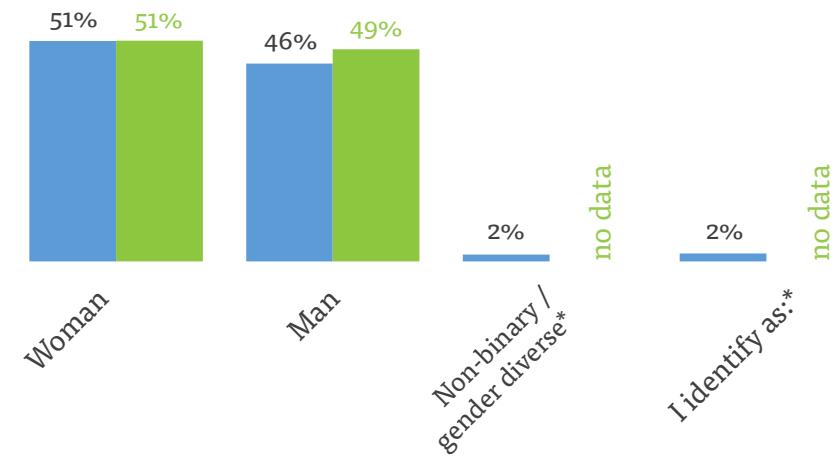
Middle Eastern (e.g. Lebanese, Iranian, Syrian)



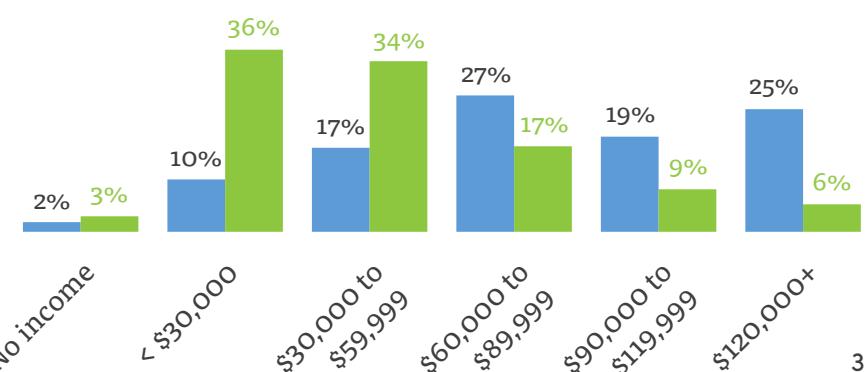
AGE



GENDER



INDIVIDUAL INCOME



* Comparable Census data is not readily available

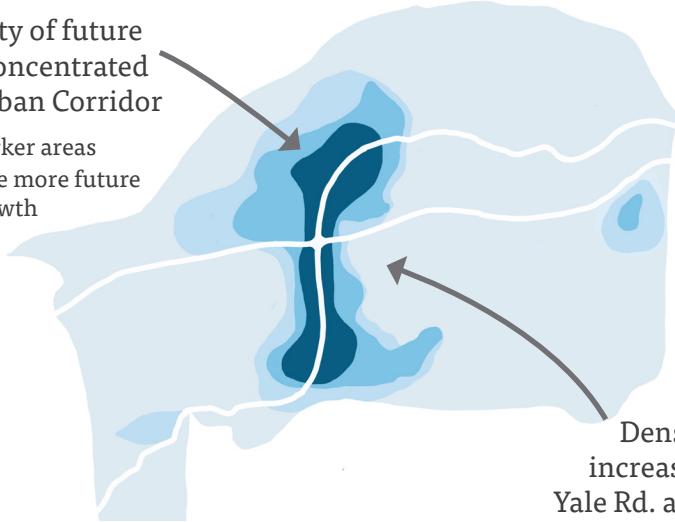
A GROWING CITY

A Growing City illustrates how we expect to manage growth into the future.

Growth Pattern

The majority of future growth is concentrated along the Urban Corridor

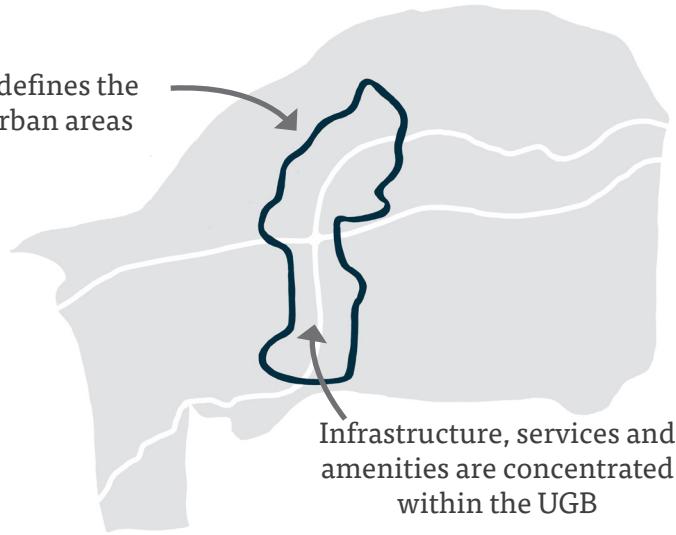
Note: darker areas accommodate more future growth



Densification increases closer to Yale Rd. and Vedder Rd.

Urban Growth Boundary (UGB)

The UGB defines the edge of urban areas



Infrastructure, services and amenities are concentrated within the UGB

Neighbourhoods

Urban, hillside, and rural neighbourhoods are defined

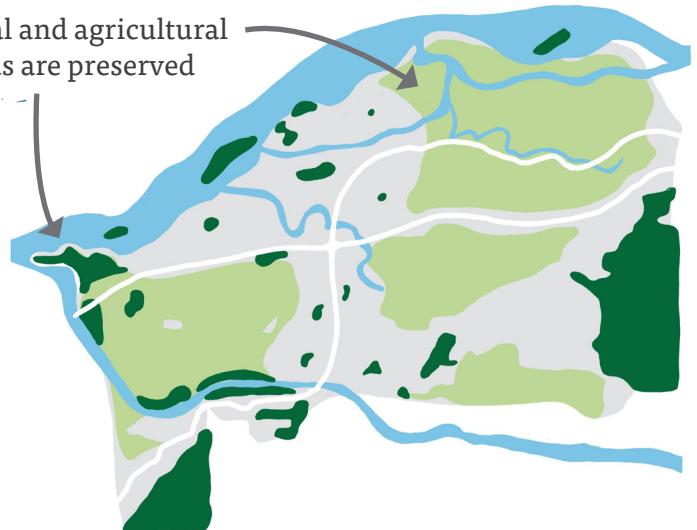
Limited growth happens in rural neighbourhoods



Select growth happens in hillside neighbourhoods

Nature and Agriculture

Natural and agricultural areas are preserved



WHAT DID WE HEAR?

CONCEPT OVERALL

'A Growing City'

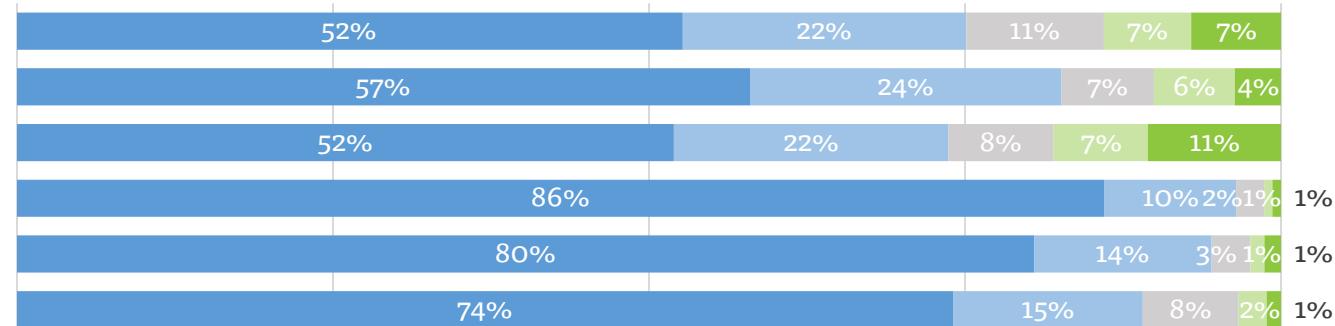


Overall, what is your level of support for the key concept, a Growing City?

POLICY DIRECTION*

- Work together with First Nations to manage growth
- Strengthen the language and policies related to the UGB
- Allow for a greater range of housing options
- Advocate to and work closely with other levels of govt
- Restore and protect natural areas
- Support the farming community and protect ag land

What is your level of support for each policy direction?



■ strongly support ■ somewhat support ■ neutral ■ somewhat oppose ■ strongly oppose

WRITTEN FEEDBACK

CONCENTRATED GROWTH

Support for development near existing infrastructure, and protecting agricultural and natural areas. Desire to avoid hazardous development areas and maintain a compact growth pattern within the UGB.

DISTRIBUTED GROWTH

Support for growth in rural and hillside areas, concern that concentrating growth may create congestion and overburden services.

HOUSING

Support for a broader housing mix to accommodate diverse needs, including students, seniors, and families. Support for density where appropriate, especially in the downtown, balanced against concern it could affect neighbourhood character or exceed infrastructure capacity. Affordability remains a concern, with calls for more concrete action.

AGRICULTURE

Desire to support farmers and the agricultural community, and interest in encouraging sustainable agricultural practices.

FIRST NATIONS

Support for collaborating with local First Nations in city-building, particularly when affecting land and natural areas, and access to infrastructure.

COLLABORATION & RELATIONSHIPS

Appreciation for the opportunity to share feedback on the concept, and encouraged collaboration between governments, community groups, and other stakeholders.

INFRASTRUCTURE & SERVICES

Concern about whether existing infrastructure, particularly roads, water, sewer, health care, and schools, can support increased density and growth. Proactive upgrades and planning are seen as necessary.

TRANSPORTATION

Desire for growth to align with planning for improved transportation networks, including transit and active transportation. Road safety (vehicular and pedestrian) and congestion are recurring themes.

COMMUNITY IDENTITY

Concern that future rapid growth may undermine the unique character of existing neighbourhoods. Suggestions include protecting local heritage, preserving small-town or rural charm, and celebrating agricultural roots.

IMPLEMENTATION

Skepticism about the feasibility of the concept and policy direction, and concern that red tape will slow down the process.

GENERAL SUPPORT

Support for the overall vision for managing growth, especially when it prioritizes sustainability, affordability, and infrastructure alignment.

GENERAL CONCERN

Opposition to growth in general. Concerns that the policy direction was too vague.

* The survey and other engagement materials included longer policy direction statements, which can be found on the last page of this summary

A CONNECTED CITY

A *Connected City* illustrates how we expect to manage transportation into the future.

Roads

Primary corridors bisect the city east-west and north-south

Secondary corridors offer alternatives and relieve pressure from primary corridors

Transit

Regional transit service connects Chilliwack to Metro Vancouver and neighbouring municipalities

Frequent transit service helps move people quickly north and south along the Urban Corridor

Local transit service helps to connect other neighbourhoods and areas along the corridor

Cycling

The primary corridor allows cyclists to move quickly north and south along the Urban Corridor

Secondary corridors are made up of bike lanes along the road network and multi-use paths along the trail network

Trails

The trail network helps to connect neighbourhoods, recreation facilities, and green spaces across the city

WHAT DID WE HEAR?

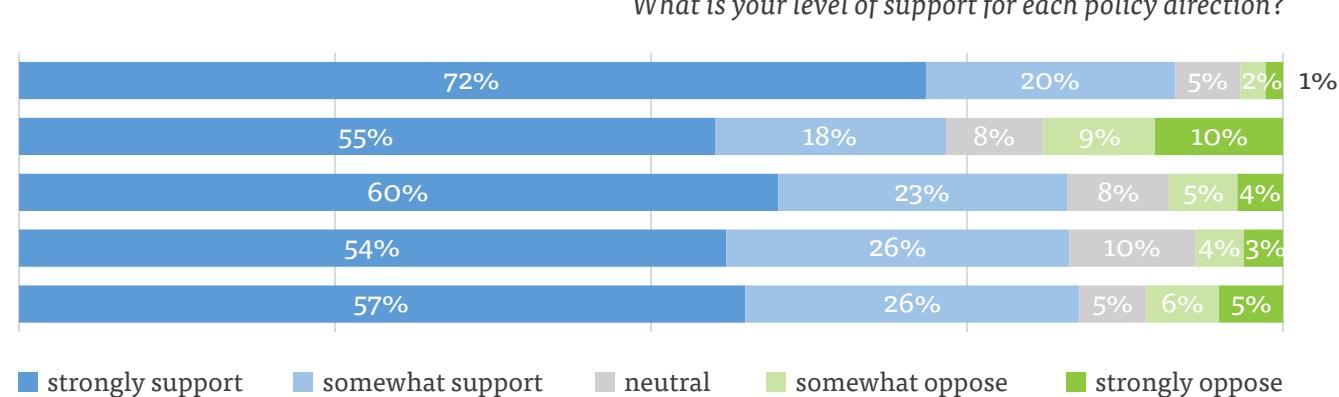
CONCEPT OVERALL

'A Connected City'



POLICY DIRECTION*

- Integrate transportation and land use planning
- Invest in active, sustainable modes of transportation
- Adopt a network of primary and secondary corridors
- Develop a 'complete streets framework'
- Improve trail, cycle, transit and road networks



WRITTEN FEEDBACK

ACTIVE TRANSPORTATION

Support for improving cycling, walking, and trail networks. Desire for safe, continuous routes and better end-of-trip facilities. Concern about the feeling of uneven access and perceived prioritization of cyclists over drivers.

ROADS

Desire for improved vehicle movement, including better road maintenance, reduced congestion, and clearer connections. Concerns about continued car dependency, and incompatibility with other goals for building walkable, complete communities.

TRANSIT

Support for transit improvements. Suggestions include expanding routes, increasing frequency, and creating better connections between neighbourhoods.

SAFETY & SECURITY

Desire for improved lighting, crosswalks, and traffic calming measures. Concern for pedestrian safety, security along trails, and mobility for seniors, children, and those with disabilities.

CLIMATE

Support for low-carbon and sustainable mobility options. Suggestions that link transportation improvements to broader environmental goals.

IMPLEMENTATION

Desire for clearer commitments and timelines. Skepticism of being able to implement the policies and impact on the community.

GENERAL SUPPORT

Support for the goals of a connected city, particularly when infrastructure investments serve all transportation modes equitably.

GENERAL CONCERN

General concern about the concept and supporting policy direction.

* The survey and other engagement materials included longer policy direction statements, which can be found on the last page of this summary

A CITY OF COMMUNITIES

Natural Area

Continue to preserve natural areas

Hillside Neighbourhood

- Lower densities and primarily single-detached buildings
- Primarily residential uses, with the potential for local-serving commercial and employment at key locations
- Access to larger parks, playgrounds and community gathering spaces
- Local roads that connect into primary and secondary corridors

Urban Neighbourhood

- Higher densities with a wider range of building types and housing options
- A large mix of uses across the neighbourhood and within buildings
- Concentrated services, retail and employment opportunities
- Urban parks, playgrounds and plazas, and larger-scale recreation facilities
- Wider road rights-of-way to accommodate multiple transportation options

A City of Communities illustrates different types of geographic neighbourhoods and their relationship to adjacent areas, with “hearts” of non-geographic communities representing connections and organizations in those neighbourhoods.

Rural Neighbourhood

- Rural densities and primarily single-detached buildings
- Primarily residential uses, with the potential for local-serving commercial and employment at key locations
- Access to regional-scale parks and trails
- Rural roads that connect into primary and secondary corridors

Agricultural Area

Land within the Agricultural Land Reserve and managed by the Agricultural Land Commission



WHAT DID WE HEAR?

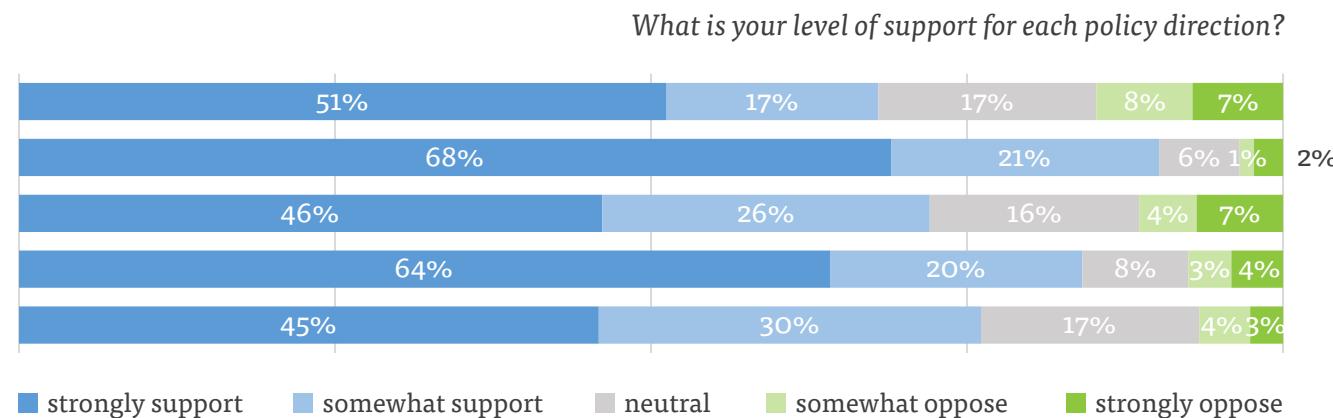
CONCEPT OVERALL

'A City of Communities'



POLICY DIRECTION*

- Work with First Nations to recognize histories and cultures
- Equitable distribution of community-serving amenities
- Development that responds to unique characteristics
- Coordinated approach to address key social issues
- Update, consolidate, simplify neighbourhood plans



WRITTEN FEEDBACK

HOUSING

Support for diverse housing options and denser development, especially if paired with amenities. Affordability remains a top concern. Co-op, modular, and mixed-use housing are favoured.

MANAGING GROWTH

Desire to streamline development processes, recognize the unique qualities of different neighbourhoods, and encourage development that responds to local context. Suggestions that the City should focus more on citywide identity. Concerns that, in general, growth will negatively impact infrastructure, congestion and neighbourhood character.

COMMUNITY AMENITIES

Desire for more parks, libraries, schools, health services, and commercial development across all neighbourhoods. Concerns about concentrating amenities in only a few areas and desire to ensure walkable access for everyone.

SOCIAL ISSUES

Concerns about mental health, crime, and housing insecurity. Support for working with other levels of government to address these issues.

RECONCILIATION

Desire for Indigenous cultures and perspectives to be better reflected in city-building processes, including the delivery of housing, infrastructure, and sharing ecological knowledge.

ARTS & CULTURE

Support for expanding cultural infrastructure and community-led programming. Suggestions that arts and culture as central to vibrant, inclusive neighbourhoods.

IMPLEMENTATION

Desire for clearer policies, timelines, and resources for delivering the plan's vision. Suggestions that the plan needs to be actionable.

GENERAL SUPPORT

Support for complete, inclusive communities.

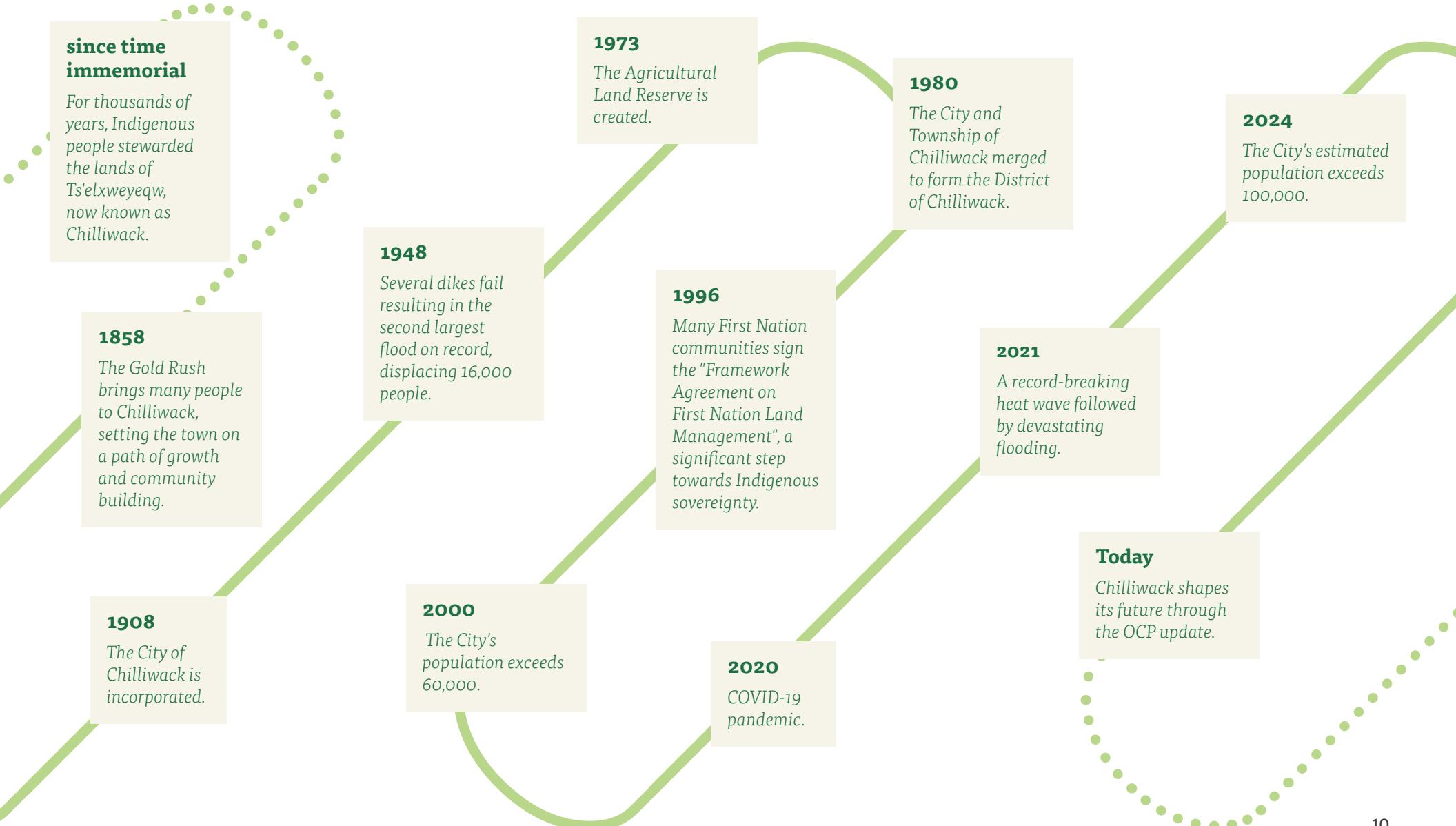
GENERAL CONCERN

General disagreement with the concept and concerns that it is unclear.

* The survey and other engagement materials included longer policy direction statements, which can be found on the last page of this summary

A CITY IN TRANSITION

A City in Transition includes a selection of key events in Chilliwack's history, and seeks to gather insights from the community about what events have helped shape Chilliwack and what forces might drive change over the next 25 years.



WHAT DID WE HEAR?

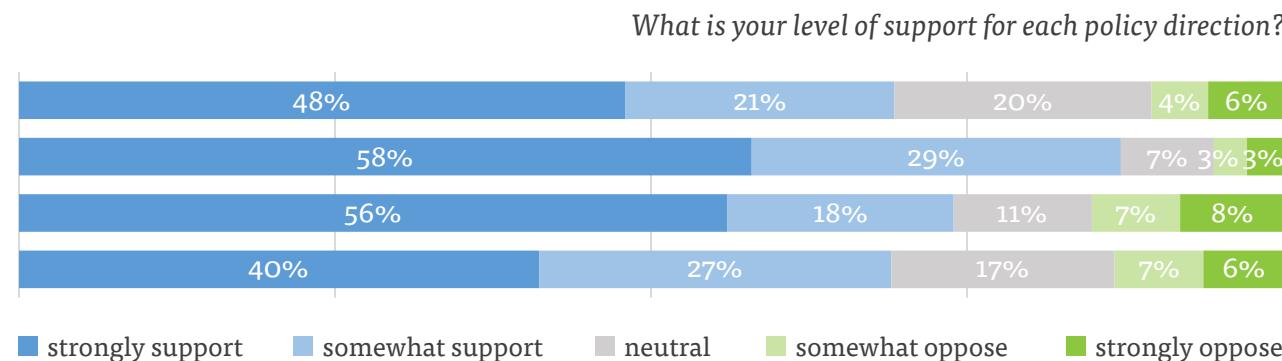
CONCEPT OVERALL

'A City in Transition'



POLICY DIRECTION*

- Work with local groups to tell the story of Chilliwack
- Work with CEPCO and others to strengthen local economy
- Mitigate impact on climate change
- Explore the development of a 100-year plan



WRITTEN FEEDBACK

CLIMATE & ENVIRONMENT

Support for bold climate action; especially for reducing emissions and protecting natural areas. Suggestions that emergency preparedness, green infrastructure, energy-efficient buildings, and sustainable land use planning should be prioritized.

LONG-RANGE PLANNING

Support for long-term thinking. Concern that a 100-year time horizon was looking too far into the future.

COLLABORATION

Support for coordination with other levels of government, local First Nations, and local organizations. Concerns about working with private sector interests and industry groups.

RECONCILIATION

Support for including Indigenous perspectives in long-range planning.

INCLUSION

Desire to prioritize inclusion and equity. Suggestions to recognize and celebrate Chilliwack's diverse Indigenous and settler histories.

GROWTH

Suggestions to better utilize Chilliwack's constrained land base. Concerns that infrastructure improvements, especially for transportation and community services, would be critical to support growth into the future.

AGRICULTURE

Desire to support agriculture, with emphasis on the importance of local food systems.

ECONOMY

Desire to support local businesses, strengthen and diversify the local economy, and expand access to local jobs. Suggestions that tourism, agriculture, technology, and construction are key sectors to prioritize.

IMPLEMENTATION

Concerns about the cost and divisiveness associated with this concept. Suggestions to set priorities, clarify timelines, and focus on quick wins.

GENERAL SUPPORT

General support for the concept and draft policy direction, especially the desire to consider many different aspects of a growing community.

GENERAL CONCERN

General opposition to the draft policy direction. Concerns that it was vague and unclear, alongside suggestions that Chilliwack doesn't need to or shouldn't change.

* The survey and other engagement materials included longer policy direction statements, which can be found on the last page of this summary

WHAT DID WE HEAR? (CONTINUED)

EVENTS THAT HAVE HELPED SHAPE CHILLIWACK

- COVID-19
- Extreme weather events (e.g., floods and heat waves)
- Specific developments (e.g., 1881 and Garrison Crossing)
- Agricultural Land Reserve creation
- First Nations land management legislation
- Community events (e.g., Party in the Park, Chilliwack Fair and Rodeo)
- CFB Chilliwack closing
- Key institutions opening (e.g., University of Fraser Valley)
- City amalgamation
- Transportation investment (e.g., completion of Highway 1 and overpasses, removal of the streetcar, expansions to cycling infrastructure)
- Park development and trail network expansion
- Historic occupation of the lands by Indigenous peoples
- Different waves of settlement and immigration
- Recessions and economic downturns

FORCES THAT MIGHT DRIVE CHANGE IN THE FUTURE

- Climate change and extreme weather events
- Population growth and different approaches to development
- Pressure on hard and soft infrastructure
- Pressure on local parks and trails
- Changing circumstances of social issues
- Changes in transportation technologies, preferences and behavior
- Changes in economic conditions
- Changes in government and approaches to governance
- Relationship with local Indigenous communities
- Tension between changing conditions in the future and wanting to retain what defines Chilliwack's past and present

FULL POLICY DIRECTION STATEMENTS

A GROWING CITY

1. Work together with neighbouring **First Nations** to collectively plan for and manage growth across Chilliwack into the future.
2. Strengthen the language and policies in the OCP that relate to the **Urban Growth Boundary** to reinforce that growth should primarily be focused along the Urban Corridor, concentrating infrastructure investment, and preserving rural, agricultural and natural areas.

For example, accommodate growth in Chilliwack's neighbourhoods using the following approach:

- a. Urban neighbourhoods – existing urban areas where most growth is directed and supported by a diverse range of services and amenities.
- b. Hillside neighbourhoods – designated hillside areas where selective growth is already supported by municipal services.
- c. Rural neighbourhoods – rural areas where limited growth is contained within existing rural boundaries.

3. Allow for a greater range of **housing options**, especially in urban neighbourhoods along the Urban Corridor, to accommodate a greater diversity of households and needs, provide more affordable housing options, and strengthen the social fabric of our communities.
4. Advocate to and work closely with other levels of government and government agencies to ensure that **critical services** like schools, highways, and health care facilities keep up with anticipated growth.
5. Restore and protect **natural areas** to enhance biodiversity and ecosystem health, and ensure that community members can continue to access nature for generations to come.
6. Support the farming community, and protect and enhance productive **agricultural land** to minimize conflicts between urban and agricultural uses, encourage sustainable farming practices, reinforce Chilliwack's primary role in food production, and retain key aspects of our community's landscape and identity.

A CONNECTED CITY

1. Ensure that **transportation and land use** planning are closely integrated to improve efficiency, accessibility, sustainability, livability, and support local economic development.
2. Invest in **active, sustainable modes** of transportation (such as walking, rolling, biking, and transit), to improve the health, safety and well-being of our community, reduce green-house gas emissions, reduce household transportation costs, and increase foot traffic to support local businesses (especially in the downtown).
3. Adopt a network of **primary and secondary corridors** as shown on the concept diagrams to improve movement across the city by bike, transit, and car.

4. Develop a '**complete streets framework**' and apply it to the primary and secondary corridors for transit and cars to better integrate planning for all modes of travel, and improve the reliability of the overall transportation network.
5. Make **incremental improvements** to each of the trail, cycle, transit and road networks to create complete connections, ensure safe and efficient transportation by all modes, and recognize private vehicles will continue to be a primary mode of transportation for many years.

A CITY OF COMMUNITIES

1. Work together with local **First Nations** to explore ways that their collective and individual histories and cultures can be recognized and celebrated.
2. Support the equitable distribution of **community-serving amenities**, like childcare, grocery stores, public facilities, parks, and trails across Chilliwack.
3. Encourage development that responds to the **unique social, cultural, and environmental characteristics** of different neighbourhoods and communities, while working with local organizations to facilitate community-led arts, culture, and recreation initiatives that help bring those unique identities to life.
4. Continue to work with **community organizations** to help facilitate a coordinated approach to addressing key social issues in the community like addictions, mental health and homelessness, while advocating to senior levels of government who are responsible for these services.
5. Update, consolidate, and simplify Chilliwack's many **neighbourhood plans** to highlight the unique qualities of each neighbourhood, improve clarity and consistency between neighbourhoods, address overlap and duplication with OCP policies and guidelines, and streamline development processes.

A CITY IN TRANSITION

1. Work with local First Nations, cultural groups, and organizations to help tell the **story of Chilliwack** and the surrounding region, including its history, cultures, and traditions.
2. Work with the Chilliwack Economic Partners Corporation (CEPCO) and other local organizations and business leaders to diversify our **local economy**, support local businesses, create more local job opportunities, and consider new ways to better utilize our constrained land base.
3. Continue to mitigate our community's impact on **climate change** by adopting sustainable energy, waste management, construction, building performance, transportation, and community planning practices when possible. Continue to develop comprehensive local risk assessments and adaptation plans that help our community stay resilient to events like earthquakes, flooding, heatwaves, wildfires, and other severe weather events.
4. Following the OCP update, explore the development of a **100-year plan** which would look further out beyond the time horizon of the OCP, to understand challenges, opportunities and scenarios our community may face in the coming decades.

ENGAGEMENT STRATEGY

CITY OF CHILLIWACK

Prepared by: MODUS Planning, Design & Engagement Inc.

Version: 3

Date: July 8, 2025

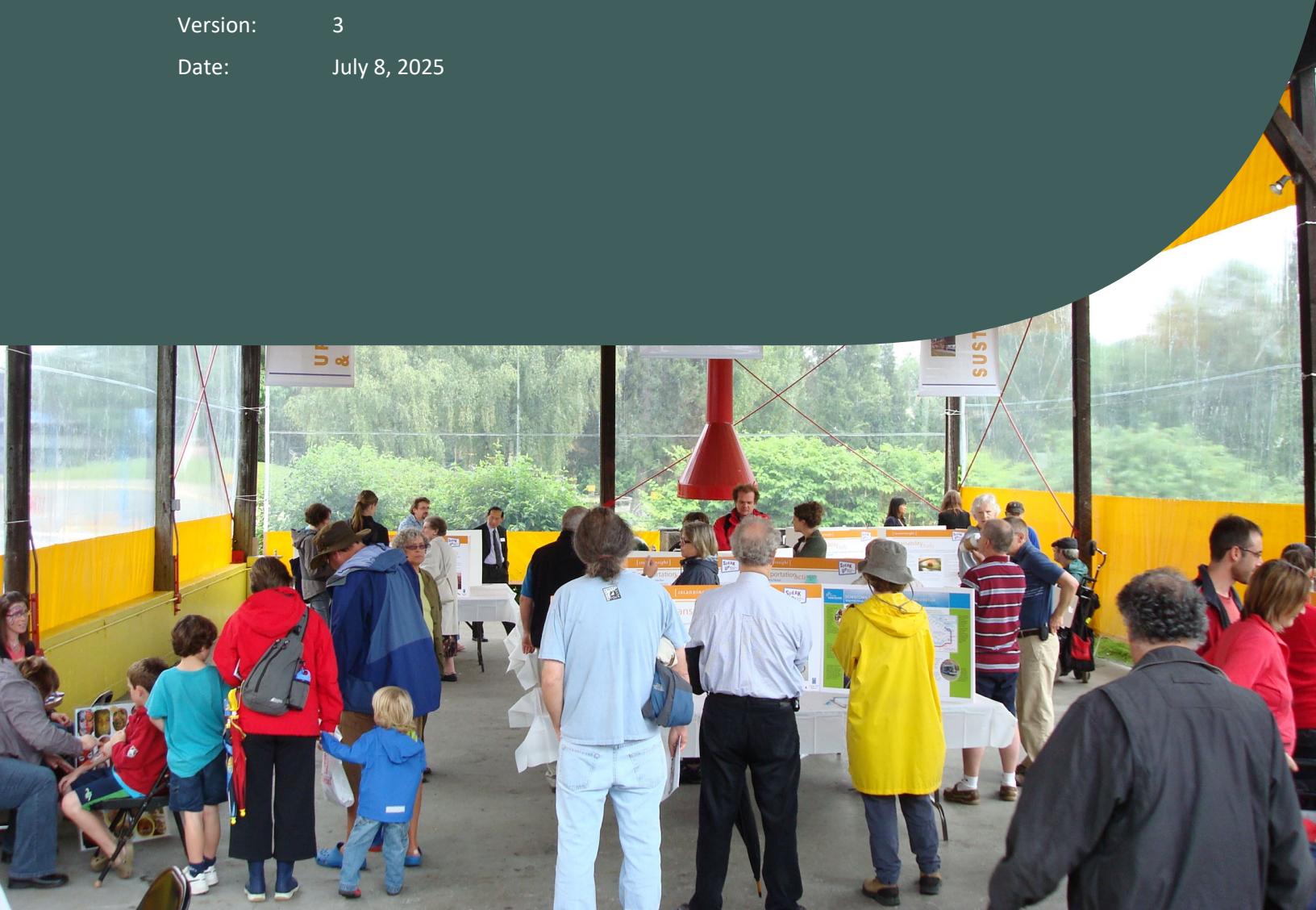


Table of Contents

Introduction	2
Why are we engaging?	2
What are we engaging on?	5
Who will we engage?	7
How will we communicate?	9
How will we engage?	11
How will we measure success?	14
Key issues, risks and mitigation strategies	15

Introduction

This Engagement Strategy outlines the core elements of the Why, What, Who, How and When the City of Chilliwack and MODUS (the Project Team) will communicate and engage with the community during the Official Community Plan (OCP) Review.

The Strategy represents a point-in-time and will be updated throughout the review process, as we learn more from the wider community and adapt accordingly.

Why are we engaging?

Project Background

The City of Chilliwack is updating and reviewing its Official Community Plan. Chilliwack 2050 is an opportunity to articulate a vision for Chilliwack's future and to shape the next phase of the city's growth and evolution.

The OCP Review will build on policy and land use foundations in the current OCP. It aims to help address ongoing pressures, like housing demand and climate impacts, and to align the City's policies with new provincial housing legislation.

Chilliwack 2050 is anticipated to be complete in Fall 2025. Over the next year or so, residents, business owners, community organizations, government agencies, and other levels of government will be invited to help shape the new OCP.

Engagement Purpose & Objectives

The purpose of engagement through the OCP Review is to:

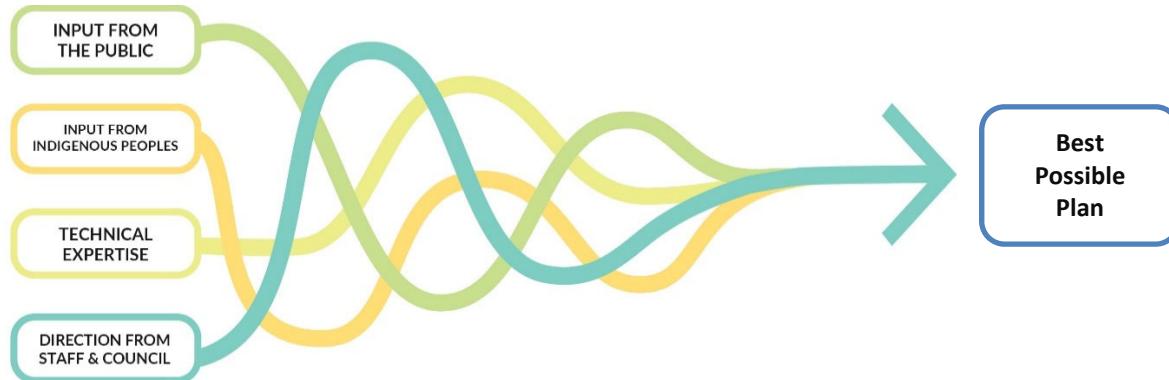
- Inform the public about the role of the OCP and its relationship to other City tools and initiatives.
- Build and strengthen relationships with local Indigenous communities, community interest holders, and government agencies.
- Gather and integrate feedback from a broad cross-section of the community, interests, and other levels of government.
- Meet the legislative requirements set out in the Local Government Act, as well as recent provincial housing legislation.

More specifically, the table below outlines the objectives of engagement and communications in each phase of the OCP Review.

PHASE	OBJECTIVES
Phase 1: Listen & Learn	<ul style="list-style-type: none"> • Raise awareness of the OCP Review • Build and strengthen relationships with local Indigenous communities and community interest holders • Provide clear information on the key issues and opportunities faced by Chilliwack that the OCP can help to address • Better understand community hopes and aspirations for the future COMPLETE
Phase 2: Explore Concepts	<ul style="list-style-type: none"> • Demonstrate how feedback has influenced emerging directions • Explore key concepts, trade-offs, and policy and land use directions with interest holders and community members • Provide clear information on the role of the OCP as it relates to key topics • Gather feedback to refine policy and land use directions COMPLETE
Phase 3: Create the Plan	<ul style="list-style-type: none"> • Demonstrate how feedback has shaped the OCP • Gather feedback on the Draft OCP

Incorporating Input

The diagram below shows how insights gathered through engagement are one of several important streams of information that will be woven together to help create the best possible plan. The weave can help to demonstrate how no single input, comment, or activity determines the outcome, and Council – as the elected decision-makers – ultimately reserves the right to decide as they see fit.



Another part of understanding how the City intends to incorporate input and feedback is to define the level of participation, as described by the [IAP2 Spectrum of Public Participation](#). The Spectrum shows that the relationship between the local government and the public can be shaped in several ways. The level of participation that we anticipate for this project will range from Inform to Involve.

INCREASING IMPACT ON THE DECISION 

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

© IAP2 International Federation 2018. All rights reserved. 20181112_v1

What are we engaging on?

Key Topics

At a high level, the OCP review process will explore:

- Current conditions in Chilliwack
- A shared community vision for the future
- Frameworks and policy directions to help realize the vision

The following are preliminary key topics that may be explored during the OCP Review process.

Key considerations for each topic include:

- Information we may need to share with the community
- Decisions that have already been made
- Issues we may want to engage the community on

TOPICS	CONSIDERATIONS
Housing	<ul style="list-style-type: none"> • Inform about Chilliwack “realities” (e.g., trends, opportunities and constraints related to changing demographics, affordability, etc.). • Inform about the City’s role and tools to address housing needs and affordability. • Inform about growth areas, including rationale and implications. • Inform about the implications of new Provincial housing legislation, including the importance of the OCP. • Consult on opportunities and challenges related to housing, including affordability, diversity, and forms*.
Transportation	<ul style="list-style-type: none"> • Inform about Chilliwack “realities” (e.g., trends, opportunities and constraints related to changing demographics, climate impacts, topography, etc.). • Inform about the City’s role and tools to manage mobility (e.g., building on the Active Transportation Plan, Trail Network, Parks Master Plan, Greenspace Master Plan). • Consult on opportunities and challenges related to active and public transportation and private vehicle connections (e.g., accessibility*, road maintenance, traffic calming, parking, etc.).
Parks, Recreation	<ul style="list-style-type: none"> • Inform about the City’s role and tools to support parks, recreation, and trails. • Consult on opportunities and challenges related to recreational facilities and infrastructure, connections to parks and natural areas (e.g., increasing user demand, park location, trail connections, pickle ball courts, etc.).

Jobs, Economy	<ul style="list-style-type: none"> Inform about the City's role and tools to support economic development, including industrial lands, workforce housing, access to amenities and services, etc. Consult on opportunities and challenges related to the downtown, tourism, industrial areas, commercial services and jobs.
Infrastructure	<ul style="list-style-type: none"> Inform about the City's role and tools to address infrastructure and servicing. Consult on opportunities and challenges related to infrastructure and servicing.
Environment, Climate	<ul style="list-style-type: none"> Inform about Chilliwack "realities" (e.g., trends, opportunities and constraints related to climate impacts, hazard areas, etc.). Inform about the City's role and tools to protect the natural environment and support climate resilience. Consult on opportunities and challenges related to environmental protection and enhancement, as well as climate mitigation, resilience and adaptation (e.g., tree canopy, biodiversity, natural assets, water quality, transportation mode share, building systems, disaster preparedness and mitigation, etc.).
Agriculture	<ul style="list-style-type: none"> Inform about Chilliwack "realities" (e.g., ALR boundaries and jurisdiction, etc.). Inform about the City's role and tools to support agricultural production, urban farming, and access to food. Inform about strategies for ALR exclusion. Consult on opportunities and challenges related to agriculture and food security.
Community Well-Being	<ul style="list-style-type: none"> Inform about the City's role and tools to support arts, culture, heritage, and community services and facilities. Consult on opportunities and challenges related to community vibrancy (e.g., social services, community events and programming, community safety, community heritage*, etc.).
Implementation	<ul style="list-style-type: none"> Inform about the City's roles and tools to implement the OCP. Consult on opportunities and challenges related to partnerships and advocacy, funding streams*, and tax implications.

** The City has been working on several projects that will support the OCP review, including a Housing Needs Report, development permit Design Guidelines, and a Heritage Conservation Area. In addition, the City is working on an Accessibility Plan and Financial Plan. When engaging on topics that relate to these other projects, the Project team will engage with community members in a way that is complementary to the findings of those projects and that respects the input that community members have provided already. It is anticipated that public engagement will surface comments on topics not relevant to an OCP or outside the City's boundaries.*

Who will we engage?

Key Audiences

Key groups are listed below by audience group who will be invited to participate in engagement activities at appropriate points throughout the process. This initial list is not exhaustive, and we will continue to expand upon the list throughout the process to ensure all relevant audiences can participate. The way that we engage with each audience type is elaborated on in the next section of this document.

AUDIENCE GROUP	AUDIENCE SEGMENTS
Local Indigenous Communities	<p>Nations with reserve lands within Chilliwack:</p> <ul style="list-style-type: none"> • Shxwhá:y (Skway) Village (Ts'elxwéyeqw Tribe) • Sqwa (Skwah) First Nation (Pil'alt Tribe) • Kwaw'Kwaw'Apilt (Kwaw-kwaw-Apilt) First Nation (Pil'alt Tribe) • Äthelets (Aitchelitz) First Nation (Ts'elxwéyeqw Tribe) • Yeqwyeqwí:ws (Yakweakwioose) First Nation (Ts'elxwéyeqw Tribe) • Sq'ewqéyl (Skowkale) First Nations (Ts'elxwéyeqw Tribe) • Sxwoyehálá (Squiala) First Nation (Ts'elxwéyeqw Tribe) • Ch'íyáqtel (Tzeachten) First Nation (Ts'elxwéyeqw Tribe) <p>Nations with reserve lands adjacent to Chilliwack:</p> <ul style="list-style-type: none"> • Xwchíyò:m (Cheam) First Nation (Pil'alt Tribe) • Th'ewá:li (Soowahlie) First Nation (Ts'elxwéyeqw Tribe)
Public	<ul style="list-style-type: none"> • Seniors • Youth (under 30) • Young families • Renters • Homeowners • Newcomers • Long-term residents • Urban Indigenous peoples
Community interest holders	<ul style="list-style-type: none"> • Developers • Social service providers • Faith groups • Academic Institutions • Business Organizations • Tourism Organizations • Arts and culture groups • Parks, trails, and recreation groups • Environment and climate action groups • Local clubs and associations

Governments and agencies	<ul style="list-style-type: none"> ● Chilliwack Economic Partners Corporation ● School District 33, including Parents Advisory Councils ● Fraser Valley Regional District ● Fraser Health Authority ● First Nations Health Authority ● Agricultural Land Commission ● Fisheries and Oceans Canada ● BC Ministry of Municipal Affairs and Housing ● BC Ministry of Transportation and Infrastructure ● BC Ministry of Agriculture, Food and Fisheries ● BC Ministry of Environment and Climate Change Strategy ● BC Ministry of Forests, Lands, Natural Resource Operations and Rural Development ● BC Ministry of Jobs, Economic Development, and Innovation ● BC Housing ● BC Transit
City of Chilliwack	<ul style="list-style-type: none"> ● City Council ● City Staff ● City Committees

How will we communicate?

Communication Platforms

Throughout the process, the project team will use a variety of outreach and communication tools and tactics to raise awareness of the OCP Review. Core communication platforms include:

- **Project website.** engagechilliwack.com will provide process updates, key dates, resources, direct links to engagement opportunities, and an opportunity to sign up for e-updates.
- **Project newsletter.** Along with the City's general e-mailing list, a project mailing list can be established early to collect contacts interested in the OCP Review. Email updates can be circulated throughout the project to inform of engagement opportunities and key milestones.
- **Social media.** Engagement opportunities and project updates can be released via the City's Facebook, X, LinkedIn and Instagram accounts. In addition to static posts, reels and paid social media ads could be considered.
- **Press releases.** Press releases will be developed and shared with local news media like the Chilliwack Progress at the launch of public engagement and other major milestones.
- **Direct outreach.** Emails to community interest groups can be circulated to promote engagement opportunities. City Staff and Community Ambassadors are encouraged to leverage existing relationships to support broad outreach (e.g., high school clubs, City Committees, etc.).

Additional communication tools could also be considered throughout the process:

- **FAQs.** Frequently Asked Questions can be prepared before public engagement to get ahead of misinformation and share key project information. FAQs can be updated following each phase of engagement to respond to common inquiries. FAQs can be hosted online and available in print at public events.
- **Posters.** Posters promoting the project and engagement opportunities can be posted around the City at locations like City Hall, community centres and libraries, among others.
- **Postcards.** Project postcards can be distributed at pop-ups and to community organizations. Postcards will promote the project and direct folks to the project webpage via a QR code and link.
- **Radio.** Radio ads or announcements may be produced to reach the Chilliwack community (Star 98.3 FM & 89.5 JR Country). The Mayor's standing segments on these channels can also be used to promote engagement opportunities.
- **Newspaper ads.** Paid ads could be distributed through local newspapers like the Chilliwack Progress and Fraser Valley Today.
- **Display Boards in City Facilities.** Digital ads may be displayed on boards at City facilities.
- **Mail out.** Project postcards can be mailed out to Chilliwack residents to invite them to participate at key points in the project. The quarterly utility bill may be an opportunity to introduce the OCP Update project to all residents.
- **Billboard or transit ads.** Large-scale ads may be displayed on billboards or transit stations across the City.
- **Video.** A short, simple video to introduce the OCP Review and purpose may be produced and hosted on the City's YouTube channel.

All materials will be consistent with City Corporate Branding and Graphic Standards, and will follow communication checklists. The City may want to consider developing Chilliwack2050 project branding,

including a process tagline and visual identity, to establish a sense of continuity from one phase to the next.

Key Messages

Key messages outline the core elements of the project to ensure clear and consistent communications. Key messages also help to create boundaries around the process and what it is intended to do (and not do). An initial list of key messages is provided below. This list is not intended to be exhaustive and will be refined throughout the process. Additionally, not every point will be appropriate for every one of our key audiences, and that will be assessed as we develop engagement and communications materials.

Project Introduction

- The City of Chilliwack is updating its Official Community Plan (OCP)!
- The OCP presents the long-term vision for our community. It sets out objectives and policies that guide planning and land use management decisions. It helps Council and staff determine how and where we live, work, play and move in our City.
- The OCP's long-term vision will guide land use, housing and other forms of development in our community.
- OCPs typically cover topics like land use and development, housing, transportation, food and agriculture, economic development, sustainability and climate change, parks and recreation, community and social well-being, culture and heritage, among other important aspects of life in our community.
- In late 2023, the Province of BC announced new housing legislation. The OCP is a key tool in implementing these changes, as new developments that align with the Plan will no longer require public hearings.
- Because we are planning for the future, we must take into consideration the needs of current and future generations.
- We acknowledge the breadth and depth of input that community members have already provided through other projects and we will build on what we have heard already.
- Community engagement is one of several streams of input that go into updating the OCP. Other inputs include technical studies, legal requirements, and direction from City Council.
- A consulting team has been selected to listen and learn about what matters to the community.

Process Overview

- The OCP Review is anticipated to run from Summer 2024 through the end of 2025.
- The OCP Review will build on policy and land use foundations in the current OCP.
- Chilliwack 2050 aims to help address ongoing pressures, like housing demand and climate impacts, and to align the City's policies with new provincial housing legislation.
- Your perspective will help shape the OCP, alongside technical studies and analysis, City staff, and Council direction.
- Help us shape the next phase of Chilliwack's growth and evolution! Visit engagechilliwack.com for more information on how to get involved.
- For more information be sure to follow us on Facebook, Instagram and X (Twitter) and sign up for project updates.

How will we engage?

Engagement Techniques

Throughout the process, the project team will use a variety of engagement techniques to bring community members into the process. These include:

- **Go-to-Them Events.** We will host a series of tailored events in collaboration with community groups (e.g., youth, newcomers, urban Indigenous populations, etc.). These could take the form of pop-up events or small group discussions, depending on the groups' interests and needs.
- **Multi-Interest Workshop.** We will host an in-person multi-interest workshop to bring together representatives from community and business organizations as well as government agencies. Through conversation, these groups will explore perspectives on Chilliwack today, Chilliwack in the future, and ideas to get us there. An event plan will be developed to outline the workshop agenda, roles and responsibilities.
- **Stó:lō Research and Resource Management Centre.** We will reach out to local Indigenous communities via the Stó:lō Research and Resource Management Centre. Initial outreach will share a bit about the OCP Review process and request an introductory meeting.
- **Meetings with local Indigenous Communities.** We will host meetings with local Indigenous communities throughout the OCP review process. Initial meetings will focus on relationship building and team introductions, as well as understanding each communities' interest and capacity to engage in the OCP review.
- **Community Ambassadors.** We will recruit, hire, and train two to four Chilliwack youth to support OCP outreach and engagement efforts, including staffing at pop-ups, Futures Fair and Open House events.
- **Online Ideas Space.** Throughout the project, we will host user-friendly questionnaires to gather community feedback. Through the questionnaire, we will ask optional demographic questions to track if we are hearing from a broad cross-section of the community. We can also provide more unstructured space to collect community members' hopes, fears, and ideas via interactive mapping. All online engagement opportunities will be hosted on www.engagechilliwack.com.
- **Community Pop-ups.** We will host pop-up events in high-traffic areas to raise awareness and gather high-level feedback from the public. These pop-up events may include interactive activities (e.g., conversational Jenga) and will be hosted by community ambassadors and/or the project team.
- **OCPizza Nights.** We will provide workbooks and an accompanying discussion guide to enable community members to host conversations about emerging OCP concepts. These community-led discussions will lead to a deeper dialogue among friends and neighbours, providing valuable feedback on more complex policy options and topics. We would encourage the City to reimburse \$35 (to cover the costs of pizza) to any resident who submits a workbook that captures the input of four or more of their friends or neighbours.
- **Futures Fair.** In Phase 2, we will host a fun, celebratory event open to all community members. The event will feature informative display boards with interactive elements, stations for each of the emerging concepts with activities tailored to their specific context and components, a large-scale mapping exercise, youth activities (e.g., a scavenger hunt and/or drawing exercise), a selfie-station, and other fun activities designed to go beyond a typical open house. An event plan will be developed to outline the event stations, roles and responsibilities

- **OCP Broadsheet.** To help communicate the contents of the Draft OCP, we will prepare an accessible 10–12-page summary broadsheet. This brief summary will help to build an understanding of the updates and how they respond to community input.
- **Open House Events.** In Phase 3, we suggest hosting one to two public open houses to showcase the Draft Plan and planning process, educate on the importance of the Plan, and gather any final feedback.
- **Council Workshops.** We will host workshops with Council at key points in the process. These workshops can explore similar questions to those being asked to interest holders and members of the public.
- **Public Hearing and Referrals.** In addition to the engagement tools and tactics outlined above, the City will host a public hearing about the proposed OCP Bylaw, and referrals will be made in accordance with the Local Government Act (LGA) Section 477.

Engagement Timeline

The table below outlines when we anticipate employing the communications and engagement techniques with our key audiences.

TIMING	AUDIENCE	ACTIVITY	IAP2 LEVEL
PHASE ONE Listen & Learn			
Sep 2024	Public	Community Ambassadors	N/A
Sep – Nov 2024	Local Nations	Indigenous Engagement TBD	TBD
Oct 2024	Community interest holders; Governments, and agencies	Multi-Interest Workshop	Involve
Oct – Nov 2024	Public	Online Ideas Space	Inform, consult
Oct – Nov 2024	Public	Community Pop-ups	Inform, consult
Oct – Nov 2024	Public	‘Go-to-Them’ Events	Involve
Late Nov 2024	City of Chilliwack	Council Workshop	Collaborate
PHASE TWO Explore Concepts			
Apr – May 2025	All	Outreach and Promotions	Inform
Apr – May 2025	Local Nations	Indigenous Engagement TBD	Consult
May 2025	Public	Online Engagement	Consult
May 2025	Public	Community Pop-ups	Inform, consult
May 2025	Public; Community interest holders; Governments, and agencies	OCPizza Nights	Involve
May 2025	Public	Futures Fair	Consult
Jun 2025	City of Chilliwack	Council Workshop	Collaborate

TIMING	AUDIENCE	ACTIVITY	IAP2 LEVEL
PHASE THREE Create the Plan			
Sep 2025	All	Promotions	Inform
Ongoing	Local Nations	Indigenous Engagement TBD	Consult
Sep 2025	All	OCP Summary Broadsheet	Inform
Sep 2025	Public; Community interest holders; Governments and agencies	Open House Events	Inform, consult
Sep 2025	City of Chilliwack	Council workshop	Collaborate

How will we measure success?

Determining measures of success can help us to refine our engagement approach throughout the process. The table below identifies key measures of success.

GOALS	INDICATORS/METRICS
Raise awareness of the OCP and Review process	<ul style="list-style-type: none"> Number of community members we reached
Engage a broad cross-section of the community during the OCP Review	<ul style="list-style-type: none"> Survey completion rate Geographic distribution of participants Distribution of participants across demographic groups (e.g., age, gender, ethnicity, income, tenure, etc) Number of community members who participated Number of participants who have not previously engaged Response rate Number of participants who continue to engage Representativeness of participants Diversity of participants
Build and strengthen relationships through the OCP Review	<ul style="list-style-type: none"> Participant satisfaction New relationships for the City Strengthened relationships for the City Increased understanding between participants Concession, compromise, or consensus between participants Increased connection between participants Increased understanding between participants Response sentiment
Integrate feedback from a broad cross-section of the community	<ul style="list-style-type: none"> Response relevance Response depth Contribution of responses to decisions

Key Issues, Risks & Mitigation Strategies

The table below identifies potential challenges and risks to the engagement process, as well as opportunities to mitigate them.

RISK / ISSUE	MITIGATION STRATEGIES
Public expectations: misalignment between public expectations and project realities	<ul style="list-style-type: none"> Developing key messages Clearly communicating the scope and purpose of the OCP Review Clearly communicating the project timeline Aligning all engagement opportunities with the IAP2 Spectrum and transparency about where there is room for influence Explaining that public input is only one strand of the “engagement weave” that informs the OCP Review Clearly articulating how public feedback was used to shape the plan and documenting all feedback through an engagement summary
Resistance to change: potential for public pushback on OCP Review and emerging directions	<ul style="list-style-type: none"> Clearly communicating the project’s purpose and process Early and proactive information about opportunities and constraints, trade-offs and rationale Thoughtful framing of new ideas and concepts, avoiding use of “buzz words” Incorporating community and stakeholder feedback from past engagement into discussions (where applicable) Highlighting consistency with existing plans, strategies, and Council priorities Actively seeking to include diverse perspectives, beyond vocal interest groups
Balancing community perspectives: surfacing conflicting needs and perspectives within community (e.g., traditional v. progressive values, new v. established residents, etc.)	<ul style="list-style-type: none"> Acknowledging diverse perspectives while emphasizing shared values Early and proactive information about opportunities and constraints, trade-offs, and rationale Ensuring active facilitation and ground rules for participation at events Outlining a risk management, roles and responsibilities section in event plans
Engagement fatigue or confusion: accounting for concurrent engagement projects	<ul style="list-style-type: none"> Clearly communicating OCP project timeline Clearly identifying related processes and the ways they align with each other Early and ongoing communication with City staff about related processes, planning key dates in relation to other projects Consider back-up dates for public engagement events Seeking opportunities to coordinate engagement activities around existing meetings or other events

<p>Reaching a broad-cross section: hearing from a wide range of demographics and perspectives</p>	<ul style="list-style-type: none"> • Active outreach and promotion through City networks, print and social media • Working with community champions and local organizations to promote engagement opportunities • Working with community organizations to host tailored engagement opportunities • Planning around existing community events and key dates • Considering additional resources (i.e., childcare for in person workshops, translation, recordings of meetings if allowed) to support attendance • Providing a mix of engagement opportunities (e.g., synchronous, and asynchronous, online and in person) • Asking demographic questions in the public survey to understand who we are hearing from
<p>Project timeline and capacity: accounting for limited resourcing and capacity, ensuring timely completion</p>	<ul style="list-style-type: none"> • Outlining clear responsibilities for engagement and communications activities • Leveraging MODUS project team and capacity, as well as Community Ambassadors • Working early with City staff to get ahead of communications procedures and agreements • Early and ongoing engagement with local Indigenous communities • Early and ongoing engagement with City Council