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RGS Revision Consultation Strategy

Consultation Strategy for the RGS 5-Year Review

Capital Regional District

Regional Growth Strategy Revision

Revised September 25, 2008
Prepared by CRD Regional Planning

Purpose

The purpose of this consultation strategy is to guide the work of the Capital Regional District (CRD) as it undertakes the 5-year review of the Regional Growth Strategy (RGS).

Background & Rationale

The Regional Growth Strategy was adopted by the Regional Board in August 2003. The intent of the regional growth strategy is to articulate and support a collective commitment to regional growth management that balances municipal autonomy with cooperative actions for addressing larger scale, inter-municipal issues such as transportation, efficient infrastructure, land and resource protection, affordability, accessibility, and responsible resource management. The guiding legislation, contained in the *Local Government Act* (LGA) makes provision for engaging senior levels of government in the development and implementation of a regional growth strategy to ensure better alignment in policy direction and infrastructure investment.

The LGA legislation brought in three new tools for addressing region-wide growth issues:

- The regional growth strategy – which outlines the vision and the policy framework for addressing shared concerns.
- The regional context statement – which is the mechanism for linking the regional strategy to the municipal Official Community Plan
- Implementation Agreements – a mechanism for confirming shared commitments.

At this time (2008) the provincial growth strategy legislation has been in place for just over 10 years and the CRD regional growth strategy has been in place for five years. This provides a good opportunity to address the strengths and weaknesses of the growth strategy and develop more workable solutions to region-wide issues such as housing affordability, access and mobility, environmental protection, and economic prosperity. The RGS must also respond to new provincial policy and targets pertaining to greenhouse gas reduction and develop new approaches for addressing a carbon-constrained future.

The enabling legislation does not provide the regional district with regional planning authority over the member municipalities. Instead, it provides a mechanism to develop a shared agreement toward regional growth management and sustainability. As such, the communication strategy focuses on the member municipalities and key stakeholders to identify shared interests, commitments, aspirations, and solutions.

Project Objectives

The 5-year review of the RGS is intended to revise and refocus the existing RGS in order to enhance its value to the regional district and the member municipalities. The RGS must also respond to new provincial and federal directions:

As part of the Canada-British Columbia-UBCM Agreement on the Transfer of Federal Gas Tax Revenues recipients must demonstrate their commitment to *smart planning* and the integration of land use, transportation, community energy, and infrastructure planning. The RGS provides a tool to demonstrate this type of integration.

As a result of Bill 27, Regional Growth Strategies must include targets for reducing greenhouse gas emissions. The RGS provides a vehicle for reflecting the provincial targets and for moving forward on the land use and transportation recommendations developed in the CRD's Community Energy Plan.

The intent of the RGS 5-year review is *not* to develop a new regional vision or *significantly* alter the overall land use framework and centre designations. Rather the intent of the review is to do the following:

1. Address relevant provincial policy, targets, and legislative changes
2. Refocus the existing RGS provisions to better address sustainability, smart growth, and climate change
3. Work with other regional districts that have or are developing regional growth strategies to address legislation challenges and find ways to ensure stronger provincial commitment to the RGS provisions
4. Update the population and growth projections, mapping, and land use designations
5. Clarify existing RGS policy direction on coastal zone management, integrated watershed management, unprotected green spaces, regional resource needs, servicing policy, and regional resource needs
6. Develop the Master Implementation Agreement, as proposed in the existing RGS, to address updates, modifications, implementation mechanisms and dispute resolution
7. Provide clear direction on the Regional Context Statements
8. Update the sections on housing affordability, transportation and economic development to reflect work already done through the relevant sub-strategies, as well as emerging trends and provincial directions
9. Review and update the RGS monitoring program to ensure the targets and indicators reflect the collective commitment to a more sustainable region

The RGS review is being undertaken in a phased approach, with the first phase being the data-updating phase. Decision points for the Regional Board are built into the work-plan at the conclusion of each phase. The purposes of the decision points are to confirm project scope, project issues, costs & benefits of proceeding to the next phase, and recommended modifications to the work-plan and this consultation strategy.

LEGISLATIVE REQUIREMENTS:

The RGS Revision Consultation Plan is guided by the provisions of the *Local Government Act* that pertain to regional growth strategies. Section 855(2) of the *Local Government Act* states that:

[A]s soon as possible after the initiation of [an amendment to] a regional growth strategy, the board must adopt a consultation plan that, in the opinion of the board, provides opportunities for early and ongoing consultation with, at a minimum;

- (a) Its citizens
- (b) Affected local governments
- (c) First Nations
- (d) School district boards, greater boards and improvement district boards
- (e) Provincial and federal governments and their agencies

This plan is intended to fulfill those stated responsibilities.

GUIDING PRINCIPLES FOR CONSULTATION:

This particular Consultation plan will be guided by a number of principles. These include:

Relevant: Consultation will be purposeful, and undertaken to improve the relevancy, acceptability and quality of the RGS.

Targeted: A significant proportion of the RGS consultation efforts will be directed to the jurisdictions, agencies and authorities responsible for approving and implementing the provisions of the RGS.

Easily Accessible: The consultation strategy recognizes that many people are interested in the RGS issues – but their participation and input may be limited due to the time commitment required of conventional consultation processes. Additionally, many of the member municipalities have recently completed, or in the process of completing Official Community Plan reviews. This means the RGS review process must recognize and address a possible level of consultation fatigue throughout the region. This consultation strategy will

include options for local governments, key stakeholders, and interested publics to participate meaningfully in a manner that is respectful of time commitments and interest levels.

Affordable: The consultation program respects the budgetary limitations of the regional planning department.

Responsive: The process will be responsive and adaptable to allow the level of public involvement to be reflective of the magnitude of the issues and the needs of the participants. As outlined in the RGS workplan, this consultation strategy will be updated as the project proceeds through the five phases. It will be modified to reflect the identified issues, scope changes, and associated consultation requirements.

Feedback: The process will provide participants with feedback as to how their input influenced the decisions made.

CONSULTATION OBJECTIVES

All communication efforts, including stakeholder involvement, information sharing, publications and events are designed to meet the following objectives:

1. To gather information from decision-makers, municipal staff, government agencies and organizations, stakeholder groups and interested publics about their concerns, issues, preferences and needs with respect to the RGS
2. To seek input, advice and expertise on regional growth management and sustainability issues
3. To improve the relevance, responsiveness, quality, and value-added of the regional growth strategy
4. To provide the opportunity for people to make their views known on the RGS and proposed changes
5. To maximize the amount and quality of input within the budget allocated for this project;
6. To create support for the RGS, and create a RGS worth supporting

CONSULTATION PARTICIPANTS

For the purpose of this consultation strategy, the participants include anyone who can affect, and is affected by, the project and those with an interest in region-wide growth management and sustainability issues. Some consultation audiences must be consulted to meet the statutory provisions of the *Local Government Act*, but the consultation strategy goes beyond those provisions.

Affected Local Governments

Section 857 of the *Local Government Act* states that a regional growth strategy must be accepted by all “affected local governments” before it can be adopted. In the context of the CRD, the affected local governments are:

- The Councils of all 13 member municipalities
- The Board of the Cowichan Valley Regional District (CVRD)
- The Minister of Community Services (or a designated facilitator).

The affected local governments are responsible for approving the Regional Growth Strategy. The CRD Board, operating largely through the Planning & Protective Services (standing) Committee is responsible for approving the project workplan, consultation strategy and project recommendations. The CRD Regional Planning Department is responsible for overall project management.

Other Levels of Government and Agencies

There are a number of organizations whose formal acceptance of the bylaw is *not* required under Section 857 of the *Local Government Act*, but who nevertheless have a stake in the Regional Growth Strategy. These organizations include:

- First Nations
- Electoral Areas (excluding the Gulf Islands)
- School District Boards
- Provincial and Federal governments and their agencies.

Regional Stakeholders

In addition to the above, the consultation audience includes:

- Those who have expressed an interest in the RGS and are on the Regional Planning contact list (this has been maintained for the last six years and is added to at each public event (e.g. information sessions, hearings, online surveys))
- Members of established committees/groups with an interest in growth-related issues, including but not limited to the municipal and regional planning committees, Round Table on the Environment, community associations, business associations, transit commission, social planning agencies, post-secondary sustainability committees, and the RGS Intergovernmental Advisory Committee.
- Those who could affect new policy development and implementation (include regulators, government staff, and interest groups).

Additional audiences and stakeholder groups will be identified in consultation with municipal and provincial staff, advisory committee members and others, as appropriate. Stakeholder

identification often continues past the pre-plan stage. Additional people, groups, and organizations may be suggested by other stakeholders, or may contact the CRD directly.

CONSULTATION OPPORTUNITIES

The following outlines who will be consulted and why, as well as opportunities for their participation.

CRD Board & Standing Committee(s)

The CRD Board and Committee members are ultimately responsible for approving the RGS and any related implementation measures. Prior to the conclusion of Phase One, members of the Regional Board will be provided with a “briefing book” on the RGS and the review which will provide an overview of the key facts and planning assumptions, chronology of the RGS, key points of the legislation, and an overview of regional issues.

ELECTED OFFICIALS	
<p>The communication objectives for the elected officials are:</p> <ul style="list-style-type: none"> ▪ Inform on project rationale, anticipated benefits and outcomes, project approach, timing and budget ▪ Provide updates on project status ▪ Inform on issues raised from constituents during the course of the project ▪ Provide information and planning advice to assist in decision-making 	<p>Opportunities for involvement include:</p> <ul style="list-style-type: none"> ▪ Board & Committee meetings & report approvals ▪ Briefing Book ▪ Provision of background material, technical analysis and survey results ▪ Periodic project updates, status reports and staff presentations ▪ Attendance at scheduled events (dialogues, charrettes, open houses and/or public meetings) ▪ Council of Council forums

Municipal and Regional District Staff

The Regional Growth Strategy can function as a tool to assist local government staff to make, defend, negotiate, and enforce planning decisions more effectively. The RGS can outline the regional planning framework and the recommended land use response to support more sustainable communities.

Local government staff will play a significant part in revising the RGS. Municipal staff will be asked to contribute to the review in the following ways:

- provide municipal information to develop the inventories and land use model
 - provide professional advise on the regional growth projections, issue identification, and scenario development
 - advise on areas needing cooperative approaches and cross-boundary consideration
 - advise on senior government issues & areas of concern
 - identify areas where the regional district can add value to local planning process.
- Opportunities for input will be sensitive to the time commitments faced by municipal staff and will keep out-of-office meetings and events to a minimum.

LOCAL GOVERNMENT STAFF	
<p>The communication objectives for local government staff include:</p> <ul style="list-style-type: none"> ▪ Inform on project purpose, rationale, approach, scope, timelines and anticipated deliverables ▪ Obtain timely feedback on issues, concerns, and suggestions for improvements ▪ Provide opportunities to suggest and review options, alternatives and solutions ▪ Build support for the proposed changes 	<p>Opportunities for involvement include:</p> <ul style="list-style-type: none"> ▪ Participation in CRD Development and Planning Advisory Committee (DPAC) ▪ Access to information through online availability and target email distribution ▪ Presentations to Councils/municipal committees ▪ Periodic peer-review sessions ▪ Involvement in charrettes and workshops ▪ Attendance at events, meetings, etc.

First Nations

Level of interaction between First Nations and local governments on growth-related issues varies considerably across the province, ranging from informal voluntary arrangements to contractual arrangements, protocol agreements and memorandums of understanding. The RGS legislation identifies the need to address the consultation needs of First Nations, but does not prescribe the form of involvement.

The opportunities for involvement in the RGS will vary across the First Nation communities within the Capital Region. The initial stages of the RGS review process will involve information dissemination and awareness-raising of the CRD and the RGS. Subsequent involvement will be tailored to reflect the community's identified interests and capacities for involvement in the RGS

FIRST NATION COMMUNITIES	
<p>The communication objectives for First Nations are to:</p>	<p>Opportunities for involvement include:</p> <ul style="list-style-type: none"> ▪ Access to web-based information and online

<ul style="list-style-type: none"> ▪ Inform on project purpose, rationale for the review, scope, legislation opportunities and limitations and anticipated deliverables ▪ Seek input on growth-related issues and concerns ▪ Share RGS-related information and mapping ▪ Inform on opportunities to provide input and influence decision-making. 	<p>survey(s)</p> <ul style="list-style-type: none"> ▪ Presentations and distribution of information ▪ Information Workshops with elected officials/representatives ▪ Attendance at public meetings and open houses.
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Provincial Ministries & Agencies

Development of a RGS provides an opportunity to engage with the relevant Provincial ministries and agencies through an Intergovernmental Advisory Committee (IAC). The IAC is a requirement of the provincial legislation which provides a forum for senior policy staff representatives of the CRD, member municipalities, the province and other agencies to advise on the development and revision of the RGS.

The role of the province in the RGS is particularly significant at this time. The province has developed new legislation such as Bill 27 that needs to be reflected in the RGS. At the same time, many actions taken by provincial ministries over the last few years have worked against the goals of the RGS. As such, an important role for the municipalities and the regional district is to use the RGS process and the IAC to communicate and document concerns associated with provincial decision making.

The IAC established for the RGS development process was reconstituted as the resource group to the Development & Planning Advisory Committee (DPAC). The core group of DPAC is comprised of municipal planning directors or their alternates. This committee continues to meet quarterly, but attendance has decreased over time. Consideration will be given to restructuring the RGS advisory committees.

PROVINCIAL MINISTRIES & AGENCIES	
<p>The communication objectives for the Province include:</p> <ul style="list-style-type: none"> ▪ Inform on project purpose, scope, legislation opportunities and limitations and anticipated deliverables ▪ Seek input on emerging trends, issues, legislation changes. ▪ Seek suggestions on policy directions & targets 	<p>Opportunities for involvement include:</p> <ul style="list-style-type: none"> ▪ Periodic IAC meetings scheduled throughout the review process ▪ Joint IAC & DPAC sessions ▪ Access to web-based information ▪ Key informant interviews ▪ Presentations and distribution of information

<ul style="list-style-type: none"> ▪ Seek support for implementation funding, shared projects, & development and enforcement of relevant legislation. 	
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Round Table on the Environment

The Round Table on the Environment (RTE) is a community-based, multi-stakeholder body within the Capital Region which serves as an advisory body to the CRD on issues related to environmental health, ecosystem and watershed protection, climate change, food & agriculture. The Round Table serves three primary roles within the Capital Region: it provides advice; helps to engage stakeholders and convene consultation events; and contributes to the monitoring of trends and progress. The RTE is committed to assisting the RGS revision process through these roles, and will thereby play an important role in providing input throughout the life of the project.

CRD staff will work with the Round Table, particularly through the sub-committees, to review targets, trends, and proposed policy directions. The RTE will be asked to review draft reports.

Round Table on the Environment	
<p>The communication objectives for the RTE include:</p> <ul style="list-style-type: none"> ▪ Inform on project purpose, scope, legislation opportunities and limitations and anticipated deliverables ▪ Seek input of RGS issues and emerging trends ▪ Seek suggestions on policy directions, targets and RGS indicators. ▪ Inform on opportunities to provide input and influence decision-making. 	<p>Opportunities for involvement include:</p> <ul style="list-style-type: none"> ▪ Access to web-based information ▪ Presentations and distribution of information ▪ Sub-committee meetings on specific issues ▪ Involvement in information sessions and dialogues ▪ Attendance at public meetings and open houses.

Advocacy Groups, Community-Based Organizations and Other Stakeholder Groups

Within the Capital Region there are many groups with interests in sustainability, growth management, transportation, climate change, housing development & affordability and the like. These groups can provide meaningful input to the RGS on a range of issues. Many groups have had a history of involvement with the Regional Growth Strategy and can provide well-informed comments on proposed changes. Opportunities will be made available for these stakeholders to provide input on scenarios, priorities and draft reports.

ADVOCACY GROUPS & COMMUNITY ORGANIZATIONS

The communication objectives for the Groups and Organizations are to:

- Inform on project purpose, rationale for the review, scope, legislation opportunities and limitations and anticipated deliverables
- Seek input on RGS issues and emerging trends
- Inform on opportunities to provide input and influence decision-making.

Opportunities for involvement include:

- Access to web-based information and online survey(s) & comment forms
- Requests for input on specific issues, proposals, growth scenarios and draft reports
- Attendance at public meetings, events, information sessions and open houses.

CRD Residents

Beyond the groups mentioned above the Regional Growth Strategy is not well known to many residents, yet many people have an interest in its various provisions (particularly transportation). A key consultation objective for CRD residents is raising awareness of the RGS, and to some degree – raising awareness of the CRD. Efforts will be made to make people aware of the RGS through channels that many people may already be accessing. While there is considerable information available to the public on websites and through Council/Board meetings, only people who are well aware of the process and the issues will know how to access these.

GENERAL PUBLIC / CRD RESIDENTS

The communication objectives for the Groups and Organizations are to:

- Raise awareness of region-wide growth and development issues
- Inform on project purpose and anticipated deliverables
- Seek input on RGS issues, growth scenarios and their implications
- Inform on opportunities to provide input and influence decision-making.

Opportunities for involvement include:

- Notices on RGS review and where to find information – in media (local newspaper and community newsletters)
- Production & distribution of flyer, brochure or RGS “postcard” to regional households designed to provide overview and contact information.
- Access to web-based information and online survey(s) & comment forms
- Public meetings, events, information sessions and open houses.

CONSULTATION METHODS AND TOOLS:

To ensure that the RGS review process provides for adequate consultation among all key stakeholders, the consultation process provides for a range of active and passive information and input methods, including:

- Online Strategy
- Media Strategy
- Outreach Strategy
- Regional Planning Information Counter
- Targeted E-Mailing List
- Public Information Sessions & Dialogues

AWARENESS RAISING

An important part of the consultation strategy is informing people of the Regional Growth Strategy and the review and letting them know how they can become better informed and involved.

Development of the RGS “Briefing Book” for elected officials.

Development of RGS Summary Brochure which outlines the purpose of the RGS, the eight strategic initiatives, the population projections, emerging issues, and opportunities for involvement for distribution at meetings, planning events, councils, etc. An electronic version will be made available for posting on web-sites including municipalities, realtors, social planning and environmental groups, and others where possible.

Development of a RGS Information Package to media contacts, community associations, post-secondary and school districts, and business associations. This will include the RGS summary brochure, the Regional Statistics brochure, and the RGS *State of the Region* Executive Summary and contact information.

Development of a Generic PowerPoint Presentation and speaking notes for the RGS review for use by regional staff and elected officials. Regional planning staff will pursue opportunities to speak to various stakeholder groups as the project proceeds.

Development of RGS Frequently Asked Questions for inclusion in media packs, distribution at meetings and posting online.

Development of a RGS flyer or “postcard”. A flyer could be developed which outlines the rationale for the review and opportunities for input. It could be placed in racks at municipal

halls, libraries and recreation centres. Some communities have used an information “postcard” which is mailed to every resident in the region. The postcard is effective at reaching residents but the production and mailing costs are not insignificant.

Presentations to community groups & stakeholders: To the extent that time and resource allow, efforts will be made to take the message to the groups, rather than rely on attendance at public events. The generic PowerPoint presentation will be developed for use by CRD staff and Directors to present to community associations, Chambers of Commerce, business associations, development institute, and community-based agencies and organisations.

Feedback forms will be developed to hand out to community groups & stakeholder presentations. The forms will contain a brief explanation of the review, the web address, contact information, and feedback opportunities. Opportunity to provide feedback will be made available through the web site using online web surveys and comment forms.

Participation at related events and speaker series. There are a number of scheduled events and speaker series pertaining to climate change and transportation planned in the region that would provide the opportunity to display and distribute information on the RGS review.

Media Strategy: Paid media will be utilized primarily to advertise public events. Advertisements will also be used to let the public know about the RGS review and opportunities for input following the conclusion of the phase one background work. The copy will direct people to the web site, inform people of online surveys and provide additional contact information.

Earned media may be obtained through Board and committee reports, press releases, and public event coverage. Corporate Communications will be asked to assist with media relations, connection with spokespersons and development of press releases.

To maximize communications reach, while minimizing expenditures, the CRD will look for opportunities to take advantage of existing communication vehicles, such as community newsletters to inform people of the RGS review. Regional Planning, with assistance from Corporate Communications, will develop a set of short articles and event notices for inclusion in organisation’s newsletters and web-sites.

Project information will also be communicated through existing CRD channels such as the CRD newsletter (Inside CRD), web site, lobby displays, and committee reports.

OPPORTUNITIES FOR INPUT

RGS Online Strategy: The web strategy for this consultation plan includes development of a specific web page to act as an online repository of information related to the RGS review. This web page will provide links to project information including, discussion papers, reports, work plan, consultation plan, draft policies, press releases, and advertisements for public events. The web page will also provide contact information and instructions for submitting comments and suggestions. Throughout the course of the review, online surveys and feedback forms will be included.

A section for the media will be provided and will include: key facts, contact information, press releases, and event information.

To ensure that the public can easily locate the new RGS Review web page, a link will be added to the main CRD web page (<http://www.crd.bc.ca>), the Regional Growth Management web page (<http://www.crd.bc.ca/regionalplanning/growth/>), and other Regional Planning web pages as necessary. The web site will also be referenced in any letters to stakeholders or newspaper advertisements.

Information Sessions/Forum:

Information sessions or expert panel discussions will be conducted in subsequent project phases (end of 2009 & 2010) to provide an additional opportunity for the public to hear views on regional sustainability and provide input into the RGS revision. The information sessions are intended to be facilitated sessions, with a presentation, question & answer and opportunity for people to put forward ideas and react to proposed changes.

A RGS forum or expert panel follows a similar process, but uses external speakers representing a range of view points (e.g. social sustainability, climate change, alternative transportation, etc.) and is usually moderated by a media personality or academic. It is recommended that an expert panel be set up in the fall of 2009. The regional district will try to partner with a media and educational institute on this.

Regional Planning Information Counter

For members of the public who do not have internet access, or who prefer to obtain information from other media, an information counter will be maintained during the

consultation process. All reports available on the RGS Review web page will be provided in print form, free of charge, at the CRD Regional Planning office, 625 Fisgard Street. Furthermore, the Senior Manager and Planning Analyst will be available during office hours, either in person at 625 Fisgard Street, or over the phone at 360-3160, to answer questions about the project.

Targeted E-Mailing List

A targeted e-mailing list will be established in order to transmit information to key stakeholders and interested publics. CRD staff will include any members of the public or organizations on the mailing list at their request, and will seek input from the member municipalities on recommended contacts.

By default, information will be sent to list members by email. Upon their request, list members may opt to receive the information by regular mail instead. Information sent to the targeted email list will include: event notices, reminders of new web-based information and surveys, and project status reports (prepared at conclusion of each project phase).

RGS REVIEW CONSULTATION ACTION PLAN: PRELIMINARY PHASE AND PHASE ONE

The proposed project phasing for the RGS Review was presented to the April 2008 Committee of the Whole (COW) meeting. The project phasing approach includes a number of decision points to be taken by the Planning & Protective Services Committee and/or the Board. The RGS workplan and consultation strategy will be modified as decisions are made on the issues to be addressed through the review; the additional level of analysis required to address the issues; and the appropriate type of consultation required to improve decision-making on the RGS.

The chart below outlines the consultation tasks and timelines for the Preliminary Phase and Phase One of the RGS review.

PHASE	CONSULTATION ACTIVITY	PURPOSE/ OUTPUTS	TARGET AUDIENCE(S)	TIMING
Preliminary				
	DPAC meetings (municipal planning directors)	Discuss RGS review approach. Get feedback on issues and consultation approaches	Municipal staff Ministry of Community Services	Sept 11 /08
	Finalize workplan & consultation strategy	Clarify project rationale, scope and timelines	P&PS Committee & Board	Oct. 23/08
	Re-establish IAC (intergovernmental advisory committee)	IAC required by legislation. Work with Ministry to identify relevant contacts	Senior government ministry & agency reps	Underway
Project Launch				
	Report(s) Release	Public release of RGS Review workplan, consultation strategy & State of the Region report	Elected Officials Member Municipalities	October 2008 Following P&PS committee
	News release	Launch RGS review project. Inform elected officials, agencies, and stakeholders.	Media/public/ Stakeholders	October 2008 Following PPS
	Update RGS web site	Provide easy access to RGS reports,	Public/Stakeholders	October 2008

		information, statistics and contact information		
Awareness Raising				
	Produce "Briefing Book"	Provide RGS overview; summary of strategic initiatives	Board & PPS	November 2008
	Produce RGS Review brochure/flyer	Provide overview of RGS, rationale for review & contact information	Public	November 2008
	Prepare generic PowerPoint presentation	Have RGS presentation materials ready for presentation to		Nov/Dec 2008
	Meet with media contacts/editors	Provide overview of RGS project & issues. Explore interest in regional issues stories/series	Media	Nov/Dec 2008 <i>With Corporate Communications</i>
	Stakeholder Database update	Contact list for key stakeholder communications	Key stakeholders, community & govt contacts	Ongoing
	Targeted E-mail "blasts"	Notify stakeholders on RPS e-mail list of RGS review & contact information. Direct people to web site	Stakeholders Previous participants	November 2008 - following PPS
	Prepare display panel(s)	Set up in CRD lobby. Use in subsequent RGS events	Public	December 2008
Phase One	SWOT Analysis			Spring 2009
	IAC Meetings	Advisory input on issues , legislation & policy, growth projections	Regional, Provincial & Federal agencies	
	P&PS and COW meetings	Review of Projections and gap analysis	CRD Directors	
	Web survey	Obtain input on RGS issues	Stakeholders, interested publics.	
	Focus Group	Business, real Estate and Development industry on growth projections	Business	
	First Nations-CRD	Overview of CRD & RGS	First Nations	Throughout

	workshop(s)		Directors	phase one
	Presentations & Online Documentation	Phase One reports: <ul style="list-style-type: none"> ▪ Legislation & Policy Review ▪ RGS Issues & Trends Report 	Municipalities Stakeholders Interested Publics	Spring 2009
	COW Reporting	Overview of Phase One and Recommendations for Phase Two	Board	Spring 2009

The consultation plan will be revised and re-submitted to P&PS and COW meeting prior to Phase Two. Phase two includes the development and assessment of growth management scenarios and the integration with transportation planning. The consultation plan will be modified to reflect the desired scope and budget for broader consultation.

APPENDIX

CONSULTATION TOOL KIT

There are a number of tools, techniques and models for consultation.

TECHNIQUE	BENEFITS	LIMITATIONS
Printed Information material Fact sheets Newsletters Brochures Issue papers	<ul style="list-style-type: none"> ▪ Can reach large target audience ▪ Encourages written responses if comment forms are attached ▪ Facilitates documentation of consultation process 	<ul style="list-style-type: none"> ▪ Only as good as the distribution/ mailing list ▪ Limited capacity to communicate complicated concepts ▪ No guarantee materials will be read
Technical Reports Technical documents reporting research or policy findings May include demographic report, Inventory information, indicators and survey methodology.	<ul style="list-style-type: none"> ▪ Provides for thorough explanation of project decisions ▪ May need to distribute technical assessments where planning and growth assumptions may be questioned or solutions depend largely on the detailed survey results 	<ul style="list-style-type: none"> ▪ May be more detailed than desired by many participants ▪ Often not presented in clear, accessible language
Advertisements Paid advertisements in newspapers and magazines	<ul style="list-style-type: none"> ▪ Can potentially reach a large target audience ▪ Useful for directing CRD residents to the web site for more information and to alert people of events and on-line surveys 	<ul style="list-style-type: none"> ▪ Can be expensive ▪ Allows for relatively limited amount of information
Newspaper Inserts	<ul style="list-style-type: none"> ▪ Provides region-wide distribution of information ▪ Can incorporate a large amount of data, graphics, maps, and photos ▪ Tends to be read, providing it looks like an extension of the paper and not a retail flyer 	<ul style="list-style-type: none"> ▪ Can be expensive, particularly if using an urban/regional newspaper

	<ul style="list-style-type: none"> Provides opportunity to include public comment form 	
<p>Feature Stories</p> <p>Focused stories on project-related issues</p>	<ul style="list-style-type: none"> Can raise profile of an initiative Can heighten perceived importance of the project More likely to be read and taken seriously by the public 	<ul style="list-style-type: none"> No control over what information is presented & what angle the story may take.
<p>Press releases</p>	<ul style="list-style-type: none"> Informs media of key project milestones Useful for issues & events of community-wide interest 	<ul style="list-style-type: none"> Low media response rate Frequent poor placement of press release within newspaper. Message may get buried
<p>Expert panels</p> <p>Public meeting designed in "meet the press" format.</p> <p>Media panel interviews experts offering different perspectives</p>	<ul style="list-style-type: none"> Provides opportunity for balanced discussion of key issues Provides opportunity to dispel technical and scientific misinformation 	<ul style="list-style-type: none"> Requires substantial preparation & organization May enhance public concerns by increasing visibility of issues
<p>Web sites</p> <p>A project web site provides information and links to relevant information and sites</p>	<ul style="list-style-type: none"> Makes information accessible anywhere at any time Saves printing and mailing costs Fast turnaround time for posting information 	<ul style="list-style-type: none"> Requires access to internet Large files and graphics can take a while to download Assumes people know how to access the site and are motivated to read through the information & links.
<p>Key Informant interviews</p> <p>One-on-one meetings with key stakeholders to gain information for developing or refining public involvement and consensus building programs</p>	<ul style="list-style-type: none"> Provides opportunity for in-depth information exchange in non-threatening forum Provides opportunity to obtain feedback from all stakeholders Can be used to evaluate potential committee members 	<ul style="list-style-type: none"> Scheduling multiple interviews can be time consuming Must be balanced with other tools to ensure balanced representation.
<p>Response Sheets</p> <p>Mail in or hand in forms often included in fact sheets or distributed at open houses & workshops to gain information</p>	<ul style="list-style-type: none"> Provides a written record of responses Provides an opportunity for people to make their views known, even if unable to 	<ul style="list-style-type: none"> Do not generate statistically valid results Results can be skewed: people will often take time to respond opposed to or

on stakeholder concerns & preferences	attend meetings/workshops	feel strongly about an issues
<p>Mailed Surveys & Questionnaires</p> <p>Inquiries mailed randomly to sample population to gain specific information for statistical validation</p>	<ul style="list-style-type: none"> ▪ Provides input from a cross-section of people ▪ Statistically tested results are more persuasive with decision-makers & the public ▪ Most suitable for general attitudinal surveys 	<ul style="list-style-type: none"> ▪ Response rate is generally low ▪ Requires time & money to produce statistically significant results ▪ Level of detail may be limited
<p>Design Charrette:</p> <p>A design charrette is an intensive and interactive meeting of project stakeholders and architects geared toward developing design solutions for specific sites or areas. As ideas are generated, the designers/architects sketch them to enable people to see the three-dimensional implications of the proposed concepts</p>	<ul style="list-style-type: none"> ▪ They can be very effective in addressing sensitive issues such as increased building heights and density, changes to road patterns (especially traffic calming measures), inclusion of mixed uses in a single use zone, as well as conservation subdivision approaches and cluster development. 	<ul style="list-style-type: none"> ▪ Require skilled leaders to run charrette. ▪ Can be time intensive for organizers and participants.
<p>The methods of <i>receiving</i> information from people/participants may include:</p> <ul style="list-style-type: none"> ▪ Printed comment forms ▪ Email submissions ▪ Online feedback/comment forms ▪ Flip chart notes ▪ Record of comments at public forums ▪ Key informant interviews ▪ Delegations and submissions to committee and board meetings ▪ Questionnaires and survey results. 		