

Capital Regional District Communications and Engagement Plan to Support the Regional Sustainability Strategy

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***The rule of this government should be this:
If it unleashes community engagement - we should do it.***

If it crushes it - we shouldn't.

-- David Cameron, Prime Minister of the United Kingdom

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Table of Acronyms Used in this Plan

Abbreviation	Full Name
CLT	Corporate Leadership Team
SRT	Sustainability Resource Team
CE Plan	Communications and Engagement Plan
CRD	Capital Regional District
DPAC	Development Planning Advisory Committee
EA	Electoral Area
IAC	Intergovernmental Advisory Committee
LGA	Local Government Act
PT & PSC	Planning Transportation & Protective Services Committee
RGS	Regional Growth Strategy
RSS	Regional Sustainability Strategy
SRT	Sustainability Resource Team
SWG	Sustainability Working Group

1. INTRODUCTION

This Communications and Engagement Plan (CE Plan) describes how engagement activities can best be organized and implemented to support and enrich the phased development of a Regional Sustainability Strategy (RSS) for the Capital Regional District (CRD).

In a large, important and highly visible initiative like the RSS, clarity of terms and coordination of actions will be key determinants of the success of both engagement and the development of thoughtful and responsive policy.

Therefore, this CE Plan clarifies **WHAT** the CRD wants to achieve in terms of effective communication and engagement during the RSS development, **WHO** the CRD wants to communicate and engage with on this issue and **WHY** those stakeholder are being targeted, and finally **HOW** they will be successfully engaged.

The CE Plan was developed collaboratively by the consultant with key individuals and agencies including CRD administrative staff (Sustainability Resource Team, SRT), the Development Planning Advisory Committee (DPAC), the Chair and Vice Chair of the Planning Transportation & Protective Services Committee (PT & PSC), and selected external stakeholder leaders (including representatives of local chambers of commerce and the Capital Region Food and Agriculture Initiative Roundtable (CR-FAIR).

Successful engagement is an adaptive and dynamic process, and so this Plan is a living document which will change and adapt to lessons the CRD learns during the RSS development process.

2. CONTEXT

2.1. The Regional Sustainability Strategy

The RSS will expand and build upon the CRD's Regional Growth Strategy (RGS) with new strategic directions on climate action, social well-being, and food systems. It will provide leadership and direction on the built environment, natural systems and social resilience to address important and emerging issues facing the region.

To achieve this, the RSS will be organized around five strategic initiatives that encompass the 9 policy options¹ with climate action as the over-arching theme. The five initiatives are:

1. Managing and Balancing Growth
2. Environmental Health and Resource Management
3. Housing and Health
4. Transportation
5. Economic Development

A lively, down-to-earth description of these regional themes suggests the following:

1. Managing and balancing growth
 - Creating and maintaining a desirable place for living, working, and playing
 - Building compact, walkable communities and preserving a healthy local food system
2. Environmental health and resource management
 - a. Living harmoniously with nature

¹ These include sustainable development, food security, ecological health, resource management, social wellbeing, affordable housing, transportation, economic sustainability and climate change.

- b. Using our infrastructure wisely
 - c. Cleaning up our messes
- 3. Housing and health
 - a. Building a healthy and inclusive region
 - b. Providing access to decent housing for everybody
- 4. Transportation
 - a. Maximizing mobility choice and access
 - b. Increasing mobility choices for addressing traffic congestion
 - c. Prioritizing infrastructure needs to facilitate inter-community travel
- 5. Economic health
 - a. Ensuring adequate and well-located land supply for good jobs
 - b. Connecting where people live to good jobs through multiple transportation options
 - c. Attracting and retaining the *creative innovative* class

The RSS development process has been divided into four main phases by the CRD, although those phases draw upon preparatory work that has already been completed.

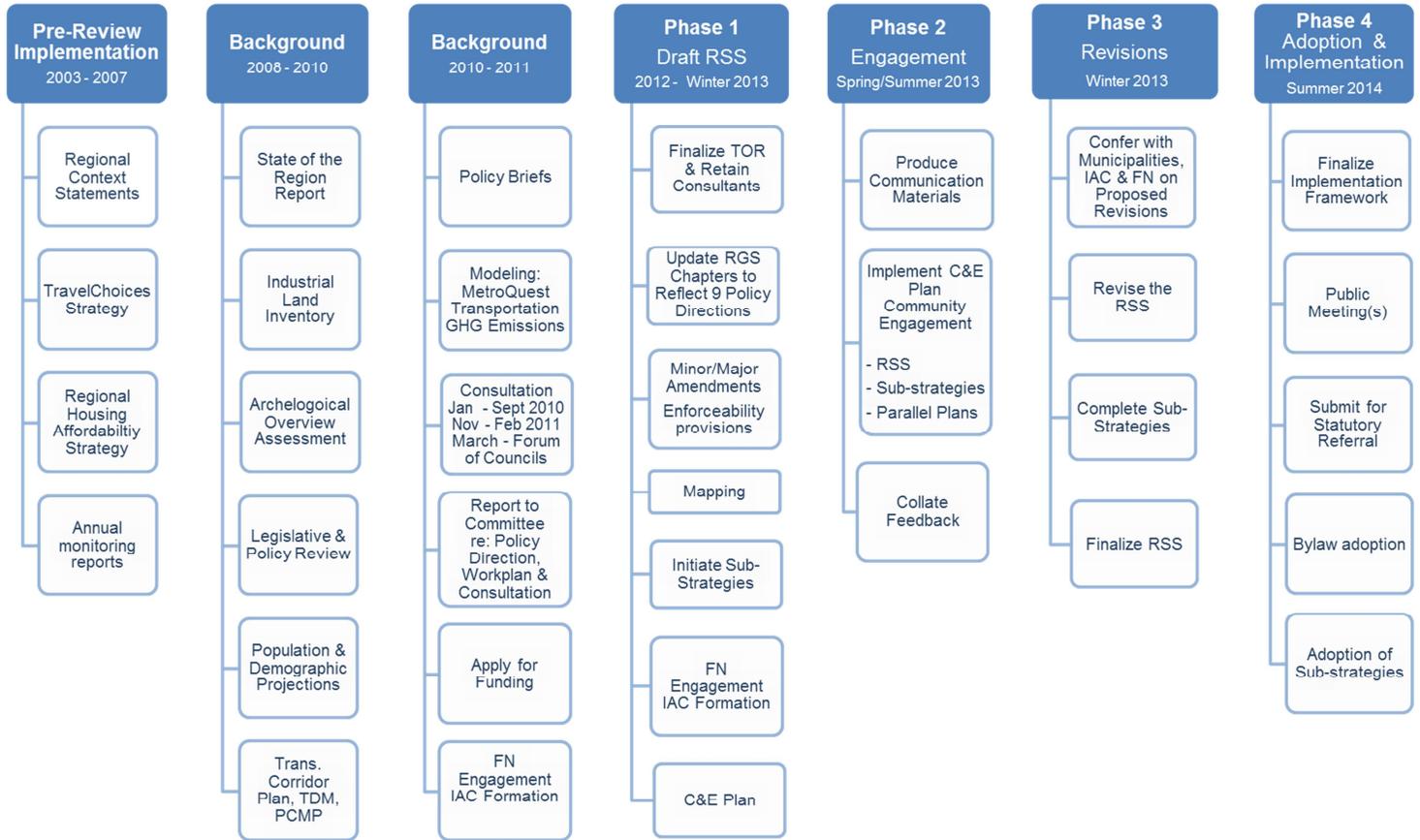
Phase 1 is an intensive RSS drafting period, while phases 2 to 4 allow for comment, revisions and eventual approval. The following diagram explains the structure and the timing of the overall process:

RSS Development Process

This CE Plan has been developed to support phases 1-4 of the RSS development and approval process, and to provide effective outreach to key audiences and the integration of comments received. The rest of the document explains the strategy in detail.

The following table summarizes the CE Plan by identifying the objectives of each phase and by describing the roles of three types of audience who will be engaged with during each phase.

Figure 1 – RGS/RSS Workplan



Communication and Engagement Process

Audience	Objectives	Internal to the CRD (SWG, SRT, CLT, PT&PSC, CRD Board)	Related Bodies (DPAC, IAC, Municipalities, Electoral Areas, First Nations)	External Audiences (Stakeholders, Public)
Phase 1: Develop Draft RSS (Fall 2012 to Winter 2013)	<ol style="list-style-type: none"> 1. A high-level RSS communications & engagement strategy is in place and communicated to internal and related audiences and to external project team(s). 2. Produce more specific recommended CRD policy direction (to accompany overall RSS policy) for all identified sub-strategy priority areas & actions necessary to implement RSS policy 	Roles <ul style="list-style-type: none"> - Raise awareness of RSS project/process - Seek their input and direction (as draft is created) - Authorize RSS draft for release in phase 2 	Role: <ul style="list-style-type: none"> - Raise awareness of RSS project/process - Seek their input (as draft is created) - DPAC act as liaison with municipal councils 	Roles: <ul style="list-style-type: none"> - Raise awareness of RSS project/process - Not yet seeking input
Phase 2: Consultation on Draft RSS (Spring 2013)	<ol style="list-style-type: none"> 1. Clear CE Plan in place for a highly interactive RSS engagement process. 2. Plain language, widely accessible written and presentation materials that clearly explain the RSS development process, content, and how audiences can get involved. 3. Genuine engagement activities occur in the development of RSS content, leading to meaningful, diverse feedback and constructive input that is broadly representative of the region. <p>A synthesis of the feedback and constructive suggestions received through the engagement program and understanding of how it will impact the RSS.</p>	Roles: <ul style="list-style-type: none"> - Continue to raise awareness and educate regarding the RSS project/process - Seek their responses to questions that arise during engagement - Remain open to input on draft - 	Roles: <ul style="list-style-type: none"> - Keep aware of RSS project/process - Seek their input on the draft - DPAC act as liaison with municipal councils 	Roles: <ul style="list-style-type: none"> - Keep aware of RSS project/process - Seek their input on the draft
Phase 3: Revisions (Summer/Fall 2013)	<ol style="list-style-type: none"> 1. A revised RSS, including sub-strategies, that responds to the feedback received during Phase 2, suitable for review by Committee (PT & PSC) 2. Summary of main recommendations for finalizing RSS & sub-strategies from political level decision making authorities 3. Final RSS policy, including sub-strategies, ready for referrals and final approvals 	Roles: <ul style="list-style-type: none"> - Keep aware of RSS project/process - Show how input has affected the draft - Provide direction on revisions to the draft RSS - Provide direction on implementation framework 	Roles: <ul style="list-style-type: none"> - Keep aware of RSS project/process - Show how input has affected the draft - Assist in addressing remaining issues in the revised draft RSS - Provide input to implementation framework - DPAC acts as liaison with municipal councils 	Roles: <ul style="list-style-type: none"> - Keep aware of RSS project/process - Show how input has affected the draft

Audience	Objectives	Internal to the CRD (SWG, SRT, CLT, PT&PSC, CRD Board)	Related Bodies (DPAC, IAC, Municipalities, Electoral Areas, First Nations)	External Audiences (Stakeholders, Public)
Phase 4: Adoption & Implementation Framework (Winter/Spring 2014)	1. Review of statutory requirements for RSS policy final approval is met 2. RSS bylaw adoption complete with final implementation framework, including implementation agreement, statutory elements and communications plan	Roles: - Keep aware of RSS project/process - - Assist in resolving outstanding issues to achieve acceptance by municipalities - Provide support	Roles: - Keep aware of RSS project/process - Seek support - Assist in resolving outstanding issues - Provide support	Roles: - Keep aware of RSS project/process - Seek support

Please note that while communications efforts will run throughout phases 1-4, the main focus of direct engagement efforts will be in Phase 2, where most of the activities to engage the public, stakeholders, and internal and external partners will take place. Time frames for both communications and engagement may be adjusted to suit the circumstances.

2.2. Rationale for a Communications and Engagement Plan

2.2.1. Statutory Obligations

The CRD is mandated to complete an RGS through Part 25 of the Local Government Act (LGA). This legislation has specific requirements regarding consultation (set out in Section 855), acceptance by local governments (Section 857) and establishment and role of the intergovernmental advisory committee (Section 867). Fulfilling these statutory obligations is a requirement that has been accommodated by this CE Plan. The CRD is completing the requirements of an RGS through the development of a RSS.

With respect to Section 855, the CRD has established the DPAC and IAC (in accordance with Section 867) and is in the process of developing a First Nations engagement protocol. The CE Plan must provide for sufficient consultation and engagement with these groups, the municipalities and the public to fulfill the CRD's regulatory requirements. To be sufficient, the expectation is that the consultation must be broad and that consultation must be meaningful (i.e. those consulted must have the opportunity to question and provide their comment to the PT and PSC and, eventually the Board, must weigh that comment before advancing in the legislative process).

Once a final draft of the RSS has been developed to the satisfaction of the SRT, DPAC and IAC, and has been vetted through the standing committee of the Board and then subjected to public consultation, it must be circulated to the municipalities for 'acceptance' in accordance with Section 857 of the Act. *Unanimous* acceptance is required prior to the Board's adoption under Section 863. The CE Plan provides for clear communications, staff attendance at municipal Council meetings, and process documentation (including any revisions arising) in order to support the municipal acceptance process and prepare for the eventual adoption of the RSS.

2.2.2. CRD Public Participation Framework

In addition to the legislative requirements of the RSS, the CRD has adopted a public participation framework which sets out corporate principles relative to consultations and engagement. This framework has been applied in the development of this CE Plan.

2.2.3. RSS Success

In addition to the statutory and policy obligations of the CRD, a strong communications and engagement plan is important to the success of the RSS for three main reasons:

1. Plans and policies developed by technical experts and government staff with limited public and stakeholder input often fail to receive critical political support at the end of the planning process; through engagement greater support for the implementation of the plan can evolve.
2. Early, ongoing and meaningful integration of substantial contributions of a diversity of citizens and stakeholders is how professionals with technical skills can develop the most responsive, creative, innovative, and effective plans.
3. Engagement efforts offer an opportunity to educate the public and stakeholders about their shared concerns and build support for coordinated action.

However, engagement and public input is only part of the formula for success: leadership by the Board, the PT&PSC and senior staff is also required for successful RSS development and implementation.

2.3. The CRD Landscape

This section describes some aspects of the social and institutional context within which the CE Plan has been developed and must be delivered. We call this context the “landscape” for the project, and use the planning process to clarify our “destination” within that landscape. The people and the issues on that landscape must, of course, be understood as we chart a course through it.

The People

The CRD encompasses a culturally diverse region, home to approximately 345,000 people (2011 Census estimate for CRD, excluding the Gulf Islands). Growth is modest at an average of about 1% per year between 2006 and 2011. The fastest growing area within the region has been the West Shore, encompassing Colwood, Highlands, the Juan de Fuca Electoral Area, Langford, Metchosin and Sooke, adding about three quarters of the region’s population growth between 2006 and 2011. The Peninsula, comprising Central Saanich, North Saanich and Sidney, was the slowest growing sub-region. The Core, comprising Esquimalt, Oak Bay, Saanich, Victoria and View Royal, grew by 3,571 people between 2006 and 2011. The City of Victoria’s annual growth rate was 0.5% across this period.

The Place

Geographically, the region encompasses 2,441 square km of the extreme southern tip of Vancouver Island. The land is visually stunning and is made up of rich natural ecosystems ranging from aquatic estuaries to coastal rainforest. The region consistently ranks as one of the most desirable places to live in Canada, and is fairly heavily populated. Anchored by the City of Victoria’s well preserved historic core, the region enjoys the amenities of a larger urban center with the character and feel of a smaller region.

The Economy

The capital region has a diverse economy driven by small and medium sized business. Advanced technology is a leading economic generator². Other major industries include tourism, education, and government, with 6,000 employees in the Armed Forces alone. The region’s post secondary institutions provide fertile soil for the growth in knowledge-based industries.

Governance

The CRD is the regional government for the 13 municipalities (Sidney, North Saanich, Central Saanich, Saanich, Oak Bay, Victoria, Esquimalt, View Royal, Highlands, Langford, Colwood, Metchosin and Sooke) and three electoral areas (Juan de Fuca, Salt Spring Island and Southern Gulf Islands) on the southern tip of Vancouver Island. The CRD provides regional governance and service for the entire Capital Region, including regional parks, solid waste management (including recycling) and emergency services. (CRD, State of the Region Report, 2008). The RSS will encompass all these areas with the exception of Salt Spring Island and Southern Gulf Islands.

Livable region drivers and challenges

The region’s residents enjoy a very high quality of life, which is increasingly becoming the primary economic driver as creative people and innovative companies choose to live or set up businesses in the

² Greater Victoria Economic Development Agency

region. This reality has been emphasized by the University of Victoria's President, Dr. David Turpin, who has stated that *"without the conditions to retain and attract young people, skilled workers, investors and the "creative innovative class" that will drive regional sustainability, all blends of environmental, social and economic sustainability are at high-risk to fall short of the mark."* (Stakeholder interviews for the CRD Strategic Plan 2012-14)

The most pressing issues facing the region include the increasingly high cost of housing, the ability of infrastructure to keep up with population growth (particularly transportation), economic sustainability, and adapting to climate change.

2.4. Strategic Insights for Communications and Engagement

The previous sections of this document provide a brief overview of some factors to consider as the RSS process moves ahead. To better understand challenges and opportunities for communications and engagement on the RSS, the following meetings and workshops were held over the past few months:

- CRD SRT Workshop
- DPAC briefings and request for comments
- DPAC workshop
- External Stakeholder Interviews
- Digital engagement interviews
- Interview with Chair and Vice Chair of PT PSC

From these very useful sessions, a set of five strategic insights were gleaned that substantively shaped the CE Plan. These five insights are:

1. A successful RSS will provide leadership, clarity, and consistency in policy direction by ensuring that...

- The CRD plays the role of "facilitative leader" in developing the RSS.
- The RSS is recognized and functions as the "go to" place for addressing regional issues.
- The development process raises the profile of the RSS as a framework for "getting along" among the CRD's CRD municipalities and the Juan de Fuca electoral area and Provincial Government, and allows it to serve as a model for addressing and resolving critical regional issues in the future. (This would include, for example, a clear amendment process, and clear policies, definitions, and roles for implementation.
- The RSS is a clearly worded, workable and practical document.
- The RSS is strongly and clearly interconnected with and supportive of the corporate strategic plan and other long-range CRD plans and strategies.

2. ***The RSS development process must focus on building relationships, so the SRT will...***
 - Acknowledge that building relationships is key to approval and implementation of the RSS.
 - Pay attention to internal organizational dynamics, and make coordination and alignment a priority, with efforts to check in, listen, revise, and close the loop among and between internal CRD departments, CRD municipalities and the Juan de Fuca electoral area, and external stakeholders.
 - Prioritize and foster a meaningful, respectful and productive relationship with DPAC.
 - Connect and coordinate with other Regional District processes and departments in order to raise the profile of the RSS, to access their contact networks, and to align objectives and communication.
 - Create communication pathways that focus heavily on direct interaction in a manner that helps break down departmental silos and create a sense of shared ownership and direction.
 - Catalyze, coordinate and foster collaborations with stakeholder groups of all kinds, building on existing strengths and assets.
 - Involve the media as a partner early on so that they can help keep the dialogue transparent, inviting, open and honest.

3. ***Communicating well and early is a basis for success, so the engagement process will ...***
 - Access and use existing channels of communication as much as possible.
 - Provide strong messaging on why the RSS is important, and the benefits of the RSS. (e.g., protecting quality of life; addressing traffic congestion).
 - Make the distinction between matters of regional interest and practical backyard issues that matter to people close to home. Leverage personal connections: have CRD members, staff, advisory committee members and community partners act as “project messengers” to raise awareness of the project.
 - Provide all partners with well-written project materials enabling them to convey the same messages and to collect feedback in an organized fashion.
 - Have distinct messages and clear engagement objectives for each phase; this will provide a clear framework for feedback.

4. ***The CE Plan clearly identifies a set of audiences on which to focus engagement so that...***
 - Full representation and participation of all identified audiences is achieved and maintained
 - The process builds municipal and stakeholder ownership of the resulting RSS
 - DPAC is engaged throughout to build ownership of the plan
 - The comments and ideas of the Intergovernmental Advisory Committee (IAC), First Nations, and external stakeholders influence the RSS
 - Messages of support from various stakeholder and municipal groups are received over time
 - The public is aware of the RSS and its benefits, and can provide input and comments in a timely way (avoiding the risk of the RSS being seen as developed in “back rooms”)

5. ***To engage thoughtfully and honestly with key audiences, the CRD must...***
 - Be clear on the promise to the public that is being made, especially about the impact that input can have on the development of the RSS.
 - Align RSS communication and engagement activities with the C & E guidelines set out by CRD Corporate Committee.

- Use input gathered in each phase to inform and shape subsequent phases of RSS development.
- Demonstrate that the CRD is using stakeholder and citizen feedback gathered, so that those people feel respected and understood and grow to support the RSS.
- Use education efforts to prepare the ground for policy response. Emphasize telling people what the RSS is, why it matters, and how it functions. This in turn will build support from Municipal councils.
- Use a diversity of input channels and formats to reach diverse audiences and give people many opportunities to have their voices heard, as well as to hear the voices of others. Breadth of participation is achieved by the variety, diversity, and creativity of the engagement activities used.
- Use innovative and inviting formats where possible, so people will come back and will speak positively of the experience, encouraging others to participate.
- Leverage existing events and networks to maximize efficiency, reduce costs, and recognize that people are often too busy to come to dedicated events.

3. FRAMEWORK

This CE Plan was developed to support a set of desired RSS project outcomes which were co-created with CRD administrative staff and political leadership.

3.1. Outcomes: Beginning with the End in Mind

Successful implementation of the CE Plan will support the RSS to achieve its objectives, which are:

1. Create a sustainable future for the region with regards to the built environment, natural systems and social resiliency;
2. Serve to shape this sustainable future by providing leadership and direction; and
3. Provide a clear, workable, practical strategy that protects and enhances regional quality of life.

In order to achieve these objectives, this CE Plan must ensure that the RSS is:

1. Fully supported by the CRD administration, PT & PSC, and the CRD Board. This means that they are aware, educated, provided input and direction in the creation of the RSS, commented upon drafts, and are in support).
2. Fully supported by DPAC, CRD municipalities and the Juan de Fuca electoral area, IAC, other governments including provincial and First Nations), and external stakeholders. This means they are aware, educated, have provided input, have reviewed and commented upon, and are in support.
3. Understood by the general public. This means the public is aware of, educated about, had opportunity for input to the RSS, and supports its implementation.

To achieve these outcomes, the communications and engagement activities recognize a “staircase model” to move audiences along a series of linked “steps” over time. The work plan and suggested activities and resourcing is designed to move people through the following steps:

Step 1 - Be aware and become educated (know that the RSS is under development by the CRD and its members; learn what the RSS is, what it does, and how it will affect the region)

Step 2 - Provide input (invited to contribute to the drafting of the RSS)

Step 3 - Review and comment on the draft (as it evolves)

Step 4 - Show support (when the draft moves into approval and implementation)

The model informs the activities chosen for the three primary audiences. For example, a series of carefully designed activities will carry stakeholders up the entire staircase; however the general public will not be asked to indicate their support for the RSS. Because audiences will be moving at different speeds up the staircase or will not be climbing the entire distance, these steps are not completely congruent with the four phases of the RSS and CE Plan. Accordingly, all activities and budgets are organized according to the four phases of the plan.

Audiences	Staircase of engagement			
	1) Awareness & Education	2) Provide input	3) Review and comment on RSS	4) Support for RSS
Internal				
SRT	X	X	X	X
CLT	X	X	X	X
PT & PSC	X	X	X	X
CRD Board	X	X	X	X
Related				
DPAC	X	X	X	X
IAC	X	X	X	X
Municipalities	X	X	X	X
Electoral Areas	X	X	X	X
First Nations	X	X	X	Optional
External				
External stakeholders	X	X	X	X
General public	X	X		
Media	x			

3.2. Principles for Communications and Engagement

Eight over-arching principles will guide communications and engagement efforts during the RSS development process. This principled approach is open and flexible, allowing for experimentation and adjustment as the CRD moves forward with engagement.

Some of these principles have been adapted from the CRD Public Participation Framework, while others are specific to the RSS process. Each is described below.

1. Clear

- a. Objectives for and limits to consultation and participation will be defined from the outset.
- b. The respective roles and responsibilities of participants (in providing input) and the CRD (in making accountable decisions) will be clearly expressed throughout.
- c. All communication, whether internal or external, to staff, stakeholders or the general public, will be clear and concise. Use plain language (not jargon) and define terms clearly.

2. Consistent

- a. Messaging will be consistent, have clear objectives, and ensure a reflective process.
- b. All communication materials will use the RSS branding, including logo and tag-line.

3. Coordinated

- a. The project will strive for coordination and integration with existing organizational frameworks and initiatives to ensure policy coherence, avoid duplication, and reduce the risk of 'consultation fatigue'.
- b. All communication materials will be kept up to date (including the website and social media) and will include reference to the project website URL.

4. Proactive

- a. Ensure information is provided in a timely manner (e.g. allow enough notice for meaningful input).
- b. Local media will help increase awareness and interest in the RSS, through press releases/advisories.

5. Output oriented

- c. Each communication action and engagement activity will be developed with outputs in mind (what the product of each activity will be and how that is important to the development of the plan).

6. Targeted

- a. Activities will be designed to meet the needs of key audiences.

7. Transparent

- a. Participants will be provided with complete, factual and unbiased information on both the RSS process and content, including supporting documents.
- b. The objectives for each engagement activity, and what participant input can and can't affect, will be clearly stated from the outset (clearly explain how input will be used, how and when participants will be involved; show how input gathered in each phase has informed subsequent phases).

8. Evaluated

- a. All activities and outcomes will be evaluated based on CE Plan objectives.
- b. Response to communications will be monitored throughout the implementation of this plan and messaging and methods adjusted as appropriate.

3.3. Goals & Objectives & Success Indicators

The goals and objectives of this plan are informed by the vision for the RSS and supporting objectives articulated in the detailed, four phase work plan prepared by CRD staff. Indicators of success will serve as benchmarks for measuring progress.

3.3.1. Primary Goal

Raise awareness of, create dialogue around, and build support for a Regional Sustainability Strategy.

This new RSS will build upon the successes of the RGS and will serve to enhance and sustain a high quality of life for the region. Building support for the RSS among key internal and external stakeholders as the draft progresses is the primary goal of this CE plan.

3.3.2. Five Related Supporting Goals

Supporting the primary goal are five related goals, each with corresponding objectives around which the rest of the CE Plan is organized.

Supporting Goal 1: The RSS enjoys internal CRD understanding and support, both administratively and politically

- a. **Objective:** The value proposition for and primary functions of an RSS are well understood and supported within the CRD leadership and among CRD staff.
- b. **Objective:** All CRD departments understand how their plans and activities relate to the objectives and desired outcomes of the new RSS, and commit staff and program capacity to implement measurable supportive actions.
- c. **Objective:** The Board and the PT & PSC have been offered and have taken advantage of diverse opportunities to participate in all phases of the RSS development process.

Success indicators

- a. *100% of department leadership actively participate in meetings and workshops and verbally communicate their support and understanding.*
- b. *100% of the Board and PT and PSC participate in the majority (75% or better) of meetings and workshops and support the RSS process.*

Supporting Goal 2: The DPAC, municipalities, the Juan de Fuca electoral area and other levels of government strongly understand and support the RSS

- a. **Objective:** DPAC helps develop the RSS in a spirit of co-creation and actively grapples with issues and provides policy direction and advice for the successful development and implementation of the RSS and assists their respective Councils in understanding the RSS.
- b. **Objective:** council members from all CRD municipalities have been given extensive information on the RSS development process and have been given multiple opportunities to participate, and have seen their comments and concerns addressed.
- c. **Objective:** The members of the Intergovernmental Advisory Committee understand and accept the RSS.

Success indicators

- a. *100% of DPAC members participate in the majority (75% or better) of meetings and workshops and communicate their support for the process.*
- b. *100% of council members participate in the majority (75% or better) of meetings and workshops and communicate their support for the process.*
- c. *100% of the IAC participate in meetings and workshops and the majority (75% or better) understand and accept the RSS.*

Supporting Goal 3: Communication and engagement activities produce a shared vision that reflects regional interests and respects local interests

- a. **Objective:** the engagement process through which the RSS is developed produces an RSS that consistently serves as a framework for decision making and managing regional interests.

Success indicator

- a. *The RSS receives 100% municipal acceptance.*

Supporting Goal 4: Partner government agencies and external stakeholders provide necessary information and insight in support of the RSS

- a. ***Objective:*** All relevant government agencies and a majority of the external stakeholders with identified interest in the RSS are aware, have an understanding and provide meaningful feedback on the draft RSS as it is developed.
- b. ***Objective:*** Several “champion” stakeholder supporters within each of the five Strategic Initiatives actively support the RSS in the public realm.

Success indicators

- a. *50% of all external stakeholders identified actively participate in meetings and workshops or through written communication.*
- b. *A dozen “champion” stakeholder supporters, representing all five strategic initiatives, are quoted or interviewed within the public realm and communicate their support for the RSS.*

Related Goal 5: The public is aware of the RSS development process and the value proposition and functions of an RSS

- a. ***Objective:*** the average citizen has the opportunity to track development of the draft RSS over time through mass media and online tools, and has the opportunity to comment on the draft RSS when it emerges.
- b. ***Objective:*** the more “easily engaged” citizen is actively sought out throughout the process and kept informed through their networks and through targeted communications.

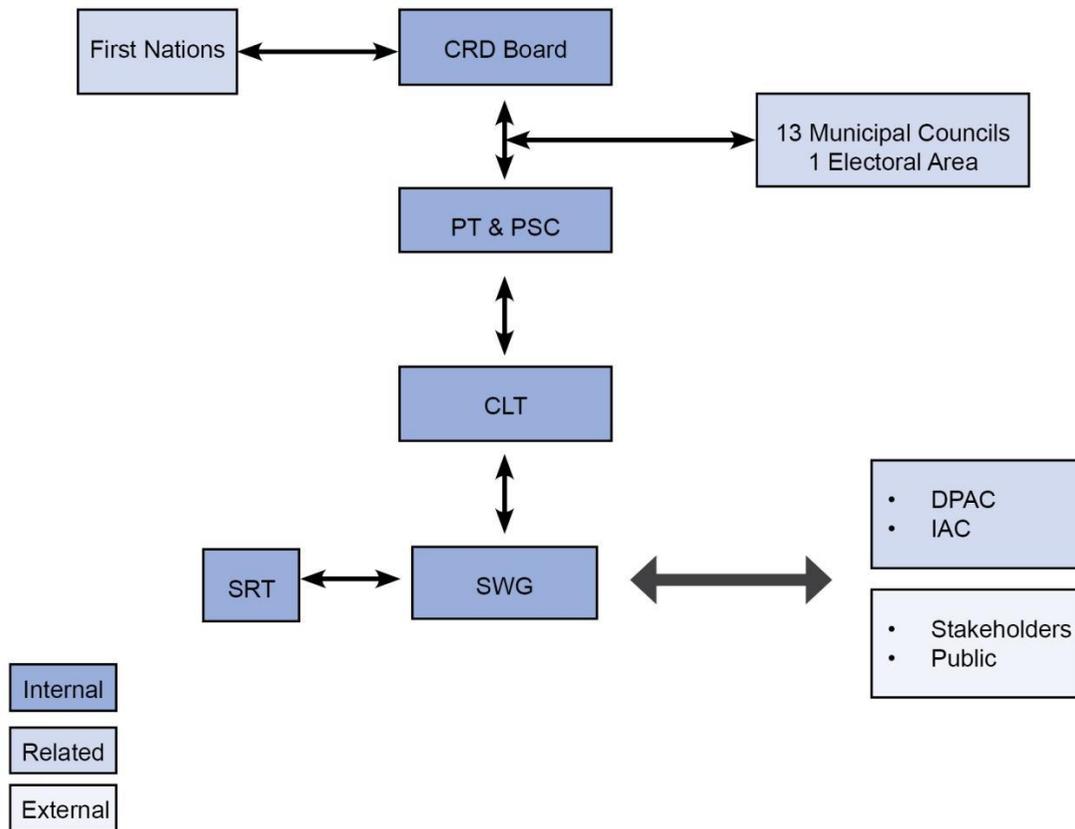
Success indicator

- a. *Citizens with an interest in the RSS can easily follow the development process and remain informed and provide input.*

4. AUDIENCES

The audiences for this CE Plan have been grouped according to their position within the political and administrative structure of the CRD. **Internal audiences** include political leaders (CRD Board, PT & PSC) and CRD administrative staff (CLT, SWG, SRT). **Related audiences** include inter-jurisdictional staff members (DPAC), other governmental agencies (IAC), First Nations, CRD municipalities and the Juan de Fuca electoral area and electoral areas. **External audiences** include the external stakeholders (representing formally organized groups with shared interests) and the general public.

4.1. RSS Organizational Structure



Leadership and communication

The importance of commitment by leadership in the development, roll-out and implementation of any communication strategy is crucial. Responsibility and ownership of the strategy must be aligned with specific leadership objectives and overall corporate strategy.

There is a clear need for visible and committed sponsorship from the top level of the organization. Senior staff needs to take responsibility for leading the program, and for demonstrating its importance.

4.2. Internal Audiences

Sustainability Working Group (SWG)

This is the core CRD team – or “secretariat” – managing the process, structuring the information and coordinating the RSS content development. This is a small, nimble group that collects and synthesizes the wealth of information generated by the regional and sustainability planning efforts, including statutory requirements, project management, group facilitation, writing and reporting, referrals, and all additional matters relating to creating the RSS. This group consists of staff of the Regional Planning Division, augmented by contracted resources.

Sustainability Resource Team (SRT)

The SRT is a key CRD staff advisory and working group that collectively has a very high level of understanding of the implications of the proposed sustainability policy directions for the various CRD departments and will act as an invaluable source of on-going information and advice, as needed. This team comprises the CRD SWG and representatives from other CRD departments and divisions.

Corporate Leadership Team (CLT)

Functioning at the highest administrative level of the CRD, the CLT comprises senior level General Managers and the CAO of the CRD. It serves to provide senior level expertise, oversight and liaison with the CRD Standing Committees and Board.

Planning, Transportation and Protective Services Committee (PT & PSC)

The PT & PSC is the political body appointed by the CRD Board responsible for guidance and approval of milestones of the RSS process. The full Board considers the advice provided by this standing committee.

CRD Board

At the political level, this decision-making body is responsible for the guidance and eventual adoption of the RSS. The Board will consider the advice provided by its standing committee, the PT & PSC.

Tips for internal communications

- Find out how CRD employees prefer to be communicated with.
- Ensure communication is two-way; listen and act.
- Use face-to-face communication as much as possible.
- Explain the RSS vision and values to those who will implement the plan so that everyone understands how their own work fits into the bigger picture.
- Make internal communications interesting and focused. Avoid email overload by thoughtfully limiting their use.
- Involve managers in relaying information to staff. Include the RSS as a line item in monthly meetings.
- Send internal updates at the same time as external communications. Don't make CRD staff find out about RSS updates in the paper.

4.3. Related Audiences

Development Planning Advisory Committee (DPAC)

DPAC consist of municipal planning staff from all 13 member municipalities of the CRD as well as community planning staff for the Juan de Fuca electoral area. It operates in accordance with established terms of reference. DPAC meets as needed to 1) provide a forum for senior staff of CRD municipalities and the Juan de Fuca electoral area to discuss trends, share information, and identify problems, opportunities and solutions of common concern, 2) advise the CRD on planning, transportation and development issues of regional, inter-municipal, and inter-agency significance; and 3) to serve as the core intergovernmental advisory committee for the CRD on the development and implementation of the Regional Growth Strategy (now transitioning into the Regional Sustainability Strategy).

The primary role of DPAC with respect to the RSS is to work constructively to develop policy directions in key areas of regional interest. Individual members also serve as a critical link to administrative and political leadership at the municipal level.

Intergovernmental Advisory Committee (IAC)

Membership includes all DPAC members, senior representatives of the Provincial ministries, agencies and corporations, and representatives of other authorities and organizations invited to participate by the Board, such as School Board Districts. The IAC serves to advise on the development and implementation of the RSS and to facilitate the coordination of provincial and local government actions, policies and programs as they relate to the development and implementation of the RSS.

Municipalities

The councils of the 13 municipalities of the CRD and the adjacent Cowichan Valley Regional District will be consulted with in accordance with the Local Government Act. The outcomes of communication and engagement with these groups are awareness, understanding and acceptance of the RSS.

Electoral Areas

The elected members of the Juan de Fuca Electoral Area will be consulted with in accordance with the Local Government Act. The outcomes of communication and engagement with this group are awareness, understanding and acceptance of the RSS. In addition, although planning for the Electoral Areas of Saltspring Island and the Southern Gulf Islands is undertaken by the Islands' Trust, the CRD will collaborate with these bodies where opportunities arise.

First Nations

An Engagement Protocol will be developed by the CRD to guide communication and engagement with the ten First Nations within the service area of the RSS. The outcomes of this process for the First Nations should include: agreed upon opportunities for input and engagement; informed on project process, outcomes and timelines; informed on policy options and direction; an increased awareness of the RSS; a better understanding of how RSS fits into overall relationship between CRD and First Nations; and input provided on First Nations Communities' aspirations, development plans, servicing needs.

4.4. External Audiences

Stakeholders

Stakeholders are essential to the success of the engagement plan and may:

- publicly support both the process for and the outputs of RSS development;
- promote ongoing discussion/input to the RSS among stakeholders and their networks;
- coordinate outreach activities (focused on Regional District-identified outcomes but using their own communications mechanisms);
- participate directly in Regional District-led activities; and
- explore how to align their efforts toward sustainability with those of the Regional District (lays an informal foundation for more formal and expanded collaboration later).

CRD staff have identified some 300 stakeholder groups with a possible interest in the RSS development process; this list has been focused down to a set of key groups, organized according to their role (government, business, social, housing, neighbourhood associations, built form, natural systems, environment), interest in the 9 policy areas and according to the extent of their interest (low to high) and degree of influence (low to high). CRD staff and the DPAC provided insights on the extent of interest and influence. Stakeholders targeted for engagement will include all those with a high level of interest regardless of their degree of influence. This represents approximately 250 stakeholder groups

Stakeholders will play a significant role in providing insights and feedback on the policies and action items of the RSS and accessing public interest through their respective membership. A full listing is contained in a separate document. This list of collaborating stakeholders is maintained by the Sustainability Working Group.

Public

The role of the general public is primarily to be informed and educated regarding the RSS as it develops. The general public will not specifically be asked to weigh in on policy, however, opportunity for review and comment on the evolving plan will be provided throughout the processes to any and all that have an interest. Updates on plan progress will be provided at all project milestones. The primary vehicle for general public participation will be a web portal and social media. This plan also provides for a budget scenario in which information and education is disseminated via print, radio and video media outlets. Input received from the general public will receive due attention and be considered in a transparent manner that shows how the input was used.

Media

The media will play a role in disseminating information about the content of the RSS as well as publicizing upcoming communications and engagement events. It is important that the media be included close partners early in the process and to foster relationships with journalists and editors of local print, radio, television, and online media.

5. COMMUNICATIONS

5.1. Project Identity

The project identity will be consistent with the established “making a difference together” tagline. The tagline should be used in all communications materials so as to strengthen the project identity.

5.2. Key Messages

Key messages have been divided into those that will be consistent throughout the entire RSS process, and those that will vary by project phase and audience.

5.2.1. Consistent Messages

Primary Messages (akin to an “elevator speech”)

- An RSS is currently being prepared to sustain and enhance the quality of life in this region, which is a responsibility the CRD shares with municipalities and electoral areas.
- Development and implementation of the RSS is a cooperative effort by all levels of government, stakeholders and the public.
- The new strategy will ensure coordinated action in 5 key areas to ensure success overall.

Secondary Messages (providing more details when appropriate)

- The RSS will guide regional initiatives and support municipal initiatives and services for the next 20 years.
- The RSS is a transition from and builds upon the success of the existing RGS.
- The RSS will include the new topics of food security, climate action and social wellbeing.
- Actions will be undertaken through 5 strategic initiatives:
 1. Managing and balancing growth;
 2. Environmental health and resource management;
 3. Housing and health;
 4. Transportation; and
 5. Economic development.
- Stakeholder and public input matters and will influence RSS goals, policies, and actions.
- The CRD wants the public to be aware and understand what the RSS is all about.
- The CRD wants stakeholder, government, and First Nations input on policy issues and options of interest.
- The CRD wants municipalities’ and electoral area’s input on how the strategy can serve local interests.

5.2.2. Key Messages by Phase and Audience

Saying the right thing to the right people at the right time

In addition to the key messages for the overall process, the following key messages are specific to each phase of the RSS process.

Audience	Phase 1	Phase 2	Phase 3	Phase 4
All audiences	<ul style="list-style-type: none"> → Development of an RSS is underway and you are invited to participate → RSS is a key document to managing issues that impact us at a regional scale → Cooperation among all players will ensure success for the RSS and the region 	<ul style="list-style-type: none"> → The CRD has completed a first draft of the RSS, which included direction from the public, stakeholders, government, and agencies. → The CRD is now engaging CRD municipalities and the Juan de Fuca electoral area and electoral areas, other levels of government, community stakeholders, and the public for feedback to address all concerns. 	<ul style="list-style-type: none"> → The CRD is revising the Draft RSS to reflect the feedback received over the last four months of engagement with key stakeholders. 	<ul style="list-style-type: none"> → The CRD is moving towards adoption of the RSS Bylaw, which requires acceptance by all municipalities, followed by approval of the CRD Board. → To support the RSS adoption process, an implementation framework will be developed.

Internal Audiences

Audience	Phase 1	Phase 2	Phase 3	Phase 4
Internal Staff (SRT, CLT)	<ul style="list-style-type: none"> → The SWG needs your input to ensure the first RSS draft reflects your needs. → The SWG needs your support to ensure external support and implementation. 	<ul style="list-style-type: none"> → Have our policies addressed your areas of concern, at the right level? → What issues are arising? → Are there audiences we need to pay attention to in this phase? 	<ul style="list-style-type: none"> → Has the SWG properly incorporated feedback to date? → What is needed to ensure your support as the RSS goes forward? 	<ul style="list-style-type: none"> → The SWG needs your support now and through the implementation phase of the RSS.
Internal Elected Officials (PT & PSC, CRD Board)	<ul style="list-style-type: none"> → You will influence development of policy in the RSS and be involved through all stages of RSS development → The SWG needs your input throughout to ensure the RSS reflects your constituent's needs. → We need your support of the RSS process. 	<ul style="list-style-type: none"> → Have our policies addressed your areas of concern, at the right level? → What issues are arising? → Are there audiences we need to pay attention to in this phase? 	<ul style="list-style-type: none"> → Has the SWG properly incorporated feedback to date? → What is needed to ensure your support as the RSS goes forward? 	<ul style="list-style-type: none"> → The SWG needs your support to ensure implementation across the region.

Related Audiences

Audience	Phase 1	Phase 2	Phase 3	Phase 4
Other government staff (DPAC, IAC)	<ul style="list-style-type: none"> → The CRD wants your input on how the strategy can serve your interests. → The CRD needs your input and expertise on the draft RSS. → The CRD needs your help to increase understanding and support for the RSS in your municipality or electoral area. 	<ul style="list-style-type: none"> → Has the CRD addressed your concerns? → Has the RSS addressed regional interests while respecting local interests? 	<ul style="list-style-type: none"> → Has the CRD properly incorporated feedback to date? What is needed to ensure your support as the RSS goes forward? 	<ul style="list-style-type: none"> → The CRD needs your support of the RSS to ensure support and implementation.
Municipalities & Juan de Fuca Electoral Area	<ul style="list-style-type: none"> → The CRD wants your input on how the strategy can serve your interests. → The CRD needs your input and expertise on the draft RSS. → The CRD needs your help to increase understanding and support for the RSS in your municipality or area. 	<ul style="list-style-type: none"> → Has the CRD addressed your concerns? → Has the RSS addressed regional interests while respecting local interests? 	<ul style="list-style-type: none"> → Has the CRD properly incorporated feedback to date? → What is needed to ensure your support as the RSS goes forward? 	<p>The CRD needs your support of the RSS to ensure support and implementation.</p>
First Nations	<ul style="list-style-type: none"> → The CRD wants your input on how the RSS can address First Nations aspirations, development plans, and servicing needs. → The CRD needs your help to increase understanding of the RSS in your community and how it relates to First Nation plans. 	<ul style="list-style-type: none"> → The CRD needs your feedback on whether the RSS has addressed at least some of your community's needs. → What issues remain? → What input channels do you need going forward? 	<ul style="list-style-type: none"> → Has the CRD addressed your concerns? 	<ul style="list-style-type: none"> → How would you like to engage with the CRD on implementing the RSS?

External Audiences

Audience	Phase 1	Phase 2	Phase 3	Phase 4
Stakeholders	→ The CRD needs your help to increase understanding and support for the RSS throughout the region.	→ The CRD needs your input and expertise on the draft RSS when it emerges → Has the CRD addressed your issues?	→ Has the CRD properly incorporated feedback to date? → What is needed to ensure your support as the RSS goes forward	→ Same as “All audiences” messages
Public	→ The public was engaged in the early stages of the RSS policy options and this input will be used in drafting the RSS.	→ This is the time the CRD needs your comment on the draft RSS	→ Same as “All audiences” messages	→ Same as “All audiences” messages

As the RSS moves through its final three phases, there will likely be a need to adjust key messages in response to unforeseen issues. There are a few important questions to ask when developing key messages:

- How does the RSS relate to the objectives and key priorities of each audience?
- What is the benefit of the RSS to each audience?
- Is there any evidence of previous impact that can be used to validate the message?

6. ENGAGEMENT & BUDGET

6.1. Engagement Activities

Engagement activities and budget information is identified in a separate document. The table identifies the target audience, required tasks, timing, and resources required in terms of CRD staff, consulting team and selected costs. The engagement activities have been broken down by RSS Phase and “ongoing activities” to support all phases of the RSS development. Activities are further broken down into those required to increase awareness and education, provide input, revise and comment, and complete, adopt the RSS. Several base activities are identified as well as two scenarios with variations by audiences or phase to provide flexibility in allocating the C & E budget. Digital engagement (DE) activities are incorporated where appropriate.

Details provided in the timing column are cross referenced to specific elements of the four phase RSS work plan except as otherwise noted. Details of each activity are provided in Appendix A.

Additional insights on CRD capacity and recommended approaches to DE are provided in a separate document.

Navigation rules for the RSS Development Process

- A focus on matters of regional interest
- Respect matters of local interest
- Be collaborative
- Be communicative
- Seek solutions that are mutually beneficial
- Mediate informally before the referral process
- Rely on Local government Act dispute resolution mechanisms only if necessary

7. MEASURING AND REPORTING PROGRESS

7.1. Reporting

Analysis and reporting is an essential aspect of engagement, therefore a set of guidelines has been created to support this:

1. Throughout the process, input will be analyzed, summarized and reported back to participants and the public (where feasible)
2. Reports will be transparent about how input will inform subsequent stages. This information will be known and made available prior to going out to participants for input.
3. Reporting will follow a consistent look and feel.

7.2. Evaluation Criteria

Based on the Objectives of the CE Plan, the following list of specific criteria for success has been developed. Depending on the circumstances, evaluations may be conducted by participants (audiences), by CRD staff, or an external evaluator. The “evaluator” column suggests whether evaluation is done by participants such as a stakeholder, CRD municipality councilor, or by a third party such as an external consultant. For all criteria, a score of high, medium or low can be assigned.

Criteria	H/M/L	Evaluator
1. CRD staff and leadership understand the value of the RSS to the region.		CRD
2. CRD staff and leadership understand the function of the RSS.		CRD
3. CRD departments understand how their plans and activities relate to the objectives and desired outcomes of the new RSS.		CRD
4. CRD departments commit appropriate levels of increased staff and/or program capacity to implement supportive actions.		CRD
5. The Board and the PT & PSC have taken advantage of diverse opportunities to participate in all phases of the RSS development process.		CRD/PT & PSC
6. DPAC helped develop the RSS in a spirit of co-creation.		CRD/DPAC
7. DPAC provided policy direction and advice for the successful development of the RSS.		CRD/DPAC
8. Council members from all CRD municipalities and the Juan de Fuca electoral area have been given extensive information on the RSS development process.		CRD/Councilors
9. Council members from all CRD municipalities and the Juan de Fuca electoral area have been given multiple opportunities to participate.		CRD/Councilors
10. Council members from all CRD municipalities and the Juan de Fuca electoral area have seen their comments and concerns addressed.		CRD/Councilors
11. Members of the Intergovernmental Advisory Committee accept the RSS.		CRD/IAC
12. The engagement process produces an RSS that consistently serves as a framework for decision making and managing conflicts of regional interest.		CRD/PT & PSC
13. All relevant government agencies and a majority of the external stakeholders with identified interest in the RSS provide meaningful feedback on the draft RSS as it developed.		CRD
14. Several “champion” stakeholder supporters within each of the five Strategic Initiatives actively support the RSS in the public realm.		CRD
15. The average citizen has the opportunity to track development of the draft RSS over time through mass media and online tools (measure via web site visit tracking tools).		CRD/Stakeholders/public
16. The average citizen has the opportunity to comment on the draft RSS when it emerges (measure via web site visit tracking tools).		CRD/Stakeholders/public
17. The more “easily engaged” citizen is actively sought out throughout the process and kept informed through their networks and through targeted communications.		Stakeholder

In addition, the following more general evaluation criteria can be used to assess consultation efforts also using a high, medium or low scale. These criteria are reminders of the kinds of questions to collect from participants in order to assess outreach. An external review by a third party consultant is most likely to provide the most reliable and unbiased evaluation. This review could include a survey of participants for addressing criterion such as “Trust of the sponsoring institution is enhanced.”

Application	Criterion	H/M/L
Process Design Criteria	<ul style="list-style-type: none"> The choice of approach and techniques reflects organizational and planning goals. 	
	<ul style="list-style-type: none"> Timing of participation is congruent with stages in the decision-making process 	
	<ul style="list-style-type: none"> Goals are established and process and decision constraints are identified at the beginning of the process. 	
	<ul style="list-style-type: none"> The process design responds to delivery mechanisms, resource limitations, the nature of the community at hand, local circumstances, the type of decision and issue-specific concern. 	
Process Criteria	Information	
	<ul style="list-style-type: none"> Information is easy for participants to understand, easy to access, made available in a timely manner, and unbiased. 	
	<ul style="list-style-type: none"> Information is complete and expert. 	
	Procedural Rules	
	<ul style="list-style-type: none"> Goals, constraints on the process, and constraints on the decision are clearly communicated to all those involved in the process. 	
	<ul style="list-style-type: none"> The process is honest, incorporating two-way communication with respectful relationships. 	
	<ul style="list-style-type: none"> Decisions are transparent; the ways in which input was interpreted and in which it informed decisions are communicated clearly to all those involved in the process. 	
	<ul style="list-style-type: none"> Adequate resources are made available for the process. 	
	<ul style="list-style-type: none"> The process is flexible within a framework in that it could adapt to changing context and lessons learned. 	
	Outcome Criteria	<ul style="list-style-type: none"> The decision is broadly accepted, and conflict within the community is reduced.
<ul style="list-style-type: none"> Public input and values are reflected in the decision. 		
<ul style="list-style-type: none"> The process is cost-effective. 		
<ul style="list-style-type: none"> Participants are educated and informed. 		
<ul style="list-style-type: none"> The substantive quality of the decisions is improved. 		
<ul style="list-style-type: none"> Trust of the sponsoring institution is enhanced (requires third party, statistically valid survey). 		
<ul style="list-style-type: none"> The process provides tangible benefits to the community; closer relationships and an enhanced sense of community. 		

7.3. Measuring Impact & Making Adjustments along the Way

An effective evaluation process is necessary to track and measure the progress of the communication and engagement plan, indicate what is working well or not, and provide a basis for adjustments to the plan. There is no single, simple research tool or methodology that can be relied on to measure engagement or communications effectiveness; however there are a number of techniques that can provide the basis for evaluation. The following are suggested measures for the RSS CE Plan:

1. Web analytics
 - a. Number of website visits
2. Event participant surveys
 - a. Number of participants and proportion responding to evaluation survey
 - b. Value of comments received in terms of depth, variety, and relevance
 - c. Participant ranked and qualitative evaluation of event in terms of relevance, quality of presentations, facilitation, and hand-out materials
3. Summary of event results and summary of comments
4. Electronic newsletters
 - a. Number of subscribers
 - b. Number of people reading newsletters
 - c. Email service analytics
5. Media analysis
 - a. Daily monitoring of news coverage
 - b. Amount and quality of news and media articles published
6. Third party external comparative evaluation of all events, including workshops, open houses, council of council meetings, etc. (based upon review of event participation surveys and written summary of event results and comments)
 - a. Number of attendees by event category
 - b. Value of discussion by event category
 - c. Results and summary of discussions by event category
 - d. Ranking and review of participant evaluations by event category.

APPENDIX A: SUMMARY C&E ACTIVITIES BY AUDIENCE

Activities by Audience	Internal Audiences				Related Audiences				External Audiences			
	SRT	CLT	PT & PSC	CRD Board	DPAC	IAC	Municipal	EAs	First Nations	Stakeholders	Public	Media
Information Out												
One on one meetings	✓	✓	✓		✓	✓	✓	✓	✓	✓		
Regular Briefings		✓	✓	✓	✓	✓	✓	✓	✓	✓		
Travelling presentations							✓	✓	✓	✓		
E-Newsletters					✓	✓	✓	✓	✓	✓	✓	✓
Internal Email Updates	✓	✓	✓	✓								
RSS Website	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CRD Regional Planning Facebook Page										✓	✓	
Twitter			✓	✓			✓	✓	✓	✓	✓	✓
Promotional Materials	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Media Releases												✓
Advertisements	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Speaker events										✓	✓	✓
Booths at events										✓	✓	✓
Sustainability (video) stories										✓	✓	✓

Activities by Audience	Internal Audiences				Related Audiences				External Audiences			
	SRT	CLT	PT & PSC	CRD Board	DPAC	IAC	Municipal	EAs	First Nations	Stakeholders	Public	Media
Information In												
Internal Team Meetings	✓	✓										
Council of Councils Forum			✓	✓			✓	✓				
Committee Meetings			✓	✓	✓	✓						
Municipal Council Meetings							✓	✓				
Geographical area workshops					✓		✓	✓		✓		
Strategic Area (topic) workshops					✓	✓				✓		
Open Houses										✓	✓	
Online Feedback Forms										✓	✓	
Public Hearing											✓	

APPENDIX B: DESCRIPTION OF ENGAGEMENT TECHNIQUES

Technique	Level of Effort (High/Med/Low)	Benefits	Considerations	Audience	Activities
<p>Hopes and Fears Using sticky notes, participants write down their top hopes and fears about the future of the community to share with others. These are placed on a large board, under the appropriate category of hope or fear.</p>	Low	<ul style="list-style-type: none"> Provides a sense of openness and listening right from the start Reduces tension Participants can learn from each other Key themes emerge Gel as a group Start to build trust 	<ul style="list-style-type: none"> Number of hopes and fears provided by each participant will depend on group size Best used at the very beginning of the process Can be combined with other engagement activities. Get participants to do this exercise when they first walk in the door. This will allow them to get any concerns off their chest right at the start so the discussion can move forward in a more positive manner. 	SWG, SRT, CLT Board and PT & PSC DPAC Municipal + EAs IAC First Nations Stakeholders	Phase 1
<p>Sticky Note Exercise This exercise is conducted in rounds of small group discussion. Participants rotate tables and discuss issues under themes. Each session proceeds as such: 1. Participants take two min. to silently reflect on a broad question related to the theme as posed by a table host. 2. Each participant writes down their top two ideas/issues onto a sticky note then reads these ideas aloud. 3. Overlapping items are clustered and outliers are identified. 4. After open discussion, the top 5 issues are voted on. 5. Each participant provides a suggested action for each issue, 1 top action is voted on and final top 2 actions are identified.</p>	Low	<ul style="list-style-type: none"> An effective exercise for gathering information in the early stages of a project to inform subsequent stages. Clear and easy to transcribe, immediate feedback Requires group cooperation 	<ul style="list-style-type: none"> Requires a table host at each session It is important to have a diverse, mixed group of participants. Must explain whole process from the beginning, not step-by-step so they don't lose focus. People can lose interest and tend to want to move on, it is important to keep them on task. Some participants may be more vocal than others, silent reflection time at the beginning can help in getting all involved. 	SWG, SRT, CLT DPAC/Municipal PT & PSC IAC First Nations Stakeholders	Phase 1
<p>Interview Matrix The interview Matrix is a tool that establishes a base of existing expertise and knowledge, upon which new concepts and skills can be built upon during subsequent parts of the engagement process. Participants interview one another in one-on-one interviews and find insight into 4 key questions which are later shared and discussed with the group as a whole.</p>	Medium	<ul style="list-style-type: none"> Gives everyone a chance to speak and optimizes everyone's involvement In depth thoughts brought to surface The participants' confidence as learners is boosted as they observe what they are able to conceptualize. 	<ul style="list-style-type: none"> Time consuming for participants Questions must be well designed 	SWG, SRT, CLT DPAC/Municipal PT & PSC IAC Stakeholders	Phase 2
<p>Live Electronic Voting Each participant selects their choices/votes with an electronic key pad. Outcomes are immediately displayed electronically for all to see.</p>	Low	<ul style="list-style-type: none"> Immediate feedback and display of voting percentages Fully democratic --all opinions and interests are equally represented Allows for opinions and choices to be made without influence of outspoken individuals or groups 	<ul style="list-style-type: none"> Requires a skilled facilitator Requires advance preparation in the selection of questions and choices 	SWG, SRT, CLT DPAC/Municipal Board and PT & PSC IAC First Nations Stakeholders	Phase 2
<p>Now Wow How Participants are seated at tables of approx. 5 – 10 people. Each table is given a large sheet to write on</p>	Low	<ul style="list-style-type: none"> Encourages participants to think about present assets, set goals for the future, and identify means of achieving those goals. The 	<ul style="list-style-type: none"> Discussion circles will be largely self-facilitated, but assigned 'floaters' should be on hand to help. 	SWG, SRT, CLT DPAC/Municipal Board and PT & PSC	

Technique	Level of Effort (High/Med/Low)	Benefits	Considerations	Audience	Activities
that has 3 concentric rings labeled Now, How and Wow. Participants answer the following questions by writing their answers on sticky notes that are placed on the paper: 1. NOW - Where are we now? What works well? 2. WOW – What would wow look like? Where do we want to be? 3. HOW – How do we get there?		<p>result leads to strategic conversation for the group.</p> <ul style="list-style-type: none"> • Positive, constructive conversation • Participants are encouraged to imagine the future 		First Nations IAC Stakeholders	
<p>Study Circle Involves large numbers of people by reaching out into many different organizations and parts of the community. Participants are broken down into small groups based on their geographical or topical area. Participants discuss and record key topics and questions related to describing the issue, identifying specific opportunities and challenges, and developing action ideas.</p>	Medium	<ul style="list-style-type: none"> • Small, comfortable groups • Citizen run, process is grassroots • Access to many citizens, participation is only limited by room size 	<ul style="list-style-type: none"> • Initial group start-ups may require help • Results can be difficult to convert to hard data • Need to ensure everyone has a chance to contribute 	Stakeholders SWG, SRT, CLT DPAC/Municipal	Phase 2

APPENDIX C: TABLE SUMMARY OF COMMUNICATIONS ACTIVITIES

Internal Communication

Who: Audience	Why: Objectives	What: Key Messages	How: Communication Method	When: Timing
Sustainability Resource Team (SRT)	Support and participation of the SRT is fundamental to the success of the RSS. Actively engage SRT in a variety of ways to ensure participation in review process. Build support of SRT members to ensure internal buy-in and implementation.	<ul style="list-style-type: none"> → We need your feedback to ensure the RSS reflects your needs. → We need your support of the RSS to ensure internal support and implementation. → How can we ensure your participation and support in this process? → Have our policies addressed your areas of concern? → We need your support through the implementation phase of the RSS. 	○ One-on-One meetings or phone calls	As needed
			<ul style="list-style-type: none"> ○ Regular (bi-weekly) Team meetings to update and obtain feedback ○ Meetings can be cancelled if there are no major updates. 	Current: Ad hoc meetings Recommendation: Schedule brief bi-weekly meetings
			○ Make presentations to department staff meetings	Once per phase
			○ Send email updates	To supplement regular meetings. Limit emails
Corporate Leadership Team (CLT)	Effective communication with the CLT is fundamental to the success of the RSS process. The CLT will support the RSS process by being informed, providing senior level expertise and oversight, and being “messengers” of RSS to their departments.	<ul style="list-style-type: none"> → We need your support of the RSS to ensure internal support and implementation. → How can we ensure your participation and support in this process? → Have our policies addressed your areas of concern? → We need your support through the implementation phase of the RSS. 	○ One-on-One meetings or phone calls	As needed
			○ Attend and present at CLT meetings	Current: semi-monthly meetings Proposed: add RSS as line item to regular agenda
			○ Provide briefings and presentations for CLT use	As needed
Planning, Transportation and Protective Services Committee (PT & PSC)	Communication with the PT&PSC is critical as they are responsible for guidance of the RSS and advising the CRD Board on adoption. PT&PSC will be kept informed on project process, outcomes, timing and budget, and informed on results of engagement PT&PSC will provide information and planning advice to assist in decision-making	<ul style="list-style-type: none"> → How can we ensure your support in this process? → We need your feedback to ensure the RSS reflects your constituent’s needs. → We need your support to ensure implementation across the region. 	○ One-on-One meetings or phone calls with the Chair/Vice Chair	As needed
			<ul style="list-style-type: none"> ○ Committee meetings <ul style="list-style-type: none"> ▪ Presentations ▪ Briefings ▪ Written comments 	2012 Meetings: June 27, July 25, Sept. 19, Oct. 24, Nov. 28 Additional meetings as needed
			○ Workshops	Phase 1 and 3 review
			○ Email updates	Limited to invitation and content review
CRD Board	The CRD board will consider the advice of the PT & PSC on the RSS, but must be communicated with separately. CRD Board will be kept informed on project process, outcomes, timing and budget, and informed on results of engagement.	<ul style="list-style-type: none"> → How can we ensure your support in this process? → We need your feedback to ensure the RSS reflects your constituent’s needs. → We need your support to ensure implementation across the region. 	<ul style="list-style-type: none"> ○ Board meetings <ul style="list-style-type: none"> ▪ Presentations ▪ Briefings 	2012 Meetings: June 13, July 11, Aug 8, Sept 12, Oct 10, Nov 14, Dec 12
			○ Workshops at Committee of the Whole meetings	Once per phase (by special arrangement)
			○ Council of Councils Forums	Once per phase (by special arrangement)
			○ Press Releases	Prior to public release

Related Audiences

Who Audience	Why Objectives and Outcomes	What Key Messages	How Method	When Process and Timing
Development Planning Advisory Committee (DPAC)	DPAC plays a critical advisory role and support-building role with their local governments.	<ul style="list-style-type: none"> → Help us to identify and understand trends, problems, opportunities and solutions. → We want your input on how the strategy can serve your interests. → Have we addressed your concerns? → We need your support of the RSS to ensure successful implementation. → Has the RSS addressed regional interests while respecting local interests? 	○ One-on-One meetings or phone calls	As needed
			○ Committee meetings <ul style="list-style-type: none"> • Presentations • Briefings 	Current: Meetings as needed Recommended: monthly or bi-monthly meetings
			○ Workshops	Phase 2
			○ Email <ul style="list-style-type: none"> • Written Comments 	As needed, but limited to invitations and calls for comments
Intergovernmental Advisory Committee (IAC)	IAC advises on the development and implementation of the RSS and coordinates other government actions, policies and programs. They also have established networks and high influence in decision-making. Their input and support is critical to the success of the plan.	<ul style="list-style-type: none"> → We want your input on how the strategy can serve your interests. → Help us to identify and understand and coordinate with your organization’s actions, policies and programs. → Have we addressed your concerns? → We need your support of the RSS to ensure successful implementation. 	○ One-on-One meetings or phone calls	As needed
			○ Committee meetings <ul style="list-style-type: none"> • Workshops • Presentations • Briefings 	Current: Meetings as needed Recommended: monthly or bi-monthly meetings
			○ Email <ul style="list-style-type: none"> • Circulation of materials with request for written comments 	As needed, but limited to invitations and calls for comments
Municipalities	Awareness, understanding and acceptance	<ul style="list-style-type: none"> → We want your input on how the strategy can serve your interests → We need your support of the RSS to ensure successful implementation 	<ul style="list-style-type: none"> → Council meetings → Council of Councils Forums → Assistance from DPAC 	→ As indicated in the Work Plan for Phases 2, 3 and 4
Electoral Areas		<ul style="list-style-type: none"> → We want your input on how the strategy can serve your interests → We need your support of the RSS to ensure successful implementation 	<ul style="list-style-type: none"> → Meetings with Land Use committees and Director → Council of Councils Forums 	→ As indicated in the Work Plan for Phases 2, 3 and 4
First Nations	Increase awareness of the RSS Better understanding of how RSS fits into overall relationship between CRD and First Nations Provide input on First Nations Communities’ aspirations, development plans, servicing needs Inform on project process, outcomes and timelines	<ul style="list-style-type: none"> → We want your input on how the RSS can address First Nations aspirations, development plans, and servicing needs. → We need your help to increase understanding of the RSS in your community and how it relates to First Nation plans. → We need your feedback on whether the RSS has addressed at 	○ Letters to chief and councils to update on RSS process	As needed

Who Audience	Why Objectives and Outcomes	What Key Messages	How Method	When Process and Timing
	Inform on policy options and direction Agree on opportunities for input and engagement	least some of your community's needs. → How would you like to engage with the CRD on implementing the RSS?	<ul style="list-style-type: none"> ○ Presentations to chief and councils ○ To be determined through engagement protocol 	To be determined through engagement protocol

External Communication

Who Audience	Why Objectives and Outcomes	What Key Messages	How Method	When Process and Timing
External Stakeholders	These groups will play a significant role in providing insights and feedback on the policies and action items of the RSS. They also have established networks and high influence in decision-making. Their input and support is critical to the success of the plan.	<ul style="list-style-type: none"> → We need your input and expertise on the draft RSS. → We need your help to increase understanding and support for the RSS throughout the region. 	<ul style="list-style-type: none"> ○ Workshops ○ Presentations <hr/> <ul style="list-style-type: none"> ○ Briefings <hr/> <ul style="list-style-type: none"> ○ Email updates ○ Website Updates ○ Social Media Updates <hr/> <ul style="list-style-type: none"> ○ Newsletter Updates – pieces to add to existing newsletters 	All phases
General public	Communications will raise awareness of region-wide growth and development issues; inform the public on project process, outcomes and timelines; Build capacity amongst residents as to the role the RSS plan, and the CRD plays	<ul style="list-style-type: none"> → The public was engaged in the early stages of the RSS policy development. → We want you to be aware and to understand the goals and objectives of the strategy. → We want you to know how we have considered input → We are providing a way for you to provide input and to follow the progress of the strategy 	<ul style="list-style-type: none"> ○ Email blast to sign up list ○ Website Updates ○ Social Media Updates ○ Advertisements 	Phases 1 and 2
Media	Bring on as close partners early in the process; foster relationships.	To be determined based on identified needs of plan.	<ul style="list-style-type: none"> ○ Press Releases and Media Advisories 	Phase 1