



## COMMUNICATIONS COMMITTEE MEETING

TUESDAY, NOVEMBER 20, 2012  
BOARD ROOM  
175 INGRAM STREET, DUNCAN, BC

1:00 PM

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### AGENDA

### PAGES

1. **APPROVAL OF AGENDA**
2. **ADOPTION OF MINUTES**
  - M1 Regular Communications Committee meeting minutes of September 18, 2012. 1 - 4
3. **BUSINESS ARISING FROM THE MINUTES**
4. **DELEGATIONS**
5. **REPORTS**
  - R1 Staff Report from the Chief Administrative Officer  
Re: Communications Strategy - Next Steps 5 - 78
6. **CORRESPONDENCE**
7. **UNFINISHED BUSINESS**
8. **NEW BUSINESS**
9. **QUESTION PERIOD**
10. **CLOSED SESSION**
11. **ADJOURNMENT**

#### **Committee Members**

Director B. Fraser, Chair  
Director P. Kent  
Director M. Walker

Director M. Marcotte, Vice Chair  
Director G. Giles  
Director I. Morrison

Director R. Hutchins  
Director B. Lines

Minutes of the Regular meeting of the Communications Committee held in the Board Room, 175 Ingram Street, Duncan BC, on Tuesday, September 18, 2012 at 12:35 pm.

**PRESENT:** Chair B. Fraser  
Directors, G. Giles, R. Hutchins, P. Weaver, I. Morrison, M. Marcotte, P. Kent <1:10 pm>, M. Dorey, B. Lines, M. Walker

**ALSO**

**PRESENT:** Warren Jones, Chief Administrative Officer  
Joe Barry, Corporate Secretary  
Jacob Ellis, Manager, Corporate Planning  
Mark Kueber, General Manager, Corporate Services  
Tom Anderson, General Manager, Planning & Development  
Brian Dennison, General Manager, Engineering & Environmental Services  
Ron Austen, General Manager, Parks, Recreation & Culture  
Sybille Sanderson, A/General Manager, Public Safety  
Chris Ewing, Manager, Information Technology  
Sharon Moss, Manager, Finance  
Kate Miller, Manager, Regional Environmental Policy  
Rob Grant, GIS Supervisor, Information Technology  
Harmony Huffman, Environmental Technologist III, Engineering & Environmental Services  
Ilse Sarady, Environmental Technologist II, Engineering & Environmental Services  
Emily Doyle-Yamaguchi, Senior Environmental Analyst, Regional Environmental Policy  
Allison Nelson, Executive Assistant  
Therese Mickelson, Mickelson Consulting  
Tara Daly, Recording Secretary

**APPROVAL OF AGENDA**

**It was moved and seconded that the agenda be amended with the addition of one New Business item:**

**NB1 Cowichan River Clean-out, and that the agenda, as amended, be approved.**

**MOTION CARRIED**

**ADOPTION OF MINUTES**

**M1**

**It was moved and seconded that the minutes of the Regular meeting of the Communications Committee held July 31, 2012 be adopted.**

**MOTION CARRIED**

**REPORTS**

**R1 a) – f)**

Report from Mickelson Consulting Inc re: Communications Strategy and Plan dated September 13, 2012 was considered.

Therese Mickelson, of Mickelson Consulting Inc, provided an overview, through a PowerPoint presentation, of the Communications Strategy and Plan including: Communications Strategy; Communication Plan; Guidelines and Procedures for Communication; Proposed Media Policy; Stakeholder Map Template – Working Document; and Proposed Communications Officer Position Description.

**It was moved and seconded that the recommendations from Mickelson Consulting on pages 51 and 52 of the September 13, 2012 Communication Plan be referred to staff for an action plan incorporating timelines, budgets, resource implications, and recommended options.**

**MOTION CARRIED**

Chair Fraser announced the winners of the Communication Survey Prize Draw:

1<sup>st</sup> Place: 2 tickets to *Swan Lake* at the Cowichan Theatre and a \$50 gift certificate for Island Savings Centre

Awarded to: Resa Attrell of the Duncan area

Consolation Prize: \$50 gift certificate for South Cowichan Recreation

Awarded to: Steve, Myla and Jacob Frankel of Thetis Island, who have chosen to donate their prize back to benefit a local person

Consolation Prize: \$50 gift certificate to Cowichan Lake Recreation

Awarded to: Richard Mortimer of the Duncan area

**NB1**

Cowichan River Clean-out

The Manager, Regional Environmental Policy Division, clarified that gravel removal on the Cowichan River is being performed by Catalyst Paper (Crofton Division) and that it is normally done every three years.

**ADJOURNMENT**  
**2:43 pm**

**It was moved and seconded that the Communications Committee meeting adjourn.**

**MOTION CARRIED**

The meeting adjourned at 2:43 pm.

\_\_\_\_\_  
Chairperson

\_\_\_\_\_  
Recording Secretary

Dated: \_\_\_\_\_



## STAFF REPORT

### COMMUNICATIONS COMMITTEE MEETING OF NOVEMBER 20, 2012

**DATE:** November 6, 2012  
**FROM:** Warren Jones, Chief Administrative Officer  
**SUBJECT:** Communications Strategy – Next Steps

#### **Recommendations/Action:**

1. That it be recommended to the Board that the Communications Strategy and Communications Plan dated September 13, 2012 be endorsed.
2. That the following items be referred to 2013 budget discussions:
  - a) That \$112,000 be included in the 2013 budget for a Communications Office.
  - b) That \$25,000 be included in the 2013 budget for the development and implementation of a CVRD Awareness Campaign.
  - c) That \$5,000 be included in the 2013 budget for Staff Communications Training.
  - d) That \$20,000 be included in the 2013 budget for Website Updates.
  - e) That each Division incorporate \$2,000 in their divisional budgets to provide funding for communications materials in their areas.

#### **Relation to the Corporate Strategic Plan:**

An organization whose public and staff are proactively informed is an objective of the Corporate Strategic Plan. The development of a comprehensive external communications plan and an internal communications plan were both identified as strategic actions to achieve this objective.

**Financial Impact:** *(Reviewed by Finance Division: )*

Increasing the CVRD's communications will have a substantial financial impact owing to a lack of current resources and the size and diversity of the region.

#### **Background:**

Mickelson Consulting presented a Communications Strategy and Plan at the Communications Committee meeting in September. The Committee subsequently passed the following recommendation:

**“That the recommendations from Mickelson Consulting on pages 51 and 52 of the September 13, 2012 Communication Plan be referred to staff for an action plan incorporating timelines, budgets, resource implications, and recommended options”.**

### PRIORITY RATING – IMMEDIATE STEPS

The Communications Plan identified six items with a priority rating. Each the six items are listed below along with staff's comments and recommendations.

**1. Resource Requirements**

Address corporate communication resource needs for organization, either through interim support through external communications resources or creation of a Communications Officer position to provide in-house expertise. *Note: Implementation of communication recommendations will be limited to the resources available to support the additional work requirements.*

**Action:** That \$112,000 be included in the 2013 budget for a Communications Office. This amount would cover wages and benefits for a Communications Officer; furniture and computers; and also any required building renovations to accommodate the new staff. If approved, the recruitment process would take approximately four months and the successful applicant would likely start near the end of June.

**2. Apply Branding Best Practices**

Develop a brand strategy to address use of two logos and need for consistent logo and graphic standards that reflect the CVRD. Stop use of all non-conforming branding and enforce standards. Once logo use graphic standards are updated and approved, develop templates and training to implement these standards. Update department materials, such as brochures, website, posters and other materials to improve overall quality of writing and design.

**Action:** In order to quickly move forward with the development of the brand strategy, Mickelson Consulting has been retained to update the corporate CVRD logo, establish fonts and colour palette, provide graphic standard guidelines; assess the "Cowichan" brand logo; and provide recommendations on how and when to use both the corporate and "Cowichan" logos. This work is underway and is being funded out of the 2012 budget. Recommendations will be presented to the Committee in the near future.

**3. CVRD Awareness Campaign**

Develop and implement a "who we are, what we do" communications campaign that is linked to consistent branding practices and all other communication and consultation in the region. Personalize the CVRD through storytelling, features on Directors and staff and multi-media tactics in addition to other standard communication tools.

**Action:** That \$25,000 be included in the 2013 budget for the development and implementation of a CVRD Awareness Campaign. This will entail graphics design, brochure development, website design, postage and advertising. As a result, \$25,000 should be included in the 2013 budget.

**4. Checklists for Board Report Template**

Include key information considerations as part of Board Report development, including communities affected, communication requirements and impacts on and/or information required from other departments or divisions.

**Action:** Additional information can be added to Board and Committee agendas beginning with January 2013 meetings.

**5. Training**

Provide media training to all approved spokespeople and writing/editing training for employees involved in communications, including communications team and department communication liaisons. Also consider training linked to template development for graphic design.

**Action:** That \$5,000 be included in the 2013 budget for Staff and Directors Communication Training. This will require a consultant to conduct a number of sessions for General Managers, key staff in each Division, and Directors. This training can be undertaken in January/February and will be required whether or not a Communications Officer position is approved. The skills learned will assist staff and Directors in their future working relationships with the Communications Officer.

**6. Website Update**

Review content to ensure accurate and up to date, and apply web writing best practices to support “scan friendly” content through use of headlines, subheads, abstracts and bullets. Consider a heuristic review to test navigation and assess the usability of the site as well as opportunities to add information, adjust navigation and implement social media share options into the site. This update would also allow for updated graphic standards to be applied, and how social media tools may be applied in future or added to existing platform.

**Action:** That \$20,000 be included in the 2013 budget for Website Updates. While our Information Technology Division can easily make maintenance changes to the website, there is a programming cost when making design changes. An update of the Cowichan Theatre website is currently underway and will cost approximately \$8,000. The CVRD website is much larger and there will be a greater cost. This work could be undertaken by our current hosts CivicPlus following the approval of the budget.

**Priority Rating – Within 12 - 18 months**

Six additional items were identified by Mickelson Consulting for action within the next 12 – 18 months. These items will be dealt with in 2014 and will be projects undertaken by the Communications Officer working in tandem with staff. For information, these six items were:

**i) EOC/Crisis Communications Plan:**

Develop a crisis communications plan to complement the CVRD's Emergency Operations Centre (EOC) plan and identify resources to manage key information office roles, such as the Information Officer in the EOC, call centre coordinator, media/public relations coordinator and an Emergency Social Services communication liaison. Social media is a valuable tool for community updates so if platforms are not yet established, it

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is important to reserve name space to allow for quick activation if needed. Media relations and monitoring are also core to crisis communications and should be reviewed in the context of social media, as well as spokespeople at sites and through EOC.

- ii) ***EOC Communication Protocols***  
 Update communications protocols for Emergency Operations Centre to reflect changing job descriptions and to incorporate social media considerations such as monitoring and usage.
- iii) ***Additional Tactics: Social Media, eNewsletter and Online Forum***  
 Consider adding social media tools and a social media strategy with targeted social networking opportunities, use of multi-media and online tools for consultation. Explore online discussion forum applications like vBulletin, and eNewsletter tools such as Mail Chimp.
- iv) ***CVRD Consultation Program Standards***  
 Apply consistent standards for consultation throughout the region, including a process that aligns department outreach, provides multiple opportunities for input in the community and within the organization and ensures best practices in surveys, feedback forms and discussion forums. The process should also include standards for reporting back to participants in a summary report.
- v) ***Update Staffnet***  
 Develop and support department pages with key contacts, what each department delivers to residents and the types of information needed from other departments as a convenient tool for staff to determine the correct contacts and various information requirements throughout the CVRD. Set up Staffnet so that it launches automatically with daily login and ideally allow for access from home computers.
- vi) ***Develop Style Guide***  
 Develop a style guide to establish writing and usage standards, as well as recommendations for communications such as email signatures, out of office messages and voicemail.

### **Supplementary Action**

Throughout both the Communications Strategy and Plan, a number of smaller items were identified by Mickelson Consulting. Many of these items can be dealt with by using existing resources. The items which will be worked on over the next few months are:

- a) **Challenges**  
 The Communications Strategy identifies challenges that make it difficult to reach audiences effectively to be successful with communication and consultation programs. The recommendations that can be addressed over the next few months are:
  - Identify communities or areas affected by Board decisions as part of the Board report template and apply targeted tactics for each area in addition to regional communications.
  - Include communication requirements in all project plans, and incorporate budget for printing, advertising and direct mail communications.

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- Gain commitment to communications at Board and management level and apply procedures for consistency in branding, communications implementation and messaging.
  - Apply templates and checklists to support departmental communication.

**Action: That the Communications Strategy and Communications Plan dated September 13, 2012 be endorsed by the Board.**

**Action: That each Division incorporate \$10,000 in their divisional budgets to provide funding for communications materials in their areas.**

**b) Key Message Guidelines**

The Communications Strategy contains a number of core concepts to be incorporated into all materials being developed by the CVRD, along with the specific details of each initiative/project. The following key messages can be included in staff reports and communications:

- Incorporate the organizational “need” in messaging – why are services or programs being changed or implemented, what is driving this requirement.
- Emphasize the benefits of the initiative – why is planning underway, how will this support the community or add value to the CVRD as a region or the individual community affected – define “what’s in it for me” from community perspective.
- Include context related to CVRD policies and procedures to provide criteria for why certain activities are required e.g. bylaws.
- Demonstrate responsible governance – highlight decision-making process, opportunities for input and how it has been applied and ensure follow-up is communicated.
- Highlight early and ongoing consultation with stakeholder groups in the community and provide summary of results and actions.
- Apply consistent branding in all materials to reinforce the CVRD’s role and the value it brings to the community.

**c) Communications Tactics Inventory**

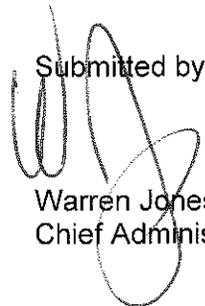
The Communications Strategy identifies a number of minimal cost tactics that are already available within the CVRD and primarily involve staff resource time with minimal production costs for ongoing communication.

- i) Website: implement immediate improvements by adding:
  - Designated pages for electoral areas with list of services, CVRD facilities and amenities, and a dynamic content area for updates (same content as Notify Me area updates)
  - CVRD Board email to reach all members of the Board with one email address, and copied to a staff member to assist with information gathering and support for response
  - Contact information for departments using a generic email address that redirects to frontline staff and a phone number for a front desk response

- ii) Notify Me: CVRD subscriber email groups – recommend combining and/or eliminating the current list into the following options: *(Note: notification to existing members required prior to changes)*
  - o CVRD News (all news releases and other news information related to the CVRD and the region)
  - o Area & Municipality Updates (e.g. Area A Updates, Area B Updates, Duncan Updates, etc)
  - o Cowichan Theatre - What's On, What's Coming
  - o CVRD Jobs and Volunteering
  - o CVRD Matters – Board highlights
  - o Tenders and RFPs*(Note: may also set up subscriber emails for specific projects (e.g. OCP updates, capital projects), which are deleted upon completion, or areas of interest, such as sustainability if sufficient demand from community, but most notification emails can be accommodated in the list outlined above.)*
- iii) CVRD Matters – Board highlights
- iv) Media Relations - reporter briefings, news releases, public service advisories (PSAs)
- v) Public meetings
- vi) Q&A for frontline phone and web customer relations
- vii) Online surveys
- viii) Board meeting webcast and agenda links
- ix) Social media – Facebook, Twitter and YouTube Channel\*
- x) Presentations – PowerPoint with speaking notes

**Action:** Items such as designated pages for electoral areas with list of services, CVRD Board email, contact information for departments, adjusting the Notify Me subscriber email groups, ensuring all Departments use the CVRD logo, CVRD Matters, Board Meeting webcast and agenda links, are all either underway or can proceed over the next few months.

Submitted by,



Warren Jones,  
Chief Administrative Officer



# Cowichan Valley Regional District Communications Strategy

September 13, 2012

**Prepared by:**  
Mickelson Consulting Inc.

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## Cowichan Valley Regional District – Communications Strategy

### 1.0 Situation Analysis

The Cowichan Valley Regional District (CVRD) Communications Strategy is the foundation for developing communications work plans to support the range of information sharing and community engagement activities required in the region. It outlines the CVRD's objectives and principles for communications, identifies internal and external audiences and summarizes the tactics that are currently available as well as tactics that are recommended for future. As well, the Strategy highlights opportunities and challenges that affect communications and key message guidelines. While the Strategy is the foundation for communications, the Communication Plan provides more detailed tactics, checklists and templates to support specific projects and operational communications.

The Strategy and Communication Plan reflect recommendations and audit information gathered during the research phase, which involved an extensive consultation process with internal and external stakeholders to identify needs and opportunities. This consultation included Board Directors, staff and community members, and involved the use of interviews, feedback forms, surveys and workshops. The review also included analysis of existing communication materials, policies and current procedures.

The Strategy is designed to leverage successful communications practices and tactics available within the CVRD, along with recommendations for additional communication and community engagement to improve communications throughout the region. From an organizational perspective, there is a need for more timely, responsive and coordinated communications that reflect consistent standards, messaging and branding. There is a need for more proactive communication on key topic categories ranging from Board decisions to recreation and tourism, along with interest in early and more extensive community consultation, particularly in the area of capital projects, community planning and development. Internal communication is also a challenge. Staff indicated they are often disconnected from other departments while at the same time indicating they were confident that they knew the correct person to contact for information. It is also noted that the CVRD does not have a formal issues management process and there are no communication policies or guidelines. As a result, the quality of materials is inconsistent, messaging is regularly missing key elements related to need and benefit, and the CVRD is often in a position of more reactive responses to issues and concerns, rather than proactive communication. This also results in missed opportunities to deliver news and information to residents in a timely and strategic manner.

The size and diversity of the region add another layer of complexity to communications. Information priorities are varied across the region due to different services and competing interests between electoral areas and municipalities. This same dichotomy can also affect Board communications and messaging in media relations. As well, the rural nature of several areas limits the tactics available to communicate to residents.

The following recommendations have guided the development of the Strategy, Communication Plan, and the procedures and guidelines for communications.

1. Implement more effective communications related to ongoing Board decisions, CVRD programs and services, and general awareness of CVRD activities in individual electoral areas and municipalities as well as initiatives that affect the region to provide timely updates on topics focused on audience interests.

2. Implement more effective consultation to provide opportunities for meaningful input and engage residents earlier to discuss projects and service changes.
3. Improve the quality of communication to provide professional, clear and engaging materials using a variety of tactics tailored to audiences.
4. Implement a communications program focused on raising awareness about the CVRD, its role and responsibilities in the region, strategic plan and its values in serving its communities.
5. Establish guidelines, policies and procedures to improve internal communication, issues management and effective communication practices.

## **2.0 Communication Objectives**

- Increase understanding and awareness of the CVRD in the communities it serves, including its role, responsibilities, vision and strategic plan goals for the region.
- Improve information sharing within the organization and throughout the region through more strategic and proactive communication programs.
- Improve and expand consultation and outreach in the community.
- Improve issues management through support for key message development, monitoring and response procedures.
- Improve quality of communication through consistent standards for writing and graphic design.
- Improve communication and consultation with stakeholder groups and build on existing community partnerships.

## **3.0 Audience**

As a region comprised of a mix of urban and rural areas, the CVRD reaches audiences with diverse interests and priorities. The electoral area audiences are more difficult to reach in terms of tactics due to limitations in Internet access (*e.g. Thetis Island dial up*), newspaper and radio coverage and CVRD facilities for posting notices. The municipal audiences within the CVRD have closer ties to their municipal government, and as such, the CVRD is often not recognized as a government affecting their day-to-day services. As well, residents throughout the CVRD indicated a general lack of understanding of the CVRD's role along with a corresponding interest in more information sharing and consultation.

Communications to these audience groups requires attention to these challenges, as well as the opportunities to begin implementing communication processes to improve community engagement throughout the region.

The following is a high level summary of audiences and the primary interest areas for each group.

Audience - External	Primary Interest Areas
Residents	<ul style="list-style-type: none"> <li>• Board decisions and policies that affect taxes or changes to delivery of services, including bylaws</li> <li>• Notice of Public Hearings, Board, Commission &amp; Committee meetings</li> <li>• Opportunities to provide input</li> <li>• Capital projects</li> <li>• Recreation programs and events</li> <li>• Educational information – resident responsibilities</li> <li>• Economic development affecting community</li> <li>• Crisis/emergency communication</li> <li>• Transit</li> </ul>
Business Owners/Operators	<ul style="list-style-type: none"> <li>• Board decisions and policies that affect taxes or delivery of services</li> <li>• Community planning and development</li> <li>• Economic development</li> <li>• Business support services</li> <li>• Capital projects and maintenance that affect transportation or property</li> <li>• Tourism or community events – particularly those that provide business opportunities or those that affect traffic or access to business areas.</li> </ul>
Youth	<ul style="list-style-type: none"> <li>• Recreation and event opportunities</li> <li>• Volunteer opportunities</li> <li>• Job opportunities</li> <li>• Projects and initiatives that support community improvement – environment, parks, trails, bike routes, amenities</li> <li>• Opportunities to provide input on programs/services that affect youth</li> </ul>
Community Stakeholders/ Interest Groups	<ul style="list-style-type: none"> <li>• Board decisions and policies that affect taxes or delivery of services, including bylaws</li> <li>• Community planning and development</li> <li>• Opportunities to provide input</li> <li>• Notice of Public Hearings, Board, Commission and Committee meetings</li> <li>• Capital Projects</li> </ul> <p><i>* See Stakeholder Map in Communications Plan Appendix for detailed interest areas.</i></p>

Audience - Internal	Primary Interest Areas
Frontline Staff – includes all employees whose primary role is interacting with community, or whose job places them in regular contact with the community.	<ul style="list-style-type: none"> <li>• Issues that will trigger calls/inquiries – such as recent Board decisions, changes to services in communities, community planning projects underway</li> <li>• Marketing and promotion information – events, public meetings, special initiatives</li> <li>• Capital project /maintenance updates</li> <li>• Community consultation/input opportunities</li> <li>• Crisis communication/emergency information</li> <li>• Who to contact to flag issues/concerns</li> </ul>
Outside workers	<ul style="list-style-type: none"> <li>• Board decisions, updates or service changes that affect their service delivery area</li> <li>• Capital project /maintenance updates</li> <li>• Events and community activities/initiatives</li> <li>• Community consultation/input opportunities</li> <li>• Community development/planning projects</li> <li>• Issues that may result in public inquiries</li> <li>• Who to contact to flag issues/concerns</li> </ul>
Board	<ul style="list-style-type: none"> <li>• Opportunities to be proactive with good news</li> <li>• Opportunities to connect with stakeholder groups or represented communities</li> <li>• Early notice of issues and responses/key messages</li> <li>• Media inquiries</li> <li>• Events and community activities</li> <li>• Capital project/maintenance updates</li> <li>• Community consultation/input opportunities</li> <li>• Who to contact to flag issues/concerns</li> <li>• Stakeholder meetings and contact with CVRD</li> </ul>
Department Staff	<ul style="list-style-type: none"> <li>• Project information/updates/what's coming up</li> <li>• Board decisions/directives that affect their program or service area</li> <li>• Workplace policies/personnel policies/process changes</li> <li>• Issues affecting community</li> <li>• Work priorities for all departments and how they impact others</li> <li>• Changes to operations that drive work or questions, need to know prior to the change being done</li> <li>• New initiatives/projects/programs within department or that affect department</li> <li>• Events and activities in community</li> <li>• Community consultation underway</li> <li>• Internal news updates related to HR, policy decisions, new processes and services, etc – things that affect their role and work</li> <li>• Opportunities to provide input as staff</li> </ul>

## 4.0 Opportunities

The following are opportunities to expand communication in the community and reach the silent majority and/or new audiences by leveraging resources and connections that are outside of the CVRD.

- Communication networks through stakeholder groups, e.g. existing publications, websites and email groups
- Existing meetings hosted by target audience groups e.g. Chamber of Commerce
- Community Events
- Schools and School Districts
- Cooperation with municipalities within the region as well as neighbouring municipalities and regional districts on projects or initiatives of shared interest e.g. capital projects that cross boundaries, sustainability, climate adaptation, infrastructure management challenges (funding gap) recycling and waste management

Recommendations to leverage opportunities:

- Assign departments and/or designated staff as liaisons for stakeholder organizations to build relations, and share timely updates on projects related to stakeholder interests for dissemination to their members via their networks.
- Identify topics and projects of interest related to community organizations, and connect with organizations to attend meetings to make presentations and/or respond to questions – particularly useful as part of community consultation projects.
- Attend community events with a CVRD display to raise awareness of CVRD's role, services and strategic plan.
- Build relationships with school districts to provide opportunities to share information through schools and engage youth in projects when appropriate based on type of project and alignment with school / community interests.
- Connect with Communications Managers in municipalities within region and those in neighbouring municipalities and/or regional districts to explore opportunities for shared communications.

## 5.0 Challenges

This section identifies challenges that make it difficult to reach audiences effectively and be successful with communication and consultation programs.

- Diverse range of interests and priorities across the region, including additional challenges of electoral areas and municipalities with separate needs, priorities and interests
- Lack of professional communications expertise as dedicated resource to support communications
- Lack of trust in the CVRD
- Limited budgets & resistance to spending on communications
- Potential lack of commitment to communications
- Lack of consistent standards in branding, communications and messaging
- Lack of time and resources for CVRD employees to increase communications, and lack of training and tools to deliver existing communications effectively

Recommendations to address challenges:

- Identify communities or areas affected by Board decisions as part of the Board report template and apply targeted tactics for each area in addition to regional communications.

- Create a Communications Manager/Officer position to assist with communications advice and implementation.
- Incorporate CVRD boilerplate and consistent messaging related to role and service in the region – an awareness campaign that links to all communications.
- Include communication requirements in all project plans, and incorporate budget for printing, advertising and direct mail communications.
- Gain commitment to communications at Board and management level and apply procedures for consistency in branding, communications implementation and messaging.
- Apply templates and checklists to support departmental communication.

## 6.0 Key Message Guidelines

The following core concepts are to be incorporated into all materials being developed by the CVRD, along with the specific details of each initiative/project. *For tips on developing key messages, see the Key Message Template in the Communication Plan Appendix.*

- Include a consistent statement – boilerplate message – about the CVRD linked with an awareness campaign to educate residents and businesses throughout the region about the CVRD’s role, services and strategic plan.
- Incorporate the organizational “need” in messaging – why are services or programs being changed or implemented, what is driving this requirement.
- Emphasize the benefits of the initiative – why is planning underway, how will this support the community or add value to the CVRD as a region or the individual community affected – define “what’s in it for me” from community perspective.
- Include context related to CVRD policies and procedures to provide criteria for why certain activities are required e.g. bylaws.
- Demonstrate responsible governance – highlight decision-making process, opportunities for input and how it has been applied and ensure follow-up is communicated.
- Highlight early and ongoing consultation with stakeholder groups in the community and provide summary of results and actions.
- Apply consistent branding in all materials to reinforce the CVRD’s role and the value it brings to the community.

## 7.0 Communication Tactics Inventory

### Minimal Cost

The following tactics are already available within the CVRD and primarily involve staff resource time with minimal production costs for ongoing communication.

#### External

- Website: implement immediate improvements by adding:
  - Designated pages for electoral areas with list of services, CVRD facilities and amenities, and a dynamic content area for updates (same content as Notify Me area updates)
  - CVRD Board email to reach all members of the Board with one email address, and copied to a staff member to assist with information gathering and support for response
  - Contact information for departments using a generic email address that redirects to frontline staff and a phone number for a front desk response

- Notify Me: CVRD subscriber email groups – recommend combining and/or eliminating the current list into the following options (*Note: notification to existing members required prior to changes*)
  - CVRD News (all news releases and other news information related to the CVRD and the region)
  - Area & Municipality Updates (e.g. Area A Updates, Area B Updates, Duncan Updates, etc)
  - Cowichan Theatre - What's On, What's Coming
  - CVRD Jobs and Volunteering
  - CVRD Matters – Board highlights
  - Tenders and RFPs

*(Note: may also set up subscriber emails for specific projects (e.g. OCP updates, capital projects), which are deleted upon completion, or areas of interest, such as sustainability if sufficient demand from community, but most notification emails can be accommodated in the list outlined above.)*
- CVRD Matters – Board highlights
- Media Relations - reporter briefings, news releases, public service advisories (PSAs)
- Public meetings
- Q&A for frontline phone and web customer relations
- Online surveys
- Board meeting webcast and agenda links
- Social media – Facebook, Twitter and YouTube Channel\*
- Presentations – PowerPoint with speaking notes

*\*Social media is currently being used sporadically and requires a strategy and resources to support these tactics, which are currently not available.*

#### Internal

- CVRD Matters
- Staffnet
- Department/division staff meetings
- Email

#### **Budget Required**

The tactics below are available to the CVRD and involve costs for development, production and distribution.

#### External

- Advertising – local newspapers and radio stations
- Newsletters (*Most are currently not done by the CVRD – some Board members have newsletters in place.*)
- Brochures
- Programs/Booklets
- Posters

- Bill Inserts
  - Tax notice is sent out annually in May by the Province – allows one CVRD brochure as an insert
  - Water/Sewer utility bills sent twice a year – CVRD controls inserts
  - Recycling utility bill sent once a year – CVRD controls inserts

*\*Note –not all residents are reached with utility bill inserts as residents who have their own water and/or septic systems do not receive a bill from the CVRD, nor do those who live on farms, manufactured home parks etc where CVRD does not provide recycling*
- Direct Mail
- Displays – open house boards, pop-ups, marketing displays, educational displays
- Project signs
- Traffic / directional signage

#### Internal

- Posters

### **Recommended Tactics:**

#### External

- Social media – CVRD Facebook, Twitter and YouTube channels for the organization (rather than existing one-off platforms)
- Website – update the navigation and full review of content for accuracy, timely updates and ensuring consistent standards
- Outdoor advertising: signage, banners
- E-newsletter
- Online discussion forum
- Annual report to community and highlights brochure
- Community Updates – Ad Spread

#### Internal

- Frontline updates email group
- Quarterly Report
- Staffnet – department pages and launch with login
- All-staff meetings

## **8.0 Communication Principles and Requirements**

### **Principles for CVRD Communications**

The following principles are the foundation for all communication and community engagement processes.

- **Consider all audiences:** review who will be affected by the work underway, including residents, businesses, interest groups and stakeholders such as local and regional organizations and use tactics that best meet their needs
- **Open and honest:** transparency in decision making and debate as well as sharing information, data and other materials assist with establishing trust and credibility
- **Factual, relevant and accurate:** information is presented clearly, outlining the need and benefits of the project as well as the considerations being reviewed, such as potential challenges, the implications for various decisions and the costs involved.

- **Timely:** information is provided to residents early in process as well as at regular intervals, with opportunities to provide input before a project begins or a significant policy or program change is implemented.
- **Responsive:** requests for information, presentations or other communication or consultation are responded to quickly and with relevant information to answer question or address concerns.
- **Proactive:** information sharing and community engagement is triggered by the opportunity to inform the community early and in advance of requests for information – not waiting until the community demands updates – including more proactive communication on completed projects, success stories and achievements that benefit residents as well as consistent messaging related to the CVRD’s role, services and strategic plan

### Communication Support Requirements

The following requirements are the core categories that need communication support within the CVRD. Recommended tactics and future considerations that align with these communication requirements are outlined in the Communications Plan and or communication guidelines and procedures.

#### Media Relations (proactive and reactive)

- Effective media relations requires prompt response to media enquiries, trained and informed spokespeople, central coordination and media monitoring to ensure consistent messaging and timely response, and an understanding of when to flag issues and how to generate positive media coverage.

#### Board Communication

- Board decisions and related news updates affect internal and external audiences, and communication support to Board members assists with consistent messaging. Providing timely updates and consistent responses to inquiries and/or issues is achieved through responsive media relations, targeted public relations, and community engagement initiatives.

#### Regional and Targeted Communication

- The CVRD generates information that affects the region as a whole, but there is also a need for targeted communication to specific areas to provide updates such as service changes, planning initiatives or projects that affect a specific electoral area, community or neighbourhood. It is essential to identify these targeted communication needs as part of operations and decisions, and apply tactics that are effective for the audiences affected.

#### CVRD Awareness & Education Campaign

- There is a general lack of understanding of the CVRD among its various audiences, including residents, business owners and stakeholder groups. There is lack of awareness of the services it delivers, how it supports municipalities and electoral areas, the role of Board members and the CVRD's strategy for the region.
- There is also a lack of trust in the CVRD Board and, to some degree, the organization. Increased communication along with an awareness campaign on "who we are, what we do, where we're headed" is essential to address this challenge. This awareness program is not a marketing campaign – it must be factual, service-oriented and relevant to audience needs by providing context for decisions, opportunities to provide input and information on services.

#### Capital Project Communication

- Capital projects involve a significant investment to improve infrastructure and provide community benefits; however, these projects often involve short-term impacts that may result in issues or community concerns if not addressed or communicated effectively.
- Early and ongoing communication to key audiences, along with opportunities for input and potential mitigation, helps to address concerns early, promote awareness of benefits (short term inconvenience for long-term improvements) and provide options to reduce effects of construction.

#### Marketing and Promotion

- Marketing campaigns to promote the Cowichan Theatre, recreation programs and services, parks and trails, events and other amenities within the region.
- Marketing to promote economic development and tourism initiatives.
- Recruitment and retention campaigns to support human resource management.

#### Community Consultation

- Community consultation is recommended as a core tactic for CVRD activities that involve significant changes that affect residents and/or have a direct impact on residents or businesses. Examples include community planning and development activity, policy development, financial planning and capital projects.
- It is essential to provide these community input opportunities early in processes, and to focus on considerations where the community can influence decisions. It is also important to provide the context for decision-making, as community input is one element in the evaluation process, and financial and/or technical requirements are also applied.
- Effective consultation involves notification and outreach to audiences affected by the program or planning initiative, including direct contact to primary audiences and general notice to the community. Consultation should involve multiple opportunities to provide input, and a summary report of input is provided at completion of the consultation process.

### Staff Engagement & Internal Communication

- Employee morale and service levels improve when staff members are informed and aware of activities and decisions affecting their work and the community. This information sharing includes information from senior management through to frontline staff as well as communication between departments.
- Communication tactics need to reflect considerations such as shifts, access to computers and level of detail required. Effective communication involves a mix of online, printed and face-to-face communication that is timely and relevant.
- Staff engagement is also important and involves opportunities for employees to share input on new initiatives or in planning exercises, generate ideas for strategic change management and provide feedback.

### Issues Management

- Issues management involves early notice and prompt escalation of issues to ensure Board members and senior management are aware of the concerns – ideally before they escalate to the media. An issues management process involves evaluation criteria to determine when to escalate concerns and who will be involved in message development and response. It is also tied to the media policy to ensure there is a consistent response to media and the community.

### Crisis Communication

- Crisis communication involves emergency situations, most often involving the activation of the Emergency Operations Centre. There are specific communication protocols and roles and responsibilities tied to this activation and these supersede standard operational communication guidelines.
- Crisis communications is one area where social media is a critical tactic to deliver information in a timely way to media and the community.

*Note: There currently is no crisis communications strategy in place to support the role of the Public Information Officer in an Emergency Operations Centre activation.*

## 9.0 Budget & Resource Considerations & Recommendations

### Budget

- Most departments do not have allocated budget in annual operating plans for communications, and most projects do not have budget allocated for consultation and communication.
- The primary allocation of budget for communications is to support legally-required advertising for public hearing and other notifications.
- Advertising budget for public relations and information-sharing purposes is negligible.

### Recommendations:

- Allocate budget for annual communication initiatives, including consultation requirements.
- Include consultation and communication budget in planning and capital project budgets to allow for implementation at an early project stage.
- Consider central budget management practices for regional communications, such as newsletters, annual or semi-annual reports to residents, general awareness campaign, and future social media.

## Staff Resources

- The recommended procedures for communication focus on the importance of a centralized approval process to ensure that information is accurate, meets standards for professional, consistent communication tactics, branding, content accuracy and key messages that align with Board objectives and audience interest. Having this centralized review and corporate perspective is essential to ensuring the right information goes to the right audiences at the right time.
- Communication procedures reflect current operations along with recommendations for re-allocation of responsibilities if a communications position is approved in future.
- The recommended long-term solution for improving and expanding communication in the region is to have in-house expertise to provide advice and assist with implementation of communication. This position upholds information sharing and consultation as a priority to ensure it is not forgotten in the midst of other operational requirements. As an internal resource, the position gains an understanding of the organization and has better context for advising on communications requirements due to familiarity with the organization, subject matter experts and the history behind decision-making. This position would support CVRD Board and staff in delivering communications, including providing relevant and responsive advice on issues management, and would be a dedicated resource for quick turnaround on short notice communications.
- In the absence of an internal position, interim solutions such as the use of contractors, are also available to assist with the writing, editing and design of materials, issues management advice and assistance, development of tactics that match audiences, and a review and approval function to minimize the amount of time managers will be required to allocate for the sign-off process to ensure quality and consistency in materials.
- While a dedicated communications position helps to improve the quality, timeliness and consistency of communications, there will be an ongoing need for department staff to assume responsibility for some communications given the scope of the operations and the range of information needs. These communications roles would ideally be reflected in job descriptions within each department to avoid “off-the-side-of-desk responsibilities” that are often missed. As well, templates, checklists and training would also assist these non-communication professionals in delivering more consistent communications.

## Recommendations:

- Consider development of position to provide corporate communications support, such as a “Communications Officer” position.
- Consider contractor options for graphic design support, including development of design templates for use by all departments and project-based materials.
- Identify positions within each department that will have responsibility for communication support, including website content updates, assistance with development of communication materials and future social media requirements and incorporate these responsibilities into these job descriptions. Provide training as required.
- In the absence of in-house corporate communications support, the following options may assist with providing required expertise and resource support to improve the quality of written materials, provide advice and assistance with messaging related to issues management concerns and address limited resource capabilities currently available:
  - Use external resources such as freelance writers or communications specialists to assist with writing/editing and message development for key

communication tactics such as social media platforms, information brochures, print advertisements, news releases and website content refresh.

- Use external resources such as strategic communications experts to assist with communications programs for capital projects, major initiatives and issues management.
- Establish a contract with an on-call, crisis communications expert to fill and/or support the Public Information Officer role in the Emergency Operations Centre.

## **10.0 Policy, Procedures & Protocols**

### Reference Documents

- Media Policy
- Communication Guidelines and Procedures
- Brand Strategy (Recommended)
- Graphic Standards & Logo Use Guidelines (Recommended)
- Style Guide for Writing and Usage (Recommended)



Cowichan Valley Regional District

# Communication Plan

September 13, 2012

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## Overview and Purpose

The Communication Plan provides recommended tools and tactics based on various types of communication requirements and primary audiences. The Communication Plan includes the following audience-based work plans:

- Regional communications – annual materials and ongoing tactics to inform residents throughout the region about CVRD Board decisions and activities, as well as general information, education and awareness information to increase understanding of the CVRD’s role, services and strategic plan.
- Area-specific communications – communication tactics and considerations for each electoral area and municipality.

The Plan also includes recommended communications for specific types of communication requirements, including capital projects, new program/service change announcements, internal communication, marketing and community consultation.

The communication approach for each area is designed to reach the broadest possible audience with the key messages regarding both what is happening in the CVRD and within the community, and why it is necessary. Understanding local audiences and tactics is critical as the various groups have different concerns and/or interests, and by addressing these with them directly, it will help to raise awareness and understanding, reduce complaints and prevent other issues from arising.

The implementation of communication materials should be staged to ensure that internal audiences are informed before providing the information to external groups. This is an important first step as the internal groups will then be able to respond to questions and deliver key messages in a consistent and accurate manner. As well, some of the internal audiences may have critical questions or needs that can then be addressed before the public communication process begins.

## Communication Plan – Regional

### Work Plan: Annual/Ongoing Communication

The majority of CVRD communications relate to a specific program or department initiative; however, there are some materials and communications that are best delivered as a region-wide organizational message. This involves coordinating departments and messages. In the absence of a communications position, these materials are best managed through Legislative Services and/or the Executive Office. The following are recommended communications that build on existing communication tactics and are used primarily for corporate messaging rather than department specific programs, projects and services.

**Annual Report:** CVRD report to the community that highlights achievements aligned with Strategic Plan, provides goal tracking and features special initiatives or programs that benefit the region. Reinforces awareness and understanding of the CVRD’s role, services and Strategic Plan. Report highlights are also included in the Community Report Ad Spread. This editorial content complements financial reporting.

**Community Report - Ad Spread:** One or two-page ad spread with information highlights on programs, initiatives and projects for the region, run in local newspaper and posted on website to reach broad audience. *(Three per year)*

**Notify Me Emails:** Set up for news updates (CVRD News) as well as area-specific updates, project information and other news information targeted to communities of interest. Used primarily to provide high level information to share news in a timely and consistent manner and linked with social media posts and area-specific web pages.

**CVRD Newsletter:** May consider an e-newsletter and/or printed option; however, no budget or resources currently allocated. *(Three per year)*

**Newspaper Advertising:** Public relations, marketing and legal notice advertising to be sent to targeted media as required and adhering to branding requirements. Recommend development of templates for consistency. For legal notice advertising, provide a need/benefit/purpose summary at the top in simple language to provide context for the notice.

**Social Media:** Establish centralized platforms for Facebook, Twitter and YouTube and develop a policy for use, as well as designated staff in each department who are responsible for posting. Assess the existing social media sites to determine value and viability, and develop criteria for how the centralized site will link to other established social media for the CVRD for cohesive messaging and cross promotion.

**Email Signature:** Ensure employees using CVRD email have an email signature that provides key information, including name, department/division, title, phone and email information, website URL and a hyperlink to the Notify Me sign up page (Example: Sign up for regular CVRD news updates at Notify Me).

### Work Plan Overview Matrix

The following chart outlines the annual communication tasks, including those already in place and the new tactics being recommended, as well as the communications lead and the timelines for delivery of each item.

Activities	Communications Lead	Timing
Board Webcasting	Legislative Services	Monthly
Emergency Preparedness Week	Public Safety	Spring
Utility Bill – Inserts*	To be determined	Varies
Tax Notice Bill Insert	Finance	May
Community Updates – Ad Spread*	To be determined	Three/year
Annual Report to Community*	To be determined	Annual
All-staff Meetings (Internal)*	To be determined	Bi-Annual
Quarterly Report (Internal)*	To be determined	Quarterly
CVRD Matters (Internal & External)	Legislative Services	Monthly
CVRD Newsletter (Electronic or Printed)*	To be determined	Three/year
Community Presentations*	To be determined	Quarterly
Budget Community Engagement Process*	To be determined	Nov & Jan
Seasonal – Winter Safety & Bylaws*	To be determined	Nov - Mar
Seasonal – Summer Safety & Bylaws*	To be determined	June – Sept
Notify Me Emails	To be determined	As needed

*\*Indicates not currently done and requires resource support.*

## Annual Tactics – External

Tactic	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec
Newsletter	Red				Red				Red			
Community Report Ad Spread			Green			Green					Green	
Tax Notice Insert						Blue						
Utility Bill Inserts						Blue	Blue	Blue	Blue	Blue		
Annual Report to Community						Cyan						
Community Presentations	Orange	Orange	Orange	Purple	Purple	Purple	Light Green	Light Green	Light Green	Yellow	Yellow	Yellow
Budget Engagement	Pink										Pink	
Winter Season Notices	Brown	Brown	Brown								Brown	Brown
Summer Season Notices						Red	Red	Red	Red			
Notify Me	Grey	Grey	Grey	Grey	Grey	Grey						

## Annual Tactics – Internal

Tactic	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Quarterly Report to Staff			Purple			Purple			Purple			Purple
All Staff Meeting	Green								Green			
Frontline Alert	Diagonal											
Staffnet Updates	Diagonal											

*Note: The planning matrix assists with tracking work, assigning task responsibility, ensuring all resources are in place and providing a timeframe to allow planning for approvals and review during implementation of the communication plan. Due to limited staff resources and budget, a number of recommended activities for communication may not be feasible at this time.*

## Electoral Areas & Municipalities – Communication Work Plan Guides

Communication to specific electoral areas and municipalities involve an understanding of the CVRD services delivered to the community, local stakeholder groups and organizations, residents interests and concerns, and the tactics available to reach audiences.

When assessing communication needs, the following work plan guides for each electoral area and municipality assist with tailoring the information and tactics to support timely and effective communication.

The issues and concerns flagged for each area are those stemming from the research as it relates to CVRD services. Understanding these concerns is essential to providing information that addresses those concerns. These are not exhaustive lists; they are key themes for each area stemming from the communications strategy research.

Three key themes emerged as general concerns for all areas, and should be considered in messaging and community engagement materials:

- Taxes for services – managing tax levels, delivering value
- Early consultation/community engagement with residents
- Roads and sidewalks – lack of understanding that these are not a CVRD service

The work plan guide for each area is designed to assist with the following activities:

- Changes to services, policies, procedures or other CVRD initiatives that directly affect the community
- Community planning initiatives
- Capital projects in the community or near its residents/businesses
- Board decisions that relate to the area
- Budget considerations and planning processes that affect property owners
- Recreation program, service and amenity opportunities within the area/community
- Economic development initiatives in the community
- Opportunities to provide input in CVRD initiatives
- Upcoming events or activities in the area
- Addressing specific issues or concerns raised by community members in the area

## Electoral Area A – Mill Bay/Malahat

### Communities/Neighbourhoods

- Mill Bay Village
- Malahat
- Bamberton
- Spectacle Lake
- Whiskey Point

### Local Stakeholders/Organizations

- Advisory Planning Commission
- Parks and Recreation Commission
- Kerry Park Recreation Commission
- Mill Bay Masonic Lodge
- South Cowichan Chamber of Commerce

### CVRD Services

- Library
- Transit
- Economic Development
- Regional Tourism
- Electoral Feasibility Studies
- Environmental Initiatives
- Emergency Planning
- Community Parks
- Electoral Area Services
- Regional Parks
- Sub-Regional Parks
- South Cowichan Community Parks
- Kinsol Trestle
- Critical Street Lighting
- 9-1-1
- Regional Parkland Acquisition
- Animal Control
- Building Inspection
- Parks & Trails
- Planning
- Kerry Park Recreation
- Theatre
- Victim Services
- Safer Futures
- Mill Bay/Malahat Historical Society
- Social Planning
- South Cowichan Community Policing
- Solid Waste Complex
- South Cowichan Water Study

### Primary Tactics

- Media relations:
  - Cowichan News Leader
  - Cowichan Valley Citizen
  - Victoria Times-Colonist
  - SUN FM
  - CFAX Radio
  - CHEK TV
  - CTV Vancouver Island
  - SHAW TV Victoria
- Notify Me: Area A Updates
- Display: Kerry Park Recreation Centre
- Posting areas:
  - Malahat View Area & Rest Area
  - Serious Coffee
  - Spectacle Lake
  - Pharmasave
  - Rusticana Coffee
  - Thrifty Foods Mill Bay
  - Library
- Website
- Direct mail

### Issues/Concerns/Interests

- Development and zoning – growth and development impacts
- Connecting community members
- Keeping area rural
- Environment

## Electoral Area B – Shawnigan Lake

### Communities/Neighbourhoods

- Beach Estates
- Shawnigan Village
- West Shawnigan
- East Shawnigan
- South Shawnigan
- Thain/Riverside

### Local Stakeholders/Organizations

- Shawnigan Lake Community Centre Commission
- Shawnigan Watershed Roundtable
- Advisory Planning Commission
- Environment Commission
- Parks and Recreation Commission
- Kerry Park Recreation Commission
- Shawnigan Village Development Council

### CVRD Services

- Library
- Transit
- 9-1-1
- Economic Development
- Regional Tourism
- Electoral Feasibility Studies
- Environmental Initiatives
- Emergency Planning
- Community Parks
- Cowichan Station Association
- Electoral Area Services
- Regional Parks
- Sub-Regional Parks
- South Cowichan Comm. Parks
- Kinsol Trestle
- Regional Parkland Acquisition
- Animal Control
- Building Inspection
- Parks & Trails
- Planning
- Kerry Park Recreation
- Shawnigan Lake Comm. Centre
- Theatre
- Victim Services
- Shawnigan Lake Historical Society
- Safer Futures
- Social Planning
- South Cowichan Community Policing
- Critical Street Lighting
- South Cowichan Water Study
- Solid Waste Complex

### Primary Tactics

- Media relations:
  - Cowichan News Leader
  - Cowichan Valley Citizen
  - Victoria Times-Colonist
  - Shawnigan Focus
  - SUN FM
  - CFAX Radio
  - CHEK TV
  - CTV Vancouver Island
  - SHAW TV Victoria
- Direct mail
- Website
- Notify Me: Area B Updates
- Display: Shawnigan Lake Community Centre
- Posting areas:
  - South Cowichan Dog Park
  - Masons Community Board
  - Beach Estates Board / Mailboxes
  - West Arm Grill
  - Kerry Park Recreation Centre
  - Thrifty Foods Mill Bay
  - Library Mill Bay
  - Country Grocer Cobble Hill

### Issues/Concerns/Interests

- Recreation and parks improvements
- Drinking water quality
- Development planning and impacts
- Environment
- Improve recycling facility
- Bylaw enforcement
- Watershed protection
- Contaminated soil
- Community services like water and sewage systems

## Electoral Area C – Cobble Hill

### Communities/Neighbourhoods

- Arbutus Ridge
- Cobble Hill Village
- Satellite Park
- Braithwaite
- Telegraph
- Douglas Hill

### Local Stakeholders/Organizations

- Arbutus Ridge Golf Club
- South Cowichan Chamber of Commerce
- Economic Development Commission
- Agricultural Advisory Commission
- Parks and Recreation Commission
- Kerry Park Recreation Commission

### CVRD Services

- Library
- Transit
- 9-1-1
- Economic Development
- Regional Tourism
- Electoral Feasibility Studies
- Environmental Initiatives
- Emergency Planning
- Community Parks
- Electoral Area Services
- Regional Parks
- Sub-Regional Parks
- South Cowichan Community Parks
- Kinsol Trestle
- Regional Parkland Acquisition
- Animal Control
- Building Inspection
- Parks & Trails
- Planning
- Kerry Park Recreation
- Theatre
- Victim Services
- Cobble Hill Historical Society
- Cobble Hill Recreation
- Safer Futures
- Social Planning
- South Cowichan Community Policing
- Solid Waste Complex
- South Cowichan Water Study
- Critical Street Lighting

### Primary Tactics

- Media relations:
  - Cowichan News Leader
  - Cowichan Valley Citizen
  - Victoria Times-Colonist
  - SUN FM
  - CFAX Radio
  - CHEK TV
  - CTV Vancouver Island
  - SHAW TV Victoria
- Direct mail
- Website
- Notify Me: Area C Updates
- Posting areas:
  - Olde School Coffee – Community Board
  - Arbutus Ridge
  - Country Grocer
  - Thrifty Foods Mill Bay
  - Library Mill Bay

### Issues/Concerns/Interests

- Maintaining the overall rural integrity of the area
- Keeping the taxes to a minimum
- Farming
- Fisher Road Recycling odour concerns
- Tree Cutting
- Water quality/water management
- Parks and recreation

## Electoral Area D

### Communities/Neighbourhoods

- Cowichan Bay Village
- Cherry Point
- Kingscote
- Lambourn
- Four Ways
- Koksilah

### Local Stakeholders/Organizations

- Fishermen's Wharf Association
- Cowichan Valley Naturalists
- Wooden Boat Society
- Arts Community
- Cowichan Bay Improvement Association
- Advisory Planning Commission
- Parks and Recreation Commission

### CVRD Services

- General Government
- Library
- Transit
- 9-1-1
- Economic Development
- Regional Tourism
- Electoral Feasibility Studies
- Environmental Initiatives
- Emergency Planning
- Community Parks
- Electoral Area Services
- Regional Parks
- Sub-Regional Parks
- South End Parks
- Kinsol Trestle
- Solid Waste Complex
- Regional Parkland Acquisition
- Animal Control
- Building Inspection
- Parks & Trails
- Planning
- Kerry Park Recreation
- Island Savings Centre
- Theatre
- Victim Services
- Cowichan Wooden Boat Society
- Cowichan Community Policing
- Critical Street Lighting
- South Cowichan Water Study
- Safer Futures
- Social Planning

### Primary Tactics

- Media relations:
  - Cowichan News Leader
  - Cowichan Valley Citizen
  - Victoria Times-Colonist
  - Shawnigan Focus (available in Shawnigan Lake only)
  - SUN FM
  - CFAX Radio
  - CHEK TV
  - CTV Vancouver Island
  - SHAW TV Victoria
- Direct mail
- Website
- Notify Me: Area D Updates
- Posting areas:
  - Cherry Point Beach
  - Cowichan Bay Community Board
  - Country Grocer

## Electoral Area D (cont'd)

### Issues/Concerns/Interests

- Community planning/OCP – intrusive effect on residents
- Food production
- Shipping
- Water and sewer
- Water and noise pollution from freighters anchorage
- Development - residential development vs. farm land retention
- Environment
- Recreation funding
- Quantity and quality of drinking water
- Transit needs
- Ditches – drainage and clearing
- Protect agricultural lands
- Protecting the water and shoreline of Cowichan Bay
- Economic development and improvements to Cowichan Bay Village

## Electoral Area E – Cowichan Station/Sahtlam/Glenora

### Communities/Neighbourhoods

- Cowichan Station
- Glenora
- Fairbridge
- Sahtlam
- Eagle Heights

### Local Stakeholders/Organizations

- Cowichan Agricultural Society
- Cowichan Station Area Association
- Advisory Planning Commission
- Parks and Recreation Commission

### CVRD Services

- Library
- Commuter Transit
- Transit
- 9-1-1
- Economic Development
- Regional Tourism
- Electoral Feasibility Studies
- Environmental Initiatives
- Emergency Planning
- Community Parks
- Electoral Area Services
- Regional Parks
- Sub-Regional Parks
- Critical Street Lighting
- Kinsol Trestle
- Regional Parkland Acquisition
- Animal Control
- Building Inspection
- Parks & Trails
- Planning
- Island Savings Centre
- Theatre
- Victim Services
- Safer Futures
- Social Planning
- Solid Waste Complex
- Recreation - Glenora
- Cowichan Station Association

### Primary Tactics

- Media relations:
  - Cowichan News Leader
  - Cowichan Valley Citizen
  - SUN FM
  - CHEK TV
  - CTV Vancouver Island
  - SHAW TV Duncan
- Direct mail
- Website
- Notify Me: Area E Updates
- Posting areas:
  - Glenora Store
  - Community Hall
  - Bright Angel Park

### Issues/Concerns/Interests

- Access to Duncan recreation facilities
- Transit
- Conservation of natural areas
- Funding for The Hub and Bright Angel
- A bridge to Salt Spring Island
- Conservation of natural areas
- Recycling and waste management – self-sufficiency and funding, burning of garbage
- Community planning

## Electoral Area F – Cowichan Lake South/Skutz Falls

### Communities/Neighbourhoods

- Honeymoon Bay
- Mesachie Lake
- Sahtlam
- Skutz Falls
- Paldi

### Local Stakeholders/Organizations

- Retreads Hiking Club
- Parks and Recreation Commission
- Advisory Planning Commission
- Cowichan Lake Recreation Commission

### CVRD Services

- Library
- Transit
- 9-1-1
- Economic Development
- Regional Tourism
- Electoral Feasibility Studies
- Environmental Initiatives
- Emergency Planning
- Community Parks
- Electoral Area Services
- Regional Parks
- Kinsol Trestle
- Animal Control
- Building Inspection
- Parks & Trails
- Planning
- Cowichan Lake Recreation
- Victim Services West
- Cowichan Lake Activity Centre
- Senior Centre Grant
- Kaatza Historical Society
- Critical Street Lighting
- Solid Waste Complex
- Regional Parkland Acquisition

### Primary Tactics

- Media relations:
  - Cowichan Valley Citizen
  - Lake Cowichan Gazette
  - Lake FM (CICV Radio)
  - CHEK TV
  - CTV Vancouver Island
  - SHAW TV Duncan
- Direct mail
- Website
- Notify Me: Area F Updates
- Posting areas:
  - Visitor Centre
  - Honeymoon Bay Hall
  - Mesachie Lake Post Office
  - Newspaper/mailbox area
  - Cowichan Lake Sports Arena
  - Country Grocer

### Issues/Concerns/Interests

- Improved services
- Community planning
- Economic development
- Protection of river and natural spaces
- Parks and trails
- Recycling and waste management, including curbside compost collection
- Recreation – funding and access to Duncan facilities

## Electoral Area G – Saltair/Gulf Islands

### Communities/Neighbourhoods:

- Saltair
- Thetis Island

### Local Stakeholders/Organizations

- Saltair District Ratepayers
- Food Bank
- Thetis Island Residents Association
- Parks Commission
- Advisory Planning Commission

### CVRD Services

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| <ul style="list-style-type: none"> <li>• Library</li> <li>• 9-1-1</li> <li>• Economic Development</li> <li>• Regional Tourism</li> <li>• Electoral Feasibility Studies</li> </ul>                                                          | <ul style="list-style-type: none"> <li>• Kinsol Trestle</li> <li>• Regional Parkland Acquisition</li> <li>• Animal Control</li> <li>• Building Inspection</li> <li>• Parks &amp; Trails (Excluding Properties within Islands Trust)</li> <li>• Planning (Excluding Properties within Islands Trust)</li> <li>• Safer Futures</li> <li>• Social Planning</li> </ul> |
| <ul style="list-style-type: none"> <li>• Environmental Initiatives</li> <li>• Emergency Planning</li> <li>• Community Parks (Excluding parks within Islands Trust)</li> <li>• Electoral Area Services</li> <li>• Regional Parks</li> </ul> | <ul style="list-style-type: none"> <li>• Solid Waste Complex</li> </ul>                                                                                                                                                                                                                                                                                            |

### Primary Tactics

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| <input type="checkbox"/> Media relations: <ul style="list-style-type: none"> <li>▪ Cowichan News Leader</li> <li>▪ Ladysmith Chronicle</li> <li>▪ Take 5 Magazine</li> <li>▪ SUN FM</li> <li>▪ CHEK TV</li> <li>▪ CTV Vancouver Island</li> <li>▪ SHAW TV Nanaimo</li> </ul> | <input type="checkbox"/> Direct mail <ul style="list-style-type: none"> <li>▪ Website</li> <li>▪ Notify Me: Area G Updates</li> <li>▪ Posting areas:           <ul style="list-style-type: none"> <li>▪ Liquor Store</li> <li>▪ Saltair Pub</li> <li>▪ Chemainus Foods</li> <li>▪ 49<sup>th</sup> Parallel Grocery</li> <li>▪ Safeway</li> </ul> </li> </ul> |
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### Issues/Concerns/Interests

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| <ul style="list-style-type: none"> <li>• Garbage - increasing costs</li> <li>• Ferry service</li> <li>• Bylaw enforcement</li> <li>• Sewer and water improvements, including ditch management</li> <li>• Regional recreation</li> </ul> | <ul style="list-style-type: none"> <li>• Water quality and system</li> <li>• Development and zoning changes</li> <li>• Environment</li> <li>• Walking/cycling trails between Saltair and Chemainus/Ladysmith</li> <li>• Parks acquisition</li> </ul> |
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## Electoral Area H – North Oyster/Diamond

### Communities/Neighbourhoods:

- Yellow Point
- Diamond
- North Oyster

### Local Stakeholders/Organizations

- Diamond Improvement District
- North Oyster/Diamond Ratepayers Association
- North Oyster Historical Society
- Cedar 4-H Club
- Coffin Point Neighbourhood Watch
- Advisory Planning Commission
- Parks and Recreation Commission

### CVRD Services

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| <ul style="list-style-type: none"> <li>• Library</li> <li>• 9-1-1</li> <li>• Economic Development</li> <li>• Regional Tourism</li> <li>• Electoral Feasibility Studies</li> <li>• Environmental Initiatives</li> </ul> | <ul style="list-style-type: none"> <li>• Regional Parks</li> <li>• Kinsol Trestle</li> <li>• Regional Parkland Acquisition</li> <li>• Animal Control</li> <li>• Building Inspection</li> <li>• Parks &amp; Trails (Excluding Properties within Islands Trust)</li> <li>• Planning (Excluding Properties within Islands Trust)</li> <li>• Solid Waste Complex</li> </ul> |
| <ul style="list-style-type: none"> <li>• Emergency Planning</li> </ul>                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                         |
| <ul style="list-style-type: none"> <li>• Community Parks</li> <li>• Electoral Area Services</li> </ul>                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                         |

### Primary Tactics

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| <input type="checkbox"/> Media relations: <ul style="list-style-type: none"> <li>▪ Ladysmith Chronicle</li> <li>▪ Take 5 Magazine</li> <li>▪ Nanaimo Daily News (Thursday Edition)</li> <li>▪ Nanaimo News Bulletin</li> <li>▪ The Wave FM</li> <li>▪ CHEK TV</li> <li>▪ CTV Vancouver Island</li> <li>▪ SHAW TV Nanaimo</li> </ul> | <input type="checkbox"/> Direct mail<br><input type="checkbox"/> Website<br><input type="checkbox"/> Notify Me: Area H Updates<br><input type="checkbox"/> Posting areas: <ul style="list-style-type: none"> <li>▪ Mailbox area</li> <li>▪ Newspaper dispenser</li> <li>▪ Chuckwagon Market</li> <li>▪ Blue Heron Park</li> <li>▪ 49<sup>th</sup> Parallel Grocery</li> <li>▪ Safeway</li> </ul> |
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### Issues/Concerns/Interests

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| <ul style="list-style-type: none"> <li>• Maintaining Area as rural acreages and not taken into the town of Ladysmith</li> <li>• Recycling and waste management: compost recycling, dumping, burning restrictions</li> <li>• Protection of the watershed</li> </ul> | <ul style="list-style-type: none"> <li>• Funding for recreation and community services – lack of leisure access program</li> <li>• Water quality and access, aquifer</li> <li>• Fire protection/fire hall</li> </ul> |
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## Electoral Area I – Youbou/Meade Creek

### Communities/Neighbourhoods:

- Youbou
- Meade Creek

### Local Stakeholders/Organizations

- Advisory Planning Commission
- Community Radio Society
- Cowichan Lake & River Stewardship Society
- Parks and Recreation Commission

### CVRD Services

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| <ul style="list-style-type: none"> <li>• Library</li> <li>• Transit</li> <li>• 9-1-1</li> <li>• Economic Development</li> <li>• Regional Tourism</li> <li>• Electoral Feasibility Studies</li> <li>• Environmental Initiatives</li> <li>• Emergency Planning</li> <li>• Community Parks</li> <li>• Electoral Area Services</li> <li>• Regional Parks</li> <li>• Kinsol Trestle</li> </ul> | <ul style="list-style-type: none"> <li>• Animal Control</li> <li>• Building Inspection</li> <li>• Parks &amp; Trails</li> <li>• Planning</li> <li>• Cowichan Lake Recreation</li> <li>• Victim Services West</li> <li>• Cowichan Lake Activity Centre</li> <li>• Senior Centre Grant</li> <li>• Kaatza Historical Society</li> <li>• Solid Waste Complex</li> <li>• Critical Street Lighting</li> <li>• Regional Parkland Acquisition</li> </ul> |
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### Primary Tactics

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| <ul style="list-style-type: none"> <li><input type="checkbox"/> Media relations:             <ul style="list-style-type: none"> <li>▪ Cowichan Valley Citizen</li> <li>▪ Lake Cowichan Gazette</li> <li>▪ Lake FM (CICV Radio)</li> <li>▪ CHEK TV</li> <li>▪ CTV Vancouver Island</li> <li>▪ SHAW TV Duncan</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Direct mail</li> <li><input type="checkbox"/> Website</li> <li><input type="checkbox"/> Notify Me: Area I Updates</li> <li><input type="checkbox"/> Posting areas:             <ul style="list-style-type: none"> <li>▪ Youbou Market Bulletin Board</li> <li>▪ Youbou Community Hall</li> </ul> </li> </ul> |
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### Issues/Concerns/Interests

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| <ul style="list-style-type: none"> <li>• Water and sewer for houses on lake shore</li> <li>• Preservation of the Cowichan Lake Watershed</li> <li>• Environmental protection</li> <li>• Bylaw enforcement to address raw log exports, excessive vehicles on property</li> <li>• Recycling services – private option not CVRD</li> </ul> | <ul style="list-style-type: none"> <li>• Air quality – e.g. dust from logging trucks</li> <li>• Environmental protection</li> <li>• Economic development</li> <li>• Local autonomy – urban policies imposed on rural community</li> <li>• Parks and recreation</li> </ul> |
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## Duncan

### Local Stakeholders/Organizations

- Duncan Lions Club
- Cowichan Valley Arts Council
- Friends of Cowichan Theatre Society
- Cowichan Tribes
- Cowichan Green Community
- Cowichan Intercultural Society
- Volunteer Cowichan
- Kinettes Club of Duncan
- Downtown Business Improvement Society
- Cowichan Valley Museum
- Cowichan Community Policing Advisory Society

### CVRD Services

- |                                 |                         |
|---------------------------------|-------------------------|
| • Transit                       | • 9-1-1                 |
| • Economic Development          | • Regional Tourism      |
| • Environmental Initiatives     | • Emergency Planning    |
| • Regional Parks                | • Kinsol Trestle        |
| • Regional Parkland Acquisition | • Island Savings Centre |
| • Theatre                       | • Victim Services       |
| • Cowichan Community Policing   | • Safer Futures         |
| • Social Planning               | • Solid Waste Complex   |

### Primary Tactics

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| <input type="checkbox"/> Media relations: <ul style="list-style-type: none"> <li>▪ Cowichan News Leader</li> <li>▪ Cowichan Valley Citizen</li> <li>▪ SUN FM</li> <li>▪ CHEK TV</li> <li>▪ CTV Vancouver Island</li> <li>▪ SHAW TV Duncan</li> </ul> | <input type="checkbox"/> Direct mail <ul style="list-style-type: none"> <li>▪ Website</li> <li>▪ Notify Me: Duncan Updates</li> <li>▪ Display: Island Savings Centre</li> <li>▪ Posting areas:             <ul style="list-style-type: none"> <li>▪ Starbucks</li> <li>▪ Thrifty Foods</li> <li>▪ Safeway</li> <li>▪ Coffee on the Moon</li> </ul> </li> </ul> |
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### Issues/Concerns/Interests

- |                                                                                    |                                  |
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| • Affordable housing, and better business/employment opportunities                 | • Economic development           |
| • The environment – air quality/backyard burning                                   | • Recycling and waste management |
| • Sustainability, meaning smaller carbon footprint, water footprint, densification | • Community Safety               |
|                                                                                    | • Emergency Management           |
|                                                                                    | • Pedestrian, bike/scooter lanes |
|                                                                                    | • Transit                        |

## Ladysmith

### Local Stakeholders/Organizations

- Arts Council of Ladysmith and District
- Fraternal Order of Eagles
- Ladysmith Downtown Business Association
- Ladysmith Sportsman Club
- Boys & Girls Club
- Royal Canadian Legion
- Seniors Centre
- Ladysmith & District Historical Society
- Ladysmith Resources Centre
- Citizens on Patrol
- Ladysmith Maritime Society

### CVRD Services

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| <ul style="list-style-type: none"> <li>• 9-1-1</li> <li>• Economic Development</li> <li>• Regional Tourism</li> <li>• Environmental Initiatives</li> <li>• Emergency Planning</li> <li>• Regional Parks</li> </ul> | <ul style="list-style-type: none"> <li>• Regional Parkland Acquisition</li> <li>• Theatre</li> <li>• Safer Futures</li> <li>• Social Planning</li> <li>• Solid Waste Complex</li> <li>• Kinsol Trestle</li> </ul> |
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### Primary Tactics

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| <ul style="list-style-type: none"> <li><input type="checkbox"/> Media relations:             <ul style="list-style-type: none"> <li>▪ Ladysmith Chronicle</li> <li>▪ Take 5 Magazine</li> <li>▪ Nanaimo Daily News (Thursday Edition)</li> <li>▪ The Wave FM</li> <li>▪ CHEK TV</li> <li>▪ CTV Vancouver Island</li> <li>▪ SHAW TV Nanaimo</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Direct mail</li> <li><input type="checkbox"/> Website</li> <li><input type="checkbox"/> Notify Me: Ladysmith Updates</li> <li><input type="checkbox"/> Posting areas:             <ul style="list-style-type: none"> <li>▪ Golf course</li> <li>▪ Ricky's</li> <li>▪ Frank Jameson Recreation Centre</li> <li>▪ 49<sup>th</sup> Parallel Grocery</li> <li>▪ Safeway</li> </ul> </li> </ul> |
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### Issues/Concerns/Interests

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| <ul style="list-style-type: none"> <li>• Community and development planning – prevent sprawling development</li> <li>• Environment: water supply, green space, watershed protection</li> <li>• Access to local services: shopping, education and recreation</li> <li>• Transit</li> </ul> | <ul style="list-style-type: none"> <li>• Arts and culture funding</li> <li>• Business improvement and retention, waterfront development</li> <li>• Environment and Sustainability</li> <li>• Recreation cost and facility/sport field availability</li> </ul> |
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## Lake Cowichan

### Local Stakeholders/Organizations

- Cowichan Lake Community Services
- CICV Radio
- Economic Development Commission
- Lake Cowichan & District Minor Hockey Association
- Royal Canadian Legion
- Cowichan Lake District Chamber of Commerce

### CVRD Services

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| <ul style="list-style-type: none"> <li>• Transit</li> <li>• Economic Development</li> <li>• Environmental Initiatives</li> <li>• Regional Parks</li> <li>• Regional Parkland Acquisition</li> <li>• Victim Services West</li> <li>• Senior Centre Grant</li> <li>• Solid Waste Complex</li> </ul> | <ul style="list-style-type: none"> <li>• 9-1-1</li> <li>• Regional Tourism</li> <li>• Emergency Planning</li> <li>• Kinsol Trestle</li> <li>• Cowichan Lake Recreation</li> <li>• Cowichan Lake Activity Centre</li> <li>• Kaatza Historical Society</li> <li>•</li> </ul> |
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### Primary Tactics

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| <ul style="list-style-type: none"> <li><input type="checkbox"/> Media relations:             <ul style="list-style-type: none"> <li>▪ Cowichan Valley Citizen</li> <li>▪ Lake Cowichan Gazette</li> <li>▪ Lake FM (CICV Radio)</li> <li>▪ CHEK TV</li> <li>▪ CTV Vancouver Island</li> <li>▪ SHAW TV Duncan</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Direct mail</li> <li><input type="checkbox"/> Website</li> <li><input type="checkbox"/> Notify Me: Lake Cowichan Updates</li> <li><input type="checkbox"/> Display: Cowichan Lake Recreation Centre</li> <li><input type="checkbox"/> Posting areas:             <ul style="list-style-type: none"> <li>▪ Cowichan Lake Recreation Centre</li> <li>▪ Coffee Shop</li> <li>▪ Country Grocer</li> </ul> </li> </ul> |
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### Issues/Concerns/Interests

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| <ul style="list-style-type: none"> <li>• Chemainus Revitalization Plan &amp; Library Location</li> <li>• Economic development – local versus outside businesses</li> <li>• Sustainability - preparing to manage change in economic and environmental conditions</li> <li>• Environment – Cowichan river conservation, pesticide bans, water quality, invasive plants, composting, open air burning, water protection (lake and river)</li> </ul> | <ul style="list-style-type: none"> <li>• Food security</li> <li>• Flood control</li> <li>• Bylaws and lack of enforcement</li> <li>• Water and sewer system management</li> <li>• Parks and recreation</li> <li>• Emergency preparedness and planning</li> <li>• Developing long-term community plan, controlled development</li> </ul> |
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## North Cowichan

### Local Stakeholders/Organizations

- Chemainus and Crofton Chamber of Commerce
- Cowichan Valley Arts Council
- Cowichan Community Policing Advisory Society
- Maple Bay Community Association
- Cowichan Valley Breakers Swim Club
- Economic Development Commission
- Cowichan Agricultural Society
- Camp Qwanoes
- Cowichan Valley Minor Hockey
- Cowichan Folk Guild
- Providence Farm
- Cowichan Search and Rescue
- Cowichan Valley Soccer Association
- Environment Commission

### CVRD Services

- Transit
- 9-1-1
- Regional Tourism
- Emergency Planning
- Kinsol Trestle
- Island Savings Centre
- Theatre
- Cowichan Community Policing
- Economic Development
- Environmental Initiatives
- Regional Parks
- Regional Parkland Acquisition
- Victim Services
- Safer Futures
- Solid Waste Complex
- Social Planning

### Primary Tactics

- Media relations:
  - Cowichan News Leader
  - Cowichan Valley Citizen
  - SUN FM
  - CHEK TV
  - CTV Vancouver Island
  - SHAW TV Duncan
- Direct mail
- Website
- Notify Me: North Cowichan Updates
- Posting areas:
  - Chemainus Post Office
  - Chemainus Foods
  - Chemainus Library
  - Fuller Lake Arena
  - Russell Farms Market
  - Cowichan Aquatic Centre
  - 49<sup>th</sup> Parallel Grocery
  - Thrifty Foods
  - Crofton Grocery Store

### Issues/Concerns/Interests

- Development and zoning – growth and development impacts
- Keeping area rural
- Connecting community members

## Change Management Communications

### Purpose

Communication to support change management includes:

- New programs/policies/services
- Changes to services
- New procedures that affect residents
- Changes involving tax implications

### Audience

- Neighbourhoods/communities affected by change
- Property owners
- Other departments affected by change
- Stakeholders/interest groups

### Primary Communication Requirements

- Communication updates/information
- Consultation for significant changes
- Education and Awareness
- Media Relations
- Issues Management

### Communication Tactics

- News release
- Presentation at Board meeting
- Presentation and discussion with community at stakeholder meetings where applicable to interest area
- Community displays
- Social media
- Direct mail and/or door knob drop – if specific audience groups affected and requiring action/behaviour change
- Print advertisements
- Posters in facilities and in community posting areas
- Website update – dynamic news and on area-specific page if applicable
- Staffnet update
- Notify Me: CVRD News, Area Updates
- Brochure – if need for instructional information

## Marketing Communications

### Purpose

Communication to support marketing and promotion for:

- Cowichan Theatre
- Economic Development
- Tourism
- Events
- Recreation programs and facilities
- Parks and Trails

### Audience

- CVRD residents – all ages and demographics
- CVRD businesses
- Event organizers
- Industry leaders
- Tourism markets
- Arts and culture organizations
- Sports organizations

### Primary Communication Requirements

- Communication updates/information
- Marketing and promotion
- Education and Awareness
- Media Relations

### Communication Recommendations

Cowichan Theatre, Economic Development & Tourism

The current marketing campaigns for Cowichan Theatre and tourism and economic development are well developed and leverage partnerships with stakeholder organizations. Recommendations for improvement include:

- Increased social marketing
- Consistent application of CVRD logo in conjunction with Cowichan logo
- Consistent messaging and campaign themes
- Increased cross promotion of CVRD facilities and amenities
- Regular value review of tactics to measure effectiveness against cost

Recreation, Parks/Trails and Events

The current communications to support marketing of recreation programs, facilities, parks, trails and CVRD events are not consistent in terms of messaging, graphics and professional standards. A cohesive marketing plan and supporting communications standards and templates would greatly assist in improving the overall quality of these materials.

Key requirements:

- CVRD branding applied consistently on all materials
- CVRD logo and branding visible in all facilities
- CVRD branded shirts for staff delivering programs and frontline services
- Consistent messaging with need/benefit marketing

- Standards for photo use
- Broader use of tactics
- Increased cross-promotion of programs and facilities
- Increased use of social marketing

### **Communication Tactics**

- Recreation Program Guides
- Handbills and buckslips
- Social media
- Print advertisements
- Posters in facilities and in community posting areas
- Website update – dynamic news and on area-specific page if applicable
- Parks and trails maps
- Parks and trails signage
- Brochures – schedules, specialized programs, facility hours

## Capital Projects & Maintenance Communications

### Purpose

Communication to support information updates and community consultation related to capital project work throughout the region. Focus is on informing residents of activities that will affect them, mitigation work to minimize impacts and opportunities to provide input to the project design.

### Audience

- Neighbourhoods/communities affected by projects
- Travelling public (includes vehicles, cyclists, pedestrians, trucking association)
- Property owners
- Other departments affected by operations/maintenance/events
- Stakeholders/interest groups

### Primary Communication Requirements

- Capital Project Communication & Consultation
- Media Relations
- Issues Management

### Communication Tactics

Activity	Recommended Tactics
Maintenance work – schedule, notice requirements, messaging (need/benefit) when work affects community/is sufficiently visible that may result in questions or calls to frontline.	<ul style="list-style-type: none"> <li>▪ Direct mail to affected residents or door-to-door drop if short notice.</li> <li>▪ Advertisements</li> <li>▪ Signage at work site and affected area</li> <li>▪ Website</li> <li>▪ Notify Me Emails: CVRD News, Area Updates, Project Email if long term</li> </ul> Internal: <ul style="list-style-type: none"> <li>▪ Frontline Alerts</li> <li>▪ Staffnet updates</li> <li>▪ Team meetings for cross-departmental considerations</li> </ul>
Public education – safety notices, property owner responsibilities, water restrictions	<ul style="list-style-type: none"> <li>▪ Brochures</li> <li>▪ Quarterly Update - seasonal</li> <li>▪ Posters</li> <li>▪ Utility bill insert - water</li> <li>▪ Website</li> <li>▪ Notify Me Emails: CVRD News, Area Updates, Project Email if long term</li> </ul> Internal: <ul style="list-style-type: none"> <li>▪ Staffnet – tips for staff to help raise awareness</li> </ul>
Capital projects communication for work underway or planned for upcoming year	<ul style="list-style-type: none"> <li>▪ Community Consultation</li> <li>▪ See analysis matrix below for external audiences</li> </ul> Internal: <ul style="list-style-type: none"> <li>▪ Frontline Alerts</li> <li>▪ Staffnet updates</li> </ul>

## Capital Project – Analysis for Communication Tactics

TACTICS	PROJECT SCOPE			
	Localized / low impact	Localized/ lengthy project (high impact)	Large area - low impact	Large area - lengthy project (high impact)
Tactics critical path	X	X	X	X
Staffnet – project overview and FAQs	X	X	X	X
Frontline Alert	X	X	X	X
Early Consultation/Input		X		X
Social Media: Twitter & Facebook posts	X	X	X	X
Notify Me Email – possibly Project Specific	X	X	X	X
Letter to affected residents	X	X	X	X
Affected Stakeholder Email	X	X	X	X
Website	X	X	X	X
Web notice for external websites		X		X
Newspaper Advertising		X	X	X
Open House		X		X
Doorknob hanger (if property impact affects service levels)	X	X	X	X
Media Advisory – if traffic impacts		X	X	X
News Release			X	X
Project Signage	X	X	X	X
Follow up direct mail & email (as needed)		X		X

## Budget and Procurement Communications

### Purpose

Communication support to engage community in budget planning process to increase awareness and understanding of how tax dollars allocated, the services provided through the CVRD and upcoming projects or initiatives that support strategic goals. Also provides operational information related to purchasing/procurement requirements.

### Audience

- Staff – understanding requirements, procurement, budgets, etc
- Residents and/or property owners
- Businesses interested in working within and for the CVRD

### Primary Communication Requirements

- Community Consultation
- Education and Awareness
- Issues Management
- Staff Engagement & Internal Communication

### Communication Tactics

Activity	Recommended Tactics
Financial Plan Development / Budget Community Engagement	<ul style="list-style-type: none"> <li>▪ Newspaper Advertising</li> <li>▪ Community Presentation</li> <li>▪ Website – summaries on area pages</li> <li>▪ Notify Me Email – Area Updates</li> <li>▪ Board presentation</li> <li>▪ Media Relations</li> </ul> Internal <ul style="list-style-type: none"> <li>▪ Staffnet</li> <li>▪ All-staff meeting</li> </ul>
Annual Reporting	<ul style="list-style-type: none"> <li>▪ Annual Report to Community – Strategic Plan progress towards goals and financial statements</li> <li>▪ Presentation at Board</li> <li>▪ Annual Report Highlights Brochure</li> <li>▪ News release</li> <li>▪ Website</li> <li>▪ Notify Me – CVRD News</li> </ul> Internal: <ul style="list-style-type: none"> <li>▪ Staffnet</li> </ul>
Procurement	<ul style="list-style-type: none"> <li>▪ Website – common posting area</li> <li>▪ Advertising – Template for bids and RFPs</li> </ul> Internal: <ul style="list-style-type: none"> <li>▪ Staffnet</li> <li>▪ Requirements checklist</li> </ul>
Tax Notice	<ul style="list-style-type: none"> <li>▪ Property Tax Insert Brochure (updated based on recommendations)</li> </ul> Internal: <ul style="list-style-type: none"> <li>▪ Staffnet</li> </ul>

## Community Planning & Bylaws Communication

### Purpose

Communication to support community planning initiatives, including updates to the Official Community Plan or other planning documents, zoning changes and other bylaw updates or changes that affect residents and businesses.

### Audience

- Affected neighbourhoods
- Affected interest groups
- Property Owners
- Developers

### Primary Communication Requirements

- Community Consultation
- Issues Management
- Marketing and Promotion
- Education and Awareness

### Communication Tactics:

Activity	Recommended Tactics
<p>Community Planning</p> <p><i>Note: Consultation needs to be early in process and include targeted sessions with stakeholder organizations in community, as well as residents/businesses directly affected.</i></p>	<ul style="list-style-type: none"> <li>▪ Consultation Program</li> <li>▪ Displays</li> <li>▪ Discussion Guides</li> <li>▪ PowerPoint Presentations</li> <li>▪ Advertising</li> <li>▪ Posters</li> <li>▪ Direct Mail</li> <li>▪ Notify Me Email – Area Updates</li> <li>▪ Community Report Ad Spread</li> <li>▪ News release</li> <li>▪ Website</li> </ul> <p>Internal:</p> <ul style="list-style-type: none"> <li>▪ Quarterly Update</li> <li>▪ Frontline Alerts</li> <li>▪ Staffnet</li> </ul>
<p>Bylaw communication</p> <p><i>Note: Recommend a review to determine bylaws most frequently viewed/requested or those that affect residents most often and create simple language summary of purpose/intent of bylaw, with need/benefit messaging.</i></p>	<ul style="list-style-type: none"> <li>▪ Website</li> <li>▪ Bylaw summaries for most frequently used bylaws – simple language</li> <li>▪ Notify Me – CVRD News for seasonal bylaw reminders</li> <li>▪ Emails to interest groups with updates/changes and Board decisions that affect bylaws.</li> </ul> <p>Internal:</p> <ul style="list-style-type: none"> <li>▪ Frontline Alerts (if new/change affecting residents)</li> <li>▪ Staffnet</li> </ul>

## Consultation Program Tactics

Community consultation requires broad notifications in the community, including direct and general notices, as well as a mix of consultation tools to provide multiple opportunities for input. The following are recommended tactics for consultation in the community.

### Notification Tactics

- Direct mail and/or email to audiences directly affected
- Email to stakeholder/interest groups affected – with request that they send out to members
- Advertising in local paper
- CVRD website
- Board member newsletter where available
- Notices on partner websites where appropriate
- Posters at CVRD facilities and posting areas
- Notify Me Emails
- News release / Media advisory (depends on news value of consultation)
- Phone call follow up to confirm attendance at focus group sessions (if applicable)
- Social media: direct messages, posts and event invitations

### Consultation Tool Kit

The following are types of tools available to provide opportunities for input. It's important to provide a mix of face-to-face and anonymous feedback options, and to ensure that public sessions are at times that include evenings and weekends.

- Telephone survey – statistically valid
- Online survey – self select
- On-site survey (paper or app)
- Online discussion forum (future)
- Feedback forms
- Focus Groups (random and self-select)
- Meetings/workshops with invited participants
- Open House/Town Hall
- Community Road show (information materials/displays/feedback forms made available at community gathering areas such as library, recreational centre, large retailers)

### Report to Community - Tactics

Community consultation requires a final report to summarize the input provided. This report can be delivered to the community in a variety of formats depending on the nature of the project and consultation requirements.

- Summary Report – posted on website
- Highlights in annual report or financial plan materials
- Email to participants
- Community Report Ad Spread (for regional consultation)

## Internal Communication

Internal communications tactics involve a mix of tools to ensure that information reaches all employees in a timely manner. Not all employees have access to computers as part of their regular work schedule, and “pull” communication tactics like the website and Staffnet are not as effective when information is time sensitive. *Note: There are currently no staff resources designated to support regular internal communications.*

### Existing Tactics

***CVRD Matters:*** This high level summary of the Board meeting is an ideal tactic to keep staff informed about Board decisions and activities. It is essential that CVRD Matters be distributed quickly after a meeting to ensure the information reaches staff in a timely manner for relevance. Hard copies in staff meeting areas can be printed and set out by designated staff. *Note: CVRD Matters is best developed by staff who are informed about ongoing Board discussions and can quickly identify key themes and highlight decisions in summary format.*

***Staffnet Updates and Resources:*** Staffnet is currently underutilized by staff and the organization; however, it is an ideal platform to post information about department projects, CVRD news and information that staff can use to respond to the community, such as key messages and updates on new initiatives. The success of Staffnet lies in the information being relevant and timely. News releases and quarterly reports should be posted on the Staffnet homepage, and frontline alerts are also key information for Staffnet’s dynamic content. Department pages are ideal for “who we are, what we do” information, such as services and expertise within the department, what they provide to the community and other departments, and the types of information they require from colleagues in other areas. Key contact information and human resources materials, policies and procedures, and forms are also essential on the site. To help ensure staff members are accessing the tool, it is recommended that Staffnet be linked to start up of computers so that the Staffnet homepage launches with login.

***Notify Me Emails:*** These emails are set up as an external tactic; however, they are also ideal for keeping CVRD staff informed and aware of information going out to the region. All news releases and news updates via the CVRD News subscriber email should also go to employees with a CVRD email address. Employees who do not use a computer at work are encouraged to sign up with home email.

***Posters:*** Posted in staff areas to flag staff events, posters are best for highlighting opportunities for providing input, directing staff to other sources of information or raising awareness about CVRD activities and other educational or call to action programs.

## Recommended Tactics

**Quarterly Reports:** This highlights report provides an at-a-glance list of activities underway in each department for the upcoming quarter. This includes special projects, recent Board decisions, new services and initiatives or programs that will affect staff or the community in new ways. It also highlights projects or initiatives that may affect multiple departments. This report may also include highlights such as recent awards or recognition. The goal is to be brief (two pages maximum, with two to three sentences for each item), but to provide links to more information. Sent via email as a print-friendly PDF and potentially using an e-newsletter or a blog tool in future. A designated representative in each department also ensures copies are printed and made available in work areas where employees do not have regular access to computers. The Quarterly Report would also be posted in the news updates area on Staffnet.

**All Staff Meetings:** Ideally two all-staff sessions will be held each year. The first follows a road show format where the CAO and General Managers go out to staff work zones, such as hosted meetings at facilities as well as a central sessions at the main office in Duncan. The purpose is to provide an organizational update that is usually tied to start of year or when budget is passed. This is an opportunity to highlight achievements from past year, flag recent Board decisions and share details on upcoming projects related to budget. The second session, if feasible, is held at a central location where staff gathers as a larger group. This generally requires a minimum of two sessions – one in morning, one in afternoon, to allow broader range of staff to participate while still covering front line services. Ideally held in mid-September to provide progress report, this session may also provide an opportunity for team building, staff consultation or guest speakers.

**Frontline Alerts:** This involves setting up an email distribution group for all frontline staff who use computers in their daily activities and assigning designated staff to be responsible for printing the alert and providing it to outside crews. The alert provides a brief notice on potential issues, marketing/promotion information or other updates that are of interest to the community and may result in questions to frontline. Printed copies of the email are used for posting in staff areas and at crew briefings. Division managers and/or designated staff will be responsible for posting these alerts as needed.

## CVRD Staff & Human Resources Communications

### Audiences:

- CVRD Staff
- Potential job candidates for recruitment

### Primary Communication Requirements:

- Staff engagement and Internal Communication
- Recruitment Marketing and Promotion
- Education and Awareness – Primarily Internal
- Issues Management

**Communication Tactics:**

Activity	Recommended Tactics
<p>Employee information – programs, services, benefits, requirements, etc</p> <p><i>Note: Employee orientation will need to be updated to reflect changes to communication procedures and media policy, social media/public criticism of employer, use of photos of staff in communication materials (permission for use), confidentiality requirements, and web use policies.</i></p>	<ul style="list-style-type: none"> <li>▪ Employee Orientation Handbook</li> <li>▪ Staffnet posts</li> <li>▪ All staff email for critical, time-sensitive notifications</li> </ul>
<p>Recruitment</p> <p><i>Note: Recruitment materials – update to reflect consistent branding in recruitment marketing materials and postings – consistent boilerplate, key messages for postings, elements critical to attracting strong candidates, posting to professional association websites (reaching target market) and templates for consistent postings (ads, web-based, posted notices, etc).</i></p>	<ul style="list-style-type: none"> <li>▪ Ad Template</li> <li>▪ Web posting template – external sites</li> <li>▪ Internal poster / notice</li> <li>▪ Website</li> <li>▪ Staffnet</li> <li>▪ Display for recruitment fairs (future)</li> </ul>
<p>CVRD Contact Reference – Who we are. What we do. Department descriptions, contacts and primary services.</p>	<ul style="list-style-type: none"> <li>▪ Staffnet</li> </ul>
<p>Staffnet Usage Standards</p>	<ul style="list-style-type: none"> <li>▪ Staffnet – policy page</li> <li>▪ Employee orientation/handbook</li> </ul>
<p>CVRD News Updates and Interdepartmental Communication</p> <p><i>Note: Board reports may include a checklist of departments involved in report development or review, such as Financial Comments</i></p>	<ul style="list-style-type: none"> <li>▪ CVRD Matters</li> <li>▪ Staffnet</li> <li>▪ All staff meetings</li> <li>▪ Project meetings</li> </ul>

## CVRD Interdepartmental Communications Guide

For interdepartmental communication, it is important to consider the other departments or working areas that are affected or connected to work within an individual department or division. The following is a guide to the primary work areas that link together and should be considered for information sharing and joint communication and/or consultation.

Department/Division	Information Sharing With:
Major Projects	<ul style="list-style-type: none"> <li>▪ Interdisciplinary teams from multiple departments, including economic development</li> </ul>
Planning	<ul style="list-style-type: none"> <li>▪ Parks</li> <li>▪ Engineering</li> <li>▪ Finance</li> <li>▪ Public Safety</li> <li>▪ GIS/IT</li> <li>▪ Legislative Services</li> </ul>
Bylaws	<ul style="list-style-type: none"> <li>▪ Planning</li> <li>▪ Engineering (solid waste)</li> <li>▪ Parks</li> </ul>
Finance	<ul style="list-style-type: none"> <li>▪ All departments</li> </ul>
Engineering	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Planning</li> <li>▪ Environment</li> <li>▪ Capital Works</li> <li>▪ Transit</li> <li>▪ Economic Development</li> <li>▪ GIS</li> <li>▪ Parks</li> <li>▪ Waste Management</li> <li>▪ Legislative Services</li> </ul>
Facilities	<ul style="list-style-type: none"> <li>▪ Parks</li> <li>▪ Recreation and Culture (clients)</li> <li>▪ Utilities</li> <li>▪ Solid waste</li> <li>▪ Environment</li> <li>▪ Planning</li> </ul>
Transit	<ul style="list-style-type: none"> <li>▪ Planning</li> <li>▪ Parks</li> <li>▪ Recreation</li> <li>▪ Finance</li> </ul>
Economic Development	<ul style="list-style-type: none"> <li>▪ Need to connect better with all departments</li> </ul>
Corporate Services	<ul style="list-style-type: none"> <li>▪ Legislative Services</li> <li>▪ Planning</li> <li>▪ Engineering</li> <li>▪ GIS</li> </ul>
Human Resources	<ul style="list-style-type: none"> <li>▪ All staff, all departments</li> </ul>

Department/Division	Information Sharing With:
IT	<ul style="list-style-type: none"> <li>▪ All departments for service delivery</li> <li>▪ For GIS:               <ul style="list-style-type: none"> <li>○ Planning</li> <li>○ Engineering</li> <li>○ Parks</li> <li>○ Protective Services</li> </ul> </li> </ul>
Parks, Recreation & Culture	<ul style="list-style-type: none"> <li>▪ Facilities</li> <li>▪ Finance</li> <li>▪ Human resources</li> <li>▪ Public safety (ESS)</li> <li>▪ IT</li> <li>▪ Capital works (as needed)</li> <li>▪ Legislative services (commissions)</li> <li>▪ Economic development</li> </ul>

## Recommendations / Next Steps

In addition to applying the tactics and communications for ongoing and specific programs or initiatives, the following are recommendations for consideration to expand and build on current communications strategy and plan implementation. The recommendations are presented in order of priority.

### **Priority Rating – Immediate Steps**

#### ***Resource Requirements***

Address corporate communication resource needs for organization, either through interim support through external communications resources or creation of a Communications Officer position to provide in-house expertise. *Note: Implementation of communication recommendations will be limited to the resources available to support the additional work requirements.*

#### ***Apply Branding Best Practices***

Develop a brand strategy to address use of two logos and need for consistent logo and graphic standards that reflect the CVRD. Stop use of all non-conforming branding and enforce standards. Once logo use graphic standards are updated and approved, develop templates and training to implement these standards. Update department materials, such as brochures, website, posters and other materials to improve overall quality of writing and design.

#### ***CVRD Awareness Campaign***

Develop and implement a “who we are, what we do” communications campaign that is linked to consistent branding practices and all other communication and consultation in the region. Personalize the CVRD through story telling, features on Directors and staff and multi-media tactics in addition to other standard communication tools.

#### ***Checklists for Board Report Template***

Include key information considerations as part of Board Report development, including communities affected, communication requirements and impacts on and/or information required from other departments or divisions.

#### ***Training***

Provide media training to all approved spokespersons and writing/editing training for employees involved in communications, including communications team and department communication liaisons. Also consider training linked to template development for graphic design.

#### ***Website Update***

Review content to ensure accurate and up to date, and apply web writing best practices to support “scan friendly” content through use of headlines, subheads, abstracts and bullets. Consider a heuristic review to test navigation and assess the usability of the site as well as opportunities to add information, adjust navigation and implement social media share options into the site. This update would also allow for updated graphic standards to be applied, and how social media tools may be applied in future or added to existing platform.

## **Priority Rating – Within 12 - 18 months**

### ***EOC/Crisis Communications Plan:***

Develop a crisis communications plan to complement the CVRD's Emergency Operations Centre (EOC) plan and identify resources to manage key information office roles, such as the Information Officer in the EOC, call centre coordinator, media/public relations coordinator and an Emergency Social Services communication liaison. Social media is a valuable tool for community updates so if platforms are not yet established, it is important to reserve name space to allow for quick activation if needed. Media relations and monitoring are also core to crisis communications and should be reviewed in the context of social media, as well as spokespeople at sites and through EOC.

### ***EOC Communication Protocols***

Update communications protocols for Emergency Operations Centre to reflect changing job descriptions and to incorporate social media considerations such as monitoring and usage.

### ***Additional Tactics: Social Media, eNewsletter and Online Forum***

Consider adding social media tools and a social media strategy with targeted social networking opportunities, and use of multi-media and online tools for consultation. Explore online discussion forum applications like vBulletin, and eNewsletter tools such as Mail Chimp.

### ***CVRD Consultation Program Standards***

Apply consistent standards for consultation throughout the region, including a process that aligns department outreach, provides multiple opportunities for input in the community and within the organization and ensures best practices in surveys, feedback forms and discussion forums. The process should also include standards for reporting back to participants in a summary report.

### ***Update Staffnet***

Develop and support department pages with key contacts, what each department delivers to residents and the types of information needed from other departments as a convenient tool for staff to determine the correct contacts and various information requirements throughout the CVRD. Set up Staffnet so that it launches automatically with daily login and ideally allow for access from home computers.

### ***Develop Style Guide***

Develop a style guide to establish writing and usage standards, as well as recommendations for communications such as email signatures, out of office messages and voicemail.

## Appendix – Templates and Forms

## Communications: Needs Assessment Guide

### Situation Analysis

Determine whether project or initiative will require information sharing or full community engagement based on how it will affect people. In many cases, information updates are sufficient, but if there is a major change or project with significant community impacts, early community engagement is required.

First questions to assess communications needs:

- Who does it affect – e.g. electoral areas, municipalities, mixed, only a neighbourhood – understand the audience and geographic boundaries
- How does it affect them – is it planning that affects their future, does it require behaviour change, are there potential issues or concerns, will there be tax implications
- Consider tools – targeted tactics, general, what works best in that area as per work plan
- What does it mean to residents – as “will this have any affect on residents or businesses in area in any way (fee change, policy change, behaviour, work that affects them through noise, traffic, dust, or issues based due to perceptions like Eco Depot) – so think through implications
- Whenever there is a change, there is a corresponding need to determine whether consultation is needed
- When there is a potential issue, determine whether there is a need to escalate the concern to managers/general managers/CAO, what will help to get ahead of the issue by addressing concerns quickly

### Tips to determine communication requirements:

Review how it affects people	Information Sharing	Community Engagement
• Is there a change in service, program or policy?	Minor adjustment	Extensive change
• Will there be visible activity?	Not disruptive	Disruptive
• Will the project result in noise, traffic, dust or safety considerations?	Advisory	Input on mitigation
• Is it a planning initiative that will shape future of community?	Early notice	Involve residents
• Does the initiative cross community or regional boundaries?	Minor adjustment	Extensive change
• Have there been past issues related to the initiative – either in the CVRD or in other places?	Potential concerns	Major concerns

## Determine Objectives

1. Awareness – objective is to inform residents so they are aware of activities underway, message is fairly simple in nature (does not take extensive explanation or background information).
2. Education – objective is to increase understanding about what you are doing, why it is needed, and what is being done.
3. Behaviour change – objective is to have residents change behaviour in some manner, either to adhere to existing requirements (e.g. bylaws) or to implement a new program (e.g. organics recycling).

There is an increased need for communication and community engagement for each type of objective, with awareness as the most basic information sharing that can be accomplished using a few tactics over a shorter period of time. Education campaigns may be short term in the context of a planning or construction project, or ongoing to increase understanding about strategies or property owner responsibilities. Behaviour change campaigns involve extensive tactics, benefit from community champions and are ongoing over a long period to assist with implementing change.

## Principles for Communications

- **Consider all audiences:** review who will be affected by the work underway, including residents, businesses, interest groups and stakeholders such as local and regional organizations and use tactics that best meet their needs
- **Open and honest:** transparency in decision making and debate as well as sharing information, data and other materials assist with establishing trust and credibility
- **Factual, relevant and accurate:** information is presented clearly, outlining the need and benefits of the project as well as the considerations being reviewed, such as potential challenges, the implications for various decisions and the costs involved.
- **Timely:** information is provided to residents early in process as well as at regular intervals, with opportunities to provide input before a project begins or a significant policy or program change is implemented.
- **Responsive:** requests for information, presentations or other communication or consultation are responded to quickly and with relevant information to answer question or address concerns.
- **Proactive:** information sharing and community engagement is triggered by the opportunity to inform the community early and in advance or requests for information – not waiting until community demands updates – including more proactive communication on completed projects, success stories and achievements that benefit residents as well as consistent messaging related to the CVRD's role, services and strategic plan

### Audience and Tactics Assessment

Once the situation analysis and objectives are established, it is important to assess audiences and determine the best tactics to reach them. The tactics depend on the objective, the type/amount of information you need to convey, the budget available and the timelines for delivering the message.

Audience Affected	Considerations	Tactical Options
<p>Regional – all residents in the region</p>	<p>Determine if community engagement or information sharing.</p> <p>How much information is needed to meet objectives            E.g. quick update, educational information, instructional for behaviour change?</p> <p>Who are stakeholder/interest groups involved in topic area?</p> <p>Timelines to reach audience.</p>	<p>Communication:</p> <ul style="list-style-type: none"> <li>• News release</li> <li>• Website</li> <li>• Print ads</li> <li>• Radio ads/PSAs</li> <li>• Notify Me – CVRD News &amp; Area Updates</li> <li>• Posters</li> <li>• Community Displays</li> <li>• Outdoor signage</li> <li>• Facebook and Twitter posts</li> <li>• Video</li> <li>• Presentation</li> <li>• Stakeholder networks – newsletters, email groups, websites</li> </ul> <p>Consultation:</p> <ul style="list-style-type: none"> <li>• Town Hall/Open House</li> <li>• Surveys – online, phone, on-site</li> <li>• Discussion forum</li> <li>• Stakeholder meeting</li> <li>• Feedback form</li> <li>• Focus group</li> </ul>

Audience Affected	Considerations	Tactical Options
<p>Individual electoral area, or municipality</p>	<p>Determine if community engagement or information sharing is required.</p> <p>How much information is needed to meet objectives                      E.g. quick update, educational information, instructional for behaviour change?</p> <p>Who are local stakeholders, interest groups or residents who will benefit from the changes/projects being proposed, who will see these as an issue or concern?</p> <p>Have there been any recent issues/concerns in this area affecting relations with the CVRD?</p> <p>Are there community champions who would help with sharing information?</p> <p>Is the Board member for the area using regular face-to-face meetings, newsletters or other tactics to connect with area residents?</p> <p>If it is a municipality, does the local government have any similar initiatives and/or connections you could leverage?</p> <p>Timelines to reach audience.</p>	<p>Communication:</p> <ul style="list-style-type: none"> <li>• News release</li> <li>• Email/call to local media</li> <li>• Notify Me – Area Update</li> <li>• Website – Area Page</li> <li>• Print ads – local</li> <li>• Radio ads/PSAs - local</li> <li>• Posters at designated sites for area</li> <li>• Outdoor signage</li> <li>• Facebook and Twitter posts</li> <li>• Face-to-face meetings with local community</li> <li>• Stakeholder networks – newsletters, email groups, websites</li> <li>• Board member’s tactics if available</li> </ul> <p>Consultation:</p> <ul style="list-style-type: none"> <li>• Town Hall/Open House</li> <li>• Site tours (if applicable)</li> <li>• Surveys – online, phone, on-site</li> <li>• Discussion forum</li> <li>• Community meeting</li> <li>• Stakeholder meeting</li> <li>• Feedback form</li> <li>• Focus group</li> </ul>

Audience Affected	Considerations	Tactical Options
<p>Targeted residents / businesses – neighbourhood, interest group (e.g. trails project) or other groups who will be directly affected by the project through changes such as bylaws, policies, project impacts, right-of-ways or other activities.</p>	<p>Determine if community engagement or information sharing is required.</p> <p>How much information is needed to meet objectives                      E.g. quick update, educational information, instructional for behaviour change?</p> <p>Who are residents, property owners, businesses, local stakeholders and/or interest groups who are most affected or connected and how much will they be affected?</p> <p>Have there been any recent issues/concerns in this area affecting relations with the CVRD?</p> <p>Are there community champions who would help with sharing information?</p> <p>Is the Board member for the area using regular face-to-face meetings, newsletters or other tactics to connect with area residents?</p> <p>If it is a municipality, does the local government have any similar initiatives and/or connections you could leverage?</p> <p>Timelines to reach audience.</p>	<p>Communication:</p> <ul style="list-style-type: none"> <li>• Direct mail</li> <li>• Door-knob drops</li> <li>• Notify Me – Area Update</li> <li>• Direct email – if available</li> <li>• Face-to-face meetings with local community</li> <li>• Stakeholder networks – newsletters, email groups, websites</li> <li>• Board member’s tactics if available</li> </ul> <p>Consultation:</p> <ul style="list-style-type: none"> <li>• Town Hall/Open House</li> <li>• Site tours (if applicable)</li> <li>• Community and/or targeted group meeting</li> <li>• Stakeholder meeting</li> <li>• Feedback form</li> <li>• Focus group</li> </ul>

## **CVRD Poster Distribution Guide**

### **Types of Posters:**

There are three types of recommended posters.

- **11 x 17 Poster:** Use this large poster whenever space is available/approved.
- **8.5 x 11 Poster:** For smaller areas/limited bulletin space, use this letter-sized poster.
- **Tear Sheet Poster:** Use this poster with attached tear sheets for outdoor bulletin boards or in areas where there is no space to leave business card handouts behind.

### **Suggested Posting Locations:**

The goal is to have a minimum 2-3 posters in every community. The following are ideas for posting locations in each community:

- Grocery stores
- Liquor stores
- Libraries
- Government offices
- Tourism Centres
- Business Centres
- Community Centres
- Coffee shops
- Post offices
- Outdoor bulletin boards e.g. parks and trail areas
- Hair salons

### **TIPS:**

- Try the local grocery store or coffee shop first, and ask them for suggestions for other places for posters. Please remember to record where you have been given permission to put up posters, as this will be used in future.
- Remember to get permission if on private property/local business.

## Poster Distribution

The following is a list identified posting areas for the electoral areas and municipalities.

Communities	Poster Location
<b>Electoral Area A:</b> <ul style="list-style-type: none"> <li>• Mill Bay Village</li> <li>• Malahat</li> <li>• Bamberton</li> <li>• Spectacle Lake</li> <li>• Whiskey Point</li> </ul>	<ul style="list-style-type: none"> <li>• Serious Coffee</li> <li>• Spectacle Lake</li> <li>• Malahat View Point &amp; Rest Area</li> <li>• Pharmasave</li> <li>• Rusticana Coffee</li> <li>• Thrifty Foods Mill Bay</li> <li>• Library Mill Bay</li> </ul>
<b>Electoral Area B:</b> <ul style="list-style-type: none"> <li>• Beach Estates area</li> <li>• Shawnigan Village</li> <li>• West Shawnigan</li> <li>• East Shawnigan</li> <li>• Thain/Riverside</li> </ul>	<ul style="list-style-type: none"> <li>• South Cowichan Dog Park</li> <li>• Masons Community Board</li> <li>• Beach Estates Board</li> <li>• West Arm Grill</li> <li>• Kerry Park Recreation Centre</li> <li>• Thrifty Foods Mill Bay</li> <li>• Library Mill Bay</li> <li>• Country Grocer Cobble Hill</li> </ul>
<b>Electoral Area C:</b> <ul style="list-style-type: none"> <li>• Arbutus Ridge</li> <li>• Cobble Hill Village</li> <li>• Satellite Park</li> <li>• Braithwaite</li> <li>• Telegraph</li> <li>• Douglas Hill</li> </ul>	<ul style="list-style-type: none"> <li>• Olde School Coffee Community Board</li> <li>• Arbutus Ridge</li> <li>• Country Grocer</li> <li>• Thrifty Foods Mill Bay</li> <li>• Library Mill Bay</li> </ul>
<b>Electoral Area D:</b> <ul style="list-style-type: none"> <li>• Cowichan Bay Village</li> <li>• Cherry Point</li> <li>• Kingscote</li> <li>• Lambourn</li> <li>• Four Ways</li> <li>• Koksilah</li> </ul>	<ul style="list-style-type: none"> <li>• Cherry Point Beach</li> <li>• Cowichan Bay Community Board</li> <li>• Country Grocer</li> </ul>
<b>Electoral Area E:</b> <ul style="list-style-type: none"> <li>• Cowichan Station</li> <li>• Glenora</li> <li>• Sahtlam</li> <li>• Eagle Heights</li> <li>• Fairbridge</li> </ul>	<ul style="list-style-type: none"> <li>• Glenora Store</li> <li>• Community Hall</li> <li>• Bright Angel Park</li> </ul>
<b>Electoral Area F:</b> <ul style="list-style-type: none"> <li>• Honeymoon Bay</li> <li>• Mesachie Lake</li> <li>• Skutz Falls</li> <li>• Sahtlam</li> <li>• Paldi</li> </ul>	<ul style="list-style-type: none"> <li>• Visitor Centre</li> <li>• Honeymoon Bay Hall</li> <li>• Mesachie Lake Post Office</li> <li>• Newspaper/Mailbox Area</li> <li>• Cowichan Lake Sports Arena</li> <li>• Country Grocer</li> </ul>
<b>Electoral Area G:</b> <ul style="list-style-type: none"> <li>• Saltair</li> <li>• Thetis Island</li> </ul>	<ul style="list-style-type: none"> <li>• Liquor Store</li> <li>• Saltair Pub</li> <li>• Chemainus Foods</li> <li>• 49<sup>th</sup> Parallel Grocery</li> <li>• Safeway</li> </ul>

Communities	Poster Location
<b>Electoral Area H:</b> <ul style="list-style-type: none"> <li>• Yellow Point</li> <li>• Diamond</li> <li>• North Oyster</li> </ul>	<ul style="list-style-type: none"> <li>• Mailboxes</li> <li>• Newspaper Dispenser</li> <li>• Chuckwagon Market</li> <li>• Blue Heron Park</li> <li>• 49<sup>th</sup> Parallel Grocery</li> <li>• Safeway</li> </ul>
<b>Electoral Area I:</b> <ul style="list-style-type: none"> <li>• Youbou</li> <li>• Meade Creek</li> </ul>	<ul style="list-style-type: none"> <li>• Youbou Market Bulletin Board</li> <li>• Youbou Community Hall</li> </ul>
<b>Duncan</b>	<ul style="list-style-type: none"> <li>• Starbucks</li> <li>• Thrifty Foods</li> <li>• Safeway</li> <li>• Coffee on the Moon</li> </ul>
<b>Ladysmith</b>	<ul style="list-style-type: none"> <li>• Golf course</li> <li>• Ricky's</li> <li>• Frank Jameson Recreation Centre</li> <li>• 49<sup>th</sup> Parallel Grocery</li> <li>• Safeway</li> </ul>
<b>Lake Cowichan</b>	<ul style="list-style-type: none"> <li>• Coffee Shop</li> <li>• Cowichan Lake Recreation Centre</li> <li>• Country Grocer</li> </ul>
<b>North Cowichan</b>	<ul style="list-style-type: none"> <li>• Chemainus Post Office</li> <li>• Chemainus Foods</li> <li>• Chemainus Library</li> <li>• Fuller Lake Arena</li> <li>• Russell Farms Market</li> <li>• Cowichan Aquatic Centre</li> <li>• Litos Café</li> <li>• 49<sup>th</sup> Parallel Grocery</li> <li>• Thrifty Foods</li> <li>• Crofton Grocery Store</li> </ul>

## Key Message Development Guide

### Situation Analysis

*Provides an overview of issue or opportunity to communicate by addressing the who, what, where, when and how.*

#### Prompts:

- What is happening?
- Who is affected and how?
- What is being done – what time frame?
- Where is it taking place?
- When did it start and when did CVRD respond?

### Audience:

*It is important to determine all the audiences that must be reached with the information, including interest groups, those who are directly and/or indirectly affected and internal audiences or partner organizations.*

### Key Messages

*The primary consideration for key messages is to answer the question “why” by addressing the needs and benefits related to the situation analysis and develop three to five simple, clear messages that are the most important messages to be conveyed proactively to audiences.*

#### Prompts:

- Why is the CVRD implementing the program or responding in a certain manner?
- What needs are there in the community and how being met?
- What are the benefits of the CVRD’s actions – who benefits and how?
- Why is this important?
- Why will residents want/need to know about this?

### Standby Messages

*These responses are held ready in case issues are raised that require a response. These are primarily reactive messages, and are best determined by brainstorming on the questions media are most likely to ask.*

#### Prompts (questions media like to ask):

- How much did it cost?
- Who decided to do this?
- What impacts will there be on the community?
- How long have you known about the problem?
- Why has it taken so long to be addressed?
- How did you reach your decision?
- Was there a plan in place?
- Was there any consultation?
- Why now and what will you do in future?

## Event Planning Template

**Event:**

**Overview:**

**Date/Time/Location:**

**Special Guests:**

**Event Description & Logistics:**

**Project Team:**

**Logistics Checklist:** [Require specific tactics tailored to events, as well as general tactics standard at most events]

Tactics - General	Lead	Status
Board Schedule Booking		
Venue Booking		
Decoration		
PA System – music, microphones		
Tents & Tables		
Signage		
Podium		
Invitations		
Sequence of Events		
Speaking Notes		
News release		
Advertising		
Staff resources		
Garbage & Recycling at site		
Photographer/Videographer/Waiver		
Refreshments		
Entertainment		
Notice to affected departments & frontline staff/crews		

## Event Checklist Template

**Event:**

**Department(s):**

**Project Manager/Coordinator:**

**Date:**

**Time:**

**Brief description of event:**

<b>Requirements:</b>	<b>Yes</b>	<b>No</b>	<b>Booked With</b>
Meeting room			
PA System – music, microphones			
Pool Sound			
Lights			
Podium			
Signage			
Speaking notes			
News release			
Advertising – booked space and developed artwork			
Media kits			
Visual aids – displays/presentations/demos			
M.C.			
Staff resources - ushers/set up crew/subject matter experts (SMEs)			
Refreshments/Catering			
Entertainment			
Additional props			
Confirm Board Chair availability & add to Board Schedule			
Develop VIP invitation list as required			
Protocols confirmed for Sequence of Events			

## Sequence of Events Template

**Event:**

**Date:**

**Event Activities start at:**

**Official Ceremony starts at:**

[event sequence – sample]

- Set Up: [Arrival time, description, any special requirements noted]
- 1:30 p.m. Free skate opens, with hot dogs & entertainment
- 3:00 p.m. CAO – MC Welcoming remarks
- Board Chair – Introduction of Board and special guests & greetings from the CVRD
- Committee Chair - Remarks as Chair of Recreation Committee
- Community Representative – Greetings as chair of local association
- Photo Op: Dignitaries cut ribbon with community representative and participants at event
- 3:30 p.m. CAO – Invitation to enjoy hot dogs and cake, entertainment continues
- 3:45 p.m. Celebration swag item handed out to guests by athletes representing various sport groups
- 4:00 p.m. Event ends

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## **Cowichan Valley Regional District Speaking Request Form Template**

**Speaker Requested:**

**Event:**

**Date:**

**Time:**

**Location:**

**Logistics**

Will be met by:

Will be introduced by:

Will be accompanied by:

Podium:  yes  no

Microphone:  podium  lapel  none

Audience Interests:

Any issues/concerns:

Topic/Purpose:

Approximate length:

Dignitaries in attendance:

Media in attendance:

Speaker intro provided:  yes  no

Additional information:

## Media Relations Tips

### Do's and Don'ts

Don'ts	Do's
Don't guess – if you don't know, say "I don't know but I will find out for you".	Do be clear and concise.
Don't speculate.	Do focus on the positives and key messages.
Don't comment on topics that are not your organization's responsibility.	Do use photos, slides, graphs, video or other props to help tell story.
Don't say "No comment" – If you can't answer questions, say you can't answer that question and explain why.	Do answer in 15 to 20 second clips.
Do not share personal opinion.	Do ask for clarification if you don't understand the question.
Do not repeat negative phrases from a question.	Do avoid idiosyncrasies like: Well... Uhm... Eh... You know... Like... Yeah
Do not assume anything is off the record.	Do get back to the media if you said you would.
Do not release any information that is not approved.	Do use approved spokespeople and subject matter experts.
Do not indulge in careless conversation or discuss restricted information in public areas.	Do take time to prepare yourself by practising key messages and responses to questions.

### To build good working relations

- Know their deadlines and work to accommodate them.
- Help reporters get the facts – and get them right.
- Give media a reasonable expectation of when new information will be provided.
- Establish a schedule for info updates, such as web/social media post or news releases.
- Provide all media with simultaneous and identical access – don't play favourites.
- Upload photos and video for media use to online sites.
- Try to anticipate the needs of the media and have information ready for them.
- Focus on priorities when giving media briefings: inform and help the public understand safety actions or recommendations, gain public acceptance of security measures as required, instill confidence in community by establishing expertise and credibility.
- Background information that will not change during a crisis should be in place as soon as possible and easily retrievable.
- Correct errors in reporting promptly, but professionally and without accusation.
- If large scale emergency involving multiple agencies, consider implementing a Joint Information Centre, which can provide media with consolidated information in a timely way with fresh information that is easy to access from a range of organizations.

## New Release Template

FOR IMMEDIATE RELEASE

[logo]

Date of Release

### Headline – Primary Message to Public

**DATE (& Time if multiple releases on same day) – Location – Lead:**  
Describe current situation in two or three sentences. These are usually your top three messages. ***NOTE: A News Release should be one page, highlighting the news and its relevance, not trying to tell the whole story.***

**Insert a quote from official spokesperson:** content should demonstrate leadership, express concern/empathy for those affected, and establish credibility/expertise of response e.g. planned, trained, experts

**Insert actions being taken:**

**Insert details on next steps:**

**Insert call to action – what public can do:**

**List other sources of information updates and/or multi-media download details for photos, video, audio clips.**

- 30 -

*For more information, please contact:*

**Name:**

**Title, Organization:**

**Phone:**

**Email:**

**Twitter Handle:**

## Release and Assignment Waiver & Consent Form for Photography & Video

I hereby irrevocably consent to and authorize **the Cowichan Valley Regional District** [the CVRD], its agents or assigns, the irrevocable and unrestricted right to use and publish images and audio of myself [“the Images”] for editorial, trade, advertising, promotion or any other lawful purpose in any manner or medium, and to alter the same without restriction and without the payment of any compensation. Further, in favour of the CVRD, I do hereby:

- (1) waive any right to notice or approval of any use of the Images;
- (2) release the CVRD and its agents or assigns from all claims and liabilities relating to the Images of myself or by virtue of alteration, processing or use in composite form;
- (3) release all intellectual property rights, including copyright, which I have in or to the Images; and
- (4) assign to the CVRD all moral rights which I have in or to the Images.

I hereby represent that I am over 18 years of age and the right to contract in my own name, and also state that I have read this document prior to signing same and that I fully understand its contents.

DATE: \_\_\_\_\_ PRINT NAME IN FULL: \_\_\_\_\_

ADDRESS: \_\_\_\_\_  
\_\_\_\_\_

SIGNATURE: \_\_\_\_\_

Signed in the presence of:

WITNESS: \_\_\_\_\_

### For Participants of Minority Age

PRINT NAME OF MINOR IN FULL: \_\_\_\_\_

This is to certify that I/we as parent(s)/guardian(s) with legal responsibility for this participant, do consent and agree not only to his/her release, but also for myself/ourselves, and my/our heirs, assigns and next of kin to the Release and Assignment, as stated above, regarding my/our child’s involvement in the taking and use of the Images as stated above.

PARENT/GUARDIAN’S SIGNATURE: \_\_\_\_\_

PARENT/GUARDIAN’S SIGNATURE: \_\_\_\_\_

RELATIONSHIP TO PARTICIPANT: \_\_\_\_\_ DATE: \_\_\_\_\_

