#### Municipality of North Cowichan Public Engagement Committee AGENDA

Monday, June 29, 2020, 6:00 p.m. Electronically

#### 1. CALL TO ORDER

This meeting, though electronic, is open to the public and all representations to the Public Engagement Committee form part of the public record.

At this time, due to the COVID-19 Pandemic, public assess to Council Chambers is not permitted, however, this meeting may be viewed on the District's live stream webcast at <u>www.northcowichan.ca/meetings</u>.

#### 1.1 Open Meeting Transparency Resolution

<u>Purpose</u>: To comply with subsection 7(6) of Ministerial Order No. M192 by adopting a resolution that provides the rationale as to why a physical space is not being provided for the public to observe the meeting and describe the measures taken to ensure openness, transparency, accessibility and accountability for this meeting.

#### Recommendation:

That pursuant to Ministerial Order No. M192 and the procedures established by the Municipality of North Cowichan to protect the health and safety of the public and municipal staff while they perform work within the Municipal Hall, the attendance of the public at today's Public Engagement Committee meeting cannot be accommodated because of the limitations placed on mass gatherings by the Provincial Health Officer; our inability to provide for adequate physical distancing between members of Council, staff, and the public or to create separate entrance and exits with one-way walkways for the public in Council Chambers; and further that to ensure openness, transparency, accessibility and accountability for this meeting, the Municipality of North Cowichan:

- is livestreaming the meeting to enable the public to hear and see the proceedings;
- has provided notice of today's meeting; and
- has made the meeting agenda, as well as all other relevant documents, available on the municipal website prior to the meeting.

#### 2. APPROVAL OF AGENDA

#### Recommendation:

That the Committee approve the agenda as circulated [or as amended].

#### 3. DELEGATIONS AND PRESENTATIONS

#### 3.1 Presentation from Delaney and Associates

<u>Purpose</u>: To workshop with the Committee to establish the process for developing a Public Engagement Policy and Engagement Framework.

#### 4. BUSINESS

#### 4.1 Committee Terms of Reference

<u>Purpose</u>: To determine the Committee's goals, scope of work, and identify any areas of individual member's responsibility.

Recommendation: That the Committee recommend to Council adoption of the Public Engagement Terms of Reference.

- 5. NEW BUSINESS
- 6. ADJOURNMENT

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#### North Cowichan Select Committee Presentation

Date: Monday, June 29, 2020

#### Meeting Objectives

There are four objectives for this project initiation meeting with the select committee.

- 1) To build shared understanding around engagement and what distinguishes it from other related disciplines.
- 2) To review the IAP2 Spectrum of engagement and how it relates to the project.
- 3) To collaborate on identifying the measures of success for this project. How will we know we have been successful?
- 4) To listen and learn from committee members on key decision points.

	Topic/Item	Speaker	Time
1	Round table, operating values and presentation review	10	Delaney
	<ul><li> Ppt slides</li><li> Co-develop the operating values</li></ul>		
2	Engagement Foundations - IAP2 Spectrum - Durable decisions	10	Delaney
3	Measures of Success for the Project	15	Delaney
	- Use mountain top graphic to build out the project goals		
4	Decision Milestones	15	All
	<ul> <li>Have slides to note responses and initial thoughts</li> </ul>		
5	Roundtable	10	All
		60 min	

North Cowichan Select Committee

ELANEY the engagement people

Engagement Framework Kick Off Meeting

# HELLO MYNAME IS

#### Please share:

- Your name
- Your one great hope for this project and process
- Your secret superpower

# What we are already doing...

THEN: In 2012, a Council Communication Plan was created to guide civic engagement and manage Council communications. A plan that created positive change.

NOW: Today, our community expects a greater focus on public engagement and participation. A new and updated engagement policy, and process, will ensure that we are consistent in our approach to planning and delivering meaningful engagement opportunities.

# Proposed Agenda

- 1) What's what: A review of communications, engagement, public participation and other similarly worded terms.
- 2) Dial vs Switch: the IAP2 Spectrum
- 3) What does success look like for this project and process?
  - Outputs
  - Outcomes
  - Results
- 4) Who can we learn from? Who is impacted by municipal decisions?
- 5) Roundtable
- 6) Next steps

# What's what: Engagement + Public Participation

Engagement and public participation are generally interchangeable and require the following to be genuine:

- A decision or changed state (An OCP, a budget, a new bylaw, a park master, etc...); and
- A decision maker willing to be influenced (Usually Council, but sometimes the CAO or senior leadership).

#### So, we should always ask:

- Do we have a decision?
- Are we willing to be influenced? Sometimes it's not a matter of "will" but rather: are you actually the decision maker; are there options or viable alternatives; are you being mandated?

# What's what: Communications

#### Communications is about:

Sharing information; Building common understanding; and Implementing public education campaigns.

Good communications by its very nature is two-way, but there is no commitment to sharing influence.

We can provide information on how property assessments influence the mill rate and property taxes, but we can't engage people on how BC Assessment assesses their property value.

Communications is a pre-requisite for good engagement.

# What's what: Other Disciplines

Public (Opinion) Research: seeks to understand how respondents perceive a draft or proposal. There is no promise that relates to influence.

Community Relations: seeks to build trust-based relationships in the community to demonstrate shared values, mutual understanding and to facilitate lower-barrier engagement in the future.

Corporate Social Responsibility: typically an overarching commitment and strategy that may include a variety of disciplines, and typically includes charitable or philanthropic giving.



#### Policy

achieves a high level, values-driven commitment to engagement for North Cowichan.

Framework achieves a road map to support staff and consultants in consistently planning for meaningful engagement.

Toolkit

Supports efficient and consistent implementation and evaluation

Policy



Toolkit

#### A word about durable decision making...



#### INCREASING IMPACT ON THE DECISION

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



### INFORM

### "We have pie!"



#### CONSULT "Do you prefer key lime or cherry pie?"





### INVOLVE

## "Tell me a bit about your thoughts around dessert."

Tell us about a time you enjoyed your dessert.

What was your best dessert experience and why?

If we were to totally screw up dessert, what would we make for you?

Are there any key considerations we should be aware of before we make dessert? (e.g. Do you have any allergies?)

# COLLABORATE "Let's make dessert together!"



#### EMPOWER

"We will serve whatever dessert you choose."



# What does success look like for this project and process?

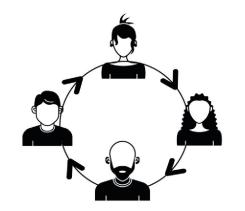
When thinking about success it's important to think in terms of:

- Results: Impacts (direct and indirect)
- Ex: Durable decisions
- Outputs: Tangible deliverables Ex: Meaningful input

Outcomes: Intangible effects

Ex: Shared understanding about what meaningful engagement in North Cowichan looks like

# Lessons and Learning



Who is most impacted by municipal decisions?

What can we learn from the engagement process?

#### Decisions to Be Made

Where do you feel is an appropriate level on the spectrum of engagement, for this project

 How much influence do you want to serve with the community and stakeholders? (Engagement Objectives)

Who are the individuals and groups who can contribute the mule this project better. Stakeholder Map

When you think about this project you? (Evaluation measures)

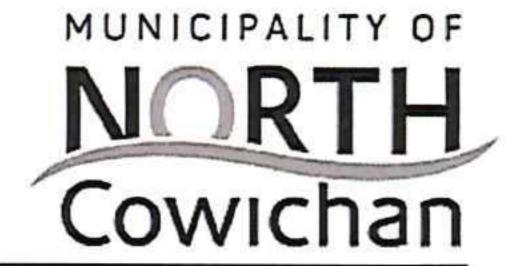
does success look like for



What should we keep the same?



What could be improved?



# Report

Date	June 3, 2020	File:
То	Council	
From	Megan Jordan, Manager, Communications & Public Engagement	Endorsed:
Subject	Creation of a Public Engagement Framework and Policy	

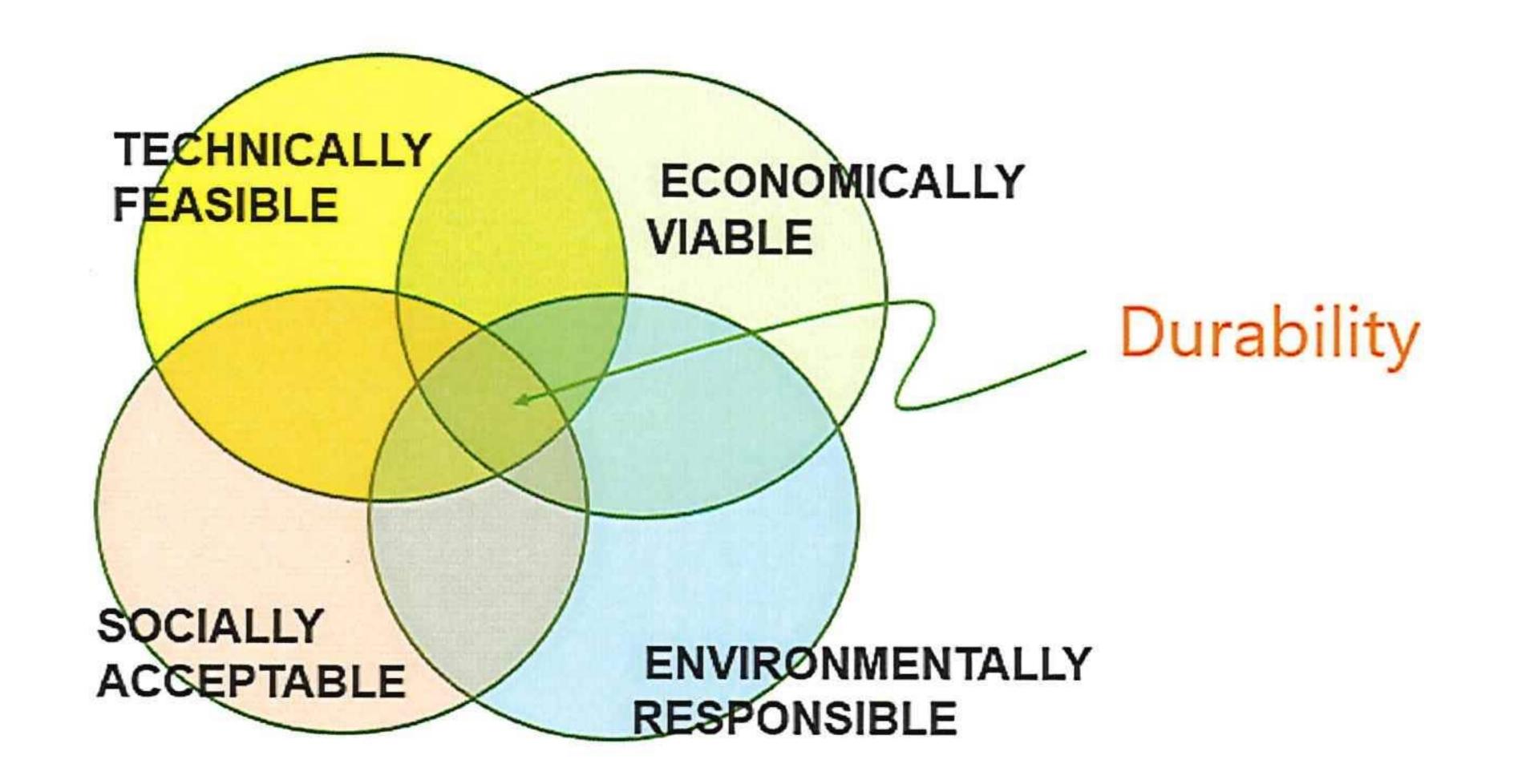
#### Purpose

To seek direction from Council on establishing a select committee to guide staff in developing an engagement framework and policy.

### Background

When making decisions that impact the lives of the people who live, work, and play in North Cowichan, many different factors are often considered. One of the key factors in decision making is how the decision will impact those who will be affected by it. Through public engagement, elected officials and staff often seek feedback, input, and collaborate with the community and stakeholders so their vision, values, needs, and preferences can inform the decision.

While the results of public engagement are an important part in decision making, the process itself helps to support a deeper, shared understanding of complex issues, trade-offs and choices. In planning, implementing, reporting back, and evaluating our public engagement processes, as a sponsor of public process we facilitate the sharing of different perspectives, while building social capital and trust between the public and decision-makers. Ultimately, carrying out meaningful engagement helps to build buy-in and support for the final decision because people understand it and have an opportunity to participate and contribute to it. This leads to more durable decision-making: decision-making that doesn't get "un-done."



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# IAP2 Spectrum of Public Participation

Increasing level of public input

	Inform	Consult	Involve	Collaborate	Empower
Public	To provide balanced	To obtain public	To work directly with	To partner with the	To place final
Participation	and objective	feedback on	the public throughout	public in each aspect	decision-making in
Goal	information and assist	analysis,	the process to ensure	of the decision	the hands of the
	employees in	alternatives,	that public concerns	including the	public
	understanding the	and/or decisions	and aspirations are	development of	
	problem, alternatives,		consistently	alternatives and the	
	opportunities, and/or		understood and	identification of the	
	solutions.		considered.	preferred solution.	
Promise to the	We will keep you	We will keep you	We will work with you	We will look to you	We will implement
public	informed	informed, listen	to ensure that your	for advice and	what you decide
		to and	concerns and	innovation in	
		acknowledge	aspirations are	formulating solutions	
		concerns and	directly reflected in	and incorporate your	
		aspirations, and	the alternatives	advice and	
		provide feedback	developed and	recommendations	
		on how public	provide feedback on	into the decisions to	
		input influenced	how public input	the maximum extent	
		the decision	influenced the	possible	
			decision.	0	

Public or community engagement can be any kind of interaction where information and opinions are shared and used in the decision-making process. Some traditional examples of techniques for engagement include open houses, surveys, citizen committees and advisory panels, task forces, public meetings, workshops, and a table or pop-up at a community event.

# **Discussion:**

One of Council's strategic pillars from the 2019 Council Strategic Plan (CSP) is engagement. In the CSP, Council identified the following engagement goal: Through collaborative relationships with other governments, Indigenous Peoples, stakeholder partners and engaging the community at large, we achieve optimum outcomes for all. It is with this direction, that all public engagement activities are undertaken. In order to further support this goal, developing an "Engagement Framework" would further define Council's vision, values, and commitments while articulating a shared, community-wide expectation for how our community defines meaningful public engagement.

Currently, the only guiding document for engagement is a Council Communication Plan (the "Plan") that was created in 2012. It outlines some commitments around transparent communication, but mostly deals with public engagement (see the Council Communication Plan appended to this report). This Plan has good bones, but is largely out of date and is in need of an update. As such, one of the deliverables in the Communications and Public Engagement Department's annual business plan is to facilitate the development of a new engagement plan to support Council in their decision-making processes.

Much has changed in the community and the organization since the Plan was developed in 2012. At the

time, there were no dedicated communication or engagement staff at North Cowichan. There are now 1.8 full time equivalent staff focused on communication and community engagement and three additional staff (Planners) that have taken the 5-day IAP2 Foundations Training.

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While staff across the organization engage the public on a number of issues ranging in scale and complexity, it is important to ensure Council's needs are met and that there is clear organizational policy and expectations about how and when to engage the public. This is an opportunity for Council to help shape our engagement strategy and to help staff carry out meaningful engagement, when appropriate. The burden on staff and cost of engagement is ever increasing with the demands the public has for transparency and inclusion in decision making and having an up to date plan/policy is critical to addressing community expectations.

More tools, training, and support will create a wider base of knowledge amongst staff, thus creating increased capacity within the Communications and Public Engagement Department to best support more projects as the need to engage grows. Moreover, building in consistent measures of effective engagement will allow the Framework to facilitate a culture of continuous improvement. While increasing consistency in our approach to engagement will allow for timely community and stakeholder-centric decision-making as feedback will be collected and presented in a way that is both understandable and useful.

As a result, staff are seeking to develop a straight forward toolbox to allow for a streamlined and values-driven approach to engagement. The toolbox would include:

- A **Public Engagement Policy** (the "Policy") which would articulate the values, principles and commitments of the organization to meaningful engagement and detail the roles and responsibilities for all parties when we are conducting engagement.
- A **Public Engagement Framework** (the "Framework") would be developed, primarily for internal stakeholders (Council, leadership, and staff). This would help to determine if and when engagement is required, and a methodology for implementation of the engagement plan for each respective project needing public engagement. The Framework would also include evaluation methods to ensure engagement is meeting the needs of all stakeholders and the public, while also creating a way to benchmark results so we can work towards continual improvement.
- **Tips sheets and templates** (tips sheets) would be developed to support staff in implementing engagement plans and may include technique specific tip sheets, like agendas, questionnaires, and other resources as identified by staff.

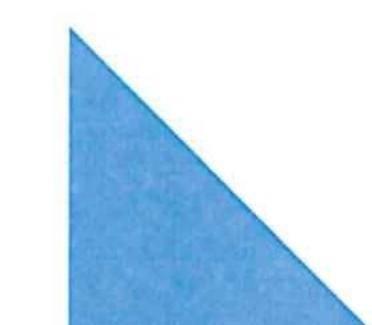
The Framework is proposed to be based on the International Association of Public Participation (IAP2) Spectrum of Engagement (as shown above), which is the Canadian recognized standard best practice for engagement, and which has been endorsed previously by Council. As a suite of resources, the purpose of the framework is not to prescribe a set of rules to follow for each engagement, but rather to support a consistent approach to engagement which leverages internal best practices across all departments. Staff have engaged a consultant to help craft and implement the Framework and Policy for Council's consideration.

To help steer this process staff is proposing a Select Committee of Council be established to work with staff and the consultant to develop the Framework and Policy to be brought forward for Council's consideration. As Council is aware from past discussions about Committees, Corporate

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Services staff support committees, and in order to support new, community based committees, additional staffing would be required. The Select Committee, composed of 3 members of Council, will allow this limited time committee to instead be supported by the CAO's admin staff, as is now provided to the First Nations Relations Committee, and therefore requires no new, additional staffing.

Engagement Plan Review Process:



Select Committee review of consultants draft **Engagement Plan** framework

Committee consideration of Stakeholder input

Committee review revised draft Engagement Plan and make recomendations to Council

Council endorse Engagement Plan and policy

### Implications

Financial – There will be no additional budgetary impacts as the Communications and Public Engagement department will be using a portion of their existing 2020 Consulting Budget to facilitate this project.

Engagement Fatigue – Some stakeholders may be involved in other concurrent and competing engagements and/or projects and be unable to engage fully with this project at this time. It is not meant that this review will impact the other larger processes underway. This is a higher level discussion about how future engagement processes can be more consistent and formalized.

**Capacity** – Although staff have already engaged a consultant to help write the Plan and Policy, it will require some time for the Manager, Communications and Engagement to prepare and carry out stakeholder engagements. Since this project was in the Communications and Public Engagement departmental business plan, the workload is expected. In addition, Information Technology support may be needed to facilitate digital meetings, as stakeholder meetings likely cannot take place in person due to the COVID-19 crisis.

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# Recommendations

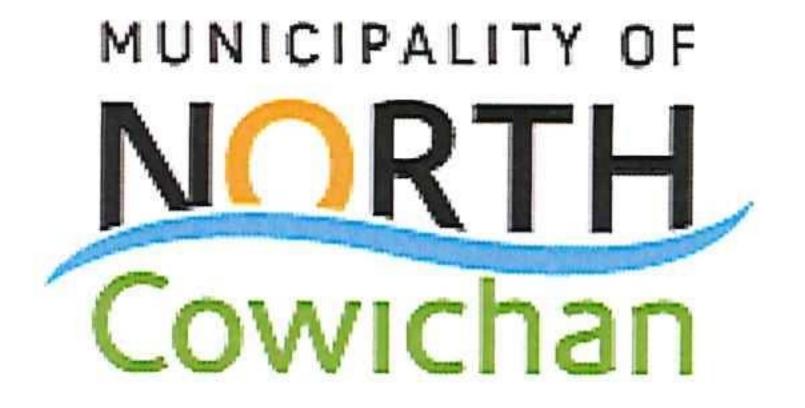
That Council establish a select committee to work with staff and the consultant engaged to develop a Public Engagement Policy and Engagement Framework; and that Mayor Siebring and Councillors \_\_\_\_\_\_ and \_\_\_\_\_ be appointed to the committee.

Attachments:

• Council Communication Plan (2012)

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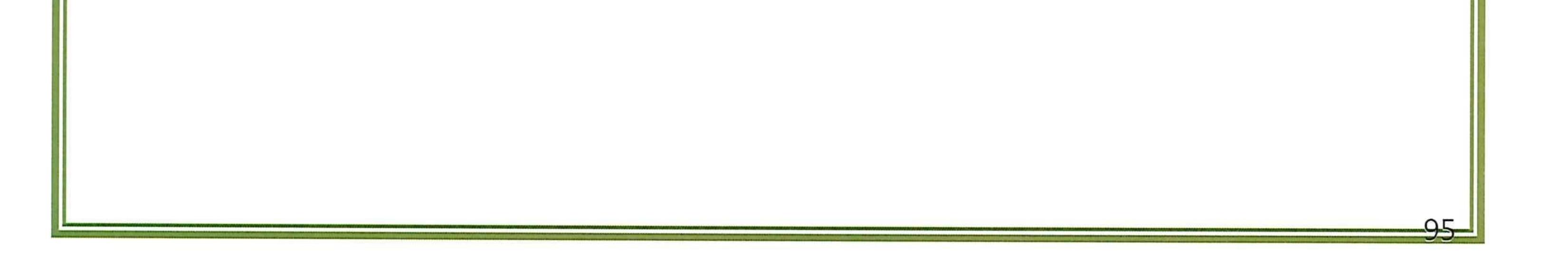




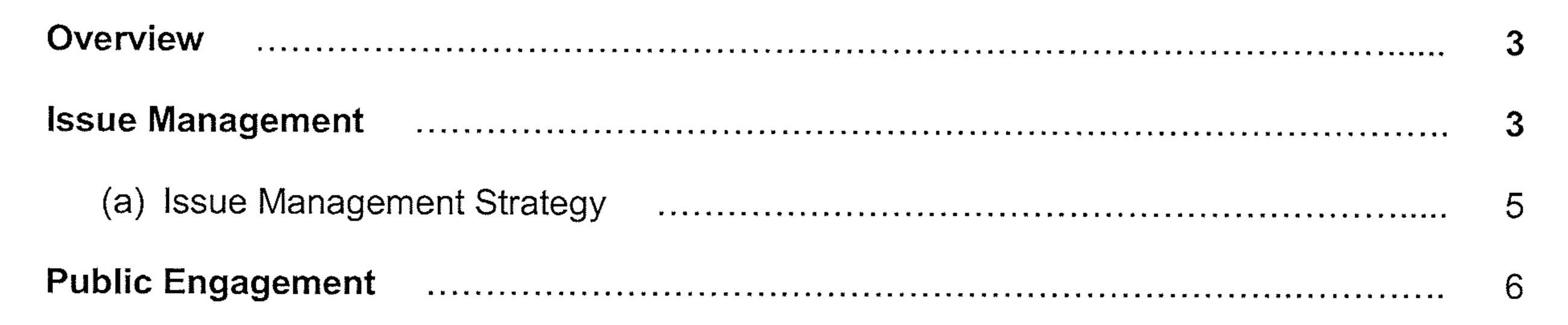


# Communications

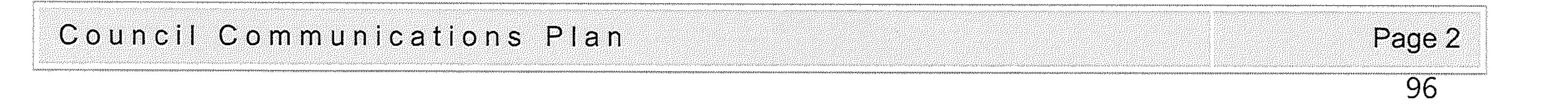
Plan



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# **<u>COUNCIL COMMUNICATIONS PLAN</u>**

# <u>Overview</u>

Effective communications are key to the success of North Cowichan and the well-being of its community including residents, businesses, Municipal employees, and community and stakeholder groups. Open and proactive communications ensure that Municipal employees and the public receive clear, relevant, timely and consistent information from the Municipality. A well-managed communications plan strengthens public confidence in its local government, and results in increased resident and business satisfaction and high employee morale.

North Cowichan's Communications Committee, a standing committee under section 141 of the *Community Charter,* was tasked with developing a Council Communications Plan to guide civic engagement and manage Council communications. Creation of the Council Communications Plan (the Plan) is the first stage in the development of a Corporate Communications Plan.

The Communications Committee, with the assistance of staff, undertook a review of current corporate communications practices and local government best practices to develop a strategic Council Communications Plan which includes:

- (a) issue management;
- (b) enhanced public engagement; and
- (c) public awareness and education.

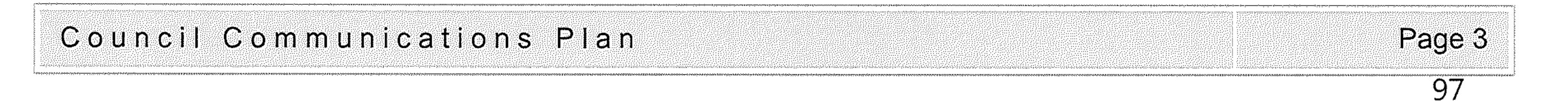
# .1 Issue Management

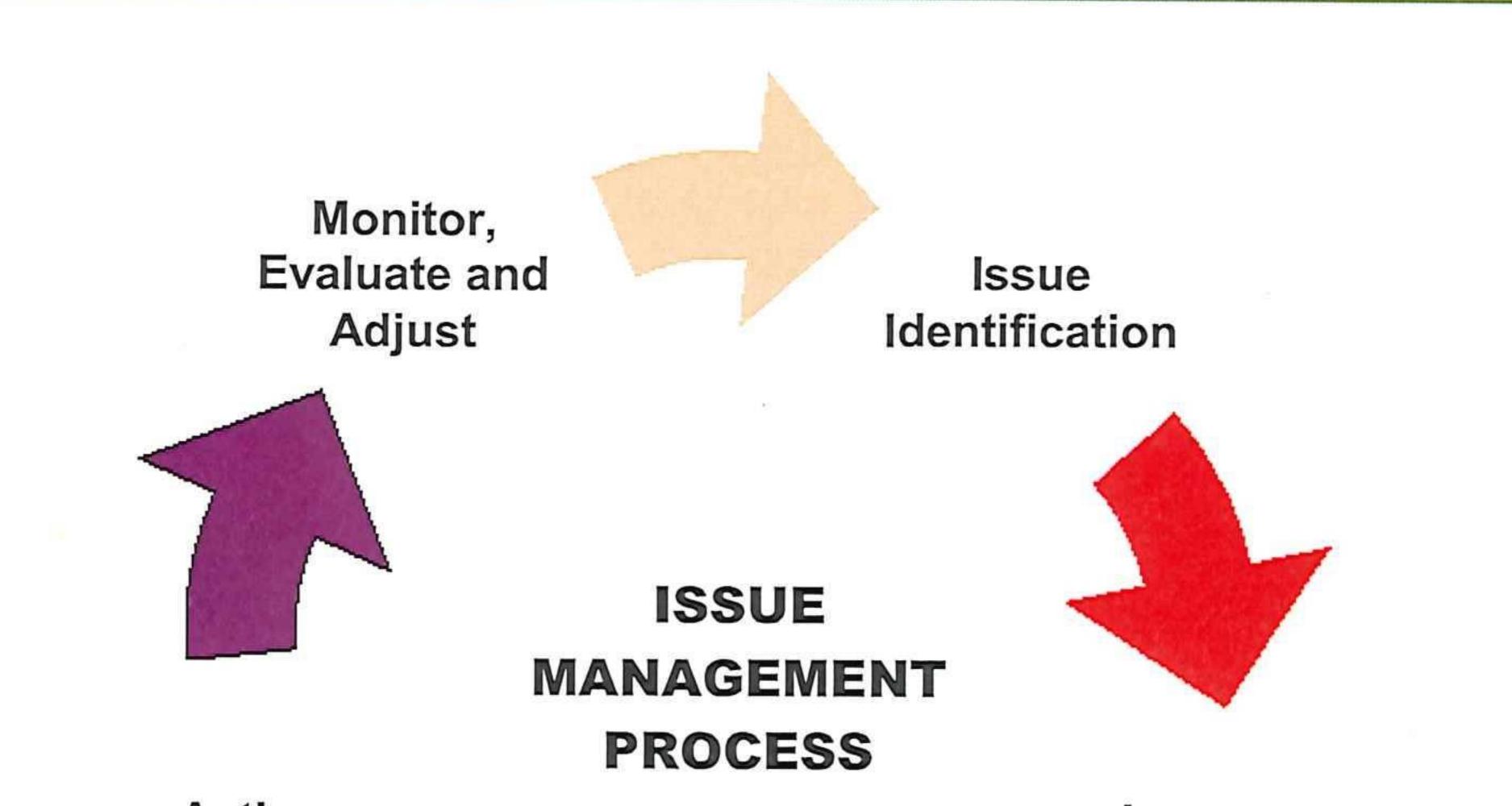
An issue's potential outcomes can have a significant impact on North Cowichan's regulatory burden, reputation and financial well-being. Well-handled issues present opportunities to build awareness and trust among key stakeholders in North Cowichan. When issues are handled incorrectly, the Municipality faces the very real risk of litigation, the loss of reputation and public acceptance and trust. The difference between taking advantage of opportunities and suffering additional costs lies in the timely identification and prioritization of issues and the development of appropriate responses to inform the final outcome.

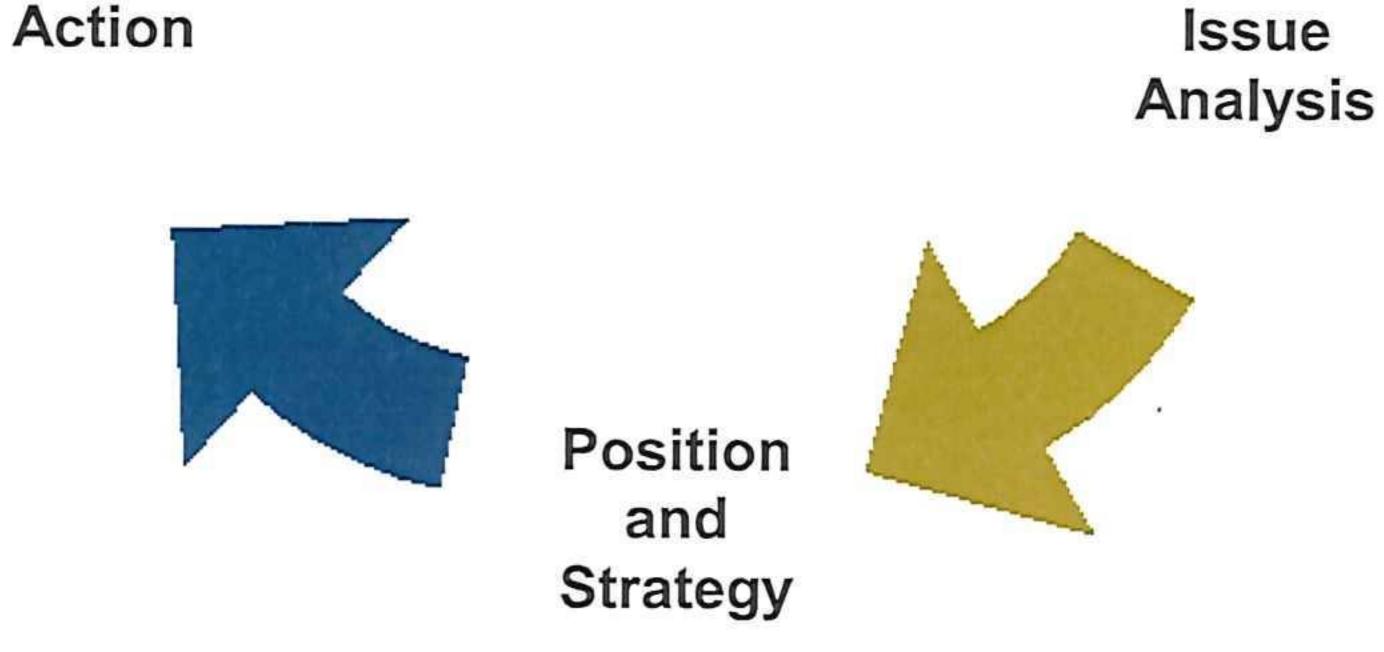
North Cowichan's Issue Management Strategy will capture both an "inside" analysis (i.e., as seen from North Cowichan's perspective) and an "outside" analysis (i.e., as seen from the point-of-view of the public, media and external stakeholders). It ensures that potential issues are identified, and also recognizes linkages and ensures we take action to prevent crises from occurring.

In order to ensure that we are capturing the right issues and prioritizing them so they can be managed effectively, an Issue Management Team will be formed for each issue that is identified. The team will analyze the impact and urgency of potential issues in order to develop a set of priorities to manage the issues. These priorities, in turn, will inform and shape numerous decisions and responses.

As North Cowichan begins to interact both internally and externally, more feedback and information will be gathered about the issue: the types of risks and opportunities; the identity and motives of protagonists and antagonists; and a finer understanding of what key stakeholders expect from North Cowichan.

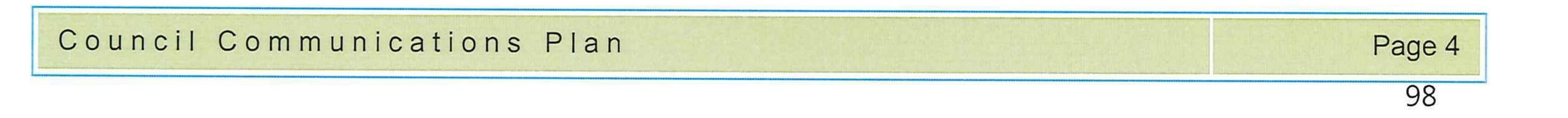






A key challenge of issue management is to resolve the problem quickly and move on, with as little impact to the Municipality as possible. This strategy provides a structure for making decisions when issues arise.

It's also important to conduct a post-implementation review to evaluate and learn for future issues. The more that is learned about our issues, the better prepared we'll be for the next one. Some issues might occur again, so by recording what we've learned from previous initiatives, it will be easier for subsequent issue management teams to identify the issues and resolve them successfully. Other issues might be part of a risk pattern that can be proactively identified and managed with early risk assessment.



# Issue Management Strategy

Front line staff monitors and documents areas of public and media interest and reports daily to Community Liaison Coordinator or delegate who will immediately research and report to Chief Administrative Officer. If immediate action is required, the CAO (in consultation with the Mayor) establishes an Issue Management Team.

Directors and Corporate Leadership Team regularly and strategically review upcoming projects and issues at bi-weekly meetings and in consultation with the Mayor, establish an Issue Management Team (IMT) and spokesperson for media for each issue identified.

IMT notifies Council and staff of issue and asks them to refer questions from public and media to IM Team Leader.

IMT defines the issue and analyzes its lifecycle from both internal and external perspectives, predicts areas of public and media interest, and considers risk exposure, opportunity and core strengths to leverage.

IMT lists those who have an interest in the issue's outcome.

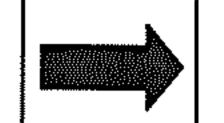
IMT defines desired outcome of managing the issue (operational objectives / Municipality's reputation).

IMT defines specific actions to achieve objectives (include resolution of issue and handling media requests).

IMT considers whether there will be public participation, or if issue requires dissemination of information only and considers best options to disseminate information to the public.and all affected interest groups.

IMT creates an action chart showing actions, who's responsible and target dates.

Chief Administrative Officer approves Issue Management Plan.



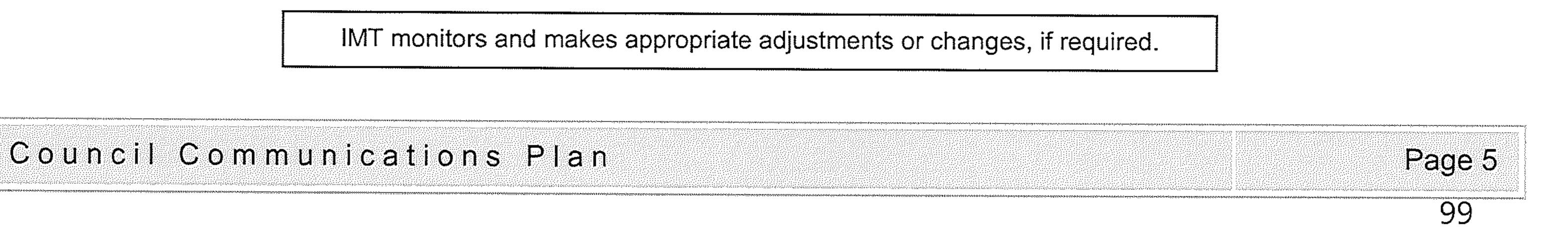
IMT issues copies of the Issue Management Plan to Council and other individuals identified by the IMT.

IMT issues a notice or media release: 3-8 key words; 3-4 points outlining history and current status of issue. Should not exceed 1 page! Ensure copies are sent to Council and all staff.



Spokesperson makes key positioning statements structured as follows:

- empathy for the situation
- what the Municipality has done
- what the Municipality **will do**



# .2 Public Engagement

Often, the public is uncertain about the role that it should play in North Cowichan's decision-making. As elected officials, Council members are legally responsible for municipal decisions on the understanding that Council will represent the interests and values of the community. Public engagement offers many benefits to Council's decision-making process and is a key component of open and transparent governance. If decisions can be influenced, public engagement is appropriate.

For some residents, engagement is a form of empowerment as it allows the public to influence decisions. The Municipality will benefit immensely by providing frequent and more active opportunities for public engagement through the sharing of information, consulting, involving and collaborating on projects, policy development, strategies and plans for strategic investments. Public engagement includes any process that allows the public to be involved in problem-solving or decision-making and uses public input to help make decisions.

North Cowichan's current engagement practices occur in two ways:

- engagement mandated by legislation (e.g., Public Hearings, notice requirements), and
- other engagement (e.g., workshops, town hall meetings, etc.).

Public engagement should not be considered a singular approach that can be applied rigidly to all situations. The steps below will provide guidance to ensure the most important aspects of designing a public engagement process are addressed, while allowing for flexibility based on the issue. Once it is established that public participation should take place, it will need to be determined how to do so in a way that considers the needs of Council, residents, and other interested parties.

- 1. Determine who the decision-maker is, what the pending decision is, and who will be affected.
- Decide if public engagement should be used (Will the public be significantly affected? Has Council made a previous commitment to public consultation on the issue? Are there unknown public perceptions and other information gaps? Is there controversy around the issue or decision?)
- 3. Determine the issues related to the decision for each affected party.
- Determine the level of public engagement that is needed to help make a decision, and what to consult on.
- 5. Determine the type of public participation needed to suit the needs of participants.
- 6. Determine how public participation will support and link to the decision.
- 7. Determine how the results will be used.

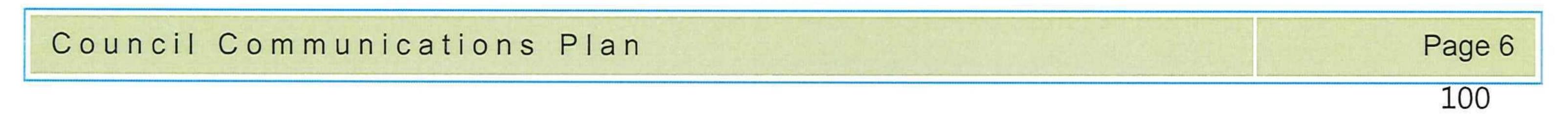
# (a) <u>Guiding Principles</u>

To confirm Council's commitment to public engagement, in every process, regardless of the scope, the following principles will be the foundation for public engagement activities.

Authenticity The pending decision has not been made and Council commits to be influenced in the decision-making to a specific level that will be communicated in advance.

# Accountability

Council will demonstrate that results and outcomes are consistent with the commitment to public participation that was made to stakeholder groups and the public at the outset of the initiative.



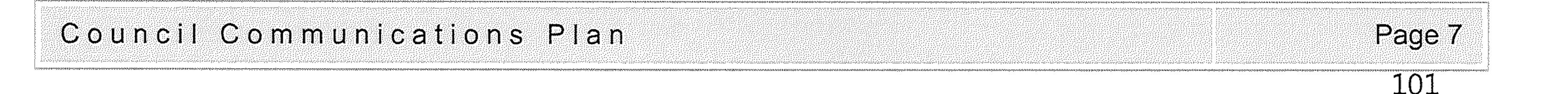
Inclusiveness	Council will make a reasonable effort to include stakeholder groups and the public affected by the pending decision.
Transparency	Council will ensure that stakeholder groups and the public that are affected understand the scope of the pending decision, decision process and procedures, and that any constraints on the decision-maker are known.
Commitment	Council will provide appropriate time to ensure that those involved can participate in a meaningful way.
Integrity	Council will address public and stakeholder group concerns in an honest and forthright way.

- **Core Values of Public Participation** (b)

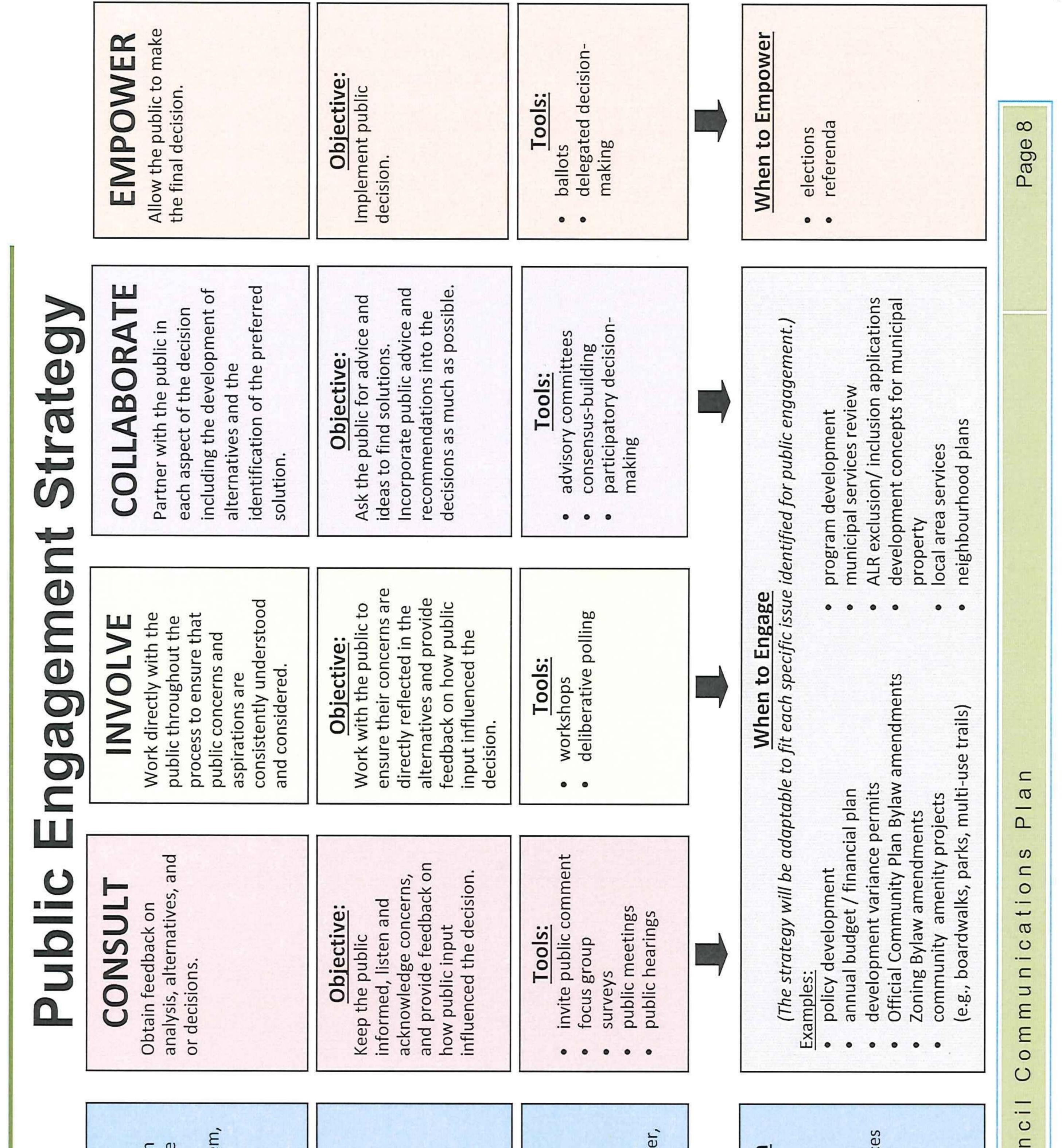
Although Council is elected to make decisions on behalf of North Cowichan citizens, some of those decisions will benefit from additional public participation. The following set of core values will provide a solid platform for engaging the public, especially when additional public participation is required for a specific issue. Adoption of a statement of core values on public participation will assist Council in making better decisions that reflect the interests and concerns of the public, and will assist staff in the development and implementation of public participation processes.

- 1. Public participation is based on the belief that two-way communication between Council and the public provides opportunities for open and constructive dialogue.
- 2. Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
- 3. Public participation is designed to respect the opinions of all those involved.
- Public participation includes the promise that the public's contribution will be considered 4. in the decision.
- Public participation promotes sustainable decisions by recognizing and communicating 5. the needs and interests of all participants, including decision-makers.
- Public participation seeks out and facilitates the involvement of those potentially affected 6. by or interested in a decision.
- Public participation seeks input from participants on how they wish to participate. 7.
- Public participation provides the information that is necessary to participate in a 8. meaningful way.
- 9. Public participation communicates to participants how their input has affected the decision.

Public engagement will provide opportunities to share ideas and values, and discover areas of mutual interest and concern. It will also identify potential and existing concerns and areas of conflict before they escalate. Ideally, an effective public engagement strategy will allow individuals and groups to build cooperative working relationships and mutual understanding.







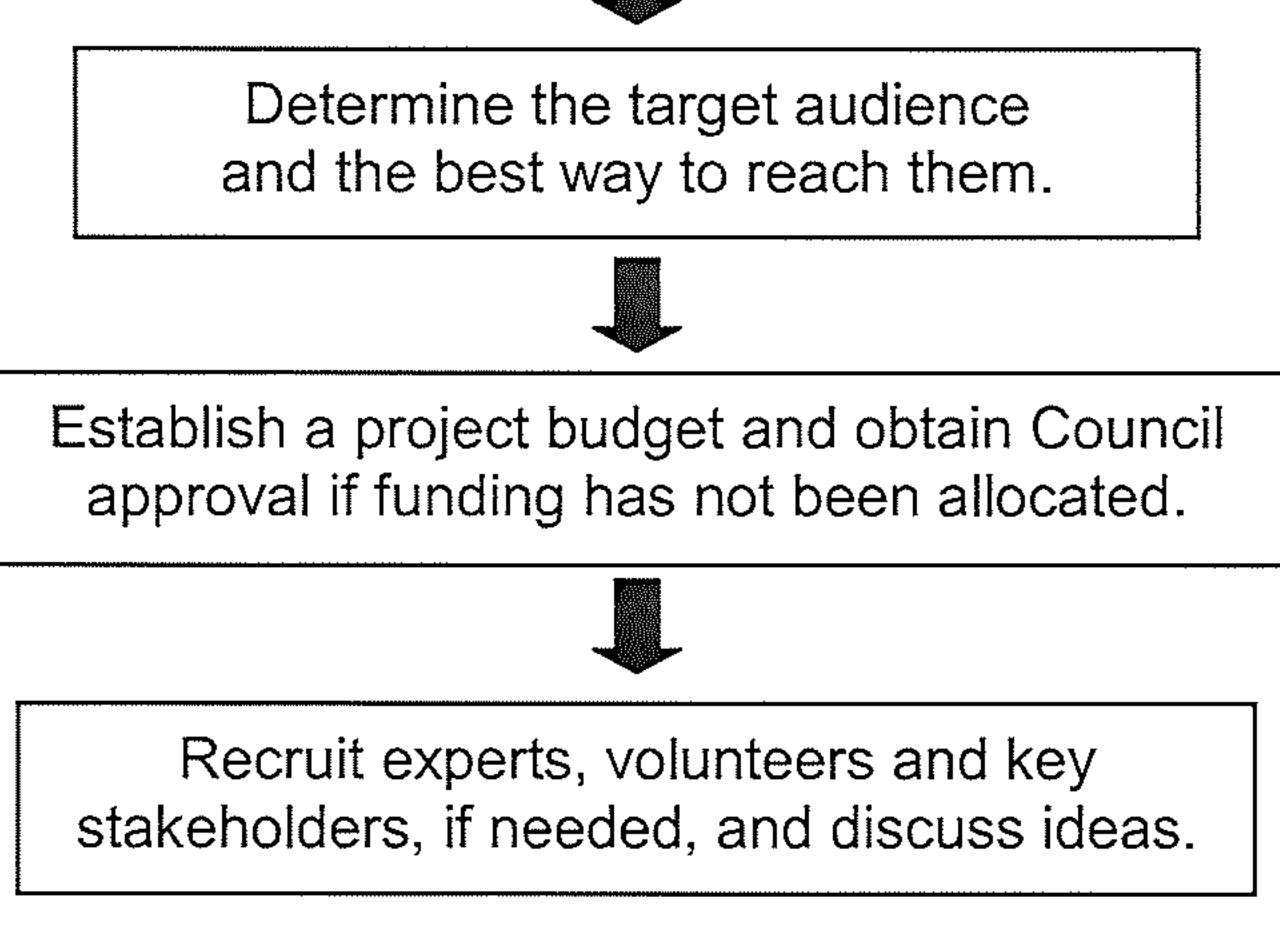
# .3 **Public Awareness and Education**

A public awareness and education strategy will allow the Municipality to provide awareness in general or focus on specific topics to the entire population or specific groups. Opportunities for public awareness and education may include upcoming Municipal initiatives, bylaw requirements, provision of a new service, general local elections and other voting.

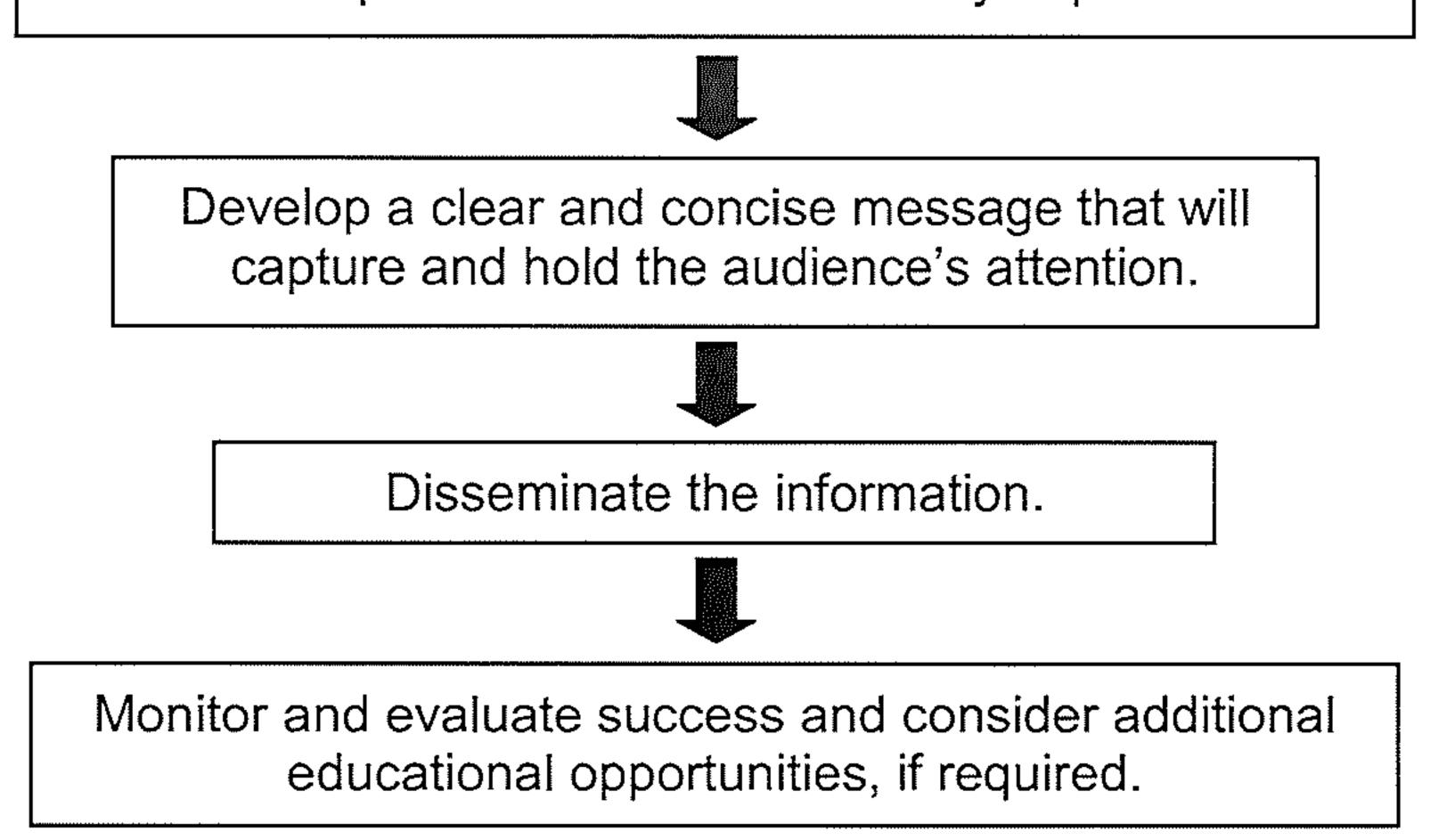
The framework for public education will consist of the following process.

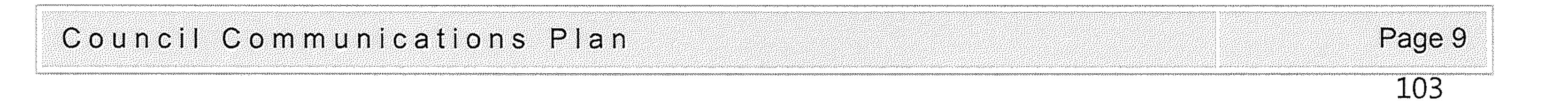
Identify the topic and the area of focus.





Gather resources. Consider the educational information to be presented and the best way to present it.





# **Concluding Remarks**

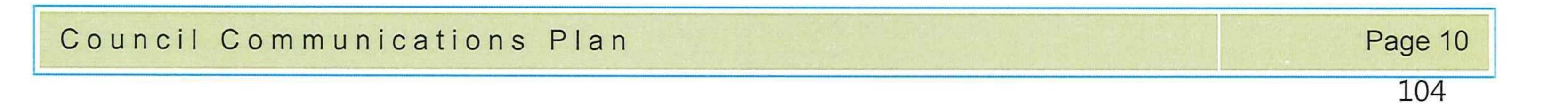
Communication is essential to understanding. The Council Communications Plan reflects North Cowichan Council's commitment to better connect with its residents, businesses, employees, the media, and community and stakeholder groups through consistent messaging and sustainable open and transparent communication. It is a commitment that Council will allow the public opportunities to express themselves, and acknowledge that they have been heard and understood. The opportunity for both Council and the public to hear each other will provide a better understanding of the issues early on in the decision-making process, and establish a process that will ultimately result in understanding, acceptance and trust between all parties.

# Next Steps

An effective Communications Plan takes time and resources, both of which are in limited supply. The Committee recommends the hiring of a part-time Community Liaison Coordinator and additional operational funds to co-ordinate the development of a Corporate Communications Plan and manage the implementation of the Plan in support of the Council Communications Plan developed by the Communications Committee. The Corporate Communications Plan should include:

(1) the expansion of <u>external</u> communications through:

- (a) development of communications policies, strategies and tactics;
- (b) alignment of communications strategies with corporate objectives;
- (c) corporate branding, identity and visibility;
- (d) public surveys including a customer satisfaction survey;
- (e) the creation of a regularly-published "Municipal Page" in the local newspaper (possibly shared on a rotating basis with the CVRD and the City of Duncan);
- (f) an enhanced social media presence;
- (g) additional opportunities for public consultation and collaboration;
- (h) co-ordinated and targeted advertising;
- development of a corporate style guide;
- (j) special needs (language, disabilities) considerations;
- (k) communications training for Municipal spokespersons; and
- (2) the expansion of internal communications through:
  - (a) a survey of Municipal employees to obtain input on how to better improve internal communications;
  - (b) the development and implementation of customer service standards;
  - an "Innovations Committee" (comprised of staff from all levels of the organization) to review current practices and procedures and discuss areas for change, improvement and cost-savings;
  - (d) enhanced employee orientation, training and professional development; and
- (3) the requirement for an annual report of the previous year's accomplishments.





#### **PUBLIC ENGAGEMENT SELECT COMMITTEE**

#### Preamble

When Council developed their Strategic Plan in 2019, they established a vision based on six strategic priorities, being (1) community engagement, (2) housing choices, (3) service delivery, (4) protecting the environment, (5) the economy, and (6) our community. To support achievings its engagement objective of *"ensuring open and transparent communications with the public,"* Council authorized the establishment of a select committee.

The Select Committee will provide direction to staff in the development of an *Engagement Policy* and *Plan* that will include: Council's vision and policy for public engagement; an action plan with clear milestones to support the realization of the vision and policy; and performance measures to track progress towards continuous improvement.

#### 1 Mandate/Purpose

The Public Engagement Committee ("the Committee") acts as a steering committee for staff to assist in the development of the Engagement Policy and Plan.

#### 2 Establishment and Authority

- (a) The Committee will consist of the Mayor and two Councillors;
- (b) The Mayor will chair the Committee; and,
- (c) The Committee will make a recommendation to Council on the Engagement Policy and Plan

#### 3 Meeting Procedures

- (a) The Committee shall meet at the direction of the Chair on an as needed basis and shall be open to all members of the public unless closed in accordance with section 90 of the *Community Charter*.
- (b) The agenda for meetings will be finalized by staff and in consultation with the Chair.
- (c) A quorum is a majority of all Committee members and is required to conduct committee business.

#### 4 Resources and Support

- (a) The Manager of Communications and Public Engagement will provide direction to the consultant, and serve as the principal point of contact for the Select Committee.
- (b) Legislative Services will coordinate meetings and prepare and distribute the minutes and agenda.
- (c) Support services for the meetings will be provided by the Office of the CAO.