C·V·R·D

COMMUNICATIONS COMMITTEE

TUESDAY, SEPTEMBER 18, 2012 AT 12:30 PM

CVRD BOARD ROOM – 175 INGRAM STREET

AGENDA

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R1   Report from Mickelson Consulting Inc
        Re: Communications Strategy and Plan, September 13, 2012

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5.	**NEW BUSINESS:**
6.	**QUESTION PERIOD:**
7.	**ADJOURNMENT:**

The next Regular meeting of the Communications Committee is scheduled to be held on Tuesday, October 16, 2012 at 1:00 pm, in the Board Room, CVRD, 175 Ingram Street, Duncan BC.

NOTE: A copy of the full agenda package is available at the CVRD website www.cvrd.bc.ca

DISTRIBUTION:
Communications Committee

Director B. Fraser, Chair	Director B. Lines
Director M. Marcotte, Vice-Chair	Director I. Morrison
Director P. Kent	Director M. Walker
Director G. Giles	Director R. Hutchins

Cowichan Valley Regional District

Warren Jones, Chief Administrative Officer	Joe Barry, Corporate Secretary

Minutes of the Regular meeting of the Communications Committee held in the Board Room, 175 Ingram Street, Duncan BC, on Tuesday, July 31, 2012 at 12:40 pm.

PRESENT: Chair B. Fraser
Directors, G. Giles, R. Hutchins, P. Weaver, I. Morrison, M. Marcotte, P. Kent <to 1:45 pm>, L. Duncan, M. Dorey, L. Iannidinardo

ALSO PRESENT: Warren Jones, Chief Administrative Officer
Joe Barry, Corporate Secretary
Emily Doyle-Yamaguchi, Engineering & Environment
Tara Daly, Recording Secretary

ABSENT: Directors B. Lines, M. Walker

APPROVAL OF AGENDA

It was moved and seconded that the agenda 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 June 19, 2012 be adopted.

MOTION CARRIED

REPORTS

R1

Report from Mickelson Consulting Inc re: Communications Strategy Research Summary Report dated July 25, 2012 was received for information.

Therese Mickelson of Mickelson Consulting Inc, presented a summary, through a PowerPoint presentation, of the Research Summary Report for the Regional District.

ADJOURNMENT

2:29 pm

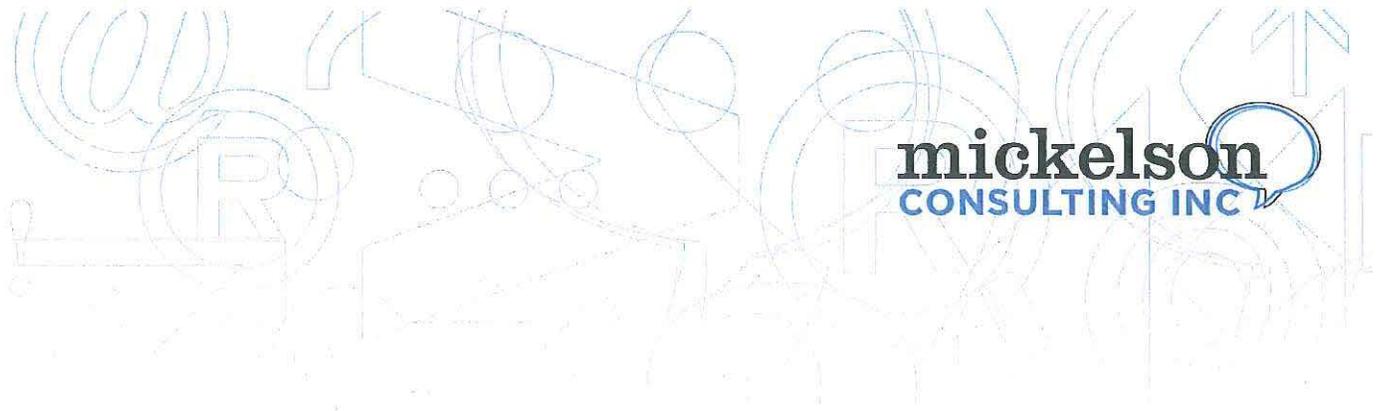**It was moved and seconded that the Communications Committee meeting adjourn.**

MOTION CARRIED

The meeting adjourned at 2:29 pm.

_____   _____
Chairperson   Recording Secretary

Dated:_____

mickelson
CONSULTING INC

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	• Board decisions and policies that affect taxes or changes to delivery of services, including bylaws • Notice of Public Hearings, Board, Commission & Committee meetings • Opportunities to provide input • Capital projects • Recreation programs and events • Educational information – resident responsibilities • Economic development affecting community • Crisis/emergency communication • Transit
Business Owners/Operators	• Board decisions and policies that affect taxes or delivery of services • Community planning and development • Economic development • Business support services • Capital projects and maintenance that affect transportation or property • Tourism or community events – particularly those that provide business opportunities or those that affect traffic or access to business areas.
Youth	• Recreation and event opportunities • Volunteer opportunities • Job opportunities • Projects and initiatives that support community improvement – environment, parks, trails, bike routes, amenities • Opportunities to provide input on programs/services that affect youth
Community Stakeholders/ Interest Groups	• Board decisions and policies that affect taxes or delivery of services, including bylaws • Community planning and development • Opportunities to provide input • Notice of Public Hearings, Board, Commission and Committee meetings • Capital Projects *See Stakeholder Map in Communications Plan Appendix for detailed interest areas.*

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.	- Issues that will trigger calls/inquiries – such as recent Board decisions, changes to services in communities, community planning projects underway - Marketing and promotion information – events, public meetings, special initiatives - Capital project /maintenance updates - Community consultation/input opportunities - Crisis communication/emergency information - Who to contact to flag issues/concerns
Outside workers	- Board decisions, updates or service changes that affect their service delivery area - Capital project /maintenance updates - Events and community activities/initiatives - Community consultation/input opportunities - Community development/planning projects - Issues that may result in public inquiries - Who to contact to flag issues/concerns
Board	- Opportunities to be proactive with good news - Opportunities to connect with stakeholder groups or represented communities - Early notice of issues and responses/key messages - Media inquiries - Events and community activities - Capital project/maintenance updates - Community consultation/input opportunities - Who to contact to flag issues/concerns - Stakeholder meetings and contact with CVRD
Department Staff	- Project information/updates/what's coming up - Board decisions/directives that affect their program or service area - Workplace policies/personnel policies/process changes - Issues affecting community - Work priorities for all departments and how they impact others - Changes to operations that drive work or questions, need to know prior to the change being done - New initiatives/projects/programs within department or that affect department - Events and activities in community - Community consultation underway - Internal news updates related to HR, policy decisions, new processes and services, etc – things that affect their role and work - Opportunities to provide input as staff

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:
  - o 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)
  - o 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
  - o 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)*
  - 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.)
- ➤ 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
>> o Tax notice is sent out annually in May by the Province – allows one CVRD brochure as an insert
>> o Water/Sewer utility bills sent twice a year – CVRD controls inserts
>> o 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:
  o 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.
- o Use external resources such as strategic communications experts to assist with communications programs for capital projects, major initiatives and issues management.
- o 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)

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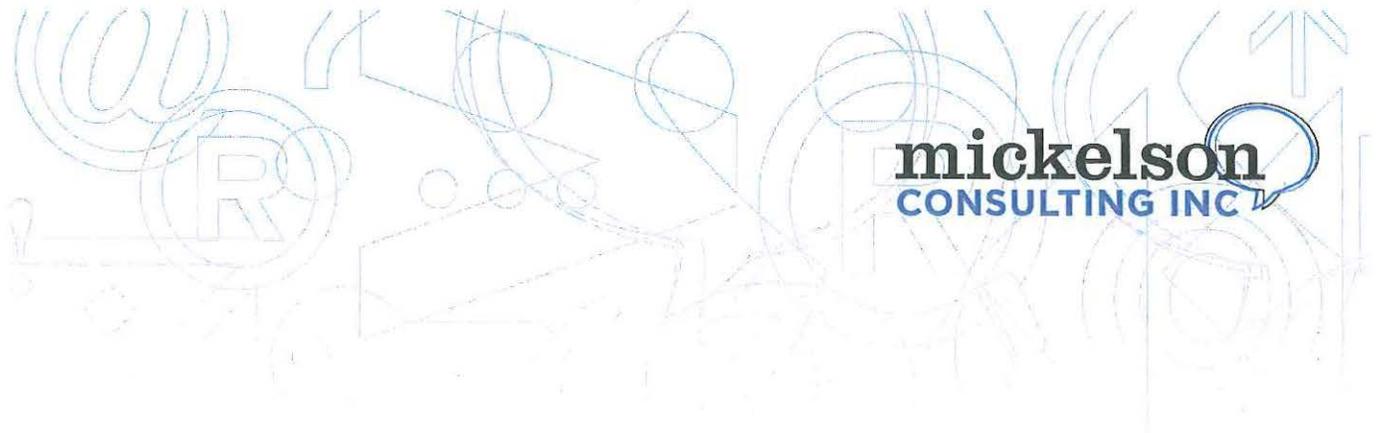
Cowichan Valley Regional District

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	▉				▉				▉			
Community Report Ad Spread			▉			▉					▉	
Tax Notice Insert						▉						
Utility Bill Inserts						▉	▉	▉	▉			
Annual Report to Community						▉						
Community Presentations	▉	▉	▉	▉	▉	▉	▉	▉	▉	▉	▉	▉
Budget Engagement	▉										▉	
Winter Season Notices	▉	▉	▉								▉	▉
Summer Season Notices						▉	▉	▉	▉			
Notify Me	▉	▉	▉	▉	▉	▉	▉	▉	▉	▉	▉	▉

Annual Tactics – Internal

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

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
- Keeping area rural
- Connecting community members
- 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

- Library
- 9-1-1
- Economic Development
- Regional Tourism
- Electoral Feasibility Studies
- Environmental Initiatives
- Emergency Planning
- Community Parks (Excluding parks within Islands Trust)
- Electoral Area Services
- Regional Parks
- Kinsol Trestle
- Regional Parkland Acquisition
- Animal Control
- Building Inspection
- Parks & Trails (Excluding Properties within Islands Trust)
- Planning (Excluding Properties within Islands Trust)
- Safer Futures
- Social Planning
- Solid Waste Complex

Primary Tactics

- ❑ Media relations:
  - Cowichan News Leader
  - Ladysmith Chronicle
  - Take 5 Magazine
  - SUN FM
  - CHEK TV
  - CTV Vancouver Island
  - SHAW TV Nanaimo
- ❑ Direct mail
- ❑ Website
- ❑ Notify Me: Area G Updates
- ❑ Posting areas:
  - Liquor Store
  - Saltair Pub
  - Chemainus Foods
  - 49th Parallel Grocery
  - Safeway

Issues/Concerns/Interests

- Garbage - increasing costs
- Ferry service
- Bylaw enforcement
- Sewer and water improvements, including ditch management
- Regional recreation
- Water quality and system
- Development and zoning changes
- Environment
- Walking/cycling trails between Saltair and Chemainus/Ladysmith
- Parks acquisition

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

- Library
- 9-1-1
- Economic Development
- Regional Tourism
- Electoral Feasibility Studies
- Environmental Initiatives

- Emergency Planning

- Community Parks
- Electoral Area Services

- Regional Parks
- Kinsol Trestle
- Regional Parkland Acquisition
- Animal Control
- Building Inspection
- Parks & Trails (Excluding Properties within Islands Trust)
- Planning (Excluding Properties within Islands Trust)
- Solid Waste Complex

Primary Tactics

- ☐ Media relations:
  - Ladysmith Chronicle
  - Take 5 Magazine
  - Nanaimo Daily News (Thursday Edition)
  - Nanaimo News Bulletin
  - The Wave FM
  - CHEK TV
  - CTV Vancouver Island
  - SHAW TV Nanaimo

- ☐ Direct mail
- ☐ Website
- ☐ Notify Me: Area H Updates
- ☐ Posting areas:
  - Mailbox area
  - Newspaper dispenser
  - Chuckwagon Market
  - Blue Heron Park
  - 49th Parallel Grocery
  - Safeway

Issues/Concerns/Interests

- Maintaining Area as rural acreages and not taken into the town of Ladysmith
- Recycling and waste management: compost recycling, dumping, burning restrictions
- Protection of the watershed

- Funding for recreation and community services – lack of leisure access program
- Water quality and access, aquifer
- Fire protection/fire hall

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

- 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
- Solid Waste Complex
- Critical Street Lighting
- 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 I Updates
- ☐ Posting areas:
  - Youbou Market Bulletin Board
  - Youbou Community Hall

Issues/Concerns/Interests

- Water and sewer for houses on lake shore
- Preservation of the Cowichan Lake Watershed
- Environmental protection
- Bylaw enforcement to address raw log exports, excessive vehicles on property
- Recycling services – private option not CVRD

- Air quality – e.g. dust from logging trucks
- Environmental protection
- Economic development
- Local autonomy – urban policies imposed on rural community
- Parks and recreation

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

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: Duncan Updates
- ❏ Display: Island Savings Centre
- ❏ Posting areas:
  - Starbucks
  - Thrifty Foods
  - Safeway
  - Coffee on the Moon

Issues/Concerns/Interests
- Affordable housing, and better business/employment opportunities
- The environment – air quality/backyard burning
- Sustainability, meaning smaller carbon footprint, water footprint, densification
- Economic development
- Recycling and waste management
- 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

- 9-1-1
- Economic Development
- Regional Tourism
- Environmental Initiatives
- Emergency Planning
- Regional Parks
- Regional Parkland Acquisition
- Theatre
- Safer Futures
- Social Planning
- Solid Waste Complex
- Kinsol Trestle

Primary Tactics

- Media relations:
  - Ladysmith Chronicle
  - Take 5 Magazine
  - Nanaimo Daily News (Thursday Edition)
  - The Wave FM
  - CHEK TV
  - CTV Vancouver Island
  - SHAW TV Nanaimo
- Direct mail
- Website
- Notify Me: Ladysmith Updates
- Posting areas:
  - Golf course
  - Ricky's
  - Frank Jameson Recreation Centre
  - 49th Parallel Grocery
  - Safeway

Issues/Concerns/Interests

- Community and development planning – prevent sprawling development
- Environment: water supply, green space, watershed protection
- Access to local services: shopping, education and recreation
- Transit
- Arts and culture funding
- Business improvement and retention, waterfront development
- Environment and Sustainability
- Recreation cost and facility/sport field availability

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
- Transit
- Economic Development
- Environmental Initiatives
- Regional Parks
- Regional Parkland Acquisition
- Victim Services West
- Senior Centre Grant
- Solid Waste Complex
- 9-1-1
- Regional Tourism
- Emergency Planning
- Kinsol Trestle
- Cowichan Lake Recreation
- Cowichan Lake Activity Centre
- Kaatza Historical Society

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: Lake Cowichan Updates
- ☐ Display: Cowichan Lake Recreation Centre
- ☐ Posting areas:
  - Cowichan Lake Recreation Centre
  - Coffee Shop
  - Country Grocer

Issues/Concerns/Interests
- Chemainus Revitalization Plan & Library Location
- Economic development – local versus outside businesses
- Sustainability - preparing to manage change in economic and environmental conditions
- Environment – Cowichan river conservation, pesticide bans, water quality, invasive plants, composting, open air burning, water protection (lake and river)
- Food security
- Flood control
- Bylaws and lack of enforcement
- Water and sewer system management
- Parks and recreation
- Emergency preparedness and planning
- Developing long-term community plan, controlled development

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
  - 49th 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.	▪ Direct mail to affected residents or door-to-door drop if short notice. ▪ Advertisements ▪ Signage at work site and affected area ▪ Website ▪ Notify Me Emails: CVRD News, Area Updates, Project Email if long term Internal: ▪ Frontline Alerts ▪ Staffnet updates ▪ Team meetings for cross-departmental considerations
Public education – safety notices, property owner responsibilities, water restrictions	▪ Brochures ▪ Quarterly Update - seasonal ▪ Posters ▪ Utility bill insert - water ▪ Website ▪ Notify Me Emails: CVRD News, Area Updates, Project Email if long term Internal: ▪ Staffnet – tips for staff to help raise awareness
Capital projects communication for work underway or planned for upcoming year	▪ Community Consultation ▪ See analysis matrix below for external audiences Internal: ▪ Frontline Alerts ▪ Staffnet updates

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	▪ Newspaper Advertising ▪ Community Presentation ▪ Website – summaries on area pages ▪ Notify Me Email – Area Updates ▪ Board presentation ▪ Media Relations Internal ▪ Staffnet ▪ All-staff meeting
Annual Reporting	▪ Annual Report to Community – Strategic Plan progress towards goals and financial statements ▪ Presentation at Board ▪ Annual Report Highlights Brochure ▪ News release ▪ Website ▪ Notify Me – CVRD News Internal: ▪ Staffnet
Procurement	▪ Website – common posting area ▪ Advertising – Template for bids and RFPs Internal: ▪ Staffnet ▪ Requirements checklist
Tax Notice	▪ Property Tax Insert Brochure (updated based on recommendations) Internal: ▪ Staffnet

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
Community Planning *Note: Consultation needs to be early in process and include targeted sessions with stakeholder organizations in community, as well as residents/businesses directly affected.*	- Consultation Program - Displays - Discussion Guides - PowerPoint Presentations - Advertising - Posters - Direct Mail - Notify Me Email – Area Updates - Community Report Ad Spread - News release - Website Internal: - Quarterly Update - Frontline Alerts - Staffnet
Bylaw communication *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.*	- Website - Bylaw summaries for most frequently used bylaws – simple language - Notify Me – CVRD News for seasonal bylaw reminders - Emails to interest groups with updates/changes and Board decisions that affect bylaws. Internal: - Frontline Alerts (if new/change affecting residents) - Staffnet

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
Employee information – programs, services, benefits, requirements, etc *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.*	▪ Employee Orientation Handbook ▪ Staffnet posts ▪ All staff email for critical, time-sensitive notifications
Recruitment *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).*	▪ Ad Template ▪ Web posting template – external sites ▪ Internal poster / notice ▪ Website ▪ Staffnet ▪ Display for recruitment fairs (future)
CVRD Contact Reference – Who we are. What we do. Department descriptions, contacts and primary services.	▪ Staffnet
Staffnet Usage Standards	▪ Staffnet – policy page ▪ Employee orientation/handbook
CVRD News Updates and Interdepartmental Communication *Note: Board reports may include a checklist of departments involved in report development or review, such as Financial Comments*	▪ CVRD Matters ▪ Staffnet ▪ All staff meetings ▪ Project meetings

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	▪ Interdisciplinary teams from multiple departments, including economic development
Planning	▪ Parks ▪ Engineering ▪ Finance ▪ Public Safety ▪ GIS/IT ▪ Legislative Services
Bylaws	▪ Planning ▪ Engineering (solid waste) ▪ Parks
Finance	▪ All departments
Engineering	▪ Finance ▪ Planning ▪ Environment ▪ Capital Works ▪ Transit ▪ Economic Development ▪ GIS ▪ Parks ▪ Waste Management ▪ Legislative Services
Facilities	▪ Parks ▪ Recreation and Culture (clients) ▪ Utilities ▪ Solid waste ▪ Environment ▪ Planning
Transit	▪ Planning ▪ Parks ▪ Recreation ▪ Finance
Economic Development	▪ Need to connect better with all departments
Corporate Services	▪ Legislative Services ▪ Planning ▪ Engineering ▪ GIS
Human Resources	▪ All staff, all departments

Department/Division	Information Sharing With:
IT	- All departments for service delivery - For GIS: - Planning - Engineering - Parks - Protective Services
Parks, Recreation & Culture	- Facilities - Finance - Human resources - Public safety (ESS) - IT - Capital works (as needed) - Legislative services (commissions) - Economic development

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 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.

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
Regional – all residents in the region	Determine if community engagement or information sharing. How much information is needed to meet objectives E.g. quick update, educational information, instructional for behaviour change? Who are stakeholder/interest groups involved in topic area? Timelines to reach audience.	Communication: • News release • Website • Print ads • Radio ads/PSAs • Notify Me – CVRD News & Area Updates • Posters • Community Displays • Outdoor signage • Facebook and Twitter posts • Video • Presentation • Stakeholder networks – newsletters, email groups, websites Consultation: • Town Hall/Open House • Surveys – online, phone, on-site • Discussion forum • Stakeholder meeting • Feedback form • Focus group

Audience Affected	Considerations	Tactical Options
Individual electoral area, or municipality	Determine if community engagement or information sharing is required. How much information is needed to meet objectives E.g. quick update, educational information, instructional for behaviour change? 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? Have there been any recent issues/concerns in this area affecting relations with the CVRD? Are there community champions who would help with sharing information? Is the Board member for the area using regular face-to-face meetings, newsletters or other tactics to connect with area residents? If it is a municipality, does the local government have any similar initiatives and/or connections you could leverage? Timelines to reach audience.	Communication: • News release • Email/call to local media • Notify Me – Area Update • Website – Area Page • Print ads – local • Radio ads/PSAs - local • Posters at designated sites for area • Outdoor signage • Facebook and Twitter posts • Face-to-face meetings with local community • Stakeholder networks – newsletters, email groups, websites • Board member's tactics if available Consultation: • Town Hall/Open House • Site tours (if applicable) • Surveys – online, phone, on-site • Discussion forum • Community meeting • Stakeholder meeting • Feedback form • Focus group

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Audience Affected	Considerations	Tactical Options
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.	Determine if community engagement or information sharing is required. How much information is needed to meet objectives E.g. quick update, educational information, instructional for behaviour change? 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? Have there been any recent issues/concerns in this area affecting relations with the CVRD? Are there community champions who would help with sharing information? Is the Board member for the area using regular face-to-face meetings, newsletters or other tactics to connect with area residents? If it is a municipality, does the local government have any similar initiatives and/or connections you could leverage? Timelines to reach audience.	Communication: • Direct mail • Door-knob drops • Notify Me – Area Update • Direct email – if available • Face-to-face meetings with local community • Stakeholder networks – newsletters, email groups, websites • Board member's tactics if available Consultation: • Town Hall/Open House • Site tours (if applicable) • Community and/or targeted group meeting • Stakeholder meeting • Feedback form • Focus group

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
Electoral Area A: • Mill Bay Village • Malahat • Bamberton • Spectacle Lake • Whiskey Point	• Serious Coffee • Spectacle Lake • Malahat View Point & Rest Area • Pharmasave • Rusticana Coffee • Thrifty Foods Mill Bay • Library Mill Bay
Electoral Area B: • Beach Estates area • Shawnigan Village • West Shawnigan • East Shawnigan • Thain/Riverside	• South Cowichan Dog Park • Masons Community Board • Beach Estates Board • West Arm Grill • Kerry Park Recreation Centre • Thrifty Foods Mill Bay • Library Mill Bay • Country Grocer Cobble Hill
Electoral Area C: • Arbutus Ridge • Cobble Hill Village • Satellite Park • Braithwaite • Telegraph • Douglas Hill	• Olde School Coffee Community Board • Arbutus Ridge • Country Grocer • Thrifty Foods Mill Bay • Library Mill Bay
Electoral Area D: • Cowichan Bay Village • Cherry Point • Kingscote • Lambourn • Four Ways • Koksilah	• Cherry Point Beach • Cowichan Bay Community Board • Country Grocer
Electoral Area E: • Cowichan Station • Glenora • Sahtlam • Eagle Heights • Fairbridge	• Glenora Store • Community Hall • Bright Angel Park
Electoral Area F: • Honeymoon Bay • Mesachie Lake • Skutz Falls • Sahtlam • Paldi	• Visitor Centre • Honeymoon Bay Hall • Mesachie Lake Post Office • Newspaper/Mailbox Area • Cowichan Lake Sports Arena • Country Grocer
Electoral Area G: • Saltair • Thetis Island	• Liquor Store • Saltair Pub • Chemainus Foods • 49th Parallel Grocery • Safeway

Communities	Poster Location
Electoral Area H: • Yellow Point • Diamond • North Oyster	• Mailboxes • Newspaper Dispenser • Chuckwagon Market • Blue Heron Park • 49th Parallel Grocery • Safeway
Electoral Area I: • Youbou • Meade Creek	• Youbou Market Bulletin Board • Youbou Community Hall
Duncan	• Starbucks • Thrifty Foods • Safeway • Coffee on the Moon
Ladysmith	• Golf course • Ricky's • Frank Jameson Recreation Centre • 49th Parallel Grocery • Safeway
Lake Cowichan	• Coffee Shop • Cowichan Lake Recreation Centre • Country Grocer
North Cowichan	• Chemainus Post Office • Chemainus Foods • Chemainus Library • Fuller Lake Arena • Russell Farms Market • Cowichan Aquatic Centre • Litos Café • 49th Parallel Grocery • Thrifty Foods • Crofton Grocery Store

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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?

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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:

Requirements:	Yes	No	Booked With
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.

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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:

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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: _____

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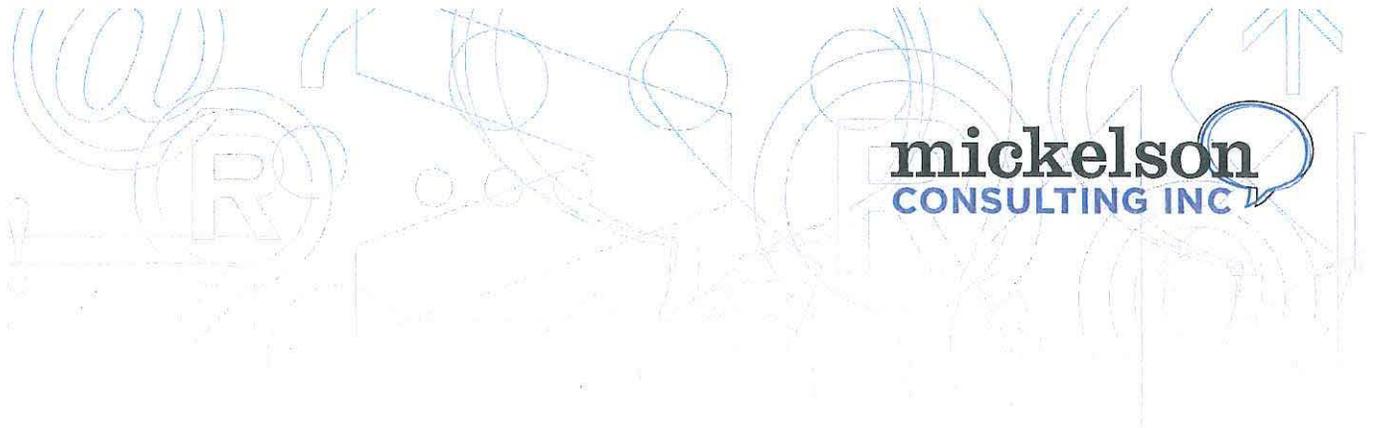
Cowichan Valley Regional District

Guidelines and Procedures for Communications

September 13, 2012

Corporate Communications - Overview

The two primary types of communication within the CVRD are administrative and public relations communications. Administrative communications refer to the communication required to carry out the business of the organization. This includes items such as letters to individuals in response to requests for information, memos, emails and other communication used on a daily basis to complete regular business dealings. It also involves internal communication between departments for the purpose of carrying out business operations.

Public relations or corporate communications relate to information shared to promote, inform, educate or involve the community in some way. The tools generally used for this form of communication include, but are not limited to: emails to Notify Me lists/groups, brochures, posters, advertisements, website postings, social media, direct mail letters or flyers, bill inserts, open houses and other public meetings, surveys, PowerPoint presentations, signage and displays. The goal for these communications is to share messages and information with audience groups or to collect input from the community.

For the most part, administrative communications are carried out independently by each department or as part of communication to the Board. The exception is when these administrative materials relate to issues/concerns in the community that require consistent messages for issues management purposes.

Public relations/corporate communications are guided by the Communications Strategy and Communication Plan. These materials must be approved prior to release, and must adhere to branding and logo guidelines. Examples of communication materials that require review and approval prior to production and distribution include, but are not limited to:

- News releases/media relations
- Brochures
- Handbills/Buckslips/Postcards
- Bill Inserts
- Reports e.g. Annual Report
- Branded Products & Clothing
- Displays
- Programs/Handbooks

- Advertisements (radio, print, TV)
- Posters
- Direct Mail/Email
- Website & Social Media Postings
- Marketing Kits
- Signage
- PowerPoint Presentations
- Newsletters

A centralized communications position generally provides assistance with media relations, graphic design and brand management, event coordination, printing and production coordination and website postings. The level of involvement and/or approval varies depending on the nature of information being released and the type of communication tools being used. In the absence of this position, the coordination and approval responsibilities are delegated to managers within the organization.

Communication Tactics & Procedures

CVRD department staff use a variety of communication tactics depending on the nature of the project and requirements. These tactics are selected based on communication objectives, audiences, timelines, budget and the nature of the information being delivered. The following are categories of communications and the procedures and/or required approval processes for each type of communication.

Media Relations

The following is the proposed process for news release development and distribution:

1. **Division Identifies Need for a News Release**
   - Seek direction from Division Manager

2. **Division Develops the News Release**
   - News release is written
   - Backgrounder developed, if necessary
   - Elected Official(s) contacted to obtain quotes, if necessary
   - Division Manager approves the news release and contact person
   - Contact for news release is confirmed and available at time of proposed release
   - Support staff format the news release

3. **News Release Approval by Department General Manager**
   - General Manager (GM) signs off on the news release
   - Chief Administrative Officer (CAO) is notified and approves release

4. **Formatted News Release Sent to Legislative Services for Proofing**
   - Manager Legislative Services proofs the news release for any typographical or formatting errors
   - If errors found, news release returned to originating Division
   - Correction by Division support staff
   - Subsequent review with Division Manager and GM, if necessary
   - Corrected news release returned to Legislative Services

5. **News Release Distributed by Legislative Services**
   - Sent via email to Media Contacts (currently 14 contacts)
   - Sent via email to Board Chair, Directors, CAO, GMs, and Division Manager
   - Uploaded to CVRD News on website homepage
   - Post on Staffnet
   - Send to "CVRD News" email subscriber group (future)
   - Send Tweet of headline with link to news release on website (future)

Media - Content Review & Approvals

All proactive notices to media, including news releases, public service advisories, program notices and community bulletins must by approved by the related department General Manager for content accuracy and the CAO for final approval to release.

The General Managers are also responsible for ensuring the accuracy of background information and briefings to prepare Board members for interviews. For proactive media relations, the General Managers identify opportunities for generating positive media coverage and proactive media tactics as part of the weekly meetings, such as sharing ideas for news releases and pitching stories, to increase positive news coverage.

In cases of Emergency Operations Centre (EOC) activation, EOC protocols are applied to all media relations and communications, and these supersede other policies and guidelines.

For details on media relations and related roles and responsibilities, please see Media Policy.

*Note: Media relations involves a number of responsibilities that would usually be managed through a Communications Officer in an organization, such as assisting with proactive media coverage, acting as media liaison, advising spokespeople on approach and messaging, and coordinating interviews. Without a designated position in place, the organization will be limited in the amount of proactive opportunities and strategic media response tactics being implemented.

Communications Materials

The development of communications materials includes the approval of content, design and production for the range of tactics used in communications. Examples include advertising, brochures, flyers, posters, buckslips/handbills, direct mail letters to the community *(as opposed to an administrative letter to an individual)*, booklets and other informational materials targeted at a public audience. All materials must adhere to the logo and graphic standards for the organization, including the use of templates where applicable. The goal is also to improve communication by applying consistent standards to deliver professional, high quality communication materials.

Prior to printing and distribution, all communications related to public relations, educational and marketing materials must be reviewed and approved as follows:

Department Materials:
- Department General Manager (or Division Manager if delegated authority)
- Branding Review by Executive Assistant, Administration and/or the Manager Legislative Services

Corporate Materials (regional):
- Content approved by General Managers (or Division Managers if delegated authority)
- Branding Review by Executive Assistant, Administration and/or the Manager Legislative Services
- Chief Administrative Officer to have final sign off

Presentations

As part of the graphics standards, the CVRD will use preferred presentation templates with the CVRD logo, along with guidelines for developing presentations. In general:
- Each slide ideally has no more than seven lines/bullet points, with about five words per point.
- Pictures and other graphic elements should be fairly low resolution to allow for quick load and run capability
- The logo should appear on each slide
- Keep slides clean and simple – so limited use of background colour, lines and animation
- Make sure there is strong contrast between text and background. So when using black or other dark colours in the background – use yellow or white text for reverse effect, or use very light background (prefer white – no pattern) with dark colours for text.
- Font sizes preferred:
  o Slide header: 36 – 40 point, sans serif
  o Slide text: 24-28 point, serif
- No more than two font types

Displays

There are a variety of display types, including 10x10 tradeshow booths, pull-up banners, display boards on easels and tabletop displays. The CVRD will develop templates and other standards for individual project displays, such as at open houses and other public consultation events.

Major Projects & Special Program Communications

All larger CVRD major projects and special programs that affect the region and its communities should have a communications plan to provide internal and external communications and consultation from planning through to completion. For some capital projects, these communication recommendations will be consistent and involve a checklist of communication requirements. Project staff will follow checklists available for events and open houses, as well as the analysis matrix in the *Communication Plan* to determine types and timing for communication.

Photography & Video

When taking photos or videos of community members, a *Consent and Waiver* must be signed to provide the CVRD with permission to use the photo or videos in communication materials, including the website. Completed photo consent forms should be kept on file in Legislative Services. These considerations are also important in the context of social media, where photo tagging and videos are featured.

Consent & Waiver Requirements

Groups
When taking photos in a public place or at a public event, consent forms are not required when the people in the photo are unrecognizable as part of a group. Even if a person is recognizable in a group picture, the CVRD doesn't require signed consent unless individuals are highlighted in the photo by the composition of the picture or otherwise (for example, in an accompanying story), or if the person is recognizable to the public

and the photo in someway exploits his/her name or reputation. These rules apply to any picture of a group or gathering, regardless of whether it is at a public facility or event.

Individual(s)
A *Consent and Waiver* is required when the photo itself is of only one or a couple of clearly distinguishable people.

Children/Youth
Even though there's no distinction between adults and children made in the legislation or case law, to be on the safe side, consent of the parent or guardian should be obtained any time the child/youth is recognizable, whether part of a group or not. For recreation programs, it is recommended that the *Consent and Waiver* be signed at registration if there are plans for photography or video during the program.

Models
When the person is a model for a photo - e.g. brought in specifically to be in set-up pictures for publications - a signed consent is required.

Online/Stock Photography

There are a number of considerations regarding the use of online or stock photography. One key area relates to copyright. While there are some photos that can be downloaded and used at no cost, most involve fees that relate to the way the photos will be used. The size and quality of the image are also important, as images may look large on screen, but are actually only suited to a web or screen-based resource like PowerPoint.

Copyright and Usage Restrictions
The fact that an image is made freely available on the Internet does not give anyone the right to copy it. Most images on the web are subject to some restrictions. There is seldom a problem printing out a picture for reference purposes or as a spark for some creative process, but any re-use or re-publication of the image (including the web, Staffnet or virtual learning environments) will usually require permission from its owner.

Types of Images Found Online
There are thousands of websites that offer images free of charge to anyone on the web. Although free images are abundant, it is important be cautious. There is no way to determine if these images are copyright free or if they have been stolen from another source. Free images also tend to be overused. Don't be surprised to find the image used multiple times across the Internet. On reputable websites that offer free images, there may also be non-commercial use restrictions. There are many websites that offer stock photos, clipart, illustrations, fonts, animations and flash components.

Rights-Managed Images
These are "rented" for a specific purpose at a specific price. Once you negotiate a fee with the agency (or photographer) for the specific use you have in mind, any other use is subject to an additional fee. For example, if you purchase an image for $500 to be printed on a magazine cover 100 times, it cannot be used again in another document or resource without paying an additional fee. With this type of image the price is determined by how widely the image will be used. The use of the image is agreed to in advance of purchase and the image may not be used for any other purpose other than that which was specified in the purchase agreement. With these types of images you can

choose to pay for rights protection as well, giving you protection from direct competitors using the same image you choose.

Royalty-Free Images
These images are purchased outright, either as single images or on disc volumes in bulk, and can be in multiple applications, with certain restrictions. The prices of these images vary and they may be used multiple times and in multiple ways without further payment. Different photo agencies have different rules as to how images can be used to when you purchase a royalty free image, so be sure to read the terms of service from the company you purchase them from. Royalty-free images are most often priced based upon digital file size.

Read all licensing terms carefully
Licences vary from agency to agency. Make sure you understand exactly what you can - and cannot do - with the image, under the terms of the license, whether it is royalty free or rights managed. One good example is photos found using the Google image search. The images identified by the Google image search service may be protected by copyright. Although you can locate and access the images through Google's service, they cannot grant you any rights to use them for any purpose other than viewing them on the web. Accordingly, if you would like to use any images you have found through Google's service, you need to contact the site owner to obtain the requisite permissions.

Finding free images
There are many Web sites offering royalty free images. Most will require some form of acknowledgement or place limits on how the images are used (e.g. non-commercially), but many are genuinely unrestricted. Bear in mind that free images are often of poorer quality than you would expect from a commercial source and you will usually be obliged to provide a link to the source.

Website

The CVRD's website is designed to support audience-based navigation. The website is managed through Information Technology (IT), with content contributions from all departments. The following is the guide for website content loading.

Website content – homepage CVRD News: Manager Legislative Services
Website content – department information: Designated staff in each department
Website oversight: Manager of Information Technology (IT)
(Oversight includes navigation updates, tracking links and outdated information, and Notify Me email group set up approvals.)

General standards:
- All external links must be pre-approved by the Manager of Information Technology and must open to a new window.
- PDFs on website should be low resolution files that are marked as PDF and open in a new window.
- Use simple language, headings, subheadings and bullets whenever possible, with summaries of information linked to more detailed documents. When linking to PDFs, provide context/overview of the information within the web page – don't rely on documents designed for print to communicate via the website.
- Use graphics and other images where feasible and appropriate.

- Incorporate social media functionality (future consideration)
- Graphics and design of website to be consistent with CVRD logo use and graphic standards to ensure consistent and appropriate use of font, colours and graphics.

Public Consultation & Surveys

Public consultation is coordinated through the senior management team and surveys are approved by the CAO to help prevent schedule conflicts and/or surveys going out to the community on multiple items in a short space of time. This central coordination also provides opportunities to link consultation programs and reduce duplication. The standards for community consultation include broad notification, multiple opportunities to provide input and summary reporting back to the community when consultation is complete.

One of the options for collecting community input is through surveys. Public surveys fall into two primary categories – statistically-valid surveys, which are usually done through telephone surveys with appropriate sampling, and self-select surveys, which may involve using the website, direct mail or on-site survey questionnaires. The timing and wording for these surveys is coordinated through the lead department and approved by the General Manager or Division Manager.

Board Email Correspondence

Correspondence to the Board via email can result in duplication of effort and mix of messages if not coordinated. The following are the recommended processes to respond promptly and accurately to emails from the community.

For all email correspondence involving an organizational response, that is, a message from the CVRD Board and/or the CVRD as an organization, there should be one email response only – not multiple emails from a number of different Directors, and the response should be from the identified spokesperson as outlined below. This will help to ensure accurate information is sent out in a timely way, and avoids confusion stemming from mixed or contradictory information.

1. Email to Board *(CVRDBoard@cvrd.bc.ca)*
   - This is a new email that would be set up as a single email address that is redirected to all Board members and includes a copy to the Executive Assistant, Administration. This is an email to the Board as an entity (rather than individuals), and the Chair will respond to these emails with a copy to the other Directors. Staff will provide information and background materials as needed.

2. Email to Group of Directors (more than one, but not the whole Board)
   - Regional Inquiry - Chair: When an email is sent to the Chair and a group of Directors regarding a regional concern or request (e.g. regional recreation), a single organizational response is required. The Chair will respond with this organizational message, and the other Directors will be copied on the Chair's response. The Executive Assistant, Administration, would be sent a copy of the original email to assist with pulling together background information as needed.

- Regional Inquiry – Other Directors: When an email is sent to a group of Directors regarding a regional concern or request (e.g. regional recreation) and the Chair is *not* included in the original email, Directors who receive the email will forward the email to the Chair for a single organizational response. The other Directors will be copied on the Chair's response. The Executive Assistant, Administration, would be sent a copy of the original email to assist with pulling together background information as needed.

- Sub-regional Inquiry: When an email is sent to a number of Directors and relates to a request or concern that affects residents in a number of areas (includes more than one electoral area and/or municipality), the Directors who represent those areas would respond to the email. The Executive Assistant, Administration, would be sent a copy of the original email to assist with pulling together background information as needed.

- Area Specific Inquiry: When the email relates to a specific electoral area or municipality, the Director who represents that area will respond with copies of the response email sent to all recipients of the original email. The Executive Assistant, Administration, would also be sent a copy of the original email to assist with pulling together background information as needed for the response.

3. Email to an individual Director
   - When an email is sent to individual Director, that Director responds to the email; however, if the inquiry or concern relates to another electoral area or municipality, a copy of the original email and then the response email would be sent to the elected official for area affected.

Approval Contacts At a Glance

Approval Requirement	Lead
News Releases	Manager Legislative Services Backup: Deputy Manager Legislative Services
Branding – all materials	Executive Secretary – Administration Backup: Manager Legislative Services
Communication materials – department	General Manager and/or Division manager if delegated authority
Communication materials – corporate	Chief Administrative Officer
Website – homepage CVRD News	Manager Legislative Services
Website – department content	Designated staff in each department (ideally in job description)
Website – oversight for navigation, Notify Me, dealing with outdated content or broken links	Manager Information Technology

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Policy Manual

POLICY TITLE :	Media Policy	POLICY #
DATE APPROVED: DATE AMMENDED:		

PURPOSE

1.1 To provide high standards and consistency in Cowichan Valley Regional District (CVRD) media relations. CVRD media relations include corporate and CVRD Board communications where an individual, either Board member or staff, is acting as a spokesperson for the organization and delivers messages related to corporate matters such as Board decisions and CVRD policies, projects and services. This differs from Director media relations, which involve individual Directors responding to media from a personal perspective as an elected official. As such, they are not representing or speaking on behalf of the CVRD or the CVRD Board. Director media relations include discussion, debate and opinion being expressed by an individual elected official and are considered separate from this policy.

1.2 To foster a consistent, professional image in all business dealings;

1.3 To protect the reputation and brand of the CVRD;

1.4 To build professional, respectful relationships with media.

1.5 To establish media relations procedures that support the CVRD in being a helpful, accessible, accurate, consistent and responsive source of information; and

1.6 To be regularly monitored, evaluated and improved to reflect changing needs to meet long and short term communication goals. Evaluation of this policy every three years is recommended.

POLICY

1.0 Approved Spokespeople

The Chief Administrative Officer (CAO), Manager Legislative Services and Board Chair share responsibilities as primary spokespeople for communication with members of the media. Other Board members may also act as spokesperson as delegated by the Chair or in their role as the Chair of a Committee of special project. All General Managers are also approved to speak to media as subject matter experts to provide background information, and as quoted spokespeople with the approval of the CAO.

Individuals acting as spokespeople for the CVRD are required to use their official titles to provide credibility and ensure clarity when

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delivering an official response from the CVRD. As an example, if the Chair is also the Mayor of a municipality, the title "CVRD Board Chair" would be used for the interview, not the "Mayor" title. Media relations outside of the CVRD, including interviews involving business or volunteer organizations, must be kept separate, and individuals are responsible for ensuring their CVRD titles are not used.

In the event of an emergency situation involving fire or police response, or other emergency services, designated spokespersons are permitted to speak to the media at the site as the Information Officer and to make public safety announcements.

Other employees contacted by the media must forward the call to their department General Manager. If the General Manager is not available, the call is forwarded to the Manager Legislative Services, with a copy to the General Manager. Board members and General Managers will advise the CAO when they receive a media call to ensure coordination of messages and to flag potential issues.

In certain, approved cases, other staff may be approved to speak to media as subject matter experts. This will be on the recommendation of the CAO and/or General Manager.

2.0 Notification

The CAO must be notified of all media enquiries, including media interviews at emergency response incidents, while allowing that on site interviews will take place at time of incident and notification may not be delivered until standard business hours.

The Manager Legislative Services is to be notified immediately in the event:

a. Board members or staff are made aware of a factual or technical error represented by or through the media that significantly impacts the public's perception or issue. The Manager Legislative Services will notify the CAO and coordinate message development and media relations recommendations;
b. Of an editorial error based on the interpretation of the author, and which may significantly impact the public's perception of a matter or issue;
c. Of a trending topic on social media that is based on factual or technical errors, or is based on the interpretation or opinions of the author, and which may significantly impact the public's perception of a matter or issue.

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3.0 Content Approvals

All proactive notices to media, including news releases, public service announcements, program notices and community bulletins must by approved first by the General Manager of the related department for accuracy of information, followed by the Manager Legislative Services, with sign off from the CAO prior to release.

All news releases approved for release to by the CAO will be sent to Board members for information purposes.

4.0 Emergency Operations Centre Activation

During an activation of the Emergency Operations Centre (EOC), all communications and media policies are superseded by the approved EOC policies and protocols.

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CVRD Stakeholder Map

Category	Organization Type / Name	Top Interest Areas	Areas/Municipalities Represented	Opportunities to Reach Members	Department Liaison
Planning	• Advisory Planning Commission • Diamond Improvement District	• OCP Amendments • Budget/Tax information • Decisions affecting community development • New initiatives/policies	• Electoral Area A • Electoral Area B • Electoral Area D • Electoral Area E • Electoral Area F • Electoral Area G • Electoral Area H • Electoral Area I	• Email groups • Attend meetings •	•
Taxation & Governance	• Saltair District Ratepayers • North Oyster/Diamond Ratepayers Association • Cowichan Tribes • Cowichan Community Policing Advisory Society •	• Tax rates • New services • Policies that affect taxes • Government structure • Program and service changes	• Electoral Area G • Electoral Area H • Duncan	•	•
Safety & Emergency	• Coffin Point Neighbourhood Watch • Cowichan Search and Rescue • Citizens on Patrol • •	• Emergency preparedness	• Electoral Area H • North Cowichan • Ladysmith	•	•

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Environment	• Environment Commission • Shawnigan Watershed Roundtable • Cowichan Valley Naturalists • Cowichan Lake & River Stewardship Society • Cowichan Green Community	• Environment initiatives • Air quality • Water protection and quality • Riparian area protection • Water management • Bylaws and policies • Contaminated soil/water	• Electoral Area B • Electoral Area D • Electoral Area I • Duncan • North Cowichan	•	•
Recreation & Parks	• Kerry Park Recreation Commission • Parks and Recreation Commission • Shawnigan Lake Community Centre Commission • Retreads Hiking Club • Parks Commission • Lake Cowichan & District Minor Hockey Association • Cowichan Valley Breakers Swim Club • Cowichan Valley Minor Hockey • Cowichan Valley Soccer Association • Seniors Centre • Boys & Girls Club • Ladysmith Sportsman Club	• Facilities and amenities • Parks and trails • Bylaws/policies that affect parks, facilities, programs •	• Electoral Area A • Electoral Area B • Electoral Area C • Electoral Area D • Electoral Area E • Electoral Area F • Electoral Area G • Electoral Area H • Electoral Area I • Lake Cowichan • North Cowichan • Ladysmith	•	•
Farming/ Agriculture	• Agricultural Advisory Commission • Cowichan Agricultural Society • Providence Farm • • •	• Contaminated soil • Irrigation and water management • Food safety	• Electoral Area D • Electoral Area E • North Cowichan	•	•

Community Development & Services				
• Mill Bay Masonic Lodge • Cowichan Bay Improvement Association • Cowichan Station Area Association • Thetis Island Residents Association • Diamond Improvement District • Cedar 4-H Club • Community Radio Society • Cowichan Lake Community Services • Royal Canadian Legion • Duncan Lions Club • Volunteer Cowichan • Cowichan Intercultural Society • Kinettes Club of Duncan • Maple Bay Community Association • Ladysmith Resources Centre • Boys & Girls Club • Royal Canadian Legion • Seniors Centre • Fraternal Order of Eagles • •	• Program and services that support community / social supports • Changes or new services that affect residents • Opportunities to provide input • Capital projects that affect residents and businesses •	• Electoral Area A • Electoral Area D • Electoral Area E • Electoral Area G • Electoral Area H • Electoral Area I • Lake Cowichan • Duncan • North Cowichan • Ladysmith	•	•

Ec. Development & Tourism	• South Cowichan Chamber of Commerce • Economic Development Commission • Arbutus Ridge Golf Club • Fishermen's Wharf Association • Wooden Boat Society • Cowichan Lake District Chamber of Commerce • Downtown Business Improvement Society • Chemainus and Crofton Chamber of Commerce • Ladysmith Maritime Society • Ladysmith Downtown Business Association • • •	• Events and programs • Opportunities to market community • Grants and incentives	• Electoral Area A • Electoral Area C • Electoral Area D • Lake Cowichan • Duncan • North Cowichan • Ladysmith	•	•
Arts & Culture	• North Oyster Historical Society • Cowichan Valley Arts Council • Friends of Cowichan Theatre Society • Cowichan Valley Museum • Cowichan Folk Guild • Arts Council of Ladysmith and District • Ladysmith & District Historical Society	• Grants • Rates for facilities vs taxes paid •	• Electoral Area H • Duncan • North Cowichan • Ladysmith	•	•
	•	•	•	•	•

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Cowichan Valley Regional District
Proposed Communications Officer Position Description
September 11, 2012

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COMMUNICATIONS OFFICER

General Accountability

The Communications Officer is an excluded staff position responsible for providing strategic communication advice to facilitate implementation of Board and CVRD directives and build positive relationships with both internal and external groups. This position is also responsible for implementing and managing communications and consultation projects, acting as a liaison for media and developing a variety of communication tools.

1. Nature and Scope of Work

This is public relations work involving media relations, community relations and communication strategy advice, planning and implementation. Implementation tasks include writing and editing a variety of materials in support of the corporate communications program. An incumbent of this class writes, produces, edits and disseminates a variety of informational materials. An incumbent of this class also assists in coordinating and implementing special events and communications plans. Considerable independence of judgment and action is exercised in carrying out the work within the framework of established policies and procedures, while unusual problems and policy matters are discussed with a superior. Work performance is evaluated in terms of effectiveness of services provided.

2. Illustrative Examples of Work

Acts as media liaison for Board and Directors as well as General Managers to provide advice, coordinate media response messages and interviews, develop messages and identify opportunities for proactive media coverage to promote CVRD programs, services, special events and accomplishments. Also acts as a spokesperson and coordinates media monitoring.

Develops content, messages, standards and strategy for social media.

Provides communications advice and recommendations to Board and senior managers related to projects, programs and/or issues management.

Develops strategic communication plans for CVRD projects, programs, services and/or issues management.

Coordinates and implements community consultation programs.

Provides review and approval for compliance with communication policies, procedures and standards, including logo use and branding.

Provides advice and direction to department communication liaisons to support external communication programs and internal communications.

Writes, edits, produces and disseminates a wide variety of publicity and informational materials such as brochures, pamphlets, speeches, website articles, displays, videos, and advertising and marketing materials; researches source materials as required to obtain information.

Oversees the printing and production of communications materials.

Assists in the coordination and implementation of projects such as special events, communication plans and the development of grant submissions.

Performs related work as required.

3. Required Knowledge, Abilities and Skills

Consider knowledge and experience in media relations and issues management.

Considerable knowledge in communication strategy development and implementation.

Considerable knowledge of public relations and corporate communications methods and practices, as well as techniques and standards of journalistic and plain-language writing.

Sound knowledge of consultation methodologies and best practices.

Sound knowledge of research and information gathering methods and techniques related to the work.

Sound knowledge of software applications and online technologies used in the work.

Working knowledge of the CVRD's communications objectives and practices.

Working knowledge of the functions and operations of CVRD departments.

Ability to develop concepts and research, write, produce, edit and disseminate a variety of promotional, informational and publicity materials.

Ability to establish and maintain effective working relationships with a variety of internal and external contacts.

Ability to work under minimal supervision and to meet tight deadlines.

4. Desirable Training and Experience

Diploma or university degree in journalism, communications or related discipline, plus minimum of seven years in sound related experience, or an equivalent combination of training and experience.

5. Required Licenses, Certificates and Registrations

None.