



# REQUEST FOR PROPOSALS

## Parks Master Plan Electoral Area C

The Columbia Shuswap Regional District is seeking proposals from qualified consulting firms with experience and knowledge of parks and recreation planning to lead the development of a Parks Master Plan for Electoral Area C of the Regional District.

Proposals clearly marked **“REQUEST FOR PROPOSALS – PARKS MASTER PLAN AREA C”**, will be accepted until **11 AM PST on Thursday, March 17th, 2016** at the office of the Columbia Shuswap Regional District, 555 Harbourfront Drive NE, PO Box 978, Salmon Arm, BC, V1E 4P1.

Proposal documents and further information are available online at the Columbia Shuswap Regional District website at [www.csr.bc.ca/news-notices/opportunities/tenders](http://www.csr.bc.ca/news-notices/opportunities/tenders), on the BC Bid website at [www.bcbid.gov.bc.ca](http://www.bcbid.gov.bc.ca), on the Civic Info website at [www.civicinfo.bc.ca](http://www.civicinfo.bc.ca) and at the office of the Columbia Shuswap Regional District at the above address during regular office hours.

The Columbia Shuswap Regional District reserves the right to accept or reject any or all proposals and to waive any informality in the proposals received, in each case without giving any notice. The Columbia Shuswap Regional District reserves the right to accept the proposal which is deemed most advantageous.

Fax submissions will **not** be accepted. The lowest or any proposal will not necessarily be accepted.

Shortlisted proponents will be expected to deliver a presentation of their proposal to a consultant selection committee on the week of April 4<sup>th</sup>, 2016.

For further information, please contact:  
Darcy Mooney, Operations Manager  
T: 250.833.5938  
E: [dmooney@csr.bc.ca](mailto:dmooney@csr.bc.ca)

## Overview

The CSR is seeking proposals from qualified consulting firms with expertise in parks master planning, public consultation and costing of future park acquisitions and improvements in the development of a comprehensive Parks Master Plan for Electoral Area C.

The CSR adopted its first Parks Plan for Electoral Area C in October of 2003. Electoral Area C has experienced significant change and growth over the past 13 years and it is time to develop a new Parks Master Plan to provide a strategic direction for the delivery of Parks and Recreation services over the next 20 years. Full details on the project can be found in the attached Schedule 'A', Terms of Reference.

## 1. INTRODUCTION

### 1.1. Form of Contract

The successful Proponent will enter into a form of contract for the delivery of the services based on the Proponent's proposal, the terms within this RFP and negotiations with the Preferred Proponent and the Regional District.

### 1.2. Definitions

In this RFP the following definitions shall apply:

**"Closing Time"** has the meaning set out in Section 2.1;

**"Contract"** means a formal written contract between the Regional District and a Preferred Proponent to undertake the services;

**"Office"** means the office of the Columbia Shuswap Regional District located at 555 Harbourfront Drive NE, PO Box 978, Salmon Arm BC. V1E 4P1;

**"Preferred Proponent(s)"** means the Proponent(s) selected by the Regional District to enter into negotiations for a Contract;

**"Proponent"** means an entity that submits a Proposal;

**"Proposal"** means a proposal submitted in response to this RFP;

**"Regional District"** means the Columbia Shuswap Regional District;

**"Regional District Representative"** means the individual or position identified in section 2.5 hereof;

**"RFP"** means this Request for Proposal.

## 2. INSTRUCTIONS TO PROPONENT

### 2.1. Closing Time and Address for Proposal Delivery

Proposals must be received:

- (a) at the office of:  
Columbia Shuswap Regional District  
Attention: Manager, Operations Management  
555 Harbourfront Drive NE  
PO Box 978  
SALMON ARM BC V1E 4P1
- (b) or electronic submission via email PDF format to:  
[dmooney@csrd.bc.ca](mailto:dmooney@csrd.bc.ca)
- (c) on or before the following date and time (the “Closing Time”):  
**Time: 11 AM PST**  
**Date: Thursday March 17<sup>th</sup>, 2016**

It is the Proponent’s sole responsibility to ensure its Proposal is received at the address set out above by the Closing Time.

Proposals received by fax will not be accepted.

Proposals will be opened in private by the Regional District after the Closing Time.

Note: Shortlisted proponents will be expected to deliver a presentation of their proposal and workplan to a Consultant Selection Committee on the week of April 4<sup>th</sup>, 2016.

### 2.2. Number of Copies

Proposals submitted by mail should include the original plus two hard copies (three in total).

### 2.3. Late Proposals

Proposals received after the Closing Time will not be accepted or considered and will be returned upon the Proponent’s request and at the Proponent’s expense.

### 2.4. Amendments to Proposals

Proposals may be revised by written amendment, delivered to the location set out above, or submitted electronically via email in PDF format, at any time before the Closing Time but not after. Amendments received by fax will not be accepted.

### 2.5. Inquiries

All inquiries related to this RFP will be directed in writing to the person named below (the “Regional District Representative”):

Darcy Mooney, Manager, Operations Management  
Columbia Shuswap Regional District  
PO Box 978. Salmon Arm, BC V1E 4P1  
T: 250.833.5938  
E: [dmooney@csrd.bc.ca](mailto:dmooney@csrd.bc.ca)

Information obtained from any person or source other than the Regional District Representative may not be relied upon.

Inquiries will be made no later than three (3) days before the Closing Time. The Regional District reserves the right not to respond to inquiries made within three (3) days of the Closing Time. Inquiries and responses will be recorded and may be distributed to all Proponents at the discretion of the Regional District.

Proponents finding discrepancies or omissions in the RFP, or having doubts as to the meaning or intent of any provision, will immediately notify the Regional District Representative. If the Regional District determines that an amendment is required to this RFP, the Regional District Representative will issue an addendum in accordance with Section 2.6. Amendments to this RFP or any of the requirements stipulated hereunder must be in writing issued in accordance with Section 2.6 hereof to be effective.

**No oral conversation will affect or modify the terms of this RFP or may be relied upon by any Proponent.**

## 2.6. Addenda

If the Regional District determines that an amendment is required to this RFP, the Regional District will send the formal amendment directly to the Proponents via email. No amendment of any kind to this RFP is effective unless it is distributed directly by the Regional District in a formal written addendum.

Upon submission of a Proposal, Proponents will be deemed to have received notice of all addenda that have been issued by the Regional District.

## 2.7. Examination of Documents

Proponents will be deemed to have carefully examined the RFP, including all attached Schedules and all relevant documents, prior to preparing and submitting a Proposal with respect to any and all facts which may influence a Proposal.

# 3. PROPOSAL SUBMISSION FORM AND CONTENTS

## 3.1. Package

Proponents are encouraged to include all information that will enable the Regional District to consider and compare all proposals. Proposals should include pertinent information including payment requirements, the makes and models of all component parts and equipment, etc.

## 3.2. Form of Proposal

The Regional District reserves the right to waive any informality in proposals, or non-compliance with any formality required under this RFP (whether or not material), reject any or all proposals or accept the proposal deemed most favorable in the interests of the Regional District, in the Regional District's sole discretion. Furthermore, the Regional District reserves the right to negotiate with any proponent in its discretion.

## 3.3. Signature

The proposal should be signed by a person authorizing to sign on behalf of the Proponent and include the following:

- (a) If the Proponent is a corporation then the full name of the corporation should be included, together with the names of authorized signatories. The Proposal should be executed by all of the authorized signatories or by one or more of them provided that a copy of the corporate resolution authorizing those persons to execute the Proposal on behalf of the corporation is submitted;
- (b) If the Proponent is a partnership or joint venture then the name of the partnership or joint venture and the name of each partner or joint venture should sign personally (or, if one or more person(s) have signing authority for the partnership or joint venture, the partnership or joint venture should provide evidence to the satisfaction of the Regional District that the person(s) signing have signing authority for the partnership or joint venture). If a partner or joint venture is a corporation then such corporation should sign as indicated in subsection (a) above; or
- (c) If the Proponent is an individual, including a sole proprietorship, the name of the individual should be included.

#### 4. EVALUATION AND SELECTION

##### 4.1. Evaluation

The Regional District will evaluate the Proposals by applying the evaluation criteria as described in Section 4.2 to identify the Proponent that the Regional District determines is the most advantageous to the Regional District.

The criteria will be applied without priority or weighting established in advance of the evaluation, and in particular, the Proponent whose Proposal has the lowest price will not necessarily be selected as the Preferred Proponent. The Regional District will apply the criteria evenly and fairly to all Proposals.

##### 4.2. Evaluation Criteria

The Regional District will compare and evaluate all Proposals to determine the Proponent's strength and ability to provide the Services described in Schedule 'A' in order to determine the Proposal which is most advantageous to the Regional District, and the Regional District anticipates that it will use the following criteria:

- (a) **Experience**  
The successful Proponent must have the necessary competence, experience, qualified personnel and equipment to carry out all aspects of the work of the Contract. The successful Proponent will employ properly licensed, trained and unimpaired workers throughout the duration of the contract. Failure to do so could result in termination. Copies of certifications may be requested by the Regional District.
- (b) **Reputation and Resources**  
Proponents will provide complete information on experience of key personnel to be involved in the process and references from work on similar projects. The Proponent must include a minimum of three references complete with contact information in the proposal for projects similar to the project described herein.
- (c) **Financial**  
Proposals will be evaluated on the best value offered, as determined by the Regional District and as detailed and submitted.

**(d) Specifications**

Proposals will be evaluated based on the criteria as detailed in Schedule A.

In comparing and evaluating the Proposals, the Regional District is not bound by these criteria and the information set out in the Proposal and reserves the absolute right to unilaterally consider other criteria or circumstances that the Regional District determines will assist it in comparing and evaluating the Proposals.

**4.3. Additional Information**

The Regional District may, at its discretion, request clarifications or additional information from a Proponent with respect to any Proposal, and the Regional District may make such requests to only selected Proponents without advising other Proponents or providing them with an opportunity to respond to such questions or to provide additional information. The Regional District may consider such clarifications or additional information in evaluating a Proposal.

**4.4. Regional District's Discretion in Evaluation**

The Regional District may, in its sole discretion, take any one or more of the following steps, at any time and from time to time, in connection with the review and evaluation, including ranking, of any aspect of a Proposal, including if the Regional District considers that any Proposal or any part of a Proposal, requires clarification or more complete information, contains defects, ambiguities, alterations, qualifications, omissions, inaccuracies or misstatements, or does not for any reason whatsoever satisfy the Regional District that the Proposal meets any requirements of this RFP at any time, or for any other reason the Regional District in its discretion deems appropriate and in the interests of the Regional District and this RFP, or either of them:

- (a)** waive any such defect, ambiguity, alteration, qualification, omission, inaccuracy, misstatement or failure to satisfy and any resulting ineligibility on the part of the Proponent;
- (b)** independently consider, investigate, research, analyse, request or verify any information or documentation whether or not contained in any Proposal;
- (c)** request interviews or presentations with any, all or none of the Proponents to clarify any questions or considerations based on the information included in Proposals during the evaluation process, with such interviews or presentations conducted in the discretion of the Regional District, including the time, location, length and agenda for such interviews or presentations;
- (d)** conduct reference checks relevant to the Proponent to verify any and all information regarding a Proponent and to conduct any background investigations that it considers necessary in the course of the RFP process, and rely on and consider any relevant information in the evaluation of Proposals;
- (e)** conduct credit, criminal record, litigation, bankruptcy, taxpayer information and other checks;
- (f)** seek Proposal clarification with Proponents to assist in making its evaluation;
- (g)** not proceed to review and evaluate, or discontinue the evaluation of any Proposal, and disqualify the Proponent from this RFP; and
- (h)** Request clarifications or additional information from a Proponent with respect to any Proposal, and the evaluation team may make such requests to only selected Proponents and the evaluation team may consider such clarifications or additional information in evaluating a Proposal.

#### 4.5. Selection of Proponent

The Regional District will select the Proponent which it determines is the most advantageous to the Regional District based on the Evaluation Criteria set out in Section 4.2. The Regional District is not bound to accept the lowest priced Proposal. The Regional District reserves the right to accept or reject any Proposal in whole or in part. The Regional District's ratings of Proponents may be subjective and it is the Regional District's intent that the evaluation of each criteria will be relative to the strength of the other Proposals received. A Contract may or may not take place as a result of Proposals received.

#### 4.6. Good Faith Negotiations

By submission of its Proposal, the Proponent agrees that if at any time in the 60 days from the Closing Time it is selected by the Regional District to enter into negotiations for a Contract, the Proponent will, in good faith, participate in negotiations with the Regional District and use reasonable commercial efforts to reach agreement and finalize a Contract with the Regional District based on the Proponent's Proposal.

#### 4.7. Negotiation of Contract and Award

If the Regional District selects a Preferred Proponent, then it may:

- (a) Invite the Preferred Proponent(s) to enter into discussions with the Regional District to reach agreement on a final Contract with the Preferred Proponent(s); or
- (b) Enter into discussions with the Preferred Proponent(s) to clarify any outstanding issues and attempt to finalize the terms of the Contract(s), including financial terms. If discussions are successful, the Regional District and the Preferred Proponent(s) will finalize the Contract(s);
- (c) If at any time the Regional District in its sole discretion, forms the opinion that an acceptable agreement acceptable to the Regional District is not likely to be reached within a reasonable time, give the Preferred Proponent(s) written notice to terminate discussions, in which event the Regional District may then either open discussions with another Proponent or terminate this RFP and retain or obtain the services in some other manner.

### 5. GENERAL CONDITIONS

#### 5.1. No Regional District Obligation

This RFP is not a tender and does not commit the Regional District in any way to select a Preferred Proponent, or to proceed to negotiations for a Contract, or to award any Contract, and the Regional District reserves the right in its sole discretion to at any time reject all Proposals, and to terminate this RFP process.

#### 5.2. Proponent's Expenses

Proponents are solely responsible for their own expenses in preparing, and submitting Proposals, and for any meetings, negotiations or discussions with the Regional District relating to or arising from this RFP. The Regional District and its representatives, agents, consultants and advisors will not be liable to any Proponent for any claims, whether for costs, expenses, losses or damages, or loss of anticipated profits, or for any matter whatsoever, incurred by the Proponent in the preparation and submission of a Proposal, or the participation in negotiations for a Contract, or any other activity related to or arising out of this RFP.

### 5.3. No Contract

By submitting a Proposal and participating in the process as outlined in this RFP, Proponents expressly agree that no contract of any kind is formed under or arises from this RFP prior to the signing of a formal written Contract.

### 5.4. Conflict of Interest

A Proponent shall disclose in its Proposal any actual or potential conflicts of interest and existing business relationships it may have with the Regional District, its elected or appointed officials or employees. The Regional District may rely on such disclosure.

### 5.5. Confidentiality

All submissions become the property of the Regional District and will not be returned to the Proponent. All submissions will be held in confidence by the Regional District unless otherwise required by law. Proponents should be aware the Regional District is a “public body” defined by and subject to the Freedom of Information and Protection of Privacy Act of British Columbia.

### 5.6. Insurance

The successful Proponent will, in the event of award, be required to provide to the Regional District, within ten (10) days of award:

- (a) proof of public liability insurance for injury, property damage or death arising from the Proponent’s operations under the agreement in an amount not less than **THREE MILLION (\$3,000,000) DOLLARS** naming the Columbia Shuswap Regional District as additional named insured;
- (b) proof of professional liability insurance in an amount of not less than **FIVE HUNDRED THOUSAND (\$500,000) DOLLARS**; and
- (c) proof of registration with WorkSafe BC.



## SCHEDULE A

### TERMS OF REFERENCE

#### **1. Overview**

The CSRD is seeking submissions from qualified consultants with expertise in parks master planning, public consultation and costing of future park acquisitions and improvements in the development of a comprehensive Parks Master Plan for Electoral Area C.

Electoral Area C of the Regional District has experienced significant change and growth over the past 13 years and is now ready to update its existing Parks Master Plan from 2003, in order to provide vision, implementation and strategic direction for the delivery of parks and recreation services over the next 20 years. The Parks Master Plan (Plan) will establish policies regarding park use, facilities, services and property acquisition and disposal. The Plan will result in a long list of options that can be followed over the next twenty years, with a five year implementation plan and plan review process. The Plan review and development process will follow these Terms of Reference and a Draft Communication Plan is attached to this document as Appendix A.

The original 2003 Electoral Area C Parks Plan and amendments, the 2014 CSRD Area C South Shuswap Parks and Recreation Study Initiative, the Recreational Needs Assessment and the Electoral Area C Director Initiated 2015 Recreation Intercept Survey Data and are included as Appendix B. The CSRD Community Parks Regulation Bylaw No. 5556 including amendments and the Electoral Area C Official Community Plan Bylaw No. 725 are included as Appendix C. The geographic area included in the plan review is included as Appendix D.

#### **2. Scope of Work**

##### ***2.1. Phase 1 – Project Start Up***

- Through a facilitated, interactive workshop with the Committee, develop a vision statement, guiding principles to be implemented over the long term, for the provision and delivery of parks and recreation services, as outlined in the Draft Communication Plan.
- Review, seek input and finalize the draft Communications Plan with the Committee.
- Review scope of work, project milestones with Committee and develop a draft Table of Contents for the final Parks Plan.

##### ***2.2. Phase 2 - Review of Existing System***

- Develop a detailed parks inventory of all local and community parks. The inventory will also include all linear parks, trails, natural areas and facilities, recreational programs, cultural activities.
- Review current methodology and framework regarding parkland dedication as a function of subdivision.
- Develop, present, receive feedback and reiterate a technical memoranda (Technical Memo #1) which will include all the background information and data gathered and acquired during the review process.

##### ***2.3. Phase 3 – Needs Assessment & Community Engagement***

- Develop, present, receive feedback and reiterate a technical memoranda (Technical Memo #2) that will identify the variety of parks infrastructure needs of the Area C communities and gaps that exist within the current structure.
- Needs associated - Seasonal vs year round residents/visitors etc.
- Identify opportunities or deficiencies with the parks system taking into consideration community desires, financial constraints and best use of current parks, trails and open spaces.

- Specific focus on park improvements at Sorrento Blind Bay Community Park.
- Special focus on park land acquisition in Blind Bay for Community Park.
- Specific focus on beachfront/boardwalk community pier needs in Blind Bay.
- Identify potential social and cultural and recreation needs in the community and determination of the impacts this new potential mandate will have on CSR resources.
- Develop policy statements regarding parkland dedication as a function of subdivision as it relates to parkland needs/shortfalls (of a particular area) and the identified guiding principles developed in phase 1.

#### **2.4. Phase 4 – Long List of Options - connect inventory & needs**

- Develop, present and edit a technical memoranda (Technical Memo #3) which will identify a long list of options for consideration over the long term.
- Long term projects should include major construction or acquisitions and should consider needs, locations, schedules and financial strategies. All potential projects or upgrades must include general cost estimates.

#### **2.5. Phase 5 – Triple Bottom Line (TBL) and Short List of Options**

- Develop, present and edit a technical memoranda (Technical Memo #4) which will include the short list of options based on a detailed analysis of the TBL principles and criteria regarding social, environmental and financial aspects that will be used to short list the Long List of Options over a ten year period.

#### **2.6. Phase 6 – Financial Model**

- Develop, present and edit a technical memoranda (Technical Memo #5) which will include detailed costing and budget projections. Budget projections will include comparisons against past annual costs.

#### **2.7. Phase 7 – Five Year Implementation Plan**

- Develop, present and edit a technical memoranda (Technical Memo #6) which will include a detailed breakdown of the short listed priorities, costing and budget projections over the years 2017 – 2021.

#### **2.8. Phase 8 – Executive Summary**

- Develop an Executive summary that can be used as a stand-alone document that is highly presentable, readable, understandable, informative, creative and attractive.

### **3. Timeline**

The project is to be completed no later than Dec 31, 2016.

### **4. Budget**

The total maximum budget for this project is \$150,000.

## 5. Proposal Format

All Proposals should contain sufficient information to demonstrate to the Regional District that the Proponent is qualified to provide the specified series within the identified timeline at the most suitable cost. All Proposals will include at minimum, the following:

- An Executive Summary of the Proponent's company and the key personnel assigned to the project.
- A methodology that describes the key elements of the Proponents approach to completing the Parks Master Plan.
- A proposed work plan and schedule in response to the Terms of Reference and the Draft Communication Plan.
- A detailed budget breakdown of the fees including all expenses and taxes related to the delivery of the Scope of Work.
- References for which the Proponent has provided similar services with an emphasis on Parks Master Plans over the past five (5) years. Reference contact information must be included.
- Any additional information that may provide any additional information about experience and capacity which may be information and beneficial to the Regional District.
- Proponents should demonstrate familiarity with the following documents:
  - Electoral Area C Parks Plan Final Report (2003)
  - Area C South Shuswap Parks and Recreation Study: Recreational Needs Assessment (2014)
  - Area C Recreation Intercept Survey Data (2015)
  - Shuswap Regional Trails Strategy (2015)
  - Electoral Area C (South Shuswap) Official Community Plan Bylaw No. 725
  - CSRD Community Parks Regulation Bylaw No. 5556 and amendments

## Communications Plan and Consultation Strategy

### Introduction & Background

The Electoral Area 'C' Parks Plan, adopted in 2003, has been in effect for thirteen years. Although this planning exercise will include a review of the 2003 Plan, the process is designed more as the creation of a new replacement Parks Plan than a simple plan review process. This plan development process will serve as the basis for finalizing a strategic implementation and operational plan for the next five years, ten years and beyond.

The purpose of the Communications Plan is to provide guidance for ensuring that this process is transparent and credible.

### Definitions

**Advisory Committee:** The Advisory Committee assists with parks plan development and is represented by the same members as the existing Parks Advisory Committee. These members represent a select group of individuals appointed by the CSRD Board of Directors to represent organizations or individuals interested in Parks and Recreation management and reflect community interests. The purpose of the Advisory Committee is to provide feedback and recommendations that will lead to the design of an Electoral Area 'C' Master Parks Plan that is technically sound and acceptable to the public and stakeholders.

**CSR Project Representative:** the Team Leader of Community Services or designate will act as the CSR representative on all matters requiring CSR approval.

**External Stakeholders:** Individuals or groups who may be directly affected by the implementation of the Electoral Area 'C' Master Parks Plan recommendations. Residents (seasonal and full time), businesses, visitors, and external agencies are examples of external stakeholders.

**Internal Stakeholders:** Individuals or groups with a high level of involvement with the review process and/or identified to lead the review process. Internal stakeholders include the Advisory Committee, Electoral Area C Director, Board of Directors, and CSR Staff.

**Project Team:** Consists of the Team Leader of Community Services for the CSR, Manager of Operations for the CSR, and members of the consulting firm (project manager, communications manager)

### **Objectives:**

#### **1. To establish clear criteria and direction in regards to the release of project information and communications with internal and external stakeholders.**

A commitment to this objective will result in:

- Greater efficiencies for getting our work done in terms of time and technology;
- Reduced risk of misunderstandings of the content and implications of new Plan elements;
- Good relations between team members;
- Coordination and facilitation of consistent messaging throughout the review process; and
- Provision of multiple opportunities for public education and feedback of the draft plan and proposed options.

#### **2. To effectively consult with internal and external stakeholders to:**

- Evaluate the existing Electoral Area 'C' Parks and Recreation program
- Identify future needs and opportunities
- Identify potential options to address needs and opportunities
- Review the draft plan

#### **3. To ensure adequate and effective public consultation:**

- Public involvement begins as early in the planning process as possible;
- The Advisory Committee is given the opportunity by the Regional District to be involved in designing the public review and consultation process;
- As wide a range of interests as possible is involved in the plan review process;
- Pertinent information is openly exchanged between the Project Team, the Advisory Committee and the public;
- Public responses are given open consideration by the Project Team and, where appropriate, addressed in the planning process, and the decision on the response is conveyed to the person who submitted the response; and
- Proceedings and results of activities which are part of the public review and consultation process are properly documented and available for public review.

#### **4. To empower the Advisory Committee to take ownership of the revision process and to be confident with the final product.**

## **Part A – Internal Communications**

### **Key Internal Stakeholders:**

- Electoral Area 'C' Parks Advisory Committee
- CSR Staff
- CSR Board of Directors
- CSR Consulting Team

### **Internal Communications Protocols**

#### **A. Project Team Meetings**

The consultant will coordinate weekly project team meetings via conference call, including setting up the call, developing the agenda, recording minutes. Meetings will consist of a concise consultant's report of weekly activities and projections of weekly work.

#### **B. Advisory Committee Meetings**

The consultant will strive to make each Advisory Committee meeting as productive as possible by ensuring all members are well prepared and are able to attend meetings. To accomplish this, we will follow the procedures below.

##### ***Setting Dates:***

The consultant will establish a meeting schedule that corresponds with the development of consultant technical memos and other milestones identified by the project consultant.

##### ***Reminder Notices and Distributing Background Materials:***

The consultant will use e-mail to communicate with the Project Team and the Advisory Committee Members.

The Advisory Committee Members are encouraged to contact the Team Leader of Community Services if there are technical problems associated with receiving e-mail material. Appropriate alternative arrangements can be considered.

#### **C. Contacting Each Other**

The Advisory Committee Membership and Project Team contact information will be available to all Internal Stakeholders.

Contact with consultants will flow through the CSR representative.

## **Part B – External Communications**

### **Key External Stakeholders:**

- First Nations bands within and adjacent to the planning area
- Neighboring jurisdictions
- Province of BC – Ministry for Transportation and Infrastructure, Ministry for Forests, Lands and Natural Resources Operations, Ministry of Environment
- CSR Parks Maintenance Contractors

- User Groups
- The Shuswap Trail Alliance
- Residents
- Visitors
- Relevant Community Associations, Service Groups and organizations
- Others as identified

### Outreach Tools

- Regional District website with links on other popular websites
- Regional District Social Media including Facebook and Twitter
- A series of Open Houses
  - Six distinct communities exist within the plan area and open houses should be scheduled to accommodate input from these communities:
    - Tappen/Notch Hill; Sunnybrae; Blind Bay; Sorrento; White Lake; Eagle Bay
- Media Releases and Interviews
- Newsletters
- Bulk Mail-outs and targeted mailings
- Posters
- Questionnaires
- Informational displays at Regional and Community tradeshows and events
- Workshops and meetings with the Advisory Committee and high level stakeholders
- Partnerships with organizations with similar mandates

Advisory Committee and open house meetings will be scheduled based on feedback from the Advisory Committee and may include evenings and weekends at various locations throughout the plan area. Aligned with the requirement for six technical memos and the development of the final plan, it is anticipated that five to seven advisory committee meetings will be required.

### External Communication Protocols

- The CSR logo (consistent with CSR Branding Guidelines) will be affixed on all external pieces accompanied with “Electoral Area ‘C’ Parks and Recreation Master Plan”
- Correspondence and media releases, including Social Media posts, will be developed by the Project Team. Final Approval and release will be conducted by the CSR.
- Media releases, social media releases, newsletters, project updates, meeting minutes and Advisory Committee approved documents will be posted on the website subject to CSR approval.
- Advisory Committee members may distribute CSR materials that have been approved for public release (these are posted on the website or social media); certain materials can be distributed to the organization a member represents – confidentiality rules still apply.
- Media contact is welcome and will draw upon facts and decisions that are publicly available (i.e. on website or social media); individual Advisory Committee members cannot individually represent the Advisory Committee or the CSR on issues that have not been resolved through process, however, consultants and Advisory Committee members can represent a specific perspective as long as this is made clear.

**Key Messages for All External Documents:**

- The Electoral Area 'C' Parks Plan, adopted 2003, has been in effect for thirteen years.
- The plan contains a number of projects and initiatives and goals that have for the most part been acted upon or achieved.
- A new plan is being undertaken and will be completed approximately February 2016
- This planning process will serve as the basis for finalizing a strategic implementation and operational plan for the next 10 years and beyond.
- This review is important because it affects residents, businesses, organizations and other stakeholders who use and enjoy parks and recreational opportunities Electoral Area 'C'.
- The 2016 budget for Electoral Area 'C' Parks is \$785,000 – this includes operating, capital works and expenses.
- Any information in documents approved by the Advisory Committee is available for public release.

DRAFT