



## Communication Plan and Consultation Strategy Area A/Town of Golden Aquatic Centre Feasibility Study

March 2019

### INTRODUCTION AND BACKGROUND

The Columbia Shuswap Regional District (CSR), with the support of the Town of Golden, is working with the communities of Golden and Electoral Area A to assess the feasibility of a new indoor aquatic centre.

Generally it is agreed that the existing outdoor pool is nearing the end of its life cycle and a significant number of residents have identified a desire for year-round swimming opportunities.

The goal of the project is to make recommendations regarding the current and future aquatic needs of the community and how these needs can be achieved over time. The process will build upon the Golden Aquatic Centre Feasibility Study (2007) using local stakeholder resources to guide a consultative community-led approach to provide recommendations regarding a new indoor aquatic centre.

### DEFINITIONS

**Advisory Committee:** A select group of individuals appointed by the CSR Board of Directors to represent organizations or individuals interested in an indoor pool feasibility study project (Aquatic Centre Feasibility Study) that reflect the interests of the community. The purpose of the Advisory Committee is to provide recommendations that will lead to a preferred option that is both technically and financially sound as well as acceptable to the public and stakeholders. See the *Area A/Town of Golden Aquatic Centre Feasibility Advisory Committee Terms of Reference*.

**External Stakeholders:** Individuals or groups who may be directly affected by the implementation of the Aquatic Centre Feasibility Study 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 CSR Board of Directors, Town of Golden Council, CSR staff, Town of Golden staff and the Advisory Committee.

**Project Representative:** Consists of the CSR Manager of Operations or a designated alternative.

**Project Team:** Consists of the CSR Manager of Operations, the Team Leader of Community Services, two staff representatives from the Town of Golden, 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 communication with internal and external stakeholders. A commitment to this objective will result in:**
  - Greater efficiencies for completing work in terms of time and technology;
  - Reduced risk of misunderstandings of the content and implications of the Aquatic Centre Feasibility Study elements;
  - Good relations between team members;
  - Coordination and facilitation of consistent messaging throughout the 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 facility and programing;
  - Identify future needs and opportunities;
  - Identify potential options to address needs and opportunities;
  - Identify preferred option weighting criteria (environmental, economic, social, cultural);
  - Review the draft feasibility study.
  
- 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 to be involved in designing the public review and consultation process;
  - A wide range of interests are involved in the feasibility study 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. The decision on the response will be conveyed to the person who submitted the response; and
  - Proceedings will be properly documented and available for public review.
  
- 4. To empower the Advisory Committee to take ownership of the process and to be confident with the final product.**

## **Part A - INTERNAL COMMUNICATION**

### **Key Internal Stakeholders**

- Advisory Committee
- CSR D Staff
- CSR D Board of Directors
- Town of Golden Staff
- Town of Golden Council
- Project Team

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## Internal Communication Protocols

### A. Project Team Meetings

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

### 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, the following procedures will be utilized:

#### ***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. It is anticipated that there will be approximately five to six Advisory Committee meetings held over the project term from April 2019 to August 2020.

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

The consultant will use email to communicate with the Project Team members. The Project Representative will use e-mail to communicate with the Advisory Committee members. The Advisory Committee members are encouraged to contact the Project Representative if there are technical problems associated with receiving e-mail material. Appropriate alternative arrangements can be considered.

### C. Group Contacts

The Advisory Committee membership and Project Team contact information will be available to all Internal Stakeholders. Contact with consultants will flow through the Project Representative.

## **PART B - EXTERNAL COMMUNICATION**

### Key External Stakeholders

- Neighboring jurisdictions
- User Groups
- Residents
- Visitors
- Relevant Community Associations, Service Groups and organizations
- Others as identified

### External Communication Protocols

- The CSR logo (consistent with CSR Branding Guidelines) will be affixed on all external pieces accompanied with "Electoral Area A and Golden Aquatic Centre Feasibility Study".
- Correspondence and media releases, including social media posts, will be approved by the CSR. 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 CSR website. Links and information will be shared to the Town of Golden website and social media platforms.

- 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). The CSR will have a media liaison and contact for official media relations with respect to this project. Individual Advisory Committee members cannot individually represent the Advisory Committee, Town of Golden or 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.

### Open House Meeting Schedule

Open house meetings will be scheduled based on feedback from the Advisory Committee and may include evenings and weekends at various locations throughout the study area.

### Outreach Tools

- CSR website with links on other popular websites
- CSR social media including Facebook, Instagram and Twitter
- Town of Golden website and social media platforms
- A series of public open house meetings. Many distinct communities exist within the area and open-house events should be scheduled to obtain input from these communities.
- Media releases and interviews
- Newsletters
- Bulk mail-outs and targeted mailings
- Posters
- Questionnaires
- Informational displays at Regional and Community tradeshow and events
- Workshops and meetings with the Advisory Committee and high level stakeholders
- Partnerships with organizations with similar mandates.

### Key Messages Related to all External Documents

- Each phase of the project will contain a series of technical memos.
- All pertinent information collected will be provided in technical memos.
- All technical memos will be reviewed and approved by the Project Team and Advisory Committee.
- Any information in documents approved by Advisory Committee or CSR is available for public release.
- Technical memos will be summarized into a final report.