



Astotin Creek
Resiliency Study

Community Engagement Strategy and Communications Plan

Community Engagement Strategy and Communications Plan

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COMMUNITY ENGAGEMENT STRATEGY AND COMMUNICATIONS PLAN (CESCP)

Meaningful community engagement consists of much more than talent and suitable tools. It is accomplished via a mindful and comprehensive process. The InSPIRED engagement process provides the framework to review and structure a project to deliver meaningful engagement outcomes for effective decision making.

InSPIRED is an acronym for:

- **I**dentification
- **S**takeholders
- **P**rocess Design
- **I**mplementation
- **R**eview
- **E**valuation, and
- **D**ecisions

The Community Engagement Strategy and Communications Plan (CESCP) considers the project engagement needs such as:

- Diversity, Equity, and Inclusion,
- Engagement objectives,
- Key considerations,
- Budget,
- Resources,
- Timelines, and
- Decisions to be influenced

The ENGAGE Team, who are responsible for the design and implementation of the CESCP have been trained by, and are members of, the International Association of Public Participation Professionals (IAP2).

The three E's that form the project pillars are:

- Engagement
- Engineering, and
- Environment



Although this Strategy is focused on the pillar of Engagement, the comparable pillars of Engineering and Environment will be a constant consideration throughout the course of the engagement efforts.

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1.0 IDENTIFICATION

1.1 PROJECT BACKGROUND, CONTEXT, & CURRENT CONDITIONS (SCOPE/LOCATION)

The Astotin Creek Resiliency Study and Plan provides opportunities to not only build public and stakeholder awareness of the creek area, but also to increase their capacity for sustainability action with respect to the creek. In a progressive county, with a high agricultural and industrial land user base, and existing partnerships with ecological organizations through the Beaver Hills Biosphere, balancing economic and environmental needs will be critical to a successful plan and must be reflected in the engagement activities. The Astotin Creek watershed serves the citizens and neighbours of the County in many ways and creating a common base of knowledge of the Creek resources, conditions and uses, as well as the available resources through County and Biosphere partners will lead to meaningful conversations amongst stakeholders. WSP's ENGAGE Team will work closely with the County's Public Engagement and Communications staff to develop and deliver clear messaging about the project, project outcomes, and the role of the public and private stakeholders in this process.

1.2 DOCUMENT PROJECT PURPOSE & OBJECTIVES

The approach to this study will use a characterization of the historical and current ecological and hydrological context of the watershed as a focus for planning through public, stakeholder, and Indigenous engagement. A fundamental understanding of the past and current conditions, and future trends of water quality and quantity, flood and drought conditions, and ecological functions of the watershed will inform development of management options, build community and other stakeholder awareness and cooperation, and ultimately, foster the support for an action plan the County can readily implement. Key information that will be collected includes a description of:

- ecological values, and threats to those values.
- hydrological characteristics of the creek system, including flood dynamics, erosion potential, flow, and volume.
- community and other stakeholder interests and capacity to contribute to management options.
- forecasted impacts of climatic change specific to this region; and
- available resources and expertise that can contribute to future management actions.

1.3 ENGAGEMENT PURPOSE & OBJECTIVES

Meaningful community engagement informs sound decision-making via the interests and feedback of stakeholders and the community, as well as meeting the needs of the decision-making body.

Specific to providing meaningful engagement outcomes for effective decision making the engagement goals for this project include:

- *Building community trust*
- *Enhancing community relationships*
- *Transparency*
- *Collaborative solutions*
- *Clearly connecting the community input to the recommendations and decisions.*

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1.4 Engagement Governance and Foundations

The engagement efforts for the Astotin Creek Resiliency Study (ACRS) will reflect the following guiding policies and practices throughout the project:

- *International Association of Public Participation's (IAP2)*
 - Core Values (www.iap2.org/page/corevalues)
 - Code of Ethics (www.iap2.org/page/ethics)
- *Strathcona County's*
 - [Public Engagement Policy](#),
 - [Public Engagement Framework](#) (Vision and Guiding Principles), and
 - [Public Engagement Procedure](#).

1.5 COMMITMENT TO ENGAGEMENT VALUES & PRINCIPLES

The engagement efforts will reflect the level of engagement required to benefit the project considering the decisions to be made, budget, timeline, and community interest. A strong sense of visual communication will translate complex project aspects into understandable and relatable information for the community. In reference to the County's Guiding Principles, the following will be realized in the planning, implementing, reporting, and evaluation of the engagement effort for this project.

- 1 Public Engagement is PROACTIVE: it is initiated early enough for participants to make informed decisions and impact the outcomes.
- 2 Public Engagement is RELEVANT and EFFECTIVE: the process is planned, effectively communicated and implemented to encourage public participation and contribution in an appropriate manner.
- 3 Public Engagement is EQUITABLE: Members of the public are provided with a reasonable opportunity to contribute, developing a balanced perspective.
- 4 Public Engagement is CLEAR and FOCUSED: The County and the public understand their respective roles in a public engagement process, including the level of involvement and how input will be used to inform decisions.
- 5 Public Engagement is INCLUSIVE: It uses a range of methods to engage various audiences to maximize participation and improve the quality of feedback.
- 6 Public Engagement INCREASES UNDERSTANDING: Mutual understanding is increased through two-way interaction, where the information presented is easily understood by the intended audience.
- 7 Public Engagement is RESPONSIVE and ONGOING: Public engagement has an ongoing focus on relationship building, active listening, and increased understanding.
- 8 Public Engagement BUILDS CAPACITY: Staff, public, and stakeholders are better equipped for future engagement opportunities.
- 9 Public Engagement is ACCOUNTABLE and TRANSPARENT: public engagement outcomes are measured, evaluated, and reported in a timely manner

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A wide range of community engagement strategies have been specifically tailored for the Astotin Creek Resiliency Study. The approach offers a well-balanced engagement process that pursues diversity, encourages idea sharing, respects differences, and inspires meaningful dialogue. Building upon the Guiding Principles noted above, the engagement efforts will be refined through the following engagement Best Practices:

- *Provide an open and transparent process*
- *Voices valued, none dominate, and diversity encouraged*
- *Establish lines of communication*
- *Be a good listener*
- *Facilitate and communicate structured discussions with specific targets and outcomes*
- *Build trust and meaningful relationships*
- *Seek consensus*
- *Provide feedback regularly*
- *Anticipate problems in advance*

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2.0 STAKEHOLDERS AND INDIGENOUS COMMUNITIES

2.1 STAKEHOLDER MAPPING & ANALYSIS

Considering the project boundary constraints, project influence area, prior engaged business/property owners, and with a Diversity, Equity, and Inclusion lens – the following master stakeholder list has been drafted.

Once the list has been completed and confirmed, the prepared invitations will be distributed accordingly. This can be done via e-mail, Canada Post, local notices, Associations, hand delivered (where appropriate to do so), or any combination thereof (TBD).

Through an iterative process and with a lens of diversification we have considered and sought out the obscure stakeholders as well as the intensity of respective interests and investment. Using a comprehensive approach, we have prioritized who, when, why, and how to best engage.

Stakeholders
Affected Industry landowners within the Astotin Creek Basin
Affected Strathcona County residents/tenants within the Astotin Creek Basin
Strathcona County Council
Beaver Hills Biosphere Reserve Association
Elk Island National Park
Lamont County
Alberta Agriculture & Forestry
Alberta Environment & Parks
Alberta Transportation
Dept of Fisheries & Oceans
Strathcona County Agriculture Services board
North Saskatchewan Watershed Alliance
Alberta's Industrial Heartland Association
Designated Industrial Zone (DIZ) Working Groups
CN & CP railway companies

2.2 INDIGENOUS GROUPS

The following Indigenous groups will be invited to engage on the ACRS with the goal of building relationships and understanding mutual interests in the region.

Treaty 6	Treaty 7
Alexander First Nation	Blood Tribe (Kainai Nation)
Alexis Nakoda Sioux Nation	Piikani Nation
Beaver Lake Cree Nation	Siksika Nation
Cold Lake First Nations	Tsuut'ina Nation
Enoch Cree Nation	
Ermineskin Cree Nation	Treaty 8
Frog Lake First Nation	Horse Lake First Nation
Heart Lake First Nation	
Kehewin Cree Nation	Métis Nations

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Louis Bull Tribe	MNA - Region 2
Montana First Nation	MNA - Region 4
O'Chiese First Nation	
Onion Lake Cree Nation	Local First Nations
Paul First Nation	Michel First Nation
Saddle Lake Cree Nation	Papaschase Cree Nation Society
Samson Cree Nation	
Sunchild First Nation	Other Indigenous Organizations
Whitefish (Goodfish) Lake First Nations	Confederacy of Treaty Six First Nations
	Métis Nation of Alberta

2.3

RELATIONSHIPS & STRATEGIC PARTNERSHIPS

This project will benefit from key relationships and strategic partnerships. Upon review of the Stakeholder Mapping & Analysis thus far, the following entities should be considered to work with to develop these key resources.

Key relationships to be considered are:

- *Insert key list once developed*

2.4 DIVERSITY, EQUITY, AND INCLUSION

The ACRS implements the Best Practices for Diversity, Equity, and Inclusion as noted in WSP's standards, the IAP2 Statement on Diversity, Equity, and Inclusion (DEI), and Gender Based Analysis (GBA+), and the [County's DEI Planning and Policies](#). Considering, designing, and implementing for DEI is key to providing meaningful engagement outcomes for effective decision making and overall project success!

In a reflection of the IAP2 Statement, the following is shared (with some adaptations)

The IAP2 is committed to making a difference and are compelled to address matters related to Diversity, Equity, and Inclusion within our practice.

In our HEARTS we feel: *An urgency from within us to acknowledge the injustices of racial prejudice that deny equal treatment under the law and to heed Ghandi's call and "be the change you wish to see in the world."*

In our MINDS we believe:

- All people have a right to be safe and to live and to work in peace.
- That the health and sustainability of the communities we represent are stronger when all people are treated with respect, equality, and dignity.
- That we are called to advocate for honest, respectful, and open dialog for meaningful change, and to dismantle the insidious walls of systemic racism and injustice.
- That historical practices, laws, behaviors, and norms of racial bias have excluded or severely prejudiced the well-being, freedoms, and fair treatment of people of color.
- That we are duty-bound to express, to celebrate and to champion Diversity, Equity, and Inclusion as foundational to the well-being of our communities and future generations.
- That the standard we walk past is the standard we accept, and that as IAP2 Board Members we are complicit if we are silent.

Source: adapted from the International Association for Public Participation, www.iap2.org

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3.0 PROCESS DESIGN

3.1 CHALLENGES & OPPORTUNITIES

Given the current climate related to COVID-19 along with the Provincial and Municipal health requirements, the engagement approach for the foreseeable future will differ in that both online and in-person options must be carefully considered and expertly implemented. There is no single engagement tool that can meet the needs of all projects. Often a combination of several tools should be used to accomplish a project's goals and desired outcomes.

The online engagement tools have been considered through the lens of the IAP2 Core Values and Strathcona County's Public Engagement Policy and Continuum. The COVID-19 crisis has provided the opportunity to use online tools more extensively to meet project objectives and to meaningfully engage with the community. Some key considerations when choosing the right tools, include:

- What is the role of the public in the engagement process?
- Who are the interested parties we need to engage with?
- What access do we have to the necessary resources?
- What are the strengths of the tool(s)?
- How will stakeholder and public input affect the decision?

Alignment with Other Engagement Efforts

There may be opportunities to align and coordinate the engagement efforts within this project with those being coordinated for others. If so, these engagement activities will be implemented in the most efficient manner, both from the municipality's and the community's perspective. Each opportunity will be reviewed to confirm the fit between the opportunity and this project, and that any attention devoted to this project will not confuse people or distract them from the original purpose of the event.

3.2 Strathcona County Continuum of Public Engagement

The engagement efforts will reflect the County's Public Engagement Continuum (captured below). For the benefit of the project and considering the influence and impacts to the interested parties, a variety of tools and a combination of engagement levels have been considered. By way of examples:

- Landowners immediately adjacent to the Creek may have a different perspective and investment than the removed, although affiliated, community.
- The launch of the project will be at "Input" whereas at the refinement of the recommended concept, the engagement may be approaching the "Collaborate" level.

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*Strathcona County's Public Engagement Continuum

3.3 APPROACH & TECHNIQUES/TOOLS

The ENGAGE Team will work closely with our County counterparts to ascertain (considering current COVID considerations) the best approaches to meet project needs including the decisions to be influenced, budget, and timelines.

The ENGAGE Team will work with the County to provide pertinent and timely information for the project communications such as media releases, public service announcements, as well as the more robust County project web page content that will follow the course of the project.

Complementing the extensive technical work by WSP's experts, the reflection of and alignment to the community's lived experience will be key in fully understanding the areas' challenges and opportunities. An engagement event (virtual and/or in-person) will garner the local and intimate knowledge of key factors, contributors, and concerns that will contribute to the design and recommendations by the technical team. The engagement for this work will be coordinated with the Flood Inundation and Hazard Mapping event.

The following details each of the engagement tools to be used within the project. The timing and project specific detail will be noted in 4.0 Implementation section

3.3.1 Introductory Letters

To initiate the project, an introductory letter will be mailed to each of the stakeholders as well as community members within the project vicinity. This letter will be addressed and signed by the client to introduce the ENGAGE Team. The letter will contain brief project information, ENGAGE Team contact information, and information on the upcoming phases of engagement. Commencing the project with direct engagement to the invested stakeholders and

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affected community members is an excellent approach to build enthusiasm for the engagement process and to form the necessary rapport for project success. By introducing the ENGAGE Team, a clear refresh can be formed in the participant's minds from the project history and the upcoming engagement.

Introductory letters will also be mailed to the identified Indigenous groups. The letters will be addressed to the Indigenous government and will copy other relevant staff. The letters will contain brief project information, ENGAGE Team contact information, and an invitation to a follow-up meeting to discuss the project, mutual interests in the region, and opportunities for collaboration. The letters will present the ACRS as a starting point to better understand mutual environmental goals and to open dialogue around environmental management in the region. These letters will also include any information about upcoming community engagement sessions, and an invitation to participate. Our network of contacts includes many of the Indigenous groups identified by the client, and we will use both the contacts provided by the County as well as other relevant contacts.

3.3.2 Communications Documentation

Well documented and logically categorized input is a key component in providing effective engagement that meets both the client and stakeholder needs. Stakeholder and public feedback will be recorded, summarized, and categorized in a coherent and simple way so it can be used to inform project decisions.

3.3.3 Stakeholder Workshop Facilitation (Online transferable)

An iterative workshop approach will provide the most meaningful engagement. The first workshop (mid-morning) with the appropriate stakeholders will garner an opportunity for the community business leaders to share their perspectives alongside their municipal counterparts. This method will help ensure that all vantage points are being heard and understood as well as contribute to relationship building. Thus, building a common understanding of concerns, desires, and constraints.

The ENGAGE Team will facilitate the Workshops. They will be supported by the Technical Team so that technical questions, concerns, and suggestions are properly addressed. This also fosters an objectively facilitated experience for the participants. The session will be recorded to be available for further viewing.

The session will start with an Appreciative Inquiry exercise to discover common project interests as well as create an equal standing for all involved. Project goals will be shared as well as the key areas for input. Where options are available, they will be shared for feedback. Where options are lacking, opportunity for direct feedback will be provided. The sessions will be facilitated so that all voices are heard but none dominate. Appropriate tools (card storming, Jamboard, etc.) will provide visual capture of comments in real time, as will surveys/polls (where applicable).

Stakeholder workshops (between 1.5 to 3 hours) allow participants to work in small groups, having simultaneous conversations in response to predetermined questions using a break-out room format. Participants will be provided appropriate project and session information in advance. Each break-out room will have a facilitator/recorder and additional resource materials as needed.

The engagement will start with an overview presentation of the project followed by a number of presentations summarizing any key issues and plans to address them. Each presentation will finish with the lead facilitator posing key questions for discussion. Subject matter experts or representatives from the client will be in the "room" as resources to the stakeholders. The break-out room hosts will facilitate the discussions, recording key points. At the end of each discussion, the note will be available so that our clients and stakeholders can review the input. The

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feedback will be collected and organized for an initial submission to the client and as the basis of the later “What Was Said” Summary (WWS).

The outcomes of the Stakeholder session will form the basis for the community session (later the same day).

3.3.4 Community Session (“CommuniTeas”)

The community session is often best held on the same day as the stakeholder workshop. Typically, in the late afternoon to early evening (i.e., 4pm to 7 pm) and will be designed for the community at large. The outcomes of the morning’s stakeholder discussion will be made available for their subsequent review and sharing of perspectives, as will pre-answered common questions and general contemporary information. The community will then be able to provide their own perspective for the project team’s consideration.

As the community builds on the prior workshop outcomes, themes and commonalities will become more apparent and will increase transparency to all involved. When specific recommendations move forward, or not, the perspectives will be open for all to review.

The event will be a family-friendly, outdoor information event in summer 2021. The event would be hosted outside, within a community in the Astotin watershed and near a creek or wetland feature that can demonstrate key resiliency concepts (e.g., Bruderheim). The event will showcase progress to-date, provide an additional opportunity for community feedback, and will be a learning opportunity for engaged citizens. Potential engagement activities include: –Demonstrations of scientific equipment and methodologies–Information sessions about climate change resiliency–Showcasing local land use or water management best practices. Note that the plan for this event will depend heavily on current COVID-19 restrictions.

The host will guide participants through the session format, answer questions, provide additional information, and record community input. ENGAGE Team hosts will involve subject experts/client representatives who will attend the session. This will allow participants the opportunities to have their more technical or detailed questions addressed.

At the end of each session, a short debrief will be used to identify key themes that were raised. The hosts will submit their notes along with the communal notes for inclusion in the What Was Said Summary. The right timing of the session is important to encourage a good community turnout. Complimenting existing events (e.g., community BBQ, tournament, etc.) with a community session will build awareness and increase participation.

3.3.5 Meetings with Indigenous Groups

Following the response to the introductory letters and follow up phone calls (if applicable), the ENGAGE Team will set up meetings with interested Indigenous groups (participants to be determined by the Indigenous group) and members of the Technical Committee to discuss the project objectives and outcomes, gain an understanding of mutual interests in the region, understand Indigenous perspectives of the study area, and discuss potential partnerships or collaborations pertaining to environmental management and planning. These meetings will present the County and local Indigenous groups to discuss broader questions, such as:

*How are Strathcona County environmental priorities and plans aligned with Indigenous interests in the region?
Are there gaps and common solutions?*

What are future partnership opportunities between the County and neighbouring communities?

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How can the study and plan support existing or planned environmental management efforts being undertaken by Indigenous communities?

In cases where meetings involve Indigenous governments, members from the County's Intergovernmental Affairs team will be in attendance.

As a follow up to the meetings, discussion points, next steps, and relevant contact information will be provided both to the Client and to the Indigenous group via a What Was Said Summary. These conversations can serve as a steppingstone for future collaborations. In addition to these targeted meetings, Indigenous groups will be invited to participate in the Community Sessions and provide input at that time.

3.4 INDICATORS OF SUCCESS

Success is...developing, enhancing and maintaining key relationships to support effective implementation of the Astotin Creek Resiliency Action Plan

Indicators include:

- Activity (website analytics, social media posts, one-on-one calls, emails, newsletter sign-up, SCOOP survey, access approvals, stakeholder representatives/delegates, event attendance)
- Reach (respect audience diversity, diverse opportunities for communication & engagement, electronic contacts, personal contacts)
- Engagement effect (what information was consumed, quality of research, quality of background information, quality of campaign, quality of messaging and presentation)
- Impact (commitment to behavior/attitude change)

3.5 RISKS

Understanding and preparing for Risks will mitigate the extent of their potential impact.

Risk	Description	Mitigation
Timing of engagement	Variety of stakeholders and community members need to engage when they are available. E.g., engaging during a period of intense farming	Inquire with the stakeholders when and how they would like to be engaged
Internet access	Will opportunities provided via the internet be sufficient? Will they need to be scaled back to limit impact on broadband availability? Will they need to be supplemented by traditional methods?	Understand the week/low spots for internet access Work with community to confirm effective approaches Prepare hard copy of online information for mail distribution
COVID -19 impacts	Reflecting AHS and local health restrictions, while providing equitable opportunities for the community to participate	Adhere to AHS and local health restrictions

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	Mindfully not contributing to "Zoom" fatigue	Mindfully plan events (frequency, duration, components, etc.)
Cost of not doing it right	Creating distrust in process, County Administration, and local politicians	Clearly communicate the process, what is on the table and what is not, be transparent Demonstrate a commitment to the outcomes Reflect the county's PE Policy and supporting documents
Project/engagement expectations	Community misunderstands how their input will be considered and what decisions their input will have influence on	Clearly communicate project/engagement expectations
Community Relationships	The success of the project and its implementation will largely be determined by the strength of the relationships between the county and the stakeholders.	Design, facilitate, and summarize all engagement efforts with building and enhancing relationships as a key consideration/goal

3.6 ASSUMPTIONS

We have based our approach and costs on the following assumptions:

- Engagement will be through virtual means, given the uncertainty related to COVID restrictions, and have planned engagement activities accordingly.
- Strathcona County will provide contact information for landowners where access will be required.
- Strathcona County's Online engagement platforms (SCOOP, county web page) will be used.
- Strathcona county staff will participate in the engagement events in a supportive role to the ENGAGE Team.

3.7 CONFIRM EVALUATION CRITERIA

In collaboration with the client team, the following denotes quantitative and qualitative metrics for tracking and evaluation. Considerations include:

Quantitative

- App platform
 - # Sightings
 - # users
 - # of new users
- Event attendance
- # people signed up for newsletter
- # of Indigenous communities responded.
- Ratio of landowners engaged to total landowners.
- # of outreach efforts
- Social media numbers

Qualitative

- Participant feedback forms

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- Session polls (mentimeter, etc.)
- Same questions for all sessions
 - Did the session meet your needs?
 - Did you feel your perspectives were heard?
 - Did you feel your feedback was valued?
 - Do you feel more informed after this process?
 - Do you feel heard through this process?
- Chat box usage
- One-on-one video chat following the session.
 - Breakout rooms if more than one person afterwards

3.8 EFFECTIVE COMMUNICATION & PROMOTION

Effective communication has always been a cornerstone of a successful community engagement process, but in today's context, it will be of the utmost importance. It will be integral to identify ways to direct stakeholders and the community to the selected methods of sharing information and collecting feedback. Through advertising and/or project promotion, interested individuals will know where to go and how to access an online tool(s).

Collaborating with the municipality's Engagement and Communications staff is critical for clear messaging about the project, project outcomes, and the role of the community and private stakeholders in this process. Strong collaboration will also be required to ensure pertinent and timely information for the project communications such as media releases, public service announcements, as well as the more robust project web page content that will follow the course of the project.

3.8.1 Building Knowledge and Capacity

Citizens and other stakeholders need resources available to them to continue their involvement in the implementation of the Resiliency Action Plan. The online "data atlas" will be accessible to the stakeholders and community, as a mechanism for individuals to visualize the study and plan outcomes and identify where they "fit" in the process. This data atlas will complement the online presence already established in Strathcona County: The Online Data Portal and the Astotin Creek Resiliency Study website.

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4.0 IMPLEMENTATION

The following provides a proposed schedule for the engagement efforts. Further details for the engagement efforts have been provided in 3.0 Process Design. We are proposing stakeholder, public, and Indigenous engagement opportunities. We are anticipating the format of these meetings to be virtual, but we will be prepared to facilitate in-person events as well. The scope and timing of these events will be further refined upon completion of the Community Engagement Strategy and Communications Plan defined above.

4.1 Strathcona COUNTY PUBLIC ENGAGEMENT RESOURCE SUPPORT

Strathcona County has established and proven public engagement resources that will not only support the efforts noted in the strategy but will also lay the groundwork for the implementation of this project's outcomes. As such, it is beneficial for a synergistic working relationship between the ENGAGE Team and the County's resources to set up for success. The following is an accounting of specific roles that are best suited for the county's resources to lead. However, please note, as per changing project needs, resources will be adjusted accordingly to provide for the most meaningful engagement outcomes for effective decision making.

Strathcona County's public engagement resources will undertake the following tasks:

- Review and contribute to the CЕСP
- Review and upload content (as provided by the ENGAGE Team) to the county website, E-Newsletter, landowner notifications, and postcard drop
- Manage and monitor the County website and communications
- Provide support to the engagement efforts, including, but not limited to, the engagement events (virtual or in-person)
- Procure road signs or other physical advertising or awareness pieces
- Coordinate the development of the data atlas within the County's existing data portal or work with WSP staff to determine alternative hosting arrangements
- Manage and monitor Strathcona County Online Opinion Panel (SCOOP) survey opportunities (June mixed topic survey, others as needed to support the CЕСP)

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Engagement opportunity	Continuum of Public Engagement	Engagement Technique	Discussion Topic(s)	Target Audience	Communication strategies	Responsibilities	Reporting	Timing	Deliverables
Community Engagement Strategy & Communications Plan (CESCP)	N/A	N/A	Master strategy for engagement and communications efforts for project	County Project team;	N/A	ENGAGE Team prepare; County review and contribute to key areas	N/A	Apr-21	CES & CP
Initial project communications (Indigenous, stakeholders, & public)	Input	Comms	Reasons for study and plan; Historical findings; Initial feedback on project and engagement strategy (survey)	Indigenous Groups; Stakeholders; Community (public)	County Online Portal; Email; SCOOP; follow up calls where required (e.g. Indigenous groups), Road signs	ENGAGE Team prepare content for web/newsletter, intro letter; County review, upload to web, e-newsletter, and county letterhead formats ENGAGE Team & County to distribute	Reach of communications; survey response	Apr - Aug 2021	Comms materials; Initial survey & results
Indigenous Engagement Event #1	Listen & Learn	Virtual Session	Identifying priorities for the region; Identifying opportunities for collaboration	Indigenous Groups	Email, phone	ENGAGE Team prepare content; County review; ENGAGE Team facilitate	WWS summary; WWH summary	Apr - Aug 2021	Session materials & presentation Session Session Summary Evaluation materials & summary Session recording
Stakeholder Engagement Event #1	Listen & Learn	Virtual Workshop	Gathering local knowledge on flood inundation mapping, flood hazard mapping, and stormwater management planning; Identify critical infrastructure and community assets; Identify climate resiliency guiding principles	Stakeholders	Online portal via County project webpage; Mail; Email;	ENGAGE Team prepare content; County review, advertise, & solicit participation; ENGAGE Team facilitate, County support	What Was Said (WWS) summary	Apr - Aug 2021	Workshop materials & presentation Virtual Workshop Workshop Summary Evaluation materials & summary Workshop recording
Community Engagement Event #1 "CommuniTEAS"	Listen & Learn	Virtual and/or In-person Community Session	Gathering local knowledge on flood inundation mapping; flood hazard mapping; stormwater management planning Identify critical infrastructure and community assets; identify climate resiliency guiding principles	Community; Stakeholders	Online portal via County project webpage; Mail; Email; Road Signs	ENGAGE Team prepare content; County review, advertise, & solicit participation; ENGAGE Team facilitate, County support	WWS summary Stakeholder / Public What We Heard (WWH) summary	Apr - Aug 2021	Session materials & presentation Virtual Session Session Summary Evaluation materials & summary Session recording
Communicating results of Stakeholder Event #1 and Community Engagement Event #1	N/A	Comms	Distribution of finalized maps and engagement outcomes	Community; Stakeholders	Online portal via County project webpage; Email	ENGAGE Team prepare; County review; ENGAGE Team distribute, County support	WWS summaries; WWH summary	Apr - Aug 2021	WWS summaries; WWH summary

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Engagement opportunity	Continuum of Public Engagement	Engagement Technique	Discussion Topic(s)	Target Audience	Communication strategies	Responsibilities	Reporting	Timing	Deliverables
Stakeholder Engagement Event #2	Listen & Learn	Virtual Workshop	Resiliency plan review for input on recommended resiliency actions	Stakeholders	Online portal; Mail; email	ENGAGE Team prepare content; County review, advertise, & solicit participation; ENGAGE Team facilitate, County support	WWS summary; What We Did (WWD) summary	Oct 2021	Workshop materials & presentation Virtual Workshop Workshop Summary Evaluation materials & summary Workshop recording
Community Engagement Event #2	Listen & Learn	Virtual Community Session	Resiliency plan review for input on recommended resiliency actions	Community	Online portal; Mail; email	ENGAGE Team prepare content; County review, advertise, & solicit participation; ENGAGE Team facilitate, County support	WWS summary; Stakeholder/Public WWH summary; WWD summary	Oct 2021	Session materials & presentation Virtual Session Session Summary Evaluation materials & summary Session recording
Communicating results of Stakeholder Event #2 and Community Engagement Event #2	N/A	Comms	Distribution of finalized resiliency plan	Stakeholders; Community		ENGAGE Team prepare; County review; ENGAGE Team distribute, County support	WWS summaries; WWH summary; WWD summary	Nov 2021	WWS summaries; WWH summary
Indigenous Engagement Event #2	Listen & Learn	Virtual Session	Review study findings; Input on relevant recommended resiliency actions	Indigenous Groups	Email, Phone	ENGAGE Team prepare content; County review; ENGAGE Team facilitate	WWS summary WWH summary	Oct 2021	Session materials & presentation Session Session Summary Evaluation materials & summary Session recording
Communicating results to Indigenous groups	N/A	Comms	Distribution of finalized resiliency plan and study; Summary of opportunities for further collaboration	Indigenous Groups	Email; mail	ENGAGE Team prepare; County review; ENGAGE Team distribute, County support	WWS summary; WWH summary; WWD summary	Nov 2021	WWS summary; WWH summary; WWD summary
Engagement Reporting	N/A	N/A	Distribution of final comprehensive Engagement Report	Community; Stakeholders; Indigenous Groups; County Administration; County Council	Online portal via County project webpage; Mail; email	ENGAGE Team prepare; County review; ENGAGE Team distribute, County support	Final Engagement Report	Nov 2021	Engagement Report

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5.0 REVIEW

A key piece to any engagement efforts is reporting back, especially to the community members we have engaged with. The report back to the community will consider the following intent and format:

5.1 WHAT WAS SAID (WWS) SUMMARY

The WWS summary will account for the process to solicit the input and will include the raw verbatim input received. The WWS summary is an accounting of all that was provided from the community. Input will be themed, but not altered. This summary accurately and transparently reflects the comments provided.

5.2 WHAT WAS HEARD (WWH) SUMMARY

The What Was Heard summary will detail the engagement approaches implemented as well as theme and appropriately condense the raw input (WWS). The outcomes of this summary will be in a format similar to key considerations and/or principles. The final summary will include an introduction that sets the project context followed by a theme-based analysis of the participant input. A summary of any written submissions received will also be incorporated into this summary. The draft final summary will be completed within one week of the engagement process completion with the timing of the final version commensurate with the receipt of all submissions and in agreement with the County.

5.3 WHAT WAS DONE (WWD) SUMMARY

The most critical of all reporting back to the affected community is describing how their input was considered and how it did, or did not, influence the final decisions and design. This is a key component to providing a transparent process. The WWD summary will close the loop on the input provided, demonstrating how it was used and why it was used in the way that it was. Although the community members may not agree with the project's final outcomes, this summary aids in the building and maintaining of trust as their voices are demonstrably heard and it is made clear how project determinations were made.

5.4 ENGAGEMENT ANALYSIS

The engagement sessions will generate large volumes of qualitative input which will be subject to a systematic and rigorous analysis to identify the emergent issues and opportunities. At the end of each session, the qualitative feedback in the form of notes will be documented. This will then allow for future coding and analysis that will be used in the engagement summaries.

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6.0 EVALUATION & LESSONS LEARNED

Regardless of the best laid plans, circumstances change, additional information and perspectives are discovered, and the project's needs may require adjustment. The purpose of engagement is not to design and hold to a process, but to foster meaningful engagement outcomes for effective decision making. As such, it is imperative to evaluate the engagement process regularly and consistently and to recalibrate to achieve this end goal. Sometimes this is between project phases and/or sometimes in the middle of an event. The ENGAGE Team is committed to the project outcomes and evaluation via soliciting input from the community and the project team throughout the course of the project.

6.1 PARTICIPANT EVALUATION

In a genuine effort to provide transparency and to engage the community in the most appropriate way for them, it is important to garner the community's feedback on how the current engagement efforts are succeeding, or not, what is working well, and what should be improved. For each engagement event a Participant Evaluation questionnaire will be provided. Attention will be focused on providing non-leading, un-biased, and project relevant questions. The Likert scale of 1 through 5 is a recommended tool for understanding the level of agreement on the questions posed, along with a concluding open-ended question for general feedback.

It is important to note that although the form is intended for feedback on the event, often the community members also express feedback on the project, project team, and project decisions.

6.2 EVENT DEBRIEF

Similar to the purpose of the participant evaluation, the Event Debrief is designed to obtain feedback from the project team (client and consultant) and ENGAGE Team members to aid in the further design and refinement of subsequent events. It may not be limited this project. This tool focuses on the more administrative and logistical aspects of the event, as well as other considerations. The Event Debrief should, as a bare minimum, consist of a team "huddle" immediately after the event is closed to the public. The Event Debrief form will document the team huddle discussion as well as provide an additional opportunity to share views and perspectives. The feedback collected inform further event design and engagement direction.

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7.0 DECISIONS AND DELIVERABLES

7.1 COMMUNITY INFLUENCE

Throughout the course of the project and upon its conclusion, the decisions made will be documented. This may consist of more than the Final Concept and supporting recommendations.

Building on the What We Did Summary, the most critical report to the community explains how their input was considered and how it did, or did not, influence the final decisions and design. This is a key component to a transparent process. The County has committed to meaningfully engage the community and to be transparent in how their voices were considered throughout the project. Although the community members may not agree with the project's final outcomes, we are committed to building and maintaining their trust by clearly demonstrating their voices were heard and how that information was used.

7.2 WHAT DECISIONS WERE MADE AND OUTCOMES GENERATED

The main deliverable of this project will be the completed Resiliency Action Plan, but additional deliverables will include the following:

- Biophysical inventory and mapping (online data atlas, and report)
- Watershed and riparian health and restoration assessment report
- Hydrologic and hydraulic analysis report
- Climate analysis
- Astotin Creek Resiliency Action Plan
- Priority Committee Presentation

Specific to Community Engagement, the following deliverables will be provided:

- Community Engagement Strategy & Communications Plan (CESCP)
- Community, stakeholder, and Indigenous Engagement events
- Community Engagement summaries:
 - What Was Said (WWS)
 - What We Heard (WWH), and
 - What We Did Summary (WWD)
 - Community Engagement comprehensive summary, including evaluation inputs

These deliverables will be completed according to the schedule, and through project management and communication strategies outlined