CRD Corporate Communications Plan Appendix

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APPENDIX 1: COMMUNICATIONS OPERATING PRINCIPLES

Adherence to the following principles is essential for the success of this strategic plan and all daily activities of the Corporate Communications department.

As well, it must be recognized that operational communication is a shared responsibility and fundamental part of all Regional District functions and services.

Duty to Inform

The Cariboo Regional District has a responsibility to inform people in each Electoral Area of its programs and operations and to respond to inquiries on matters of public interest.

Public Involvement

Public involvement is essential to creating inclusive, transparent government. People expect to be involved in determining their future and to participate in decisions made on their behalf.

Open Two-Way Communication

Ensure that information is shared throughout the region and the organization emphasizing two-way informational flow.

Uniform Visual Identity

The Regional District will present a consistent corporate image, both visually and audibly, with which the public can readily identify.

Consistency

A successful communication plan is built on strong themes and is more effective than one with unrelated and scattered messages. The communication plan should support, reinforce and reflect the goals of the Regional District as established by the Board of Directors, thus underscoring the idea of an organization with one common purpose: the residents.

Freedom of Information

Residents have a right to information on the activities of their government and matters that affect them, limited only as defined by Freedom of Information and Privacy legislation.

Plain Language Information

Plain language will be used in all public communication, including related policies and guidelines.

Value for Money

The taxpayer has the right to cost-effective communications.

APPENDIX 2: PREVIOUS COMMUNICATION EFFORTS

The way the CRD communicates with residents has evolved over the last two decades with the growth of digital communications and declining participation in public events.

From 2000-2015, the CRD held an annual series of Town Hall meetings in each Electoral Area to consult with residents regarding the upcoming budget. In 2012, it was determined to split the meetings as a pilot project into two separate entities: Budget Consultation Meetings to be held in January/February and Town Halls to be held in September/October. With high costs and low turnout for these events, the Board decided to discontinue budget consultation meetings and instead have budget information available on the CRD website with paper copies at the CRD offices and libraries. The Board also decided to move to three multi-agency forums a year rotating through the Electoral Areas and host individual annual Electoral Area meetings ("Meet and Greets") at the discretion of the Director. These events function as a trade show with multiple agencies hosting booths so residents can come to one event and receive a large variety of information about government and non-government services in their area. When these events started in the fall of 2015 there was good feedback and participation, but attendance has been declining at all CRD events over the past few years.

In 2015, the CRD also stopped producing an annual report as it was very time-consuming, was only posted online and there were minimal downloads. Regular CRD updates are provided to residents through the bi-annual UpFront newsletter, social media posts, email and news releases.
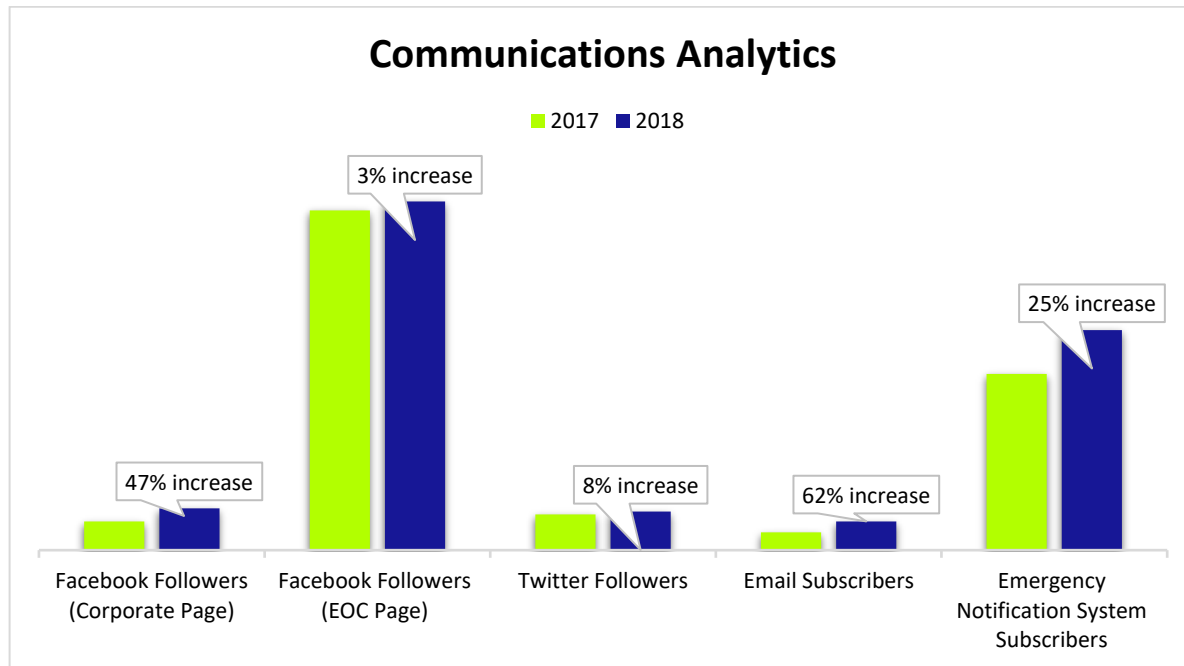
The CRD's use of digital communication has expanded over the last five years. While the CRD's social media channels have remained the same – a corporate Facebook page, an emergency operations Facebook page and a corporate Twitter feed – our social media following has grown, and we have adapted to changes within the platforms. For example, in the past two years we have started using Facebook events, Facebook live and social media advertising. In 2018, we claimed our Google Business pages and began using Google Business posts, profiles and photos as communications tactics. We aim to explore using Google ads as well.

In 2017, we began using an email management software called MailChimp. CRD news is now emailed to all subscribers in an update format, rather than as a release only for media. Other types of updates are also sent via this system including board meeting highlights, emergency updates and a monthly grant update from the CRD Grant Writer. Interested parties can sign up for emails directly on the CRD website and we have seen a steady increase in our subscriptions.

Since 2017, the Communications Department has been working to include public engagement best practices into our communications and consultation efforts. The Manager of Communications completed a Foundations in Public Participation Certificate through the International Association of Public Participation (IAP2), which has informed these efforts. These best practices were successfully used with great results in the public engagement campaigns for the 2017 wildfires, the South Cariboo Recreation Centre expansion (76% of survey respondents said they received enough information about the project), the Interlakes Fire Truck referendum, the North Cariboo Airport Service referendum and the "Re-Imagine Your Library" campaign.

APPENDIX 3: RESEARCH

COMMUNICATION ANALYTICS (2017-2018)

Communications Tactic	Analytics
Facebook (Corporate Page)	890 new followers (47% increase)
Facebook (EOC Page)	593 new followers (3% increase)
Twitter	195 new followers (8% increase)
Email Subscriptions	734 new subscribers (62% increase)
Media Interviews	59 media interviews (since Jan. 1, 2018)
Emergency Notification System	2,903 new subscribers (25% increase)
News Releases ***doesn't include EOC news releases**	41 news releases (58% increase over 2017)
Website	220,800 website visits (70% less than last year)

**Note: Statistics were calculated from Sept. 2017-Sept. 2018, unless otherwise indicated. Statistics were not tracked prior to 2017.

CRD SURVEY DATA OVERVIEW

		2012 Survey	2014 Survey	2015 Survey	2017 Wildfire Meetings	2017 Wildfire Survey	SCRC Expansion Survey	2018 Survey
How did you hear about the meeting?	Facebook		9%			55%	54%	
	Mailer		38%	44%		9%	23%	
	Newspaper (ads)		31%	56%		30%	48%	
	Posters		21%			6%		
	Radio		6%			22%	27%	

Question	Item							
	Internet / Email		15%	17%			20%	29%	
	Twitter		0%				3%		
	Friend/Family						15%	59%	
	Board or Council Member						5%		
	Roadside Sign						1%		
	Other						12%	10%	
How do you find information during an emergency?	Facebook					20%	77%		78%
	Newspaper						17%		27%
	Friends					10%	44%		44%
	Radio						49%		41%
	Website					11%	55%		
	Twitter								
	Elected Officials					10%	16%		
	Local Community					9%			
	TV						28%		22%
	CRD emails						30%		
	CRD emergency notification system						47%		37%
Do you have email and internet access?	Yes	86%							
	No	14%							
What do you have for communications at home?	High speed internet						67%		64%
	Landline telephone						63%		58%
	Mobile phone with data						62%		56%
	FM Radio						58%		
	AM Radio						53%		
	Satellite TV						41%		
	Cable TV						39%		32%
	Newspaper						29%		21%
	Satellite internet						26%		33%
	Mobile phone with no data						13%		18%

PUBLIC MEETING DATA (2015-2018)

Year	Date	Location	Event	Cost	Public	Staff	Board	Agency Staff	Cost Per Public
2015	Jan. 26	South Cariboo	Budget Consultation Open House Sessions		14				
2015	Jan. 29	Central Cariboo	Budget Consultation Open House Sessions		6				
2015	Jan. 31	North Cariboo	Budget Consultation Open House Sessions		6				
2015	October	McLeese Lake	Central Cariboo Multi-Agency Forum						
2015	October	Bouchie Lake	North Cariboo Multi-Agency Forum						
2015	October	108 Mile	South Cariboo Multi-Agency Forum						
2017	May 8		Area D Meet and Greet	$1,191.47	23	1	1		$51.80
2017	May 15	Kersley	North Cariboo Multi-Agency Forum	$1,464.20	19	3	4	12	$77.06
2018	April 24	Nazko	North Cariboo Multi-Agency Forum	$1,775.13	13	4	2	11	$136.55
2018	April 26	Lone Butte	South Cariboo Multi-Agency Forum	$1,826.47	26	4	2	11	$70.25
2018	July 25	Interlakes	Interlakes Referendum Open House	$1,962.95	13	4	1		$151.00

APPENDIX 4: CRD CONTEXT

FIRST NATIONS COMMUNICATIONS

First Nations communities hold responsibility for their communities under Federal law. Working with First Nations is an important part of communications in the CRD as there are dozens of communities and 17 bands which are part of three governments/councils.

Every community has different customs and processes. You must respect these to properly create an open path to communicate with each band.

Due to the history of the relationship with European settlers and First Nations in the region, along with historic relationships between bands, First Nations communication requires greater time and effort to achieve goals. Often, this comes with greater results as well.

Remember that First Nations communications must be personal, ideally face-to-face, and must respect their traditions, history and communities.

HISTORY

A serious disconnection exists in the Chilcotin region which dates back to 1858, and still has impact on today's communication between communities.

In summary, "it began with the gold rush of 1858, the smallpox epidemic of 1862, and the Chilcotin War of 1864." As noted in Sage Birchwater's Chilcotin Chronicles, "These three events, which occurred in a span of just six years, worked in tandem to transform the heart and soul and nature of British Columbia."

Events such as this impact connections within and between communities of people, geographic, cultural, and business, which are present today. This reduces the effectiveness of mass communications, which generally uses the same message for all communities when in crisis, often due to urgency. While urgency and crisis often bring communities together, it will never bring together communities fully or quickly.

THE CHILCOTIN WAR, and years before and after left a divide between white and First Nations communities which has not only created communications challenges, it has resulted in land title changes. These changes have impacted the relationship between the communities and left non-Aboriginal tenure holders in a difficult financial position in the years prior to the 2017 wildfires, and made the wildfires hurt their finances much deeper. The frustration was heard during a five-hour long information meeting held in Nimpo Lake on August 23, 2017, the longest meeting in the disaster.

The first Canadian land title decision happened on June 26, 2015, when the Supreme Court of Canada rendered a historic judgment and declared Aboriginal title to approximately 1,900 SQ KM of the original Williams Title Case Claim area in the Chilcotin. Aboriginal title is a legal term that recognizes interest in the land. It is a collective interest in the land, the right to use and occupy title lands that flow from being the original residents before European settlers arrived.

RANCHING, FUR TRADE AND THE GOLD RUSH have a long impact on the region. In the 1950's ranchers employed First Nations, although they did not live or eat with white people. In the Museum of the Cariboo Chilcotin, photos with First Nations and white people name only "Indian" as the description for First Nations individuals, while white people in the photo are named.

The fur traders had no issue getting along with First Nations. They seemed to have a respect for each other and worked together through that period, with only a few issues.

After the gold rush, there were no wars, but there were disagreements between tribes which were no more than neighbours not getting along. When it comes to disaster, neighbours help. However, there are culturally different practices. For example, in 2017 two reserves stayed behind against government wishes and saved areas with their historical way of fighting fires.

RESIDENTIAL SCHOOLS had a significant impact on First Nations communities. We acknowledge the legacy of residential schools is one Canadians should learn about and be understanding of the deep negative impact on First Nations and challenges this legacy presents in our relationship with them going forward. Within the Cariboo-Chilcotin, there were multiple residential schools.

It was a part of a "colonization of the land once exclusively the domain of Indigenous societies," says Birchwater, "The premise of the residential schools across Canada was to teach Indigenous children how to fit into the now-mainstream Euro-Canadian society. More to the point, they were institutions set up to deprogram children from their Indigenous heritage. A popular slogan in residential schools was to 'kill the Indian in the child.'"

We do not know the full impact of residential schools, however, with many only closing in recent decades, there are many alive who survived. Survival may not be the best term to describe, as they were often tortured into submission to a Euro-Canadian standard, which ultimately left the person in an empty shell with no knowledge of who they are or where they belong, with a low level of trust of authority. It also left only 1,005 people who speak an Aboriginal language as their mother tongue of the 8,550 living in the CRD.

Today, bands are perceived to have terrible communication both between bands, internally within their band and between bands and local governments. This is not unique to this region, and is similar across Canada. A knowledge challenge may make this worse, as education levels among First Nations are lower than the overall Canadian population. Two examples: 1) There is little opportunity for white people to mingle and get to know First Nations people. 2) A Chief criticizing another Chief is huge deal. Mayor criticizing another Mayor is normal.

Racism still exists in both white and First Nations communities, however, it is much better than it was. Racism today is often related to rights, and what one group of people are perceived to have for rights compared to another. Race is used as the identifier to distinguish the two groups.

OVERVIEW
Communications today is tied to many moments in the region's history. When building communications strategies, understanding historical context is important as barriers may impede important information reaching all communities. Historical impacts may hinder an important message from spreading as it will follow only natural lines of communication. Even in disaster, people will do only what is natural in early stages.
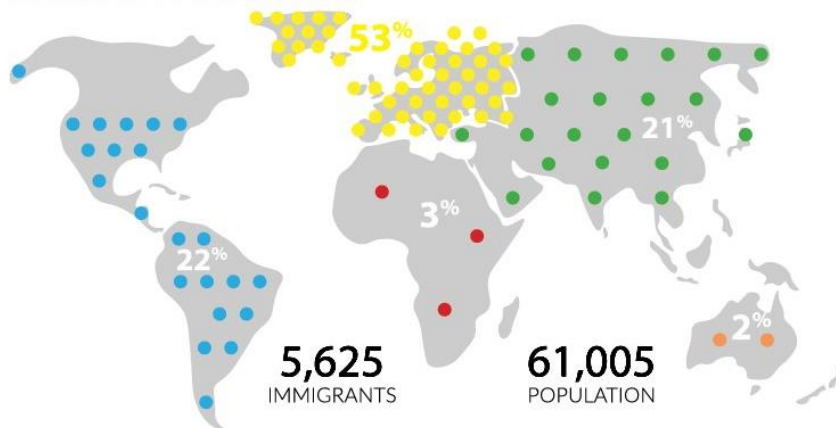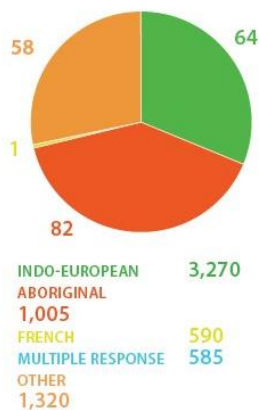
Edited excerpt from the 2017 Cariboo-Chilcotin Wildfires Consultation Report. Sources: Diana French, Historian; Chilcotin Chronicles, Birchwater, Sage, 2017; Cariboo Chilcotin Coast Travel Guide, 2017.

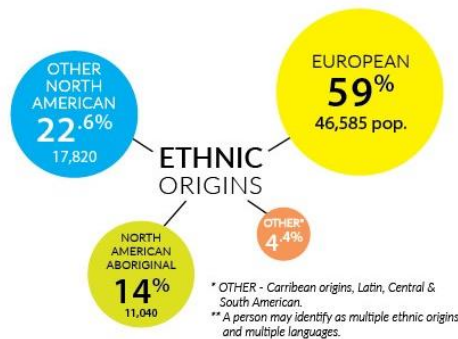*Source: CRD Crisis Communications Plan, written by Tim Conrad, APR.*

IMMIGRATION AND LANGUAGE

CITIZEN DEMOGRAPHICS in Cariboo Regional District
WHERE ARE IMMIGRANTS FROM?

While the majority of the CRD is made up of third generation immigrants, 26% are first or second generation immigrants. It may explain why there are a 206 non-English mother tongue languages in the CRD, spoken by 6,185 people.

Most immigrants have come from Germany, which matches ethnic origins of 12,140 residents compared to 17,820 with Canadian origins (non-Aboriginal). In fact, 46,585 residents are from European origins.

53% of new immigrants are from Europe, with the Americas and Asia making up 22% and 21% respectively. Indo-European languages are the mother tongue of 3,270 residents, with Aboriginal, French and Multiple languages being the next three largest categories.

Source: CRD Crisis Communications Plan, written by Tim Conrad, APR.

APPENDIX 5: BUDGET

GL Account *	Description	2019	2020	2021	2022	2023
2-2108 - Meeting Expense - General	Meet & Greets (12 per year) - Venue rentals	1,400	1,400	1,400	1,400	1,400
2-2108 - Meeting Expense - General	Multi-Agency Forums (3 per year) - Venue rentals & food/prizes	750	750	750	750	750
2-2108 - Meeting Expense - General	Catering - Board on the Road - only one meeting in election years and two events in non-election years	2,000	2,000	2,000	1,000	2,000
2-2108 - Meeting Expense - General	Board on the Road - Venue rentals	900	900	900	450	900
2-2108 - Meeting Expense - General	Board on the Road BBQ	2,400	2,400	2,400	1,200	2,400
2-2108 - Meeting Expense - General	Media Relations/Communications meetings	400	400	400	400	400
2-2110 - General Travel	Communications	3,500	3,500	3,500	3,500	3,500
2-2110 - General Travel	Other staff (Public Meetings)	4,000	4,000	4,000	4,000	4,000
2-2111 - Vehicle Repairs/Maintenance	windshield deductible	200	200	200	200	200
2-2121 - Stationary & Supplies	Communications supplies - specialty paper etc.	1,000	1,000	1,000	1,000	1,000
2-2123 - Operating Supplies	Promotional Materials and swag	3,000	3,000	3,000	3,000	3,000
2-2123 - Operating Supplies	Local Government Awareness - CRD Bursaries	3,000	3,000	3,000	3,000	3,000
2-2123 - Operating Supplies	Key to the Cariboo, plaques, etc	500	500	500	500	500
2-2123 - Operating Supplies	Trade Show Displays/Banners	500	500	500	500	500
2-2123 - Operating Supplies	Corporate Communications Survey	-	10,000	-	10,000	-
2-2125 - Small Tools & Chemicals	Camera & Recording Equipment	1,000	600	600	2,000	600
2-2130 - Telephone	Communications Smart Phone	900	650	650	650	650
2-2210 - Advertising	Meet & Greets (12 per year)	12,000	8,000	8,000	8,000	8,000
2-2210 - Advertising	Multi-Agency Forums (3 per year)	4,500	4,500	4,500	4,500	4,500
2-2210 - Advertising	Board on the Road - Two events in non-election years - 1 event in June of election years	3,000	2,400	2,400	1,200	2,400
2-2210 - Advertising	Corporate Ads	3,500	3,500	3,500	3,500	3,500
2-2210 - Advertising	CRD Volunteer Week Advertising	500	500	500	500	500
2-2211 - Publications	CRD Newsletter (2 editions) - Printing & Postage	17,800	17,800	17,800	17,800	17,800
2-2211 - Publications	Meet & Greets (12 per year) - Printing & Postage	4,000	4,000	4,000	4,000	4,000
2-2211 - Publications	Multi-Agency Forums (3 per year) - Printing & Postage	1,800	1,800	1,800	1,800	1,800

2-2211 - Publications	Board on the Road (2 in non-election yr, 1 in election yr) - Printing & Postage	1,200	1,200	1,200	600	1,200
2-2211 - Publications	CRD Generic Brochure - Reprint	1,400	1,400	1,400	1,400	1,400
2-2211 - Publications	Newspaper Subscriptions	900	900	900	900	900
2-2340 - Employee Training/Development	Convention & staff training	5,000	5,000	5,000	5,000	5,000
2-2340 - Employee Training/Development	Public Engagement Training	34,000	6,000	3,000	-	35,000
2-2340 - Employee Training/Development	Media Training for Board and staff	8,000	3,000	1,000	1,000	9,000
2-2391 - Computer Software Maint.	website & web hosting	50,000	10,000	3,000	1,000	1,000
2-2391 - Computer Software Maint.	Survey Monkey fees	275	300	300	300	300
2-2391 - Computer Software Maint.	MailChimp fees	480	780	780	780	780
2-2391 - Computer Software Maint.	MeltWater - Media Monitoring application	2,800	2,800	2,800	2,800	2,800
2-2392 - Professional / Consulting	Consulting - web and software training	1,000	1,000	1,000	1,000	1,000
2-2395 - Dues & Memberships - Employees	CPRS Membership	339	339	339	339	339
2-2521 - Building Maintenance	CRD Highway Sign Maintenance & Upgrades	2,000	2,000	2,000	2,000	2,000
		179,944	112,019	90,019	91,969	128,019