SUNSHINE COAST REGIONAL DISTRICT

ELPHINSTONE (AREA E)
ADVISORY PLANNING COMMISSION MEETING AGENDA
Wednesday, October 23, 2019 at 7:00 p.m.

Frank West Hall, 1224 Chaster Road, Elphinstone, BC

CALL TO ORDER

AGENDA

1. Adoption of the Agenda

DELEGATIONS

MINUTES

2. Elphinstone (Area E) APC Minutes of September 25, 2019 Pages 1 - 3
3. Egmont/Pender Harbour (Area A) APC Minutes of September 25, 2019 pp 4 - 5
4. Halfmoon Bay (Area B) APC Minutes of September 24, 2019 pp 6 - 7
5. Roberts Creek (Area D) APC Minutes of September 16, 2019 pp 8 - 12
6. West Howe Sound (Area F) APC Minutes of September 24, 2019 pp 13 - 15
7. Planning and Community Development Committee Minutes of September 12, 2019 pp 16 - 24

BUSINESS ARISING FROM MINUTES AND UNFINISHED BUSINESS

REPORTS

8. Consultation Process for BC Timber Sales Licence A91376 (Reed Road) pp 25 - 71

NEW BUSINESS

DIRECTORS REPORT

NEXT MEETING

ADJOURNMENT
SUNSHINE COAST REGIONAL DISTRICT

AREA E – ELPHINSTONE

ADVISORY PLANNING COMMISSION

September 25, 2019

RECOMMENDATIONS FROM THE AREA E ADVISORY PLANNING COMMISSION MEETING HELD AT FRANK WEST HALL, 1224 CHASTER ROAD, ELPHINSTONE, BC

PRESENT: Chair
Mary Degan

Members
Mike Doyle
Rick Horsley
Lynda Chamberlin

ALSO PRESENT: Recording Secretary
Diane Corbett

REGRETS: Electoral Area E Director
Donna McMahon
(Non-Voting Board Liaison)

Bob Morris
Rod Moorcroft
Dougald Macdonald
Ann Cochran
Ken Carson
Nara Brenchley

CALL TO ORDER 7:02 p.m.

AGENDA The agenda was adopted as presented.

MINUTES

Area E Minutes

The Area E APC minutes of June 26, 2019 were approved as circulated.

Minutes

The following minutes were received for information:

- Egmont/Pender Harbour (Area A) APC Minutes of June 19 & July 31, 2019
- Halfmoon Bay (Area B) APC Minutes of June 25, 2019
- Roberts Creek (Area D) APC Minutes of July 15, 2019
- West Howe Sound (Area F) APC Minutes of June 25 & July 23, 2019
- Planning and Community Development Committee Minutes of June 13 & July 11, 2019
REPORTS

Subdivision Application SD000062 (Kenneth Gurney for 0941623 BC Ltd.)

The APC discussed the staff report regarding Subdivision Application SD000062 (Kenneth Gurney for 0941623 BC Ltd.).

Recommendation No. 1

The APC recommended that Subdivision Application SD000062 be supported for the following reasons:

- It is in alignment with the OCP.
- It is consistent with the neighbourhood.

Draft SCRD 2019 - 2023 Strategic Plan

The APC received the Draft SCRD 2019 - 2023 Strategic Plan for information. The following points were noted:

- Interesting document
- How does the strategic plan align with the ones we have already had, such as the Agricultural Area Plan? How does the SCRD see the previous work moving forward with this one?
- It is great that they talk about working together on the strategic plan. Am excited about respectful engagement going forward. Am curious about the “bold” and “deliberate” actions; not sure what it means.

Comments sent by email from an APC member to Chair and Secretary prior to the meeting:

- 2.1 Watershed protection plan should ideally be prior to 2022.
- 2.3 Regarding the organics diversion (and recycling): will bags be inspected and therefore not collected if they contain organics or recycling? How will commercial businesses be treated? (Sadly, I know too many people and businesses who still don’t recycle and throw everything into “garbage”.)
- 4.3 Does the corporate fleet mean electronic buses potentially, or just staff vehicles (which should become electric)?
- 5.5 Better building regulations, such as passive house or similar should be requirements for new builds.

Recommendation No. 2

The APC requests that any items added to our agenda come with clear direction of what is being requested for us to review – if items are specifically for information or looking for recommendations.

DIRECTOR’S REPORT

There was no Director’s report.
NEXT MEETING  October 23, 2019

ADJOURNMENT  7:18 p.m.
RECOMMENDATIONS FROM THE AREA ‘A’ ADVISORY PLANNING COMMISSION MEETING HELD AT THE PENDER HARBOUR SECONDARY SCHOOL, 13639 SUNSHINE COAST HIGHWAY, MADEIRA PARK, BC

PRESENT:
Chair Alan Skelley
Vice Chair Peter Robson
Members Tom Silvey
Janet Dickin
Catherine McEachern
Dennis Burnham
Gordon Politeski
Alex Thomson
Sean McAllister

ALSO PRESENT:
Public 2
Recording Secretary Kelly Kammerle

REGRETS:
Members Jane McOuat
Gordon Littlejohn
Yovhan Burega
Leonard Lee
(Non-Voting Board Liaison)

CALL TO ORDER 7:00 p.m.

AGENDA The agenda was adopted as presented.

DELEGATIONS Seamus Pope for Subdivision Application SD000055 (Strait Land Surveying Inc. for Reid)

MINUTES Area A Minutes

The Egmont/Pender Harbour (Area A) APC Minutes of July 31, 2019 were approved as circulated.

The following minutes were received for information:

- Roberts Creek (Area D) APC Minutes of July 15, 2019
• West Howe Sound (Area F) APC Minutes of July 23, 2019
• Planning and Community Development Committee Minutes of July 11, 2019

REPORTS

Subdivision Application SD000055 (Strait Land Surveying Inc. for Reid)

Recommendation No. 1 Subdivision Application SD000055 (Strait Land Surveying Inc. for Reid)

The APC recommends the approval of Subdivision Application SD000055 (Strait Land Surveying Inc. for Reid) based on the SCRD recommendations, with the following comments:

• Why is this subdivision referral coming to the APC as there is no variance required? The access issue needs MoTI approval, as well as the septic issue needing approval from Vancouver Coastal Health.
• The APC would like clarification as to when a subdivision is sent to the APC and as to what is the criteria for approval?
• Approval is subject to the applicant meeting the four conditions set out by Planning.

Draft SCRD 2019 – 2023 Strategic Plan

The APC received the Draft SCRD 2019 – 2023 Strategic Plan for information with the following concerns that have not been addressed in the current plan:

• There does not seem to be any direction or focus and this APC feels the plan does not reflect the concerns and the view points of the community.
• Priorities should be Economic Development and water supply. There needs to be a streamlined process for developers so the turnaround is more timely and cost effective, which in turn will contribute to more affordable housing.
• What was the cost and preparation time for the Strategic Plan?
• Bylaws need to be updated to reflect the OCP, as regulations currently are not congruent.

NEW BUSINESS

A member of the public and the APC discussed the concern over homelessness and rising crime rate on the Coast. What are the various levels of government doing to tackle these issues and guarantee the security of homes and businesses?

DIRECTOR’S REPORT

There was no Director’s report

NEXT MEETING October 30, 2019

ADJOURNMENT 8:00 p.m.
SUNSHINE COAST REGIONAL DISTRICT

AREA B - HALFMOON BAY
ADVISORY PLANNING COMMISSION

September 24, 2019

RECOMMENDATIONS FROM THE AREA B ADVISORY PLANNING COMMISSION MEETING HELD IN THE COOPERS GREEN COMMUNITY HALL AT COOPERS GREEN PARK, 5500 FISHERMAN ROAD, HALFMOON BAY, BC

PRESENT:
Chair
Frank Belfry

Members
Jim Noon
Elise Rudland
Eleanor Lenz
Barbara Bolding
Catherine Onzik

REGRETS
Electoral Area B Director
Lori Pratt
(Non-Voting Board Liaison)

Members
Bruce Thorpe
Marina Stjepovic
Nicole Huska
Alda Grames
Guy Tremblay

ABSENT
Recording Secretary
Carol Fisher

CALL TO ORDER
7:10 p.m.

Meeting minutes taken by the Chair.

AGENDA
The agenda was adopted as presented

MINUTES
Area B Minutes
The Area B APC minutes of June 25, 2019 were adopted as presented.

Minutes
The following minutes were received for information:

- Egmont/Pender Harbour (Area A) APC Minutes of June 19 & July 31, 2019
- Roberts Creek (Area D) APC Minutes of July 15, 2019
- Elphinstone (Area E) APC Minutes of June 26, 2019
- West Howe Sound (Area F) APC Minutes of June 25 & July 23, 2019
- Planning and Community Development Committee Minutes of June 13 & July 11, 2019
REPORTS

Subdivision Application SD000061 (Strait Land Surveying for Halfmoon Bay Properties)

The APC discussed the staff report regarding the subdivision application.

The following comments were made:

- No issues with the proposed two lot subdivision.
- Knott weed exists in the north east corner of proposed Lot 33.

**Recommendation No. 1** Subdivision Application SD000061 (Strait Land Surveying for Halfmoon Bay Properties)

The APC recommends support of the proposed subdivision.

Draft SCRD 2019 – 2023 Strategic Plan

The APC discussed the draft strategic plan.

The following comments were made:

- A strategy should be included to specifically address invasive species.
- A strategy should be included to specifically address SCRD parks.

**Recommendation No. 2** Draft SCRD 2019 – 2023 Strategic Plan

The APC suggested that there be specific strategies for invasive species and SCRD parks.

NEW BUSINESS

- The APC requests that the report on Invasive Species Management Strategies that was noted in the May 9th, 2019 Planning and Development meeting (Item no.7) and the May 23rd, 2019 Board Meeting be submitted to the APC for comment.

- Concern of a report of Asian wasps on the Sunshine Coast be addressed by the SCRD.

DIRECTORS REPORT

Submitted by email.

**NEXT MEETING** October 22, 2019

**ADJOURNMENT** 7:35 p.m.
RECOMMENDATIONS FROM THE ROBERTS CREEK (AREA D) ADVISORY PLANNING COMMISSION MEETING HELD IN THE ROBERTS CREEK LIBRARY READING ROOM LOCATED AT 1044 ROBERTS CREEK ROAD, ROBERTS CREEK, B.C.

PRESENT: Chair Mike Allegretti

Members Cam Landry
Marion Jolicoeur
Danise Lofstrom
Dana Gregory
David Kelln
Alan Comfort
Chris Richmond

ALSO PRESENT: Electoral Area D Director Andreas Tize
(Non-Voting Board Liaison)
Recording Secretary Vicki Dobbyn

REGRETS: Vice Chair Gerald Rainville
Members Heather Conn
Bill Page
Nichola Kozakiewicz

CALL TO ORDER 7:00 p.m.

AGENDA The agenda was adopted as presented with the addition of the draft 2019-2023 Strategic Plan.

MINUTES

Roberts Creek (Area D) APC minutes of July 15, 2019 were approved as circulated.

The following minutes were received for information:

- Egmont/Pender Harbour (Area A) APC Minutes of July 31, 2019
- West Howe Sound (Area F) APC Minutes of July 23, 2019
- Planning and Community Development Committee Minutes of July 11, 2019

REPORTS

Zoning Amendment Bylaw No. 310.187, 2019 (Morrissey – 2284 Pixton Rd)

Key points of discussion:
• The Chair gave a brief history of the current zoning. The lots were originally owned by MacMillan Bloedel as privately managed forest lands. The property was subdivided many years ago but the roads were not done correctly. In 2009 there was a plan to create roads but the plan fell apart. Then the idea came up from owners to subdivide and sell and use that money to create roads. CR2 zone was created that allowed 10 acres to be divided into two five-acre lots, with the proviso that you could only put one dwelling on each five-acre lot. On the property in this report, the owner had subdivided and a road was put in. This lot was easier to put in a road as it was lower down the hill.

• There was a public information meeting last week about this zoning amendment with most of the neighbours opposed to the zoning amendment.

• CR2 zone was created in 2009, and is not related to CR1 zoning. Some CR1 zoned lots along the highway are two and a half acres.

• An email sent by APC member, who was unable to attend, was read by the Chair: “It seems that an exception has already been made on these properties to allow subdivision into smaller area units, and Bylaw 310 states very clearly in several places that CR2 zoned properties are limited to one SFD and zero auxiliary dwellings. While OCP seems to encourage auxiliary units for affordable housing in CR zone, this is only possible on CR1 zoned properties, according to Bylaw 310. One question would be, did CR2 zone exist before subdivision of the Private Managed Forest Land, or was CR2 zone created for these smaller properties? Therefore the statement that the “proposal for a second dwelling on the subject property can be considered consistent with the general intent of the OCP” is misleading, as it clearly does not apply to the CR2 zone where this property is located. It would be applicable if the subject property was REZONED as CR1 zone. A question would be, do these subdivided Private Managed Forest Land have to be in CR2 zone or can they be rezoned? To allow a second dwelling on CR2 zoned property, just because the applicant asks for it, would create a precedent for all other CR2 zoned properties. It would be impossible to say no to further applications as there is no compelling or unusual circumstance for such a change offered here. Even if there was some unusual circumstance (like housing for an aged family member), the change applies to the land, not what the current or a new owner uses the second dwelling for. Is increased density in CR2 zone what is needed or wanted in Roberts Creek?”

• Is increased density inevitable?

• What we have in this area is the least sustainable model, with very few dwellings and lots of roads. There is a circular argument that we want density but there are not enough services, then we can’t install services because there isn’t enough density. Part of the problem is that it is difficult to create any new affordable housing. It was noted that this property does have good access to highway.

• There is an argument against the amendment that people bought property with an understanding that the current density would not change, but also an argument that things will inevitably change.

• One of the neighbours submitted to the public meeting, and to the Chair in an email, calculations that demonstrated it would be inaccurate to say the proposed rancher will create affordable housing given the cost of building and financing.

• The fact is that it is setting a precedent. It is rezoning in disguise.
• This proposed amendment has no solid ground or compelling reason for this one property. It should be one size fits all. Rather than one property at time, it should be an OCP discussion.

• There were comments about the covenant on these properties for forest cover and it was noted that this property has not maintained forest cover.

Recommendation No. 1  Zoning Amendment Bylaw No. 310.187, 2019 (Morrissey – 2284 Pixton Rd)

The Roberts Creek Advisory Planning Committee does not recommend supporting the zoning amendment bylaw.

NEW BUSINESS

Members received by email on September 16, 2019 the following:
“On behalf of the SCRD Interim CAO,
The following Resolution was adopted at the September 12, 2019 regular Board meeting:

Strategic Plan 220/19 (part)  It was moved and seconded

THAT the draft 2019-2023 Strategic Plan be forwarded to municipal partners, Advisory Planning Commissions, the Agricultural Advisory Committee and the Natural Resource Advisory Committee for comments;

AND THAT staff be authorized to use the draft 2019-2023 Strategic Plan as presented to provide direction for the purpose of developing preliminary budget proposals;

AND FURTHER THAT the draft 2019-2023 Strategic Plan be forwarded to the October 10, 2019 Board meeting with comments received by partners and advisory committees.

Please find attached the draft 2019-2023 Strategic Plan for comment by October 1, 2019.”

Key points of discussion:

• Who has jurisdiction on some aspects of transportation? Ministry of Transportation has responsibility to implement active transportation such as bike paths, but is trying to shift responsibility to municipalities. Gas tax funds are federal and are for tangible capital projects, such as Grantham’s Hall. We have one million dollars for Area D but there isn’t an agreement in place on how to use funds. The whole Board of the SCRD decides how funds will be used.

• Regarding the strategic focus area of Engagement and Communications, it was suggested that it would be useful to have a dialogue about what is allowed and what is not allowed under the various zoning and bylaws. It is now very complex to find and understand this information. There are lots of illegal things done on properties but nothing is done until there is a complaint so the process is complaint driven. It would be helpful to have proactive communication about the bylaws. It is important to know your zone at time of purchase.

• One tactic is to ensure realtors give purchasers accurate details on zoning. The Director is suggesting that on the SCRD maps online that the zoning is identified for each property and that there be a link to the zoning regulations.

• It was good to see the housing issue included in the plan. The question was raised - do we want
subsidized housing in Roberts Creek? Do we want income diversity in Roberts Creek?

- Larger supportive and subsidized housing projects are better suited to Gibsons and Sechelt which are closer to services.
- Bike lanes continue to be an area that needs attention as many areas of the highway are unsafe for cycling.
- Shared resources between the Sunshine Coast governments, such as a shared building inspection department would be good idea to increase efficiency and consistency.
- The following input was received by email:
  “I would like to see a greater sense of urgency reflected in a plan for the next five years. Scientists say we are running out of time in regards to climate change, and for many people on the Coast the unaffordability of housing is reaching crisis proportions. Conditions require some really bold initiatives.

- The following input was received by email from a member unable to attend the meeting:
  “The goals and focus areas cited in the SCRD strategic plan are laudable but do not adequately address the urgency needed to address climate change within our region. Under Infrastructure Management, there is much mention of “plans” and “policies” but little of implementation. Yes, we need clear plans and policies, but this is only a first step. We needed the implementation done yesterday. If this strategic plan is to serve for five years, we need more than plans and policies over that time frame, considering the fire and drought issues we have already suffered.

Having a viable, adequate water source for our region should be our number one survival strategy. In my view, it supersedes everything else. Hence, the language should be made stronger in 2.1 to say “development of water supply sources,” not just “investigate.” The choice between “investigate” or “develop” and water “plans” or “sources” is too limited and short sighted. We can’t afford either-or. We need development of water supply sources now full stop.

The plan mentions risk assessment in various places. I would like to see a risk assessment that ties ongoing development to drought factors, water availability and population rates over the next five, and 10 years, respectively. In my view, the SCRD continues to approve new housing developments without fully addressing how this will impact our existing water shortages and apply increased stress to existing infrastructure. Yes, the SCRD needs a tax base but new development shouldn’t continue in a vacuum without these other factors identified and shared with the public.

As one small point, I recommend that as part of its strategic plan, the SCRD order affordable rain barrels or catchment systems in bulk and make them available at a discount to residents, like what was done with low-flush toilets here and with compost bins on the Lower Mainland.

Under Climate Change and Resilience, I would like to see a policy that prevents and controls wholesale clearcutting of private property, along the lines of what the City of Vancouver has. There is no mention of this here. Wiping out trees or forest affects emissions, yet this factor is not addressed.

Beyond the environmental impacts, making our region sustainable should factor in the social elements such as having more affordable and safe housing. Although this is primarily a provincial responsibility, it goes hand in hand with approving new developments. Does the SCRD have in place a regulation that requires a certain percentage of housing in new developments be rental units? I’m not sure what the SCRD’s mandate is in this area, but it should be factoring this in.
DIRECTORS REPORT

The Director’s Report was received

NEXT MEETING  Monday, October 21, 2019

ADJOURNMENT  8:40 p.m.
RECOMMENDATIONS FROM THE WEST HOWE SOUND (AREA F) ADVISORY PLANNING COMMISSION MEETING HELD AT ERIC CARDINALL HALL, 930 CHAMBERLIN ROAD, WEST HOWE SOUND, BC

PRESENT: Chair  Fred Gazeley
          Members  Doug MacLennan
          Susan Fitchell
          Gretchen Bozak

ALSO PRESENT: Alternate Director Electoral Area F  Camilla Berry
           (Non-Voting Board Liaison)
           Recording Secretary  Diane Corbett
           Public  1

REGRETS:  Director, Electoral Area F  Mark Hiltz
          Member  Kate-Louise Stamford

ABSENT:  Members  Bob Small
          John Rogers

CALL TO ORDER  7:01 p.m.

AGENDA  The agenda was adopted as presented.

DELEGATIONS

The Applicant regarding Application for Subdivision in the Agricultural Land Reserve - ALR00011, ALC59614

The applicant, gave an overview and background pertaining to an application to subdivide within the Agricultural Land Reserve. Points included emphasis on the agriculture-centered nature of the proposed subdivision plan:

- Includes farming residence home plate within the three proposed lots, keeping development of structures as contained as possible and close to the road, to be covenanted on title.
- Applicant would create a starter farm area by clearing log slash, stumps and boulders, grade the area so it is ready for farming, and do base drainage work.
• Small farms are the norm for farms on the Sunshine Coast in light of mountainous territory, marginal soil conditions, and forest cover. Breaking the lot into three lots is a realistic approach to get some form of farming happening on the property.
• There are seasonal creeks. Quality of water is good. There are some good producing wells. Gave example of a well on property: 200-foot depth, with flow at 13 gallons per minute; varies across property (need to go deeper in some areas for good flow).

MINUTES
West Howe Sound (Area F) Minutes
The West Howe Sound (Area F) APC minutes of July 23, 2019 were approved as circulated, with a noted correction needed in the spelling of “Bozak” on page 1.

Minutes
The following minutes were received for information:
• Egmont/Pender Harbour (Area A) APC Minutes of July 31, 2019
• Roberts Creek (Area D) APC Minutes of July 15, 2019
• Planning and Community Development Committee Minutes of July 11, 2019

REPORTS
Application for Subdivision in the Agricultural Land Reserve - ALR00011, ALC59614 (Rockford)
The APC discussed the staff report regarding Application for Subdivision in the Agricultural Land Reserve - ALR00011, ALC59614.

The following points were noted:
• No objection. It meets the zoning.
• Emphasize what is happening on the coast regarding farms.
• Small farming is bang on.
• You are opening up the area to make it farmable, and opening up that road. It is a great idea opening up the trees. This plan aids farm economics by virtue of how you are planning on doing it. Don’t see any problem with this; it is a good thing to do.
• Idea of smaller lots keeps price point small enough to be able to farm. Cost of land is so high; larger parcels are not affordable, and clearing land is expensive (around $30,000/hectare).
• Availability of water is strong point.

Recommendation No. 1 Application for Subdivision in the ALR - ALR00011, ALC59614
The APC recommended that Application for Subdivision in the Agricultural Land Reserve - ALR00011, ALC59614 be supported for the following reasons:
• meets the zoning;
• aligned with the predominant farm size on the Sunshine Coast;
• opens up the area to make it farmable;
• aids farm economics and affordability of parcels;
• availability of water.

Draft SCRD 2019-2023 Strategic Plan

There was discussion of the draft SCRD 2019-2023 Strategic Plan, received for information. Points included:

• Hard to read the small text of the (black and white) document.
• How can the SCRD make this a living document, where staff and elected officials consult this on every decision, part of the day-to-day decision making?
• Like that there are only two or three items under each of the focal areas; if there is focus on those items and they are accomplished, then good. This likely will be used as a guide because it is succinct.
• Enhancing online tools would be good; have had challenges using the online mapping software.
• Looks like a plan for SCRD to focus and get organized. Whether they do it is what people are interested in. If this tool helps them focus, it will get everyone on the same page.
• It gives the organization some focus; it allows SCRD to push back on other requests. They should focus on those points under each category and not do other things.
• Water: at least it is the first item. Hope that the order of the items indicates their priority.
• Is this a meaningful document for the public? Am interested in how this will be distributed and used. Am finding that people don’t have an understanding of governance.
• Think it will help Sechelt, Gibsons and the SCRD get more of a common goal.
• Like that it is so short.

DIRECTOR’S REPORT

There was no Director’s report as the Director was in attendance at the UBCM Conference.

NEXT MEETING October 23, 2019

ADJOURNMENT 7:57 p.m.
CALL TO ORDER 9:30 a.m.

AGENDA The agenda was adopted as amended, as follows:

Add NEW BUSINESS items:

- Zoning Bylaw 310 review process update
- Short Term Rental Accommodation regulations bylaw process update
- Letter to municipal partners regarding single-use plastics ban

PRESENTATIONS and DELEGATIONS

Wendy Francis, Executive Director, Sunshine Coast Community Foundation presented to the Committee regarding the Sunshine Coast Community Foundation.

The Chair thanked Ms. Francis for her presentation.

Recommendation No. 1 Sunshine Coast Community Foundation

The Planning and Community Development Committee recommended that the delegation materials from Wendy Francis, Executive Director, Sunshine Coast Community Foundation be received.
PRESENTATIONS and DELEGATIONS

Caitlin Hicks, Resident, Roberts Creek presented to the Committee regarding Roberts Creek Official Community Plan Amendment Bylaw No. 641.12, 2019 and Sunshine Coast Regional District Zoning Amendment Bylaw No. 310.185, 2019. Ms. Hicks stated her opposition to the bylaw amendment and subdivision proposal.

The Chair thanked Ms. Hicks for her presentation.

Recommendation No. 2 Delegation Materials – Caitlin Hicks

The Planning and Community Development Committee recommended that the delegation materials, delegation speaking notes and neighbourhood petition provided by Ms. Hicks be received.

Sarah Jacobs, Applicant, presented to the Committee regarding Roberts Creek Official Community Plan Amendment Bylaw No. 641.12, 2019 and Sunshine Coast Regional District Zoning Amendment Bylaw No. 310.185, 2019. Ms. Jacobs provided a summary of the bylaw amendment and subdivision proposal to date.

The Chair thanked Ms. Jacobs for her presentation.

REPORTS

Recommendation No. 3 Roberts Creek Official Community Plan Amendment Bylaw No. 641.12, 2019 and Sunshine Coast Regional District Zoning Amendment Bylaw No. 310.185, 2019

The Planning and Community Development Committee recommended that the report titled Roberts Creek Official Community Plan Amendment Bylaw No. 641.12, 2019 and Sunshine Coast Regional District Zoning Amendment Bylaw No. 310.185, 2019 (Jacobs – 2723 Toni Rd) Consideration of Second Reading – Electoral Area D be received;

AND THAT Roberts Creek Official Community Plan Amendment Bylaw No. 641.12, 2019 and Sunshine Coast Regional District Zoning Amendment No. 310.185, 2019 be referred to the October 10, 2019 Planning and Community Development Committee meeting in order to allow for further discussion between the applicant and staff;

AND THAT a Public Hearing to consider the Bylaws be scheduled for November 4, 2019 at 7:00 p.m. at Roberts Creek Community Hall, located at 1309 Roberts Creek Road, Roberts Creek, BC;

AND THAT Director McMahon be delegated as the Chair and Director Tize be delegated as the Alternate Chair for the Public Hearing;

AND FURTHER THAT the staff report be forwarded to the Roberts Creek Official Community Plan Committee for discussion.

Recommendation No. 4 Speakers for 2019 Resolutions to UBCM

The Planning and Community Development Committee recommended that the report titled Speakers for 2019 Resolutions to Union of BC Municipalities (UBCM) Convention be received;

AND THAT speakers be designated for each resolution as follows;
1. Climate Emergency Declaration (UBCM Resolution No. C35) - Director Tize

2. Intergovernmental Collaboration on Land Use Planning (UBCM Resolution No. C42) - Director Siegers

3. Logging in the Urban Interface (UBCM Resolution No. B47) – Director Siegers

4. Parking Enforcement in Rural Areas (UBCM Resolution No. B57) – Director Lee

5. Alternative Transportation Infrastructure (UBCM Resolution No. B16) – Director Tize or Director McMahon

6. BC Ferries Foot Passenger Service (UBCM Resolution No. B119) – Director Pratt

7. BC Ferries Service Levels (UBCM Resolution No. B18) – Director Pratt

8. Coast Forest Revitalization (UBCM Resolution No. B166) – Director Pratt or Director Tize

9. Recreation Sites and Trails (UBCM Resolution No. B50) – Director Hiltz

10. Tree Cutting Authority for Regional Districts (UBCM Resolution No. B58) – Director Tize

AND FURTHER THAT this recommendation be forwarded to the Regular Board meeting of September 12, 2019.

**Recommendation No. 5**  
Roberts Creek Official Community Plan Amendment Bylaw No. 641.10, 2018 and Sunshine Coast Regional District Zoning Amendment Bylaw No. 310.179, 2018

The Planning and Community Development Committee recommended that the report titled Roberts Creek Official Community Plan Amendment Bylaw No. 641.10, 2018 and Sunshine Coast Regional District Zoning Amendment Bylaw No. 310.179, 2018 (Topping – 2720 Lower Rd) Consideration of Third Reading and Adoption be received;

AND THAT Roberts Creek Official Community Plan Amendment Bylaw No 641.10, 2018 and Sunshine Coast Regional District Zoning Amendment Bylaw No. 310.179, 2018 be forwarded to the Board for Third Reading;

AND FURTHER THAT prior to consideration of adoption of Roberts Creek Official Community Plan Amendment Bylaw No. 641.10, 2018 and Sunshine Coast Regional District Zoning Amendment Bylaw No. 310.179, 2018, the following condition be met:

- Approval by the Ministry of Transportation and Infrastructure pursuant to Section 52 of the Transportation Act.

**Recommendation No. 6**  
Development Variance Permit DVP00043 (Wright)

The Planning and Community Development Committee recommended that the report titled Development Variance Permit DVP00043 (Wright) – Electoral Area F be received;

AND THAT consideration of Development Variance Permit DVP00043 be deferred to allow for staff to gather further information from the Ministry of Transportation and Infrastructure regarding the impacts of the retaining wall on a future potential bike path.
The Committee recessed at 11:08 a.m. and reconvened at 11:15 a.m.

Recommendation No. 7  Squamish-Lillooet Regional District Regional Growth Strategy Amendment Bylaw 1562-2018

The Planning and Community Development Committee recommended that the report titled Referral – Squamish-Lillooet Regional District Regional Growth Strategy Amendment Bylaw 1562-2018 be received;

AND THAT the SCRD respond to the Squamish-Lillooet Regional District indicating acceptance of Regional Growth Strategy Amendment Bylaw 1562-2018.

Recommendation No. 8  Active Transportation Infrastructure Planning and Approvals on BC Provincial Highways

The Planning and Community Development Committee recommended that the report titled Active Transportation Infrastructure Planning and Approvals on BC Provincial Highways - Ministry of Transportation and Infrastructure be received as information.

Recommendation No. 9  Crab Road Beach Access Enhancement Opportunities

The Planning and Community Development Committee recommended that the report titled Crab Road Beach Access Enhancement Opportunities be received;

AND THAT the following actions be undertaken in Q4 2019:

1. Follow up with the Crab Road neighbourhood summarizing recommendations and next steps;

2. Contact MOTI to coordinate removal of debris and dead standing trees within right of way, and determine possible encroachment onto right of way by adjacent landowners and strategies to define the boundaries;

3. Install an etiquette sign at the beach access;

AND FURTHER THAT this report be provided to the Electoral Area B Advisory Planning Commission as information.

Recommendation No. 10  Egmont School/Egmont Park License Agreement with School District 46

The Planning and Community Development Committee recommended that the report titled Egmont School/Egmont Park License Agreement with School District 46 be received;

AND THAT the delegated authorities be authorized to sign the License Agreement between the SCRD and School District 46.

Recommendation No. 11  RFP 19 381 Ice Resurfacer Award Report

The Planning and Community Development Committee recommended that the staff report titled RFP 19 381 Ice Resurfacer Award Report be received;

AND THAT Sunshine Coast Regional District award the purchase contract to Kendrick Equipment Ltd. for a new ice resurfacer at a total value of $193,991 (plus GST);
Recommendation No. 12  
**RFQ 1935003 Contract Award for Wood Waste Hauling and Disposal Service**

The Planning and Community Development Committee recommended that the staff report titled Request for Quotation (RFQ) 1935003 Contract Award for Wood Waste Hauling and Disposal Service be received;

AND THAT a contract for Wood Waste Hauling and Disposal Project be awarded to Salish Environmental Group Inc. for the total value of $206,360 (before GST);

AND THAT the delegated authorities be authorized to execute the contract;

AND FURTHER THAT this recommendation be forwarded to the Regular Board meeting of September 12, 2019.

Recommendation No. 13  
**CleanBC Plastics Action Plan Policy Consultation Paper Response**

The Planning and Community Development Committee recommended that the staff report titled CleanBC Plastics Action Plan Policy Consultation Paper Response be received;

AND THAT the draft response letter included in Attachment B of the staff report be amended as follows and sent to Minister Heyman;

“For example, the contents of a drink container should not affect where it can and cannot be accepted for recycling. As well, some drink containers have a deposit, where others such as dairy containers, do not.”

AND FURTHER THAT this recommendation be forwarded to the Regular Board meeting of September 12, 2019.

Recommendation No. 14  
**Policing and Public Safety Committee Minutes of July 18, 2019**

The Planning and Community Development Committee recommended that the Sunshine Coast Policing and Public Safety Committee minutes of July 18, 2019 be received;

AND THAT the Sunshine Coast Policing and Public Safety Committee minutes of July 18, 2019 be amended to remove Sue Girard, SD46 Trustee as being present at the meeting;

AND THAT the Sunshine Coast Policing and Public Safety Committee Recommendation No. 6 of July 18, 2019 be acted upon as follows:

**Recommendation No. 6  
Letter to Treasury Board for RCMP Living Subsidy**

The Sunshine Coast Policing and Public Safety Committee recommended that the SCRD Board send a letter to the Treasury Board to request that RCMP members on the Sunshine Coast receive a cost of living subsidy to mitigate the high cost of housing and transportation costs in order to attract and retain officers.
Recommendation No. 15  
**Storage Facility Site for Abandoned RV Campers/Vehicles**

The Planning and Community Development Committee recommended that Recommendation No. 7 of the Sunshine Coast Policing and Public Safety Committee minutes of July 18, 2019 be acted upon as amended, as follows:

**Recommendation No. 7  
Storage Facility Site for Abandoned RV Campers/Vehicles**

The Sunshine Coast Policing and Public Safety Committee recommended that staff, *in cooperation with municipalities and RCMP*, investigate the immediate and mid-term potential storage facility site and disposal options for abandoned RV campers / vehicles that the RCMP requires be towed.

AND THAT a resolution regarding abandoned vehicles be brought forward for consideration at the Association of Vancouver Island and Coastal Communities (AVICC) Convention in 2020.

Recommendation No. 16  
**Additional RCMP staffing for the rural areas**

The Planning and Community Development Committee recommended that Recommendation No. 8 of the Sunshine Coast Policing and Public Safety Committee minutes of July 18, 2019 be acted upon as follows:

**Recommendation No. 8  
Meeting with Ministry Staff**

The Sunshine Coast Policing and Public Safety Committee recommended that a meeting at UBCM with Ministry of Public Safety and Solicitor General staff be requested to discuss additional RCMP staffing for the rural areas.

Recommendation No. 17  
**TAC Minutes of July 18, 2019**

The Planning and Community Development Committee recommended that the Transportation Advisory Committee minutes of July 18, 2019 be received;

AND THAT the recommendations contained therein be acted upon as amended, as follows:

**Recommendation No. 2  
Park and Ride Options**

The Transportation Advisory Committee recommended that the report titled Park and Ride Options be received;

AND THAT park and ride facility location and design be explored with the community in 2019/2020 as part of planned survey research to update Transit Future Plan priorities.

**Recommendation No. 7  
Speed Survey**

The Transportation Advisory Committee recommended that the SCRD send a letter to the Ministry of Transportation and Infrastructure requesting that the speed limit for the portion of the Sunshine Coast highway near the Woodcreek Park area be reduced to 60 km/hr.

Recommendation No. 18  
**AAC Minutes of July 23, 2019**

The Planning and Community Development Committee recommended that the Agricultural Advisory Committee minutes of July 23, 2019 be received;
AND THAT Agricultural Advisory Committee Recommendation No. 2 of July 23, 2019 be acted upon as amended, as follows:

**Recommendation No. 2** Emergency Planning for Farmers and People with Livestock

The Agricultural Advisory Committee recommended that information regarding emergency planning for farmers and people with livestock be provided to the Agricultural Advisory Committee at a future meeting;

AND THAT the SCRD Manager, Protective Services be invited to attend a future Agricultural Advisory Committee meeting regarding emergency planning for farmers and people with livestock.

AND THAT Agricultural Advisory Committee Recommendation No. 3 of July 23, 2019 be referred back to the Agricultural Advisory Committee for clarification on the Notice of Motion as follows:

**Recommendation No. 3** Notice of Motion regarding Glyphosate ban

The Agricultural Advisory Committee recommended that the Notice of Motion and supporting documentation submitted by Raquel Kolof be an agenda item on the September 24, 2019 Agricultural Advisory Committee meeting for discussion, as follows:

**Motion:** Given that glyphosate, the primary ingredient in the weed-killer Roundup, presents both a human health risk and an ecological/wildfire risk, the AAC ask that the SCRD requests that the Provincial Government ban Glyphosate, the controversial herbicide, at the annual conference of the Union of B.C. Municipalities (UBCM) in September 2019, until the Province has done a thorough scientific and legal study of its safety.

**Recommendation No. 19** Area A APC Minutes of July 31, 2019

The Planning and Community Development Committee recommended that the Egmont/ Pender Harbour Advisory Planning Commission minutes of July 31, 2019 be received.

**Recommendation No. 20** BCTS Operating Plan Summary of APC Comments and Analysis

The Planning and Community Development Committee recommended that a summary with brief analysis of Advisory Planning Commission comments on the BCTS Operating Plan be brought to an October Committee meeting;

AND THAT this recommendation be forwarded to the Regular Board meeting of September 12, 2019.

**Recommendation No. 21** Area D APC Minutes of July 15, 2019

The Planning and Community Development Committee recommended that the Roberts Creek Advisory Planning Commission minutes of July 15, 2019 be received.

**Recommendation No. 22** Area F APC Minutes of July 23, 2019

The Planning and Community Development Committee recommended that the West Howe Sound Advisory Planning Commission minutes of July 23, 2019 be received.
COMMUNICATIONS

Recommendation No. 23  Howe Sound Community Forum Invitation – October 25, 2019

The Planning and Community Development Committee recommended that the correspondence from Mayor Karen Elliot, District of Squamish, dated July 31, 2019 regarding Howe Sound Community Forum Invitation (October 25, 2019) be received;

AND THAT travel expenses and stipend be paid for Directors authorized to attend the Howe Sound Community Forum on October 25, 2019.

Recommendation No. 24  Letter from Union of BC Municipalities Green Communities Committee

The Planning and Community Development Committee recommended that the correspondence from Tara Faganello, Assistant Deputy Minister, Ministry of Municipal Affairs and Housing and Gary Maclisaac, Executive Director, Union of BC Municipalities Green Communities Committee, dated August 15, 2019 regarding SCRD achievement for Climate Action Recognition Program be received.

Recommendation No. 25  Joint Local Government Submission regarding Provincial Plastics Action Plan

The Planning and Community Development Committee recommended that the correspondence from Karen Elliott, Mayor of Squamish and Josie Osborne, Mayor of Tofino, dated September 3, 2019 with respect to Joint Local Government Submission regarding Provincial Plastics Action Plan be received;

AND THAT the SCRD Board supports to join the submission from the Districts of Squamish and Tofino in response to the Ministry of Environment and Climate Change Strategy’s proposed amendments to the Recycling Regulation of the Environmental Management Act.

AND THAT this recommendation be forwarded to the Regular Board meeting of September 12, 2019.

Recommendation No. 26  Ministry of Agriculture Discussion paper Class D Licences

The Planning and Community Development Committee recommended that the correspondence from the Ministry of Agriculture, Discussion paper to solicit feedback from local government about Class D Licences, dated July 29, 2019 be received.

NEW BUSINESS

The General Manager, Planning and Community Development provided an update regarding the Zoning Bylaw 310 review process and Short Term Rental Accommodation regulations bylaw process.

Recommendation No. 27  Single-Use Plastics and Packaging Ban

WHEREAS Regional Districts cannot pursue a ban on single-use plastic and packaging as such action is outside of the SCRD’s legislative authority; however, the SCRD can advocate for reduction in single-use plastics and packaging;
AND WHEREAS the SCRD landfill is reaching the end of its lifecycle, and reduction of all waste items is crucial for extending this as the SCRD has not reached 100% diversion;

AND WHEREAS the financial burden borne by the SCRD is growing and the community cannot not wait for the provincial and federal governments to write policy on single-use plastics and packaging;

THEREFORE BE IT RESOLVED that the SCRD Board send letters to the member municipalities requesting a ban on single-use plastics and packaging;

AND FURTHER THAT this recommendation be forwarded to the Regular Board meeting of September 12, 2019.

Recommendation No. 28 In-Camera Planning and Community Development Committee

The Planning and Community Development Committee recommended that the In-Camera Planning and Community Development meeting be referred to the September 12, 2019 In-Camera Board meeting.

ADJOURNMENT 12:49 p.m.

________________________________________
Committee Chair
REFERRAL

Sent: October 8, 2019  
Respond By: October 31, 2019

Referral To:

☐ shíshálh Nation  ☐ Min. of Transportation and Infra.  ☐ District of Sechelt
☐ Skwxwú7mesh Nation  ☐ Agricultural Land Commission  ☐ Town of Gibsons
☐ SCRD Building Services  ☐ Min. of Forests, Lands and Nat.  ☐ Islands Trust
☐ SCRD Infrastructure Services  ☐ School District #46  ☐ Vancouver Coastal Health
☐ SCRD Corporate Services  ☐ Dept. of Fisheries and Oceans  ☐ Advisory Planning Commission
☒ Natural Resource Advisory  ☑ Agricultural Advisory Committee  ☐ Other:

Type of Referral: BCTS Consultation  
Electoral Area: E

Summary of Referral:

In early 2019, BC Timber Sales requested advice from SCRD on how to engage with the community about timber License A91376 (Reed Road). The attached staff report outlines options for BCTS to consider in their public participation planning.

This staff report was presented to SCRD Board in May 2019. The subsequent Board resolutions request your feedback and welcome further ideas before SCRD responds to BCTS with public participation suggestions.

Julie Clark, Planner  
Planning and Development Division  
Sunshine Coast Regional District

Phone: (604) 885-6804 (Ext. 6475)  
Email: Julie.clark@scrd.ca

Attachments Enclosed:

Report: Consultation Process For Bc Timber Sales Licence A91376 (Reed Road)
Recommendation(s)

THAT the report titled Consultation process for BC Timber Sales Licence A91376 (Reed Road) be received;

AND THAT this report be referred to the following for comment on a public participation process:

- Sḵwxwú7mesh Nation
- Town of Gibsons
- Natural Resources Advisory Committee
- Elphinstone Advisory Planning Commission
- Agricultural Advisory Committee;

AND THAT feedback from stakeholders on a public participation process be invited;

AND FURTHER THAT an update report be provided to a future Committee including financial implications.

Background

On April 1, 2019, SCRD received a letter from the Honourable Doug Donaldson, Minister of Forests, Lands, Natural Resource Operations and Rural Development respecting BC Timber Sales (BCTS) timber sale licences for Clack Creek and Reed Road. The letter formed part of the April 11, 2019 Planning and Community Development Committee Agenda.

With regard to Reed Road, Minister Donaldson noted that SCRD and BCTS have committed to further meetings to follow up on concerns related to the contribution of the area to ecological integrity, visual quality, surface and group water management, and fire management. The Minister stated “BCTS will hold off on advertising this sale until these discussions have occurred in a meaningful way and a balanced management approach has been developed for the area.”
At the Regular Board meeting of April 25, 2019, it was resolved:

126/19 **Recommendation No. 21** Consultation Process for BC Timber Sales License A91376 (Reed Road)

The Planning and Community Development Committee recommended that Chair Pratt work with staff to draft a consultation process plan including identifying key stakeholders regarding BC Timber Sales License A91376 (Reed Road);

AND THAT a report be provided to the May 9, 2019 Planning and Community Development Committee meeting.

**DISCUSSION**

**SCRD’s Public Participation Framework**

SCRD uses a Board-adopted (February 16, 2017) framework for designing and delivering public participation. Using a framework helps ensure equitable, transparent and consistent approaches are applied to public participation activities across the Sunshine Coast, across service areas, and over time. The Public Participation Framework is provided as Attachment A.

**BC Timber Sales’ Approach/Expectations**

Staff recently met with BC Timber Sales staff in the context of analyzing the 2019 Operating Plan referral.

At this meeting BCTS confirmed they are looking for advice from SCRD on consultation for Licence A91376 (Reed Road). BCTS has not put forward a defined approach for engaging with communities on this issue.

BCTS stated an interest in consulting with the Elphinstone APC. Staff provided information back to BCTS that the APC was not the only stakeholder for this timber licence, and that consequently an APC meeting would not necessarily be an effective venue for having dialogue in a “meaningful way” that could lead to the development of a “balanced management approach for the area,” (as stated in the letter from Minister Donaldson).

Staff confirmed that SCRD would respond to BCTS with information about public participation following a planning and dialogue process.

**Options and Analysis**

A workbook-styled toolkit supports the Public Participation Framework, and allows issue-specific or project-specific analysis of participation goals, needs and tactics. A completed draft Public Participation Toolkit workbook for BC Timber Sales Licence A91376 (Reed Road) is attached (Attachment B). This document was prepared based on the best available information.
In general, the draft toolkit analysis suggests:

- There is an opportunity for dialogue to understand values, create agreement where possible, build trust and plan for assurance. At the current time, staff do not believe that “no harvesting, ever” is an option that the Province will consider.
- No hard deadline constrains this process. There are multiple, complex issues involved. A timeframe of 8-12 months may be considered. Such a timeline would allow for multiple points of dialogue, with time for research, review and reflection.
- There are many stakeholders, with interests and values that appear to vary greatly. The level of impact decisions will have on stakeholders also varies greatly.
- In general, there appear to be two streams of public participation required:
  - A broad, lower impact stream where stakeholders may be interested, or interested in the precedent or process. These stakeholders may wish to participate through receiving information and education, or providing information to the process.
  - A higher-impact stream where stakeholders have specific needs or values that require discussion or engagement with other stakeholders. Some of these stakeholders may be interested in partnership as a model for decision making.

The analysis completed using the toolkit to date places greater emphasis on the public participation need and stakeholder mapping than on the specific tactics to be applied. If direction on the need/stakeholders is established, detailed design of a process can be undertaken by a public participation expert, drawing on input from stakeholders as appropriate.

**Organizational and Intergovernmental Implications**

SCRD may be able to play a facilitating role on this issue. The Regional District may not be in a position to implement a resulting action plan (especially independently) due to the lack of a supporting service. SCRD is placed to support connection, dialogue and planning through the Regional Planning service.

The Natural Resources Advisory Committee, Elphinstone APC may have input on stakeholders or public participation opportunities, and it is recommended this report be forwarded to those bodies for comment. As well, since DL1313 is included in the Agricultural Land Reserve, referral to the Agricultural Advisory Committee is recommended.

From an intergovernmental perspective, the Reed Road forest is within the territory of the Skwxwú7mesh Nation. Town of Gibsons is the adjacent local government and holds water licences within the area proposed for timber harvest. It is recommended this report be referred to both governments.

**Communications Strategy**

The analysis prepared in the toolkit/workbook was developed based on available information and has not been reviewed with stakeholders. As well, the analysis may have inadvertently missed identifying stakeholders. For these reasons, staff recommend that this report be shared publicly for feedback as part of next steps. A web form can be used to collect feedback specifically on the public participation analysis (not the decision to be made), as appropriate for this stage of the process.
Financial Implications

BC Timber Sales has previously requested SCRD support a public participation process with a hired facilitator. No scope of services or process has been agreed. SCRD has not formally agreed to support these costs. Consequently no budget has been identified or committed.

There is a potential opportunity to benefit community understanding of forestry and industry understanding of community concerns that goes beyond this one site, and thus a case for greater investment on the part of BC Timber Sales and potentially SCRD may be made. As noted elsewhere in this report, staff recommend the next step of referring this report to stakeholders. Based on input received a project budget and funding options, including partnerships and grants, can be prepared and presented in a report to a future committee.

STRATEGIC PLAN AND RELATED POLICIES

N/A

CONCLUSION

Minister Doug Donaldson committed to SCRD that Reed Road Timber Sale Licence A91376 will not be advertised until meaningful discussion about developing a balanced management approach for the area have taken place. BCTS has requested input from SCRD on a public participation approach to guide next steps.

Following SCRD’s Public Participation Framework, a toolkit/workbook analysis was prepared based on available information. At the current time, no budget has been established by SCRD to support a public participation process and partnerships/grants have not been explored.

Staff recommend referring this report for advisory body and intergovernmental review. Input from stakeholders (those identified in the toolkit analysis and any others that have not yet been identified) on the public participation process should be invited.

A report will be prepared for a future Committee including feedback on the public participation analysis/process and financial implications.

Attachments

Attachment A: SCRD Public Participation Framework (adopted February 16, 2017)

Attachment B: SCRD Public Participation Toolkit – BC Timber Sales Licence A91376 (Reed Road)
Sunshine Coast Regional District
Public Participation Framework
Overview

Over the past few years, staff from across the Sunshine Coast Regional District (SCRD) have been exploring how to improve the SCRD’s engagement with and for the communities and residents we serve. Through discussions and workshops, staff identified challenges ranging from the wider community not understanding who and what the SCRD is and what services we provide, to a lack of consistent application of public participation processes among departments, and finally, a strong reliance on external consultants. There were also many common points of interest among staff, the most obvious was the agreement that the SCRD needs to do a better job engaging residents in our decision making processes – and the need to do this collectively and consistently.

There was a clear understanding and linkage that effective public participation is increasingly seen as an integral part of a strong governance framework.

This framework will help to establish consistent and strategically targeted processes for public participation and ensure those processes are implemented by SCRD staff and external consultants.

What is public participation?

In order for this framework to truly be effective, it is important to begin from a common point of understanding of exactly what public participation is. Globally, public participation is when an organization reaches outside of itself to seek the involvement of the public in its decision-making process. Generally, participants in these processes are those who are most likely to be affected by the matter under consideration. Organizations have come to embrace public participation processes as a means for strengthening trust and confidence in the decision-making process.

There is a recognized continuum of public involvement denoted within the term public participation, from simply sharing information about a pending decision (informing and educating) through to creating a partnership arrangement, one based on mutual trust, and a willingness to agree on a course of action together. Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.

For elected and government officials, public participation is commonly seen as a mechanism to support transparency, accountability and improved decision making. It is more than giving information and receiving feedback — it is a deliberate commitment that government makes to its public and stakeholder groups to listen and to be influenced within expressed limits.
The SCRD’s Public Participation Framework consists of the following components:

1. SCRD Board’s Commitment to Public Participation
2. SCRD’s Spectrum of Public Participation.
3. SCRD’s 8 Principles for the Practice of Public Participation
4. Working Cooperatively with the SCRD’s Municipalities and Electoral Areas
5. First Peoples Engagement and the SCRD
6. Roles and Responsibilities in the SCRD Public Participation Processes
7. SCRD Staff Public Participation Toolkit (for internal use)

This document is based on the Capital Regional District’s framework and we thank them for their permission to use it.
Component 1: SCRD Board’s Commitment to Public Participation

A common practice for many orders of government across Canada is to have a publicly stated overarching commitment to public participation. As the SCRD Public Participation Framework is unrolled for all, the adoption of the following statement at the SCRD Board level is recommended:

The Sunshine Coast Regional District is committed to undertaking public participation processes in the development and delivery of public policies, programs, legislation and services.

The Sunshine Coast Regional District is also committed to promoting a consultative and collaborative culture across all departments and divisions.

It should be noted that this Public Participation Framework does not supersede protocol agreements that may already exist between the SCRD and other organizations or First Nations.
Component 2: SCRD’s Spectrum of Public Participation

As with any continuum of public participation, the key goal is to align the approach to public participation with the nature, complexity, and relative impact of the decision being made. In many public participation experiences, the process may incorporate a flow within the Spectrum. The Spectrum provides a clear understanding of how the public participation process contributes to building widespread public trust.

**OBJECTIVES OF PUBLIC PARTICIPATION**

**To provide balanced and objective information to support understanding by the public.**

**To obtain feedback on analysis, alternatives and/or decisions.**

**To work with the public to ensure concerns and aspirations are understood and considered.**

**To facilitate discussions and agreements between public parties to identify common ground for action and solutions.**

**To create governance structures to delegate decision-making and/or work directly with the public.**

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**SCRD COMMITMENT**

**To inform the public.**

**To listen to and acknowledge the public’s concerns.**

**To work with the public to exchange information, ideas and concerns.**

**To seek advice and innovations from amongst various public parties.**

**To work with the public to implement agreed-upon decisions.**

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**PARTICIPANT’S RESPONSIBILITY**

**To become informed and educated.**

**To take an active role in keeping oneself informed and up to date.**

**To be open to other points of view and work with staff and other members of the public.**

**To put aside personal agendas and participate honestly in discussions.**

**To work with SCRD Staff to implement agreed-upon decisions.**

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Source: Auditor General of British Columbia 2009 (modified)
Report 11: Public Participation: Principles and Best Practices for British Columbia
Component 3: SCRD’s 8 Guiding Principles for the Practice of Public Participation

The key underpinning concept of having a set of principles is to build a culture and value of public participation within the SCRD; principles that can qualify or characterize processes while allowing flexibility in the approaches.

1. **Active Citizenship**
The SCRD acknowledges the benefits, as an organization and in civil society, for active citizens’ involvement in SCRD’s public participation and decision making processes.

2. **Commitment**
Leadership and strong commitment to information, consultation and engagement in active participation is needed at all levels – from SCRD Directors, senior managers and staff.

3. **Clarity**
Objectives for, and limits to, information, consultation and active participation will be well defined from the outset. The respective roles and responsibilities of citizens (in providing input) and the SCRD (in making decisions for which we are accountable) must be clear to all.

4. **Time**
Public consultation and active participation will be undertaken as early in the decision making process as possible, to allow for a greater range of solutions to emerge and to raise the chances of successful implementation.

5. **Objectivity**
Information will be objective, complete and accessible. All citizens will have equal treatment when exercising their rights of access to information and participation.

6. **Resources**
Adequate financial, human and technical resources are required if public information, consultation and active participation in policy making are to be effective. SCRD staff will be supported through guidance and training and the provision of adequate resources.

7. **Coordination**
Initiatives will be coordinated across the SCRD to enhance knowledge management, ensure policy coherence, avoid duplication and reduce the risk of ‘engagement fatigue’ among staff and the public.

8. **Evaluation**
In order to increase the SCRD’s organizational capacity and success; evaluations of public participation processes will be incorporated into every process.
Component 4: Working Cooperatively with the SCRD’S Municipalities and Electoral Areas

There is a strong recognition and understanding of the value of working with member municipalities and electoral areas when public participation processes occur in their communities. For staff, understanding what role and expectation there is to inform, involve or even partner with the municipality at the beginning planning stage plays an important part, if not a key element in building trust and ensuring successful results. The SCRD commits to proactively communicate with municipalities and electoral areas when processes are planned as well, assess the degree of cooperation and collaboration required based on the initiative.

Component 5: First Peoples Engagement and the SCRD

The Sunshine Coast Regional District is located within the territories of the Sechelt and Squamish Nations. An appointed representative of the Sechelt Indian Government District Council serves as a Director on the SCRD Board.

Consultation and engagement with First Peoples is different than public consultation because it is driven by the law, and a recognized imperative for reconciliation. The Canadian courts have emphasized that the federal and provincial governments must consult with First Peoples when making decisions that may affect aboriginal and treaty rights and accommodate those rights where appropriate. Aboriginal and treaty rights are also protected under the Constitution of Canada.

It is important to keep in mind that the SCRD cannot assume responsibility for the legal obligations to consult now imposed on the senior governments. It can, however, be delegated procedural steps such as gathering information on First Peoples interests. It is also important to recognize that First Peoples and the SCRD are neighbours so it makes sense to work with First Peoples in a meaningful way to seek their input, to apply their input to avoid future problems and to seek opportunities to work together and advance reconciliation whenever working on a project that may affect their interests or provide opportunities to build a stronger relationship.
Component 6: Roles and Responsibilities in SCRD Public Participation Processes

Board and Committees
The SCRD Board is ultimately responsible to all the citizens of the Sunshine Coast Regional District and therefore, acts in the best interests of the region as a whole.

During its review and decision-making process, the Board and Committees have an obligation to recognize the efforts and activities that have preceded its deliberations. Directors should have regard for the public participation processes that have been completed in support of projects.

SCRD Staff
Staff responsible for the design and implementation of public participation processes have an obligation to ensure that the Guiding Principles are the backbone of their processes. In addition to the responsibilities established by the Guiding Principles, staff have a responsibility to:

1. Pursue public participation with a spirit that recognizes the value it adds to projects;
2. In all public participation activities, work towards fostering long-term relationships based on respect and trust;
3. Encourage positive working partnerships;
4. Take-up the challenge to draw out the silent majority, the voiceless and the disempowered;
5. Ensure that decisions and recommendations reflect the needs and desires of the entire community; and
6. Ensure that no participant or group is marginalized or ignored, or conversely, given undue influence.

All Participants
The public, staff, the Board and committees are also accountable to the process and the accomplishment of the project goals. All participants have a responsibility to:

1. Focus on the real issues;
2. Balance personal concerns with the needs of the community as a whole;
3. Have realistic expectations;
4. Participate openly, honestly and constructively, offering ideas, suggestions, alternatives, etc.;
5. Listen carefully and completely;
6. Identify their concerns and issues early in the process;
7. Provide their names and contact information if they want direct feedback;
8. Make every effort to work within the project schedule; if this is not possible then this should be discussed with staff as soon as possible. Participants must also recognize that process schedules may be constrained by external factors (e.g. broader project schedules or legislative requirements);
9. Recognize that there is no single voice that is more important than all others, and that there are diverse opinions to be considered;
10. Work within the process in an integrated, respectful and cooperative manner;
11. Accept responsibility for keeping themselves aware of current issues; when possible, participants should also make others aware of project activities and solicit their input; and
12. Recognize that the measure of the success of the process is the fullness of public involvement and the quality of the outcome.
Component 7: SCRD Public Participation Toolkit (for internal use)

A public participation toolkit will assist staff who are responsible for designing and implementing public participation processes and ensure a high degree of consistency in applications across the SCRD. For example, a general public will have the same experiences when different departments conduct public participation processes. The toolkit includes:

1. Key steps required for successful public participation.
2. Techniques, methods and applications.
3. Public participation tools and explanation how to implement the tool.
4. Public participation plan template.
Sunshine Coast Regional District

Public Participation Toolkit

Prepared by Sunshine Coast Regional District
Administration and Legislative Services Department
January 2017
# Table of Contents

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16. Appendix C - Facilitation Tip Sheet and Checklist
Introduction

The purpose of this public participation toolkit is to establish a concerted plan to engage Sunshine Coast citizens, businesses, and stakeholders in Sunshine Coast Regional District (SCRD) planning and policy making. This toolkit provides definitions and guiding principles of public participation followed by practical tools for implementation.

Public Participation Background

Public participation is based on the belief that people should have, and want to have, a say in the decisions that affect their lives. Today’s citizens are expecting to have more influence than traditional democratic mechanisms such as voting and consultation processes. Public participation provides a way to do this — a way of reinvigorating current practices and democratic institutions, bringing meaning to people’s participation, and fostering a two-way dialogue between citizens and government.

Through a well-structured process of dialogue and deliberation, parties who disagree may come to understand why others hold the position they do, which greatly helps in the long journey towards common ground or positions from which compromise is more easily attained. Through public participation processes, relationships of trust are built.

Effective community engagement enables the SCRD Board to make more informed decisions. By receiving diverse perspectives and potential solutions, the quality of decisions improve and subsequently a higher standard of public service is provided.

There is no one-size-fits-all in public participation, nor does every initiative or project require it. Each activity, policy, or program development process requires a unique approach and adapted tools to address its specific needs. Engaging citizens in a meaningful way first requires an understanding of the philosophy and vision of public participation.
Public Participation Concept

Public participation does:
• Involve citizens in policy or program development, which may include agenda setting and planning, to decision-making, implementation, and review.
• Involve two-way communication regarding policy, program change or project development between government and citizens.
• Aim to share decision-making power and responsibility for those decisions.
• Include forums and processes through which citizens come to an opinion that is informed and responsible.
• Generate innovative ideas and active participation.
• Contribute to collective problem-solving and prioritization.
• Require that information and process be transparent.
• Depend on mutual respect between all participants.

Public participation does not:
• Involve participants in the last phase of policy development only.
• Intend to fulfill “citizen consultation obligations” without a genuine interest in influencing the decision with the opinions sought.
• Conduct public opinion polls, focus group, and other exercises in isolation from specific initiatives, ideas, or programs.

What Makes Public Participation Meaningful?

To be considered meaningful for both the public and the government, a public participation initiative should meet the following criteria:

• Clarity of purpose. Participants must be clear on the role they will play in the engagement process.
• Reflective of diversity. Demographic factors such as gender, ethnicity, age, ability, socioeconomic status, and place of residence can affect interests and values.
• A public participation process should represent the community’s demographic diversity and make tangible efforts to allow for that diversity to be reflected.
• Based on credible, balanced information. Participants must have balanced information about the major elements on any issue or initiative so they can refine their perspectives, voice their points of view, and better understand the points of view of other stakeholders.
• Organized and facilitated. Consultation and involvement processes should be facilitated by someone whose role it is to encourage participation that is respectful and equitable so that discussions stay focused and sufficient time is given to the most important issues.
• Communication of results. Results must be shared with the community.
Guiding Principles for the Practice of Public Participation

The key underpinning concept of having a set of principles is to build a culture and value of public participation within the SCRD; principles that can qualify or characterize processes while allowing flexibility in the approaches.

1. **Active Citizenship**
   The SCRD acknowledges the benefits, as an organization and in civil society, for active citizens’ involvement in SCRD’s public participation and decision making processes.

2. **Commitment**
   Leadership and strong commitment to information, consultation and engagement in active participation is needed at all levels – from SCRD Directors, senior managers and staff.

3. **Clarity**
   Objectives for, and limits to, information, consultation and active participation will be well defined from the outset. The respective roles and responsibilities of citizens (in providing input) and the SCRD (in making decisions for which we are accountable) must be clear to all.

4. **Time**
   Public consultation and active participation will be undertaken as early in the decision making process as possible, to allow for a greater range of solutions to emerge and to raise the chances of successful implementation.

5. **Objectivity**
   Information will be objective, complete and accessible. All citizens will have equal treatment when exercising their rights of access to information and participation.

6. **Resources**
   Adequate financial, human and technical resources are required if public information, consultation and active participation in policy making are to be effective. SCRD staff will be supported through guidance and training and the provision of adequate resources.

7. **Coordination**
   Initiatives will be coordinated across the SCRD to enhance knowledge management, ensure policy coherence, avoid duplication and reduce the risk of ‘engagement fatigue’ among staff and publics.

8. **Evaluation**
   In order to increase the SCRD’s organizational capacity and success; evaluations of public participation processes will be incorporated into every process.
Seeking Public Participation

There are several methods to obtain public participation in SCRD engagement activities.

**Random.** It is important to randomly select a sample of participants from the target population in order to legitimately extrapolate findings to a broader population. This approach has the advantage of reaching people that other methods will likely not reach.

**Purposive.** If there is interest in the input of a specific population, the SCRD will do significant outreach to that community. This may include working with other organizations that have an established relationship with the community of interest.

**Open.** This is achieved with an open invitation for people to participate in an event. It is a simple first-come, first-served concept.

**Self-selective.** This method can be used in combination with purposive or open recruitment. Participants will be selected from those who respond to an invitation to create a group that represents the population(s) of interest to the public participation goals.

In order to be most effective, it’s important to engage the public as early as possible in the project development process. This can have a tremendous positive impact by saving time and money and helping to build public trust and support for a project or issue.

Considerations for inclusivity:

- Cultural and linguistic diversity
- People with disabilities
- Youth
- Seniors
- Gender
- Interest groups
### Developing A Public Participation Plan

The following pages and worksheets are meant to serve as a planning guide in the delivery of successful public participation.

The more complex the issue or project, the greater the need for public participation.

Select the level of public participation that will best meet both the project’s and stakeholders’ needs.

---

The planning process typically involves the following key steps:

<table>
<thead>
<tr>
<th>Step</th>
<th>Workbook Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Getting Started</strong></td>
<td>7–11</td>
</tr>
<tr>
<td>• Define the project/issue/opportunity and identify the decision to be made.</td>
<td></td>
</tr>
<tr>
<td>• Outline the constraints that govern the decision making process.</td>
<td></td>
</tr>
<tr>
<td>• Identify the internal and external stakeholders.</td>
<td></td>
</tr>
<tr>
<td>• Determine the level of public impact.</td>
<td></td>
</tr>
<tr>
<td>• Confirm timelines and available resources, including staff and budget.</td>
<td></td>
</tr>
<tr>
<td><strong>2. Defining the Strategy</strong></td>
<td>12–15</td>
</tr>
<tr>
<td>• Identify the process goals and objectives.</td>
<td></td>
</tr>
<tr>
<td>• Determine the level of public engagement.</td>
<td></td>
</tr>
<tr>
<td>• Determine the engagement methods that will be used.</td>
<td></td>
</tr>
<tr>
<td><strong>3. Implementing the Plan</strong></td>
<td>16–20</td>
</tr>
<tr>
<td>• Identify logistical requirements.</td>
<td></td>
</tr>
<tr>
<td>• Create the communication and media plan.</td>
<td></td>
</tr>
<tr>
<td>• Determine the public engagement budget.</td>
<td></td>
</tr>
<tr>
<td>• Conduct the engagement.</td>
<td></td>
</tr>
<tr>
<td><strong>4. Making the Decision</strong></td>
<td>21</td>
</tr>
<tr>
<td>• Review stakeholder input and other related information to make informed decision.</td>
<td></td>
</tr>
<tr>
<td><strong>5. Communicating Results</strong></td>
<td>22</td>
</tr>
<tr>
<td>• Inform stakeholders of outcomes, decisions and next steps.</td>
<td></td>
</tr>
<tr>
<td><strong>6. Evaluating the Outcome</strong></td>
<td>23</td>
</tr>
<tr>
<td>• Report successes and challenges of public participation process (debrief).</td>
<td></td>
</tr>
</tbody>
</table>
Public Participation

A “How To” Workbook
1. Getting Started

- Define the project/issue/opportunity and identify the decision to be made
- Outline the constraints that govern the decision-making process
- Identify the internal and external stakeholders
- Determine the level of public impact
- Confirm timelines and available resources, including staff and budget

**DEFINE** the project/issue/opportunity and required decision

Portions of DL1313 in Electoral Area E (Elphinstone) known as Reed Road Forest (BC Timber Sales Licence A91376) are included in the Provincial timber harvesting base. Decisions about whether to harvest, and how to harvest may affect local fire risk, visual amenity, water quality, noise, traffic, flood/drainage profile.

There has been little if any communication between the regulatory agency (also responsible, in part, for monitoring a future licence holder) and those impacted by harvesting.

The opportunity is to create dialogue, understanding, agreement (where possible) and trust/assurance related to A91376.

A further opportunity of the create and test a platform for approaching timber harvesting in other areas, particularly interface locations or areas with existing recreational amenity.

Required decisions include:

1. Confirming that harvesting activities will occur.
2. What community values exist with respect to the Reed Road Forest?
3. What risks related to harvest exist with respect to the Reed Road Forest?
4. What harvesting parameters should be brought to bear to mitigate identified risks and preserve identified values?
5. What assurances are required by stakeholder and can be made? (e.g. limits to risk, remediation, transparency, communication)
6. How can these assurances be fulfilled? *Note: this decision area could lead into discussion of structure: interpretive forest tenure, recreational tenure, co-management or co-monitoring structures, etc.*

**DEFINE** the constraints (what is negotiable, what is not?) e.g. *budget, timeline, partners.*

- **Non-negotiable:**
  - At the current time, staff do not believe that “no harvesting, ever” is an option that the Province will consider

- **Negotiable:**
  - The timing, scope, scale and nature of timber harvesting.
  - Other uses of the land.
  - SCRD’s role (constrained by areas of established service)
  - Budget
  - Time
  - Role for community and stakeholders
IDENTIFY your internal stakeholders

Who needs to be involved? List names or departments.

Rural Planning
Regional Planning
Parks
Protective Services (GDVFD)

Natural Resources Advisory Committee
Elphinstone Advisory Planning Commission
Agricultural Advisory Committee (DL1313 is included in the ALR)

Who can contribute to a solution that will meet the needs of the stakeholders and public?

SCRD may be able to play a facilitating role on this issue. Although the Regional District may not be in a position to implement a resulting action plan (especially independently) due to the lack of a supporting service, SCRD is well placed to support connection, dialogue and planning through the Regional Planning service.

How will the SCRD Board be involved?

The Electoral Area Director and/or Board Chair could play a leadership role, if desired.

Decisions about any potential continued programming or resource commitments at the Reed Road Forest may require a Board decision.
Who do we need to involve? List names.
e.g. Individuals, public interest groups (ethnic community associations, stewardship societies), specific demographic groups (youth, seniors), marginalized, hard-to-reach populations, industry associations and individual industries, scientific, professional, educational, voluntary associations, school board, regional, provincial, or federal government or agencies.

- **Individuals:**
  - Adjacent property owners
  - Downslope property owners
  - Recreational users of the lands

- **Public Interest Groups/Voluntary Associations:**
  - Elphinstone Logging Focus
  - Sunshine Coast Conservation Association
  - SC Trails Society

- **Business:**
  - Local timber harvesting companies

- **Academic/Education:**
  - SD46

- **Industry Associations:**
  - Truck Loggers Association
  - Council of Forest Industries

- **Governments/Agencies:**
  - Sḵwx̱wú7mesh Nation
  - BC FLNRORD
  - BC Timber Sales (staff note that BCTS has a distinct/specific mandate from FLNRORD)
  - Town of Gibsons (water licence holder)

Is a partnering option possible with other levels of government? **YES**
Identify who and how.
BC Timber Sales has indicated a willingness to partner (nature of partnership to be determined)

Are there potential sensitivities to consider that other government agencies might note? Explain. e.g. design, timing, or implementation
**YES**
Yes. Precedent.

Are we striving for balanced participation by inviting diverse public opinion and groups? Provide details.
**YES**
Yes. Wide range of issues and diverse perspectives will benefit from diverse participation.
**IDENTIFY the level of public impact**

Use the following criteria to determine likely “level of impact” of your project/issue/opportunity. This level of impact will help determine the required level of public participation and methods.

<table>
<thead>
<tr>
<th>Level of Impact</th>
<th>Criteria (one or more of the following)</th>
<th>Examples</th>
</tr>
</thead>
</table>
| **Level 1**     | • High level of real or perceived impact or risk across the SCRD.  
• Any significant impact on attributes that are considered to be of high value to the whole of the SCRD, such as the natural environment or heritage.  
• Any impact on the health, safety or wellbeing of the SCRD community.  
• Potential high degree of controversy or conflict.  
• Potential high impact on provincial or federal strategies or directions. | • Removal of a facility or service catering across the SCRD (e.g. solid waste removal, Dakota Ridge)  
• Provision of a major facility (e.g. arena)  
• Regional water supply contamination. |
| **Level 2**     | • High level of real or perceived impact or risk on a local area, small community or user group(s) of a specific facility or service.  
• The loss of or significant change to any facility or service to a local community.  
• Potential high degree of controversy or conflict at the local level. | • Removal or relocation of a local playground  
• Change to or loss of valued activity or program (e.g. local youth activity) |
| **Level 3**     | • Lower, although still some real or perceived impact or risk across SCRD.  
• Potential for some controversy or conflict.  
• Potential for some impact, although not significant, on provincial or federal strategies or direction. | • Upgrade of SCRD facility  
• Provision of a community-wide event  
• Review of community needs (e.g. Citizen Satisfaction Survey) |
| **Level 4**     | • Lower level of real or perceived impact or risk on local area, small community or user group(s) of a specific facility or service.  
• Only a small change or improvement to a facility or service at the local level.  
• Low or no risk of controversy or conflict at the local level. | • Upgrade of a local playground  
• Local hot tub upgrade  
• Changes to a local activity program (e.g. timing or venue) |
At the current time, no deadline is prescribed. Staff support participation design that takes the time required for good communication, careful examination of issues, potential testing of scenarios or tools and, ideally, emergence of trust. On the basis of experience with other projects, staff would suggest that a timeline of 8-12 months be considered for planning purposes.

**IDENTIFY public participation process timeframe**

The type and level of resources required are dependent on the method(s) to be applied. See next section for examples of tactics.

Preliminary thoughts about approach and resources:

1. Professional facilitator
   a. Draft terms of engagement and detailed project plan/design
   b. Facilitate “sessions” (workshop? Open house? Task force?)
2. Experts
   a. Presentations on key issues such as forestry management, drainage and water protection, wildfire risk mitigation, biodiversity/ecological protection, innovative land management solutions
3. Meeting space and resources
   a. Site tours
   b. Indoor meeting space (e.g. community hall, community centre)
4. Staff time
   a. Project support (level of resourcing from BC Timber Sales to be confirmed)
   b. Coordination of potential project communications on a broader scale (SCRD-wide, perhaps), noting the issue is of broader interest

The level of innovation and effort dedicated to the project will drive the actual budget requirements. Staff feel there is an opportunity to benefit community understanding of forestry and industry understanding of community concerns that goes beyond this one site, and thus a case for greater investment on the part of BC Timber Sales and potentially SCRD can be made.

Innovative approaches like creating an “exploration team” or task force, or holding a charrette would be more resource intensive then, for example, a series of facilitated meetings.

BC Timber Sales has requested SCRD support a/the process with a hired facilitator. No scope of services or process has been agreed. SCRD has not formally agreed to support these costs. Consequently no budget has been identified or committed.
2. Defining the Strategy

- Identify the public participation process goals and objectives
- Determine the level of public participation
- Determine the engagement methods that will be used

**IDENTIFY public participation process goals and objectives.**

**What are the benefits of engaging stakeholders?** Once the benefits have been identified, the public participation goals and objectives will be clear and will help guide the process.

- Establish good relations with the community.
- Provide timely, accurate, balanced, and easily understood information.
- Listen and learn about views, concerns, and interests.
- Consult for feedback.
- Create shared visions embraced by interests. **STRETCH GOAL**
- Work collaboratively to develop recommendations and alternatives.
- Delegate decision making.
- Bring attention to an important issue.
- Identify a broader range of options.
- Identify areas of conflict; mediate; and build resolution.
- Meet the needs or requirements of a regulatory process.
- Help stakeholders develop their own plans and resolve problems and/or issues. **IN SOME AREAS**
- Conform with a political decision to consult stakeholders.
- Manage stakeholder expectations effectively.
- Improve project management.
- Achieve better decisions.
- Inform stakeholders about plans and decisions that will affect their lives.
- Mitigate project impacts on public.
- Help stakeholders understand the complexities of the issue.
- Build stakeholder buy-in and shared ownership in the decision's implementation and/or evaluation.
- Reduce delays
- Other(s)
Use the following chart to assist in determining the appropriate level of public participation relative to the likely ‘level of impact’ of the project, issue or opportunity. As highlighted by the chart, more than one level of engagement will generally be required. It should be noted that the order of undertaking the different levels of engagement will vary with each project. For example, it may be appropriate to seek information through consultation before informing the community.

<table>
<thead>
<tr>
<th>Level of Impact</th>
<th>Level of participation</th>
<th>(any or all may apply)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Level 1</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HIGH IMPACT</td>
<td>Inform and educate</td>
<td></td>
</tr>
<tr>
<td>SCRD-Wide</td>
<td>Gather information</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Discuss</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Engage</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Partner</td>
<td></td>
</tr>
<tr>
<td><strong>Level 2</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HIGH IMPACT</td>
<td>Inform and educate</td>
<td></td>
</tr>
<tr>
<td>Local Area/Group</td>
<td>Gather information</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Discuss</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Engage</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Partner</td>
<td></td>
</tr>
<tr>
<td><strong>Level 3</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LOW IMPACT</td>
<td>Inform and educate</td>
<td></td>
</tr>
<tr>
<td>SCRD-Wide</td>
<td>Gather information</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Discuss</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Engage</td>
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</tr>
<tr>
<td></td>
<td>Partner</td>
<td></td>
</tr>
<tr>
<td><strong>Level 4</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LOW IMPACT</td>
<td>Inform and educate</td>
<td></td>
</tr>
<tr>
<td>Local Area/Group</td>
<td>Gather information</td>
<td></td>
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<tr>
<td></td>
<td>Discuss</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Engage</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Partner</td>
<td></td>
</tr>
</tbody>
</table>
Determining the engagement methods.

Having decided on the ‘level of impact,’ the next step is to determine the level of public participation that is appropriate for the particular project, issue or opportunity. Not all ‘high impact’ projects or issues will require a high level of community involvement or collaboration, although some will.

It is the responsibility of staff to understand the impact of their project or issue on the community and select the appropriate level of public participation to match the situation.

Five (5) levels of public participation have been developed based on the level of community involvement. These levels are based on the Auditor General of British Columbia 2009 (modified) public participation spectrum (See Appendix A, page 24) and are defined below.

Please refer to Public Participation Method Descriptions (See Appendix B, page 25) for additional information on engagement methods.

<table>
<thead>
<tr>
<th>Level of Participation</th>
<th>Definition</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>INFORM AND EDUCATE</td>
<td>One way communication providing balance and objective information to assist understanding about something that is going to happen or has happened.</td>
<td>Advising the community of a situation or proposal. Informing on a decision or direction Providing advice on an issue. No response is required, although people are free to seek a further level of participation.</td>
</tr>
</tbody>
</table>

Potential Methods of Participation
- Open houses
- Letters to residents
- Fact sheets
- Notice in newspaper
- Website
- Social media

GATHER INFORMATION
Two way communication designed to obtain public feedback about ideas including rationale, alternatives and proposals to aid in decision-making.

Seeking comment on a proposal, action or issue. Seeking feedback on a service or facility. Requiring a response, but limited opportunity for dialogue. Option for people to seek a further level of participation.

Potential Methods of Participation
- Focus groups
- Advisory groups
- Survey
- Public Comment
- Public Meetings

...continued next page
<table>
<thead>
<tr>
<th>Level of Engagement</th>
<th>Definition</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>DISCUSS</td>
<td>Participatory process designed to help identify issues and views to ensure concerns and aspirations are understood and considered prior to decision-making.</td>
<td>Involving the community in discussion and debate.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ensuring informed input through briefings and information.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Adopting a more personal and innovative approach through personal contact and meetings/sessions that encourage participation.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Involving stakeholders at different times in the planning process, (e.g. keeping informed and enabling further comment).</td>
</tr>
<tr>
<td>Potential Methods of Participation</td>
<td>Tours/field trips  World cafes  Open space meetings  Deliberative polling</td>
<td></td>
</tr>
<tr>
<td>ENGAGE</td>
<td>Working together to facilitate discussions and agreements between public parties to identify common ground for action and preferred solutions.</td>
<td>Establishing a structure for involvement in decision-making (e.g. committee)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Enabling ongoing involvement and keeping informed.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Allocating responsibility in achieving initiatives.</td>
</tr>
<tr>
<td>Potential Methods of Participation</td>
<td>Charrettes  Consensus building  Expert committees  Citizen advisory committees</td>
<td></td>
</tr>
<tr>
<td>PARTNER</td>
<td>Working together to create governance structures to delegate decision-making and/or work directly with the public.</td>
<td>Establishing a process that allows the public to make an informed decision.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ensuring citizens are accountable for the outcomes of the decisions.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ensuring that citizens act independently.</td>
</tr>
<tr>
<td>Potential Methods of Participation</td>
<td>Ballots  Citizen juries  Referendums</td>
<td></td>
</tr>
</tbody>
</table>
3. Implementing the Plan

- Identify logistical requirements
- Create the communications and media plan
- Determine the public participation budget
- Conduct the engagement

Use the following checklist as a guideline to identify your logistical requirements.

### FILL OUT the public participation logistics checklist.

**PROJECT/PROCESS:**

<table>
<thead>
<tr>
<th>DATE:</th>
<th>TIME:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### BOOK FACILITY

- Facility name:
- Location:
- Facility contact person:
- Phone number:
- Rental fee: $
- Wheelchair accessible: [ ] Yes [ ] No
- Restrooms
- Parking

<table>
<thead>
<tr>
<th>Person Responsible</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Estimated Costs:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

#### ORDER REFRESHMENTS

- Contact person:
- Phone number:
- Time of delivery:
- Items ordered:

<table>
<thead>
<tr>
<th>Person Responsible</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Estimated Costs:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>
### STAFFING

*See internal stakeholders list on page 8.*

- Identify staff to participate
- Assign roles
- Provide Facilitation Tip Sheet and Checklist (see Appendix E, pages 29-30)

### PREPARE MATERIALS

- Handouts, other informational materials
- Display materials (poster boards, Powerpoint presentations, etc.)
- Sign-in sheets
- Name tags
- Signage for outside to identify presence
- Participant evaluation forms

### PLAN LAYOUT

- Number of tables for displays
- Number of tables for participants
- Registration table
- Refreshment table
- Head table

### SUPPLIES

- Flipcharts with paper
- Flipchart markers
- Pens
- Box for completed evaluation forms
- A/V equipment (projector, laptop, screen, mics, etc.)

**NOTES:**
Once you have defined your public participation process, you can proceed with identifying the communication methods that will help you reach your public participation goals.

**CREATE the communication and media plan.**

<table>
<thead>
<tr>
<th>Communication</th>
<th>REQUIRED?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Print ads</td>
<td>〇 YES 〇 NO</td>
</tr>
<tr>
<td>Radio ads</td>
<td>〇 YES 〇 NO</td>
</tr>
<tr>
<td>Facebook ads</td>
<td>〇 YES 〇 NO</td>
</tr>
<tr>
<td>Social Media posts</td>
<td>〇 YES 〇 NO</td>
</tr>
<tr>
<td>SCRD website</td>
<td>〇 YES 〇 NO</td>
</tr>
<tr>
<td>News release</td>
<td>〇 YES 〇 NO</td>
</tr>
<tr>
<td>Direct mail piece</td>
<td>〇 YES 〇 NO</td>
</tr>
<tr>
<td>Briefing notes (backgrounders) for staff and Board</td>
<td>〇 YES 〇 NO</td>
</tr>
<tr>
<td>Site display - notification signs of impending change/action</td>
<td>〇 YES 〇 NO</td>
</tr>
<tr>
<td>Newsletter</td>
<td>〇 YES 〇 NO</td>
</tr>
<tr>
<td>Displays in other locations (e.g. info booth at a fair)</td>
<td>〇 YES 〇 NO</td>
</tr>
<tr>
<td>Brochure</td>
<td>〇 YES 〇 NO</td>
</tr>
<tr>
<td>Personally addressed letter containing info about a major initiative</td>
<td>〇 YES 〇 NO</td>
</tr>
<tr>
<td>One-page flyer/poster</td>
<td>〇 YES 〇 NO</td>
</tr>
</tbody>
</table>

**OTHER:**
## CREATE the public participation budget

### Hard Costs

<table>
<thead>
<tr>
<th>Consultants/Contractors</th>
<th>PROPOSED BUDGET</th>
<th>FINAL COSTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public participation consultant</td>
<td></td>
<td></td>
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<tr>
<td>Communications consultant</td>
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<table>
<thead>
<tr>
<th>Data gathering</th>
<th>PROPOSED BUDGET</th>
<th>FINAL COSTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public opinion polls/surveys</td>
<td></td>
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<tr>
<td>Online surveys</td>
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<table>
<thead>
<tr>
<th>Technical requirements</th>
<th>PROPOSED BUDGET</th>
<th>FINAL COSTS</th>
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<tbody>
<tr>
<td>Computer analysis process</td>
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<tr>
<td>AV Equipment</td>
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<table>
<thead>
<tr>
<th>Logistics</th>
<th>PROPOSED BUDGET</th>
<th>FINAL COSTS</th>
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<tbody>
<tr>
<td>Facilities</td>
<td></td>
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<tr>
<td>Refreshments</td>
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<table>
<thead>
<tr>
<th>Communication</th>
<th>PROPOSED BUDGET</th>
<th>FINAL COSTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising</td>
<td></td>
<td></td>
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<tr>
<td>Website development and maintenance</td>
<td></td>
<td></td>
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<tr>
<td>Print materials</td>
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<td>Presentation materials</td>
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<tr>
<td>Mailout</td>
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</table>

**SUBTOTAL:**

### Soft Costs

<table>
<thead>
<tr>
<th>Project team costs</th>
<th>PROPOSED BUDGET</th>
<th>FINAL COSTS</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Special event HR costs</th>
<th>PROPOSED BUDGET</th>
<th>FINAL COSTS</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Additional internal consulting costs</th>
<th>PROPOSED BUDGET</th>
<th>FINAL COSTS</th>
</tr>
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</table>

**SUBTOTAL:**

### Other

<table>
<thead>
<tr>
<th>PROPOSED BUDGET</th>
<th>FINAL COSTS</th>
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</thead>
</table>

**SUBTOTAL:**

**TOTAL:**

**Account code(s):**

59
After the public participation planning is complete, it is time to implement the engagement methods. Through careful planning, adequate time and resources will have been allocated to undertake the public involvement allowing for meaningful participation and input. For example, if surveys are utilized, background material will be available to help inform respondents. If open houses are offered, sessions will be held in a location near the impacted group and hosted by knowledgeable staff/experts.

The goal of all public participation methods is to provide participants with an experience that is welcoming, easy to participate in and efficient. It is important for the SCRD to consider these factors when undertaking its public participation initiatives.
4. Making the Decision

Once all stakeholder input has been collected, it is time to make a decision on the project/issue/opportunity. You will want to review all public input received as well as other critical information you have researched or collected to help you and other decision-makers determine the course of action. At this point, you should also review the decision to be made and constraints identified at the start of the public participation process (page 7) to determine if these points remain valid or have changed during the process. You will also want to confirm that adequate stakeholder participation and input was achieved during the public participation opportunities. This review may result in amendments to the project or issue leading to a new course, which may also require additional public participation based on this new direction.

Once you have made a decision, it is very important that you communicate the result, rationale for the decision, and next steps with stakeholders as outlined in the next section.

There may be benefits and opportunities for some components or stages of the project to be at a higher level of public participation.
5. Communicating Results

Once you have completed your public participation process, it is important to inform internal and external stakeholders of outcomes, decisions and next steps. Stakeholders value the follow-up and rationale for the decision. Effective reporting to the public should include:

- What decisions were made
- Why those decisions were made
- How public input was used

Communicating results – things to consider

Who do you need to communicate the decision and rationale to?

How do participants, decision-makers, and others (e.g. media) wish to receive the information?

How will you report the findings from your engagement process? What findings will you present? What format will you use? (e.g. online, electronic or printed report; detailed or summary document) How will you promote and distribute your findings?

How will you manage feedback/reaction to the decision and rationale?

Whenever possible, the follow-up reporting should be released through similar communication methods used throughout the public participation process.
6. Evaluating the Outcome

Once you have completed your public participation process, it is important to determine its effectiveness and how it may be improved in future. It is recommended that the Public participation Lead and Project Lead complete the following evaluation worksheet together and share with project team.

**Evaluation tool for internal use**

1. The public participation process was followed.
2. The issue/question was clearly defined before starting.
3. Constraints were assessed and dealt with appropriately.
4. The level of engagement was applied effectively.
5. The outcomes were achieved satisfactorily.
6. A Public participation lead for the process was identified early.
7. Support from colleagues was evident throughout.
8. Appropriate stakeholders were identified.
9. A variety of techniques were considered to reach and involve stakeholders.
10. Identified stakeholders participated.
11. The public involvement was appropriate and added value.
12. The reporting process was developed and administered.
13. Project results were communicated to all stakeholders.
14. Time spent by staff in preparation, delivery, and follow-up:
   a) Number of hours estimated
   b) Were these estimated hours budgeted?
   c) Number of actual hours
   d) If a gap, why?
15. Budget
   a) Estimated costs (staff time plus other) $
   b) Were these estimated costs budgeted?
   c) Actual costs $
   d) If a gap, why?
16. What can be improved for next time?
17. What went well, and would you do it again?
Appendix A  Public Participation Spectrum

<table>
<thead>
<tr>
<th>Inform and Educate</th>
<th>Gather Information</th>
<th>Discuss</th>
<th>Engage</th>
<th>Partner</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OBJECTIVES OF PUBLIC PARTICIPATION</strong></td>
<td>To provide balanced and objective information to support understanding by the public.</td>
<td>To obtain feedback on analysis, alternatives and/or decisions.</td>
<td>To work with the public to ensure concerns and aspirations are understood and considered.</td>
<td>To facilitate discussions and agreements between public parties to identify common ground for action and solutions.</td>
</tr>
<tr>
<td><strong>SCRD COMMITMENT</strong></td>
<td>To inform the public.</td>
<td>To listen to and acknowledge the public’s concerns.</td>
<td>To work with the public to exchange information, ideas and concerns.</td>
<td>To seek advice and innovations from amongst various public parties.</td>
</tr>
<tr>
<td><strong>PARTICIPANT’S RESPONSIBILITY</strong></td>
<td>To become informed and educated.</td>
<td>To take an active role in keeping oneself informed and up to date.</td>
<td>To be open to other points of view and work with staff and other members of the public.</td>
<td>To put aside personal agendas and participate honestly in discussions.</td>
</tr>
</tbody>
</table>

Source: Auditor General of British Columbia 2009 (modified)
Report 11: Public Participation: Principles and Best Practices for British Columbia
### Appendix B: Public Participation Method Descriptions

<table>
<thead>
<tr>
<th>Method</th>
<th>Description</th>
<th>Considerations</th>
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</table>
| **Advisory committees** | Advisory committees are representative of a broad range of stakeholders and provide advice or guidance in a range of areas. They are tasked with providing advice and guidance to the Board, in particular on priority subjects. | • It is important to ensure that advisory committees are truly representative of the community. Examine the demographics of the group and take steps to recruit more participants from groups that are being left out.  
• Advisory committees should have a clear Terms of Reference and be aware of the level of decision-making responsibilities they hold.  
• A staff member should work with the advisory committee to provide support and guidance. |
| **Charrettes**         | A charrette is an intensive multi-developmental process using a team of experts that meet with community groups, developers and neighbours over a period from a few days to two weeks, gathering information on the issues that face the community. Charrettes are often conducted to design such things as parks and buildings, or to plan communities or transportation systems. The charrette team then develops solutions resulting in a clear, detailed, realistic plan for future development. | • The process is intensive and can be expensive, usually lasting several days and involving experts and specialists, including a trained charrette facilitator.  
• The process operates with general sessions, small work groups, report backs to the large group, and feedback sessions with, or presentations from technical staff or decision makers.  
• Decision makers work with participants to achieve reasonable and feasible decisions, by identifying reasonable constraints, teaching relevant design principles, and offering professionals insights to the ramifications of different design approaches. |
| **Citizen juries**     | The Citizens' Jury method is a means for obtaining informed citizen input into policy decisions. The jury is composed of 12–16 randomly selected citizens, who are informed by several perspectives, often by experts referred to as 'witnesses'. Jurors then go through a process of deliberations where subgroups are often formed to focus on different aspects of the issue. After a series of focused discussions, jurors produce a decision or provide recommendations in the form of a citizens' report. Usually a 4–5 day process. | • Process requires significant resources and time commitment for participants and organizers.  
• Small size of group and their non-intimidating nature allows for innovative ideas and active participation.  
• Brings legitimacy and democratic control to non-elected public bodies. |
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<thead>
<tr>
<th>Method</th>
<th>Description</th>
<th>Considerations</th>
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</table>
| Deliberative polls  | Deliberative polls are a large random interview sample, and eventual participation in a weekend face-to-face discussion group, which is founded on a background reading package of impartial and balanced reading materials. The discussion phase includes both deliberation and interviews of experts and public officials. | • A deliberative poll is especially useful when the public is likely to have little information on the issue or when a policy choice depends on trade-offs between competing choices.  
• Needs a large number of participants (250–600) and is costly.                                                                                     |
| Expert committees    | Expert committees help to identify the important questions, provide unbiased information, and review recommendations.                                                                                         | • Experts should be sought for a range of areas to provide a balance of perspectives, such as technical and socio-economic.  
• Information from experts should be “translated” into simple language before being shared with the wider community.                                |
| Focus groups         | Focus groups are small group discussions with six to eight participants. An established format and a trained facilitator can effectively “dig deeper” for participants’ insights.                                | • Skilled facilitators are essential to encouraging better levels of discourse.  
• If you are doing more than one focus group, it is essential to have the same process and questions so that the results are comparable.  
• An honorarium should be provided to participants for their time.                                                                                                        |
| Key informant interviews | Interviews are excellent ways of gathering initial information and learning about specific situations.                                                                                                          | • An interview requires an established format with a set number of questions. Four to six questions are more than enough.  
• It is useful to share your notes with the interviewee afterwards to ensure that you captured all the main points.  
• More than one interview should be done with each interest group to make sure that the information gathered is representative and valid.  
• Preparing a good kitchen table guide is essential — this guide would include background information, discussion questions, and a form for completing feedback and sending back to the project team.  
• It can be difficult to get a significant level of uptake on kitchen table discussions, as these are mainly community-driven. |
<p>| Kitchen table discussions | Kitchen table discussions, also known as “coffee klatches”, are informal meetings of community members (without staff involvement) to discuss certain issues and share feedback.                               |                                                                                                                                                                                                           |</p>
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<tr>
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| **Online forums**             | Online forums are web-based discussions that can occur in real time or over a period of time and are complementary to face-to-face engagement. | • Participant guidelines are essential and these instructions should be simple to understand.  
• Forums need to be moderated in order to vet the input and keep the discussions focused.  
• The amount of real-time forums should be limited to allow for participation from a wide range of people.  
• There may be a risk of overwhelming participants with too much information. Make sure that displays are visually appealing and only share the information that is important.  
• Staff at the open house should be well briefed prior to the event.  
• Staff should discuss the issues and options with attendees but not show bias while gathering input.  
• Open houses can offer a range of other engagement exercises as separate “stations” within the larger event.  
• OST is a self-organizing practice that invites people to take responsibility for what they care about. It is an innovative approach to creating whole systems change and inspiring creativity and leadership among participants.  
• Presentations are most likely to be well attended if they piggyback onto existing meetings.  
• Make a special effort to meet with groups that are harder to engage, such as immigrants and youth, as they are often underrepresented in public processes.  
• Ensure that your presentation is short and simple, as there will likely be many questions. Do not overwhelm your audience with too much information or jargon.  
• Provide handouts so that people can review later. |
<p>| <strong>Open houses/Community fairs</strong> | Open houses were traditionally static, information sharing events; however, by including interactive stations, entertainment, and other ways of providing input, they can be exciting and appealing to a wide range of people. |                                                                                                   |
| <strong>Open Space Technology (OST)</strong> | OST is an approach for hosting meetings focused on a specific and important purpose or task, but beginning without any formal agenda beyond the overall purpose or theme. Participants create the agenda themselves at the beginning of the session by sharing their most important issue in a “Marketplace of Ideas” and self-organizing into groups based on these issues. |                                                                                                   |
| <strong>Presentations</strong>             | Presenting to organizations throughout the community is an excellent way of building relationships and doing outreach. |                                                                                                   |</p>
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<tr>
<th>Method</th>
<th>Description</th>
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</tr>
</thead>
</table>
| **Surveys** (mail/phone/online) | Surveys are a good way of getting a snapshot of opinions across a wide range of demographic groups. | • The level of statistical validity depends on the type of survey you undertake. Generally, it is harder to get a representative sample or statistical validity from online surveys, although they are easy and affordable to organize; however, they are good ways of engaging with youths, working people, and anyone who would not otherwise participate.  
• Mail and telephone surveys can be more representative; however, they are quite expensive to arrange due to the costs of carrying out the surveys and coding the results. |
| **Task forces**         | A task force is a committee charged with a specific task (deliverables) under specified deadlines.  
 |  |  | • Task forces should be kept small, with clear guidelines.  
• A staff member should work with task force to provide support and guidance. |
| **Workshops**          | Workshops can be either small or large, and are structured events with a set process to facilitate discussion on specific topics.  
 |  |  | • No more than 25% of the workshop time should be dedicated to providing information.  
• Ensure that larger workshops offer opportunities for everyone to participate, through regular small group discussions.  
• Begin with a clear idea of the desired outcomes, both when planning the event and when communicating with participants.  
• Participants should have an opportunity to provide feedback.  
• Circulate the summary of the workshop to participants and articulate how the information will be used. |
| **World Café**         | World Cafés enable groups of people to participate together in evolving rounds of dialogue with three or four others while remaining part of a single, larger, and connected conversation.  
 |  |  | • Small, intimate conversations link and build on each other as people move between groups, cross-pollinate ideas, and discover new insights into questions or issues that really matter in their life, work, or community. |
Appendix C  Facilitation Tip Sheet and Checklist

Meetings or events where stakeholders are brought together to provide input or ask questions about an issue are generally more effective and more efficient if they are facilitated, particularly if the issue is controversial. A facilitator manages the meeting, keeps conversations on track and ensures each participant’s voice is heard. This tip sheet will provide some information on how to accomplish these tasks.

What is Facilitation? What is the Role of a Facilitator?
The definition of facilitate is “to make easier” or “to help bring about”. The role of the facilitator is to help the participants work together by providing and managing the meeting process or structure, while the participants remain focused on the meeting content. The facilitator keeps the process on track and moving forward with all participants engaged, making best use of time and resources.

An effective facilitator quickly establishes and builds trust with the group through honesty and transparency in his/her communication. Facilitators must know what questions to ask, when to ask them, and how to structure questions to get good answers without defensiveness. Facilitators should know how to rephrase or reframe questions and comments, giving positive reinforcement, encouraging contrasting views, including quieter members of the group, and dealing with domineering or hostile participants.

Facilitator’s Checklist

Before the Meeting:

- Know who the meeting participants will be, and which community groups will be represented;
- Understand the purpose of the meeting and the desired outcome. What will a successful meeting look like?;
- Together with the project manager, establish a structure for the meeting and confirm the agenda;
- Select and design a process and agenda for the meeting that will help participants to engage effectively and provide the feedback required. Have a plan but be willing to be flexible in response to the situation;
- Set up the meeting space, and ensure that other logistical details have been taken care of;
- Provide adequate notice of the meeting, its purpose and agenda to participants.

GOOD FACILITATORS

- Value people and their ideas
- Think quickly and logically
- Are excellent communicators
- Are active listeners
- Avoid jargon or acronyms
- Speak clearly, at a moderate pace and an appropriate volume
- Guide the discussion, but don’t lead it
- Raise questions to bring out different viewpoints
- Restate ideas when the person presenting them is not clear
During the Meeting:

• At the beginning of the meeting, with the group:
  o Review the purpose and the expected outcome of the meeting
  o Review the ground rules/expectations*
  o Review the items for discussion and the time line;

• Be very clear about your role as a facilitator. During the meeting, maintain eye contact with participants. Try not to talk too little or too much. You are there to bring out the views and contributions of participants. Stimulate discussion in the group when needed, asking the right questions and providing context for the discussion;

• Be sure that everyone is heard and able to participate fully. Know when to draw in those who may not be participating initially, and prevent others from dominating — to ensure that all voices are heard;

• Summarize when necessary and build on the contributions of the participants;

• Keep the discussion on topic. Be aware of when the group is off topic or confused and when structure may be needed; explain, summarize and help to paraphrase participants’ input when necessary; decide when to extend a discussion and when to move the group onto the next topic; remind the group when they are off subject;

• Prepare to work through conflicts between participants by creating trust within a “safe space”;

• Stick to the predetermined timeline;

• At the end of the meeting, provide closure and reiterate action items/next steps;

• Ensure that a proper record/minutes are kept of the meeting (e.g. record of discussion, decisions made, next steps, action items). Ensure accuracy.

*GROUND RULES

Ground rules help meeting participants establish appropriate ways to interact with each other during the meeting and encourage positive group interaction. The rules do not have to be extensive.

Here are some examples:

• Listen to and show respect for the opinions of others
• Follow the agenda — stay on track
• The only stupid question, is the one that isn’t asked
• No disruptive side-conversations
• Cell phones off
This toolkit is based on the City of Kamloops “Public Engagement Handbook” and we thank them for their permission to use it.