

Communication
Activities Summary
ADDITIONAL YEAR ONE
DELIVERABLES



Submitted to:
Nechako Enhancement Society

Prepared by:
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COLD WATER
RELEASE FACILITY
COMMUNICATION
ACTIVITIES
SUMMARY

1

March 2003

Denis & Muntenier
Advertising Ltd.

Aspen
Communications Ltd.

communications activities summary

1. Communications Plan Outline

Introduction

Self-Explanatory

Communication Objectives and Outcomes

Overall Objective:

To build and sustain understanding and support for the creation of the Cold Water Release Facility*, with emphasis on publicizing the elements of the planning phase of the project. (Note*: "Nechako Enhancement Project." Is the recommended project name.)

Supporting Objectives:

To build awareness, understanding and support for the CWRf, its benefits and the series of activities in the Work Plan.

To update local, provincial, federal and First Nations governments on the progress and milestones of the Work Plan including new information, research and data that may affect the design or operation of the CWRf.

To define the role that the Nechako Watershed Council is playing and its desire to involve and engage other regional, provincial and federal stakeholders.

To continue to encourage all levels of government and third parties to support the CWRf and Work Plan.

To maintain effective public communications in northern communities from Prince George to Kitimat and Terrace as well as the rest of BC.

To continue to inform and engage external audiences on the values and progress of the Work Plan implementation.

Communication Assumptions:

Outlines the conditions that set the parameters for communication, potentially including the following:

The development of the Work Plan will involve a multi-year investigation and design process leading up to a licencing application in year three.

A large number of stakeholders have had a strong and active involvement in the development of this project over a substantial period of time.

The Nechako Watershed Council will continue to make a valuable contribution to delivery of communications related to the Nechako Watershed. NES/NEP communications and NWC communications will be mutually supportive and coordinated. For example the NWC fall fair displays will be supported by materials produced by NES/NEP.

The Communications Plan will support ongoing consultation on Nechako Watershed Enhancement. E.g. The NWC consultations around developing objectives for the CWRP, rehabilitation of the Murray-Chestatta system and recommending a flow regime for the Nechako River.

NES be responsible for approval of all communications materials and sign off of responses to inquiries. Copies of communications materials will be provided to NWC prior to release or distribution.

Issues, Sensitivities and Constraints

Existing perceptions and concerns that influence the communication needs, potentially including the following:

Some stakeholders feel that we need to know more about the Nechako river ecosystem before we proceed to design the CWRP. (Why develop a CWRP when we don't yet know what is good for the river.)

Allocation of flows freed up by construction of the CWRP may be an issue. How can these flows best be used to enhance the health of the Nechako River?

Communities in all parts of the region have a desire to share the benefits of the CWRP/Nechako Enhancement Project. These may include environmental, social or economic benefits and there may be tension between the objectives of communities in different parts of the region. There will be a need to show the benefits to both "upstream" and "downstream" communities.

Target Audiences

- Local, provincial, federal and First Nations governments
- Historical stakeholders, i.e. the groups and individuals who have had past involvement in Nechako river issues, including Kemano Completion, Nechako Environmental Enhancement Fund, Nechako Watershed Council.
- Those directly affected by the project planning and implementation, including Nechako River residents and users of the river and its resources

- Community economic development interests, within the region from Prince George to Kitimat and Terrace.
- Media, both within the region and provincially.
- Residents of the region.

Core Messages

Core Messages are the fundamental statements that are conveyed by the communications program. These potentially include the following:

The purpose of the Nechako Enhancement Project is to enhance the environmental resources of the Nechako River within the context of a managed river.

The Nechako Watershed Council Work Plan was developed with extensive consultation involving a broad range of stakeholders in the region and a substantial consensus identified the project as the most effective measure to enhance the Nechako Watershed.

The benefits of the project will be described.

(Further core messages to be developed.)

Recommended Tactical Plan

Research

Year One (to March 31, 2003):

Conduct research to establish baseline information on attitudes and understanding of the CWRP. Research tools will probe the perceptions, understanding and issues of the stakeholders and key audiences. This research will serve as the benchmark for future comparative analysis and assessment of communications strategy. (Qualitative interviews with key stakeholders are proposed in fall 2002.)

Years Two and Three (to March 31, 2005):

Conduct additional research to monitor the progress and compare to the baseline information from the first phase.

Communications

The communications approach recommended by the consultants is to build the communications program "from the centre outwards." This will involve an incremental program that first emphasizes those audiences with a close past involvement, then expands to include other key community opinion leaders, and finally to include all community audiences and the public in the region and elsewhere in BC.



Following is one possible outline, for discussion:

Year One (to March 31, 2003):

- Establish contact point for receiving inquiries and for coordinating responses, (likely anchored by an e-mail address)
- Web Site
- Periodic Project Update Bulletins to stakeholders
- Regular updates to the Nechako Watershed Council
- Annual Report

Year Two (April 2003-March 2004):

- All Year One activities, plus:
- Expanded points of contact (may include 1-800 number)
- Descriptive project brochure
- Local Government and First Nations council and board presentations
- Speakers Bureau to address key community groups
- Stakeholder presentations

Year Three (April 2004-March 2005):

- All Year one and two activities, plus:
- Pro-active media relations effort
- Public meetings/open house/displays to describe the project and report progress.
- Newspaper Supplements within the region

Activity Summary with Timeline and Budget

The completed communications plan will include a proposed schedule of activities and a budget for each activity.

Evaluation Measures

No communications plan is complete without a means of evaluating the effectiveness of the activities and measurement of the progress towards the objectives. Evaluation measures will include methods for the audiences to give direct feedback on the communications program, as well as additional research to track awareness levels and support for the project.

2. Interim Communications Plan

Purpose and Objectives

The Interim Communications Plan will serve to guide the communications effort for the CWRP Project in the short term, from September 2002 until November 2002, when a longer term communications plan is expected to be approved.

- The objectives of the Interim Communications Plan are:
- To ensure that initial communications for the project are coordinated and consistent.
 - To provide the key players in the project with regular updates on the progress of the project.
 - To establish a structure to enable effective response to inquiries and issues

Key Audiences

Emphasis will be placed on communicating with the key players directly involved in the project, and those stakeholders with a past history of involvement in the development of the project.

Communications to the general public in the region will likely be limited to an announcement of the establishment of the project and the establishment of a web site.

Key Messages

Communications will focus on the establishment, funding, and progress of the Nechako Watershed Enhancement Project.

Benefits of the project will be described, as per the NEEF Management Committee final report.

An underlying message will be that the Cold Water Release Facility Work Plan was developed with extensive consultation involving a broad range of stakeholders in the region and that a substantial consensus identified the project as the most effective measure to enhance the Nechako Watershed.

Communications Action Plan

Communications activities will address project startup needs. As far as possible the activities will be designed to coordinate with past communi-

cations, and to provide a foundation for the action plan that will be part of the longer-term project communications plan.

1. Develop and approve a communications protocol which establishes roles and responsibilities for key project players and defines how they will communicate. The key players include the Ministry, Alcan, Nechako Enhancement Society, Nechako Watershed Council, Environmental Dynamics Inc and subcontractors. By Sept 13.
2. Establish the key spokesperson(s) for the project. By Sept 13.
3. Establish appropriate processes to receive inquiries from the public or the media and provide timely responses. By Sept 13.
4. Establish appropriate processes to identify issues and an issues management structure to address urgent issues. By Sept 13.
5. Issue a media release to announce the awarding of the project management contract and project startup. Following Sept 13.
6. Receive existing stakeholder lists from project sponsors and establish a process to maintain and update. By Sept 20.
7. Assemble recent public and media communications issued by the project sponsors, Nechako Watershed Council and others. By Sept 20.
8. Provide an update report to each meeting of the Nechako Watershed Council. September 13 and ongoing.
9. Issue regular project update bulletins to key players who have been involved in project development. Publication interval to follow reports to NWC meetings. (Or, option would be to publish on a monthly schedule.) By Sept 30 and ongoing.
10. Establish a project presence on the World Wide Web. By Sept 30.

Evaluation

The working life of the Interim Communications Plan is expected to be brief. By November 2002 it will be superseded by the longer-term project communications plan. Therefore no formal evaluation measures are included in this plan.

However, feedback mechanisms will be built into the communication vehicles to enable recipients to ask questions, and comments will be invited.



3. Communications Protocol for Project Group

Introduction

The Communications Protocol addresses the communication responsibilities of the key project players, the dissemination of project information and project updates among the participants, the process for handling inquiries from outside parties and the development and delivery of responses.

The project structure and reporting lines are established and clear. Therefore the reporting structure, governance and management of the project are not the subject of this protocol nor are technical communications that will take place as part of carrying out the project tasks.

The Key Players

The key players in the Cold Water Release Facility project, to which the communications protocol is relevant, are:

- Province of BC
- Alcan Inc.
- CWRP Project Team
- Nechako Watershed Council

Key Stakeholder Relationships

Each of the key players relates to a broader group of project stakeholders, as follows:

- Province of BC
 - Ministry of Competition, Science and Enterprise
 - Minister Rick Thorpe
 - Deputy Minister, ADM, Directors and Managers
 - MLAs, especially Northern Caucus
 - Other Government Ministries

Alcan, Inc:

- Senior Executives
- Corporate Affairs staff in the region

CWRP Project Team

- Environmental Dynamics Inc, Dave Hamilton, Project Manager
- Denis and Muntener Advertising
- Aspen Communications Ltd
- Other project task managers or sub contractors

- 26 member organizations
Nechako Watershed Council

Objectives of the Communication Protocol

To define the communication roles and responsibilities of the key project players to facilitate cooperative and effective delivery of the project communications.

To ensure clarity and consistency in the development and distribution of project communications among the key players, while providing adequate flexibility to enable effective ongoing communications.

Communications Needs

Specific communication needs include:

- Agreed roles and responsibilities
- Avenues for distribution of project information to the key players and their constituent stakeholders
- Avenues for receiving requests and inquiries from those same key players.
- Common points for public contact and inquiries
- Central point of coordination for responses to all inquiries and comments
- Approval process for communications materials, public information and response to inquiries

Proposed Approach

Platform for Project Communications

1. Future project communications materials will be produced under a common banner representing the project (e.g. Nechako Enhancement Project) and will identify the project sponsors (Province, Alcan, NES) and the Nechako Watershed Council.
2. The NWC will provide a valuable contribution to the development of communication materials by advising communications needs, identifying issues and providing relevant historical information.
3. The designated representatives of the Province and Alcan will provide approval of all communications materials and sign off of responses to inquiries. Copies of communications materials will be provided to NWC prior to release or distribution.

Communications Coordination

1. The Project Communications Team (Rogers and Read et al) will be the coordinating point for processing responses to inquiries etc, although the individual responses may be prepared and/or delivered by others including the Province, Alcan or NWC.

2. It is anticipated that the current communication activities of the Nechako Watershed Council will continue. These currently consist of distribution of media releases and reports to constituents, a program of displays in fall fairs and related events in communities across the project area, and a web site.

3. The Nechako Watershed Council will continue to communicate with constituents and external audiences on topics related to their ongoing operations, initiatives and consultations.

4. As additional project communication materials (newsletters, brochures, annual reports, etc) are produced for the project, these can be used to support the NWC fall fair displays as well as other project communication initiatives (e.g. council presentations, speakers bureau, etc.)

Keeping the Key Players Informed

1. A single contact person will be identified at the Province to distribute communications to CSE Ministry staff, MLAs, and other government ministries, and to be the central point to receive all inquiries from the same parties. This person will also be responsible for briefings for Minister Thorpe as required.

2. A single contact person will be identified at Alcan to serve a similar role of distributing communications through Alcan's organization and receiving all project related inquiries. This person will also be responsible for briefing Alcan senior management as required.

3. The Nechako Watershed Council will also identify a contact person to be responsible for distributing communications to NWC members and for receiving inquiries. However, the Project Communications Team will distribute project communications materials (e.g. Project Newsletters) directly to all the constituent organizations that comprise the NWC, and also accept feedback, input and inquiries from these same organizations and their members.

4. The Project Communications Team will provide all current communications materials to the key contacts identified in 1 through 3 above, as well as to the Project Manager, CWRFF Study Team, Task

Managers and subcontractors and will receive all general inquiries from these organizations.

4. Issues Management Process

Purpose

Proposal

1. An Issues Management Team will be established, consisting of:
 - Province of BC representative: Mark Gillis
 - Alcan representative:
 - Project Manager: Dave Hamilton
 - Communications Team representative: Dave Read

The Issues Management Team will provide strategic direction for response to emerging issues. The team will be the focal point for dealing with issues and will strive to provide timely, effective response. Each representative will be responsible for providing input and approvals on behalf of their respective organization.

2. The Communications Team representative will have overall responsibility for identifying and flagging issues and referring to the Issues Management Team with recommendations. Issues identification and reporting would be aided by all members of the project team, project sponsors (the Province and Alcan), Nechako Watershed Council, and by media monitoring.

3. The Communications Team representative will prepare and deliver or arrange delivery of response to the issue. (Response will vary for any issue and may appropriately be delivered by the Province, Alcan, NWC or the Project Communications Team.)

4. The Project Communications Team will establish a data base to track issues and record the response to each. (Refer to proposed summary attached.)

Proposed Issues Summary (Note: Hypothetical Examples Used)

ISSUE	STAKEHOLDERS	ACTION REQUIRED	STATUS
Project work damaging fish habitat	United Fishers of BC	Mitigation	Controls in place, letter sent 26/802
Vehicle accident involving work crews, public fatality	Media Family of deceased Public	English spokesperson Contact family of deceased	

5. Proposed Project Identity

Overview

The need to focus on key messages is critical to the success of any communications plan but it is also important to understand the value of a strong visual identity for the project and communication vehicles being utilized. In this regard, the delivery can be almost as important as the message.

A strong project name combined with graphic images that subtly convey messages about environmental sensitivity and professional management is recommended. With that in mind the communications team has developed the following identity for the Cold Water Release Facility project. There are two aspects to the proposed identity; the name and the graphic image.

After reviewing a variety of possible titles, it is recommended that the "Nechako Enhancement Project" be officially adopted. This name conveys a very strong message about the core benefit of the project while also tying it directly to the ownership of the initiative by the Nechako Enhancement Society and that it's a product of the recommendations of the Nechako Environmental Enhancement Fund management committee (NEEF)

The name along with the proposed logo will deliver a strong statement about:

Professional

The use of the particular serif font helps convey the concept that this is a modern project that places emphasis on the "Nechako" component, referring to both the river and basin.

Environmentally Sensitive

We have utilized earth-tone colours that will appeal to the eye as well as deliver a softer message that reflects the environmental aspect of the project. The shape of the actual image is also more natural in order to assist in conveying this message.

Flexible Applications

We consistently recommend the use of colour whenever possible but understand the necessity for flexibility and thus have developed a creative concept that will work well in both full colour process and in black and white.

Identity



Sample web site application



Sample newsletter application

7. Media Monitoring 2002-2003 Glossary

ISSUE	STAKEHOLDERS	ACTION REQUIRED	STATUS
March 11, 2003	PG Citizen - News	Nechako makes endangered rivers list	Overview on Outdoor Recreation Council including Nechako on its annual list of the province's most-endangered rivers. Focus on the white sturgeon.
March 10, 2003	CBC Radio North - News	Nechako makes endangered rivers list	Short mention during newscast of Outdoor Recreation Council including Nechako on its annual list of most-endangered rivers.
February 19, 2003	CKPG - "Meisner Editorial"	Alcan's plan for power sales at the expense of community of Kitimat	Editorial suggesting Alcan will be looking to sell more power to BC Hydro and reduce its production which will adversely affect the community of Kitimat.
February 12, 2003	Northern Sentinel - "News Story"	Power Peltion launched	Story on group of residents (Kitimat) launching a petition calling on province to insist Alcan honours its original contractual commitment to the community of Kitimat.
February 12, 2003	Northern Sentinel - "Letter to Editor"	Alcan called on to commit	Letter supporting call to get Alcan to live up to original 1950s agreement.
February 5, 2003	Northern Sentinel - "Letter to Editor"	Tenace Council and MLA urged to back Kitimat	Letter supporting call to get Alcan to live up to original 1950s agreement.
January 29, 2003	Northern Sentinel - "Editorial"	Battle joined	Editorial discussing Kitimat Council's effort to get Alcan to live up to original 1950s agreement.

Media Monitoring 2002-2003 Glossary (cont.)

ISSUE	STAKEHOLDERS	ACTION REQUIRED	STATUS
January 7, 2003	CJCI Radio Prince George - "3pm Newscast"	BC River Forecast Centre	Short story on low snow pack
January 7, 2003	CJCI Radio Prince George - "2pm Newscast"	BC River Forecast Centre	Short story on low snow pack
January 6, 2003	The Report	Alcan at odds with politics over "fair" share.	Lengthy story on "fair share" agreement for the north west region similar to that established in the Peace.
December 24, 2002	Omineca Express (Vanderhoof)	Short-listed for accomplishments	Story on NWC being nominated for two awards by the Fraser Basin Council RE: 2002 Sustainability Awards.
December 18, 2002	Omineca Express (Vanderhoof)	Nechako Watershed Council	Overview on 2002 NWC meetings including meetings in Smithers Nov 22-23.
December 20, 2003	CFK- Radio Terrace	Nechako Reservoir Levels	Story on Klamath Council concern with drawdown on Nechako Reservoir - Response from Colleen Nyce of Alcan.
Dec 4, 2002	Northern Sentinel	Nechako returns Please Alcan Biologist	Positive story on salmon returns quoting Alcan's Dan Boullion.

8. Preliminary Stakeholder Database

Local Government

Mayor Collin Kinsley and Council
City of Prince George
1100 Patricia Blvd, Prince George, BC V2L 3V9
Phone: 250-561-7600 Fax: 250-561-0183

Mayor Len Fox and Council
District of Vanderhoof
PO Box 900, Vanderhoof, BC V0J 3A0
Phone: 250-567-4711 Fax: 250-567-9169

Mayor Bob Thon and Council
Mayor, Village of Fraser Lake
Box 430, Fraser Lake, BC V0J 1S0
Phone: 250-699-62457 Fax: 250-699-6469

Mayor Bernice Magee and Council
Mayor, Village of Burns Lake
Box 570, Burns Lake, BC V0J 1E0
Phone: 250-692-7587 Fax: 250-692-3059

Mayor Sharon Smith and Council
Mayor, District of Houston
PO Box 370, Houston, BC V0J 1Z0
Phone: 250-845-2238 Fax: 250-845-3429

Mayor Jim Davidson and Council
Town of Smithers
Box 879, Smithers, BC V0J 2N0
Phone: 250-847-1600 Fax: 250-847-1601

Mayor Jack Falstra and Council
City of Terrace
3215 Eby Street, Terrace, BC V8G 2X8
Phone: 250-635-6311 Fax: 250-638-4777

Mayor Richard Wozney and Council
District of Kitimat
270 City Centre, Kitimat, BC V8C 2H7
Phone: 250-632-2161 Fax: 250-632-4995

Chair Rosanne Murray and Board,
Regional District of Bulkley-Nechako
Box 820, Burns Lake, BC V0J 1E0
Phone: 250-692-3195 Fax: 250-692-3305

Chair Colin Kinsley and Board,
Regional District of Fraser-Fort George
155 George Street, Prince George, BC V2L 1P8
Phone: 250-960-4400 Fax: 250-563-7520

Chair Harry Nyce and Board,
Regional District of Kitimat-Stikine
300 - 4545 Lazelle Avenue, Terrace, BC V8G 4E1
Phone: 250-615-6100 Fax: 250-635-9222

First Nations

Nadleh Whut'en Band,
Martin Louie, Chief,
Lonnie Hindle, Executive Director,
Box 36,
Fort Fraser, BC, V0J 1N0
Phone: 250-690-7211 Fax: 250-690-7316

Wetsuwet'en First Nation
Maureen Luggi, Chief,
Box 19,
Burns Lake, BC, V0J 1E0
Phone: 250-698-7307 Fax: 250-698-7480
Email: wetsuwetenen@futurenet.bc.ca

Nee Tah! Buhn Band
Ray Morris, Chief,
RR#2, Site 7, Comp 28,
Burns Lake, BC, V0J 1E0
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Skin Tye Band,
Dave Crocker, Chief,
Greg Grayson, Manager,
Campbell Road,
Southbank, BC, V0J 1E0
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COLD WATER
RELEASE FACILITY

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COMMUNICATION
ACTIVITIES
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March 2003

Denis & Munten
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Nechako Watershed Council Affiliates

Henry Klassen, (NWC Chair)
Vanderhoof Chamber of Commerce
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Phone: 250-567-4254 Fax: 250-567-4264

Jerry Petersen, (NWC First Vice Chair)
Regional District of Bulkley Nechako - 'Area F'
PO Box 1081, Vanderhoof, BC V0J 3A0
Phone: 250-567-2357 Fax: same

Carrier Sekani Tribal Council
Mavis Erickson, Tribal Chief,
Harold Prince, Vice Tribal Chief,
200-1460 6th Avenue,
Prince George, BC, V2L 3N2
Phone: 250-562-6279

Kitamaat Village Council, Haisla First Nation,
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Kitamaat Village, BC
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Burns Lake, BC, V0J 1E0
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Saik'uz First Nation,
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COLD WATER
RELEASE FACILITY
COMMUNICATION
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March 2003

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Regional District of Bulkley Nechako
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