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INTEGRATED WASTE MANAGEMENT MASTER PLAN UPDATE AND COMMUNITY ENGAGEMENT AND COMMUNICATIONS PLAN

The Environmental Services Committee recommends the adoption of the recommendation contained in the following report dated June 1, 2011, from the Commissioner of Environmental Services and the Commissioner of Planning and Development Services.

1. RECOMMENDATION

It is recommended that:

1. The Regional Clerk circulate this report to the Clerks of the local municipalities.

2. PURPOSE

This report updates Council on the Integrated Waste Management Master Plan Study, including presentation of the Community Engagement and Communications Plan, which was developed in collaboration with all nine municipalities and supports the consultation component of this project.

3. BACKGROUND

The Integrated Waste Management Master Plan will establish a strategic direction and planning framework for waste management in the Region over the next 25 years. The vision is for a comprehensive program that goes beyond traditional long-term strategies by presenting leading edge, integrated waste management solutions that meet the needs of the Region and the local municipalities. Solutions must meet sustainability principles that balance environmental, economic and social factors, be flexible enough to adapt to the rapidly changing environment and secure York Region's leadership role in waste management. Together, regional and local municipal staff have worked collaboratively to develop the terms of reference for the plan.

The Master Plan will:

- Provide an opportunity for the Region and the local municipalities to formally identify, assess and document a clear picture of roles and responsibilities, expertise and efficiencies
- Assist the Region in preparing for Extended Producer Responsibility
- Identify the Region's continued role in providing excellent waste management services to our residents

- Develop a plan and schedule to meet the Region's commitments outlined in the Sustainability Strategy, Regional Official Plan and Strategic Administrative Plan
- Enable proactive investing in infrastructure, services and systems
- Enable the Region to meet the requirements set out in the provincial planning documents
- Ensure citizen involvement and a transparent decision making approach to waste management

Recommendations from the Master Plan will:

- Be evaluated based on a single taxpayer principle
- Recognize partnerships with the local municipalities
- Introduce changes to the program in a coordinated manner, with effective and timely communications

The Master Planning process consists of the following 4 phases:

PHASE 1: Project Initiation (March 2011 – May 2011)

Tasks completed to date include:

- Project Kick-off meeting
- Bi-weekly meetings with the Progress Team to organize the project
- Inaugural Project Team meeting (which included Local Municipal representatives) to discuss mandate, project overview, schedule and the Community Engagement and Communications Plan
- Steering Committee meeting discussed Community Engagement and Communications Plan
- Dedicated website, email, twitter address and telephone extension have been established

PHASE 2: Where We Are (May 2011 – September 2011)

Tasks currently in progress include:

- Development of comprehensive baseline
- Review of GTA, Provincial and Federal policies and programs
- Conducting comprehensive best practices review

PHASE 3: Where We Want to Go (September 2011 – February 2012)

- Development of a decision matrix with a process/priority setting framework
- Vision and goal setting
- Projections development
- Identification of opportunities for innovative program delivery and funding models, including those identified in best practices review, public and stakeholder consultation and Council input

PHASE 4: How We Are Going to Get There (February 2012 – December 2012)

- Recommendation of a Waste Management Strategic Plan
- Development of an implementation plan
- Identification of strategies for adapting to, and influencing legislative changes
- Development of a communication, public education and engagement strategy
- Development of targets and performance measures

The following is a high level summary of key project components and anticipated project milestones:

Figure 1
Integrated Waste Management Master Plan Components and Timelines

Task	2011				2012			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
"Where We Are"								
Baseline Review								
GTA, Provincial and Federal Policy Review								
Best Practices Review								
"Where We Want To Go"								
Develop Decision Making Framework								
Vision and Goal Setting								
Develop Long-term Projections								
Innovative Program Delivery Options								
"How We Are Going To Get There"								
Develop Waste Management Strategic Plan								
Prepare Implementation Plan								
Strategies for Adapting to Legislative Changes								
Advocacy Strategy, Framework and Objectives								
Long-term Communication, Public Education and Engagement Strategy								
Targets and Performance Measures								
Present Final Plan to Committee and Council								

4. ANALYSIS AND OPTIONS

Input from the community will influence and inform Master Plan

The Community Engagement and Communication Plan outlines proposed engagement and outreach approaches to be used to develop the Integrated Waste Management Master Plan and to begin communicating the key message of waste reduction and reuse within York Region. The approaches outlined in this plan utilize community-based social

marketing principles to effectively engage the community and encourage long term behavioural change. The Community Engagement and Communication Plan is a living document that may change in response to feedback and needs as the project evolves. (*see Attachment 1*)

Primary objectives of Community Engagement are to:

- Engage people in a collaborative process to gain input into developing the Master Plan
- Define a vision for the future waste management system
- Evaluate waste related behaviours for developing the Long-term Communication, Public Education and Engagement Strategy

Secondary objectives include:

- Building awareness about waste reduction and reuse
- Sharing sustainable community actions and mobilizing the community to begin thinking and acting to reduce the amount of waste they create

The effectiveness of the community engagement process will be tested and evaluated repeatedly throughout the planning process and adjusted as needed. All components of the community engagement and outreach process will be fully documented.

Wide range of engagement mechanisms will result in a master plan where expectations of all residents and stakeholders have been considered

Overall, the Community Engagement and Communications Plan includes mechanisms to engage:

- Regional and local municipal Councils and staff
- A wide range of stakeholders, including representatives from other levels of government (Ontario Ministry of the Environment), conservation authorities, industry representatives, private sector organizations and non-governmental organizations
- The general public, through a public advisory committee, a “places and spaces” approach where Regional representatives go to where the people are (such as festivals and fairs, malls, arenas), community forums and a citizen panel.

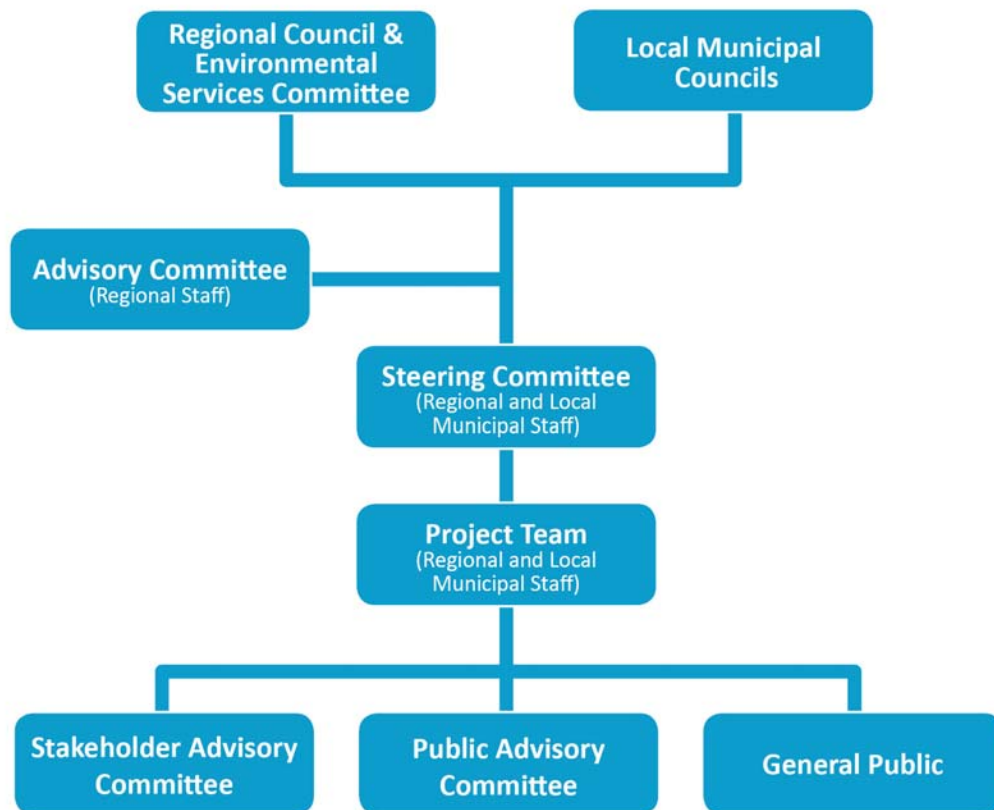
Input will be sought from all members of the general public. Attention will be placed on ensuring broad representation including participation from diverse cultural groups, youth, seniors and First Nations.

Local Municipalities are partners in development of Master Plan

Key audiences and organizational structure for the development of the Integrated Waste Management Master Plan are shown in Figure 2:

Local municipal representatives will play an integral role on the Steering Committee and the Project Team.

Figure 2
Organizational Structure for Development of the Master Plan



Community engagement activities leverage a variety of communication channels

Community engagement activities will occur in three stages. The first stage will occur between May and September 2011. The engagement plan includes a wide range of options in order to attract as many residents and stakeholders as possible. They are summarized in Figure 3 below:

Figure 3
Community Engagement Activities, By Stage



Stage 1 will focus on building awareness and idea generation (May 2011 – September 2011)

The key element of this stage will begin to build awareness about the planning process and how much waste is being generated. This stage is intended to initiate discussion about how much waste is produced, to generate ideas for waste reduction and reuse and to enhance recycling and recovery.

Stage 2 will result in the development of long-term vision (September 2011 – February 2012)

The second stage of engagement will result in a 25 year vision for the waste management program. The key element of this stage will be to seek community input on the direction they believe York Region should be taking and identify priorities. At all points throughout this stage, residents will be asked to share actions they are taking to reduce and reuse, to spur discussion around waste reduction and reuse over other waste

management options. Verbal, written, and public commitments will be sought and momentum will be built for the Plan.

Stage 3 will conclude with the development of the final strategy and implementation plan (February 2012 – December 2012)

The final stage of engagement will seek input into key strategies, actions and measures pertaining to each one of the recommendations. It will also seek input into behavioural change strategies as part of the Long-Term Communication, Public Education and Engagement Strategy.

Community engagement to occur throughout development of the plan

Figure 4 identifies where each element of the engagement program fits in with the overall project schedule:

**Figure 4
Community Engagement Components and Schedule**

	2011				2012			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	INITIATION	WHERE WE ARE	WHERE WE WANT TO GO	HOW ARE WE GOING TO GET THERE				
Team/Committee Meetings								
Project Team Meetings								
Stakeholder Advisory Committee Meetings								
Public Advisory Committee Meetings								
Steering Committee Meetings								
Council & Staff Engagement								
Regional Staff Workshops								
Education Session with Regional Council								
Local Municipal Council Updates								
Places & Spaces Conversations								
Community Events and Public Locations								
Community Forums								
Idea Generating Workshops								
Neighbourhood Visioning Sessions								
Public Forums								
Focus Groups								
Citizen Panel Surveys								
Random Panel of 500 York Region Residents								
Waste Reduction Contests								
Video Contest								
Updates								
Project Updates								
Online Engagement/Communication								
Project Website								
Online and Interactive Resources								

Variety of communication tools will be used to stimulate interest

The communication tools that have been chosen are intended to encourage and make it easy for stakeholders and the public to get involved with the project and facilitate two-way communication. Some examples include:

- A project identifier, shown in Figure 5, will be used to create familiarity with the project. This identifier will continue as part of the branding of the waste unit following completion of this project. The York Region logo will always be used in conjunction with the project identifier.

Figure 5
Waste Management Master Plan Project Identifier



- A Citizen Panel will be formed, consisting of approximately 500 demographically representative citizens. This panel will be used to assess public preferences and opinions on 3 occasions throughout the project
- A project website will be created and social media (Twitter) will be used
- Local newspapers, radio stations and television stations will also be used to advertise contests and opportunities to get involved
- The general public will be asked to fill out commitment cards during the visioning phase to get input on the plan and seek commitments to reduce the amount of waste produced
- A video contest that involves creating an innovative video that focuses on waste reduction will be held to engage the community in an interesting and interactive way

Phase 2 of project will include comprehensive baseline review, review of GTA, Provincial and Federal policies and programs and best practices review

Phase 2 of the project will take place between May and September 2011. During this phase there will be a full review of waste management policies and programs in York Region, both at the Regional and local municipal level.

Phase 2 will also include a review of waste management policies, practices and by-laws of other Regional municipalities in the GTA and Provincial and Federal policies and regulations that impact waste management.

Best practices research will identify proven 4 R's initiatives, benchmarks, policies, programs and practices applied in the GTA, provincially, nationally, within North America and internationally.

A report summarizing the findings of phase 2 will be generated and it will include risks, constraints, opportunities and gaps. For the Best Practices Review, we will also develop a cost-benefit analysis that considers financial, social and environmental impacts.

5. FINANCIAL IMPLICATIONS

The approved 2011 budget includes funding for this work plan. Financial impacts resulting from this Master Plan will be brought forward in a future budget.

6. LOCAL MUNICIPAL IMPACT

Success of York Region's waste management programs, including ranking number one in Waste Diversion Ontario's Large Urban grouping over the past three years, is a direct result of collaboration with the local municipalities and a highly engaged public.

Throughout the Master Planning process, local municipal representatives will be engaged in the development of the plan including:

- Representation on the Steering Committee - The Steering Committee consists of senior York Region staff, representing Environmental Services and Planning and Development Services and senior staff representing area municipalities. The primary function of the Steering Committee is to provide high level direction to guide the development of the Plan.
- Representation on the Project Team - The Project Team is made up of staff from Environmental Services and Planning and Development Services, as well as representatives from each of the local municipalities. The Project Team will provide expertise and input to overall Plan development. To date, local municipal staff have met 7 times to provide input, as well as several other communications over email and briefings at other meetings.
- Presentations to local municipal Councils are slated to occur early in 2012, as the Master Plan proceeds through the Vision and Goal Setting stage.

Full collaboration and involvement of local municipal staff in developing the Integrated Waste Management Master Plan will ensure that the Master Plan is comprehensive and has the full understanding and input of local issues and perspectives on waste management, with the ultimate goal of providing a seamless service to our residents.

7. CONCLUSION

Community Engagement is key to ensure the Waste Management Master Plan is representative of all stakeholders and residents

By employing a variety of methods and providing varied options for getting involved, it is anticipated that this plan will receive input from the full range of residents in York Region.

The community will be encouraged to get involved in development of the Master Plan, including defining a vision for the future waste management system and development of strategies for waste reduction, which is a focus of the study.

The end result will be an Integrated Waste Management Master Plan that will establish a planning framework and strategic direction for waste management within the Region for the next 25 years. Development of this plan will be coordinated closely with Vision 2051 to ensure consistency.

For more information on this report, please contact Laura McDowell, Director of Environmental Promotion and Protection at (905) 830-4444 Ext. 5077 or Loy Cheah, Director of Infrastructure Planning at Ext. 5024.

The Senior Management Group has reviewed this report.

(The attachment referred to in this clause is attached to this report.)

SM4RT LIVING

YORK REGION'S INTEGRATED WASTE MANAGEMENT MASTER PLAN



June 1, 2011

Community Engagement and
Communications Plan



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1.0 Introduction

1.1 Overview

Together with our local municipal partners, The Regional Municipality of York is developing an Integrated Waste Management Master Plan (IWMMP) – also known as the SM4RT LIVING Plan – that will establish a planning framework and strategic direction for waste management within York Region for the next 25 years. The plan will allow York Region to maintain its position as a waste management leader, by focusing on and driving waste prevention and reuse, while maximizing recycling, composting, and energy recovery. The plan has the opportunity to expand this leadership position as it demonstrates how reframing of waste management can be a vital vehicle for shifting minds, beliefs and values, thereby opening the door to significant innovation. An integral component to successfully and collaboratively developing this plan, from initial idea generation through to development of the vision and recommendations is the engagement of the public and stakeholders throughout the Region.

Input and feedback from the public, stakeholder groups, youth, seniors, business, industry, community groups, and government agencies is required to ensure that the plan is supported by those who either have responsibility to implement the plan or will be affected by it. Our proposed approach to community engagement and outreach is multi-tiered and informs and engages a Stakeholder Advisory Committee (SAC), Public Advisory Committee (PAC), York Region and local municipal councils and the community at large through a range of forums and activities designed to empower, motivate and engage as many stakeholders as possible in the planning process.

Inherent in this public engagement is the need to create a context for waste management that elevates the conversation beyond garbage. We will seek fresh and innovative solutions to a collision of forces such as population growth, climate change, ecological decline and a fundamental energy and economic transition. The transformation of the social context of waste will position waste management as a driver of a realm of innovation – social, technological, environmental and economic. New solutions to chronic issues will emerge – as we shift the dialogue from garbage to SM4RT Living in the 21st Century.

York Region's IWMMP will be influenced and informed by discussions with the community, hence this Community Engagement and Communication Plan is a living document that will develop as the project evolves and will be updated to reflect these changes. This plan outlines the proposed engagement and outreach approaches to be used to develop the IWMMP and to start the discussion related to waste prevention and reuse within York Region.

Overall, the Engagement and Communications Plan includes a broad scope of stakeholder engagement. (see Figure 1)

Figure 1 – Stakeholder Engagement Methods

Stakeholder Advisory Committee & Public Advisory Committee Meetings	Places & Spaces	Community Forums - Idea Generating Workshops - Visioning Sessions - Public Forums - Focus Groups	Group-Specific Engagement - Cultural Groups - Youths - Seniors - Aboriginal Communities	Citizen Panel
Regional Council & Staff Workshops	Local Municipal Council Update	Online Interactive Resources	Community Commitment	Contests & Creative Messaging

1.2 Goals and Objectives

Every community has its own unique ways of communicating. Every community also has the capacity to contribute to this vital plan in significant ways. This opens the door for social innovation that calls a new public into existence through a series of triggers, inspirations, and blending of ideas from multiple sources. By taking this approach, York Region will be able to tackle the deeper issues of the mindset shift and value set of our modern society. Recognizing this, a York Region specific, Community Engagement Plan has been developed to support the achievement of the following three goals:

First, members of the public will be engaged in a collaborative process to develop the IWMMP. Community engagement will be informative and educational. Throughout the process, the Region will be responsive and respectful to all questions and ideas. This Community Engagement and Communication Plan has been designed to engage the community early and often and to create an ongoing discussion.

Second, the Project Team will employ community engagement as a means of providing the opportunity for community members to uncover, educate, innovate and inspire the greater community to think and act in a sustainable manner which will lay the foundation for developing social norms around sustainable lifestyles. Social Innovation and Community-Based Social Marketing (CBSM) principles will be integrated into the planning process in order to foster a shift of belief systems and sustainable behaviour in parallel with obtaining input into the Plan to normalize sustainable actions.

Community Engagement Goals

1. Engage people in a collaborative process to develop the plan.
2. Provide the opportunity for community members to uncover, educate, innovate and inspire us all to think and act in a sustainable way.
3. Tap into local networks to ensure the community takes pride in defining and implementing a more sustainable future.

Third, to tap into the local networks, groups and events to ensure the community helps to create the IWMMP and takes pride in defining and implementing a more sustainable community future.

With the above goals in mind, the objectives of this Community Engagement and Communications Plan are to:

- Gain input into the development of the IWMMP
- Define a vision for the future SM4RT Living and waste management system
- Evaluate waste and lifestyle related innovations and concepts for development of the long-term communication, public education and community engagement strategy
- Build awareness about how waste prevention and reuse can lead the way to a new way of living, in the 21st Century
- Innovate and share sustainable community actions and mobilize the community to begin thinking and acting in ways that utilize the reduction of waste as the seeds of a fundamental social, cultural, environmental and economic shift

1.3 Guiding Principles

The IWMMP is a large, complex and multi-faceted project. As such, in order to guide the communications component of the plan through a broad range of engagement and consultation initiatives, a series of guiding principles have been developed. These guiding principles will form the foundation from which all engagement activities will be based. The guiding principles will centre on the principles of sustainability and transparency, and include the following:

- Honour and trust that the community holds the solutions to complex waste related issues
- Recognize that the community is satiated with environmental and sustainability messaging and is looking for fresh, enticing and intriguing approaches to future planning
- Use of plain language and graphic displays to communicate messages
- Ensuring information about the IWMMP is easily accessible through the use of a project specific website
- Providing timely updates to ensure the community is made aware of upcoming events and progress made in developing and finalizing the plan
- Demonstrating that decision making is open, inclusive, and traceable
- Engage people where people already are and attend local events throughout York Region
- Highlight the impact and importance of the community input received in the final IWMMP

1.4 Community-Based Social Innovation

The complexity of the issues related to waste management as we project 40 years into the future requires that the Region go beyond a social marketing approach to a social innovation methodology and framework. This framework can tackle the fundamental belief, ideological and behavioural change that is a vital necessity for a healthy future for all. We must provide fresh lenses through which to unleash untapped potential in the people and the places of York Region.

As we reposition and reframe waste as a vehicle of fundamental change, there are key opportunities to:

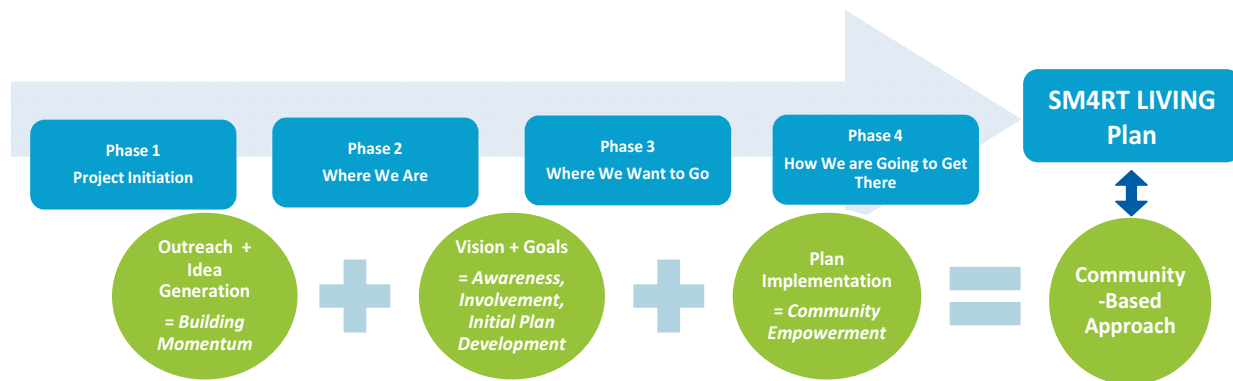
- change the myths regarding waste

- involve the community in uncovering the new narrative concerning waste and generating innovative ideas
- transform the social context – street level innovations and engagement
- develop a powerful brand that tells a new story for waste
- develop a framework for a multi-year process of social innovation

1.5 The Planning Process

Community engagement activities are closely linked to the four phases of the IWMMMP collaborative planning framework (Figure 2). Community engagement activities are grouped into three stages that correspond to the major phases of the planning process where input is required (Figure 2).

Figure 2 – Collaborative Planning Framework for the York Region IWMMMP



The creation of the Community Engagement and Communication Plan is part of Phase 1, Project Initiation. Phase 2 will assess the baseline data and identify potential best practices to be considered in the long-term plan. Phase 3 will establish vision and goals by the community and for the community based on gaps between the current baseline system of today and the best practices identified for the future. This phase will lead to the creation of a vision statement, which will guide development of the IWMMMP (Phase 4).

1.6 Key Audiences

Every person within York Region is a part of at least one of the target audiences from which input will be sought and the project key messages will be directed. To ensure that the Community Engagement and Communication Plan is well grounded and effective, the Master Planning Team will conduct a Stakeholder Scan to develop a comprehensive contact list. This list will build upon community members and stakeholders identified during previous and ongoing York Region projects (e.g. Vision 2051 initiative) (see Appendix A).

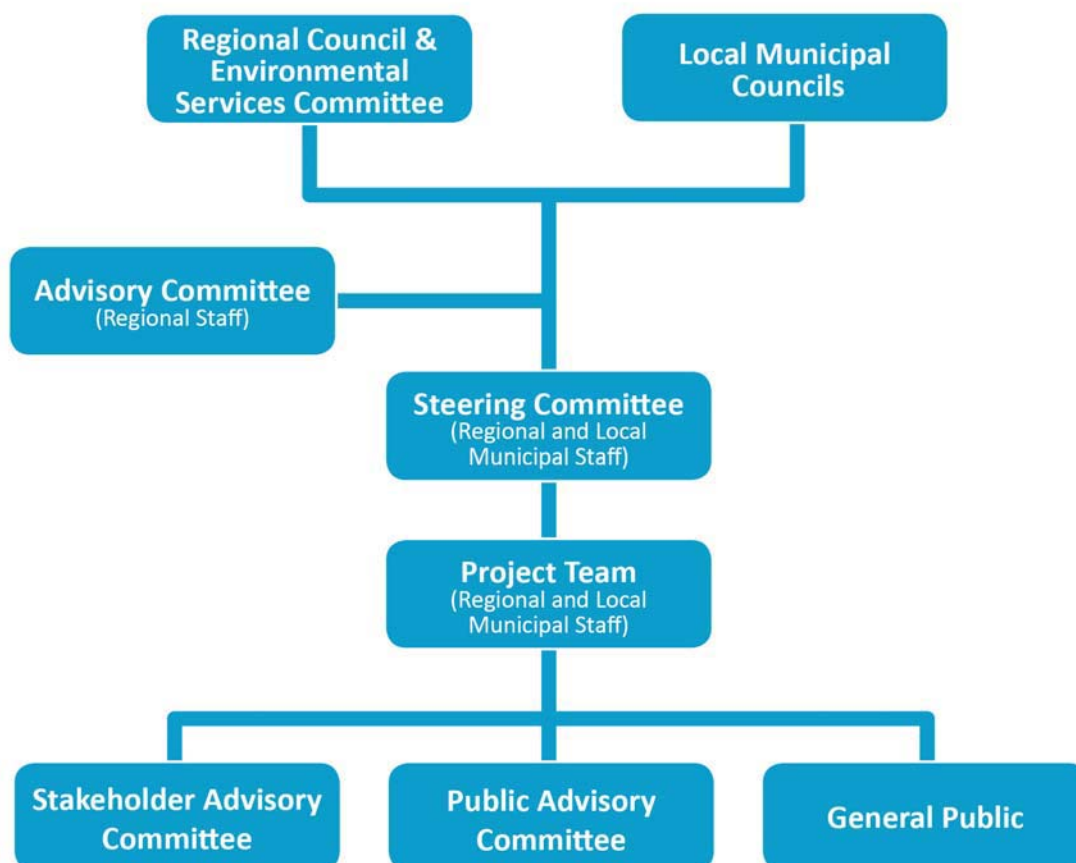
The Master Planning Team will maintain and update the contact list over the course of the project. The Master Planning Team will also ensure that all stakeholders are notified of the project launch and given the option to actively participate in the process (i.e. through advisory groups, community forums, etc.).

It is anticipated that the key audiences for the IWMMP development will fall into three distinct categories:

- **Primary audiences** - those who have specific interest in the IWMMP plan development, who will participate on committees and/or the citizen panel, and will receive targeted information (via mail, email, phone and targeted meetings) at various stages of the project.
- **Secondary audiences** - those with a general interest in the IWMMP plan development, and who will be encouraged to provide input and obtain general information from the project website, social media, and public forums and activities.
- **Tertiary audiences** – those that may not have a direct interest in the IWMMP plan development but who will be informed and from whom input will be sought – primarily through places and spaces conversations.

To ensure that the planning process reaches and engages the greatest portion of the community, the process is guided by an organizational framework that includes key audiences, as demonstrated in Figure 3. It is important to note that each target audience can be reached best with different communication and engagement approaches, and as such, communication efforts will be uniquely tailored for each audience in York Region.

Figure 3 – Key Audiences and Organizational Structure for the Development of the York Region IWMMP



The following provides an overview of each of the key audiences to be engaged:

Advisory Committee

The Advisory Committee is made up of senior management staff from other York Region departments and will be consulted by the Steering Committee on an as-needed basis.

Steering Committee

The Steering Committee consists of senior York Region staff, representing the Environmental Services and Planning and Development departments, and senior staff representing the local municipalities. The primary function of the Steering Committee is to provide high level direction to guide the development of the plan by being consulted at key points during the plan development.

Project Team

The Project Team is made up of staff from Environmental Services and Planning and Development, as well as representatives from each of the nine local municipalities. The Project Team will provide expertise and input to the overall plan development.

Stakeholder Advisory Committee

The Stakeholder Advisory Committee (SAC) will consist of representatives from government departments and agencies, educational institutions, non-governmental organizations (NGO's), interested industries/professional associations, and other businesses who will provide comments, questions and input as the study progresses.

Public Advisory Committee

A Public Advisory Committee (PAC) will be formed to gain input from a cross section of York Region community/public representatives, including a broad demographic representation. Committee members will be required to apply to the position. The focus of the PAC will be as a two-way communication link between the Master Planning Team and the community.

General Public

The general public includes all residents of York Region. York Region is a culturally diverse region and efforts will be made to engage residents from all cultural groups across the nine municipalities. Other special target audiences will include youth and seniors. Engagement with each group involves unique challenges and opportunities that are explained further in Section 3.6.

Local Municipal Councils

York Region consists of nine local municipalities that will be updated on the development of the Plan at key points throughout the process. The nine local municipalities are:

- Town of Aurora
- Town of East Gwillimbury
- Town of Georgina
- Township of King
- Town of Markham
- Town of Newmarket
- Town of Richmond Hill
- City of Vaughan
- Town of Whitchurch-Stouffville

Local Municipal Staff

Municipal staff are represented on the Steering Committee and the Project Team. Additional staff will be identified throughout the project and will be engaged through meetings and workshops.

York Region Staff

York Region staff are represented on the Advisory Committee, Steering Committee and the Project Team, as well as engaged in staff workshops.

2.0 Communication Strategies

A key component of a successful collaborative planning approach includes the integration of diverse communication activities to ensure information, updates, and key messages reach the greatest number of individuals. Various communication techniques and approaches such as advertisements, the project website, social media, etc. will be used to disseminate messages regarding development of the plan to the community, stakeholders, and committee participants. The Master Planning Team will ensure that project communications are timely, regular/ongoing, informative, and engaging to ensure they will act as a way to build awareness of the IWMMP planning process and educate the public on the importance of waste prevention and reuse.

2.1 Project Identity

A consistent and meaningful identity for the plan is important to ensure the Plan is recognizable, easy to identify, and familiar to members of the public. The concept of waste prevention and reduction will be integrated consistently throughout the planning process. The project identity – SM4RT LIVING – focuses on reducing the amount of waste we create in the future. The objective is to create a discussion around how much waste we generate now and how to reduce that amount in the future. This message will be integrated into each component in the development of the plan.



Since the term “Integrated Waste Management Master Plan” is unlikely to resonate with the community, SM4RT LIVING will be used as a simpler and easier to understand plan name. Throughout the development and implementation of the IWMMP, SM4RT LIVING will be used on all plan related documents and outreach materials (e.g. website design, communication materials, commitment cards, advertisements, posters, etc.) to ensure a consistent ‘brand’ is maintained.

This project identifier incorporates the 4R’s hierarchy and communicates the message of personal responsibility. This identifier can be used to focus and target communication at a specific topic such as reducing, reusing, recycling or recovery. It has longevity and could last well beyond the end of this project.

2.2 Project Contact List

As the project progresses, a master contact list of interested parties will be developed. The contact information will be used to distribute project updates, news bulletins and invitations to community events. At every community engagement event such as public forums, Places and Spaces, etc., individuals will be asked if they want to add their names to the project contact list.

The Project Contact List will be maintained by the Master Planning Team and all personal contact information will be kept confidential and stored on secured servers.

2.3 Community-Based Social Innovation

Community Based Social Innovation principles will be integrated into all community engagement and communications strategies for the development of the York Region IWMMP. Through the use of community based social marketing, it is anticipated that as the project progresses waste prevention and reduction behaviours and actions start becoming the social norm in York Region.

Community based social marketing mechanisms that may be employed include such items as written commitment cards, video commitments and public commitments.

2.4 Project Website

A project website (www.SM4RTLIVING.ca) will be developed to provide information about the project and receive input from the public throughout the project. The website will provide project related information, background materials and documents. It will also function as a resource by providing community engagement information and opportunities for the public to provide direct input into the plan through the website. The social media platforms will be linked to the project website.

The Project website is designed to achieve the following objectives:

- To make project information easily accessible for the public (e.g. project schedule, key reports, meeting minutes, frequently asked questions, etc.)
- To provide timely project updates and news pertaining to the completion of the SM4RT LIVING plan
- To outline ways members of the public can become involved in the development of the plan and provide input
- To use interactive forms of communication that act as a vehicle for generating excitement about the project and a way of fostering ownership for the final plan (e.g. hosting project videos, pictures, and contests)
- To provide links to other York Region waste management initiatives and projects
- To harness the power of social media platforms and online engagement tools to create a 'buzz' about SM4RT LIVING

The website is being developed and will be maintained for the duration of the project by the Master Planning Team. Content to be uploaded to the website will be subject to approval by York Region staff prior to it going live.

2.5 Social Media

Social media will be used as a mechanism to communicate the project and disseminate information about the project to a broader audience. The target audience for social media may not be people who use traditional information sources or merely prefer this emerging communication medium. The social media components make available an alternative source for providing project information and to seek input into the plan. Reference to the various social media components will be made on all project communications to create awareness and encourage active use and participation.

2.5.1 Social Media Strategy

Social media offers York Region the opportunity to enhance and support its community engagement objectives, promote the project messaging, generate awareness of York Region's activities and services and increase exposure among new audiences within York Region. There is also a substantial opportunity to create supportive and collaborative online communities, where York Region can build valuable relationships with organizations and members of the general public.

Providing messages in multiple formats increases accessibility, reinforces messages and gives people different ways to interact with content based on their level of engagement and access to media. Specifically, the social media strategy objectives for the IWMMP are to:

- Communicate and raise awareness with target audiences and audiences that may be hard to reach through other communication channels;
- Provide information about the IWMMP and information about waste management in an engaging and alternative way to traditional media outlets;
- Promote the IWMMP and York Region's ongoing waste management initiatives by raising general awareness throughout the community;
- Use innovative and low-cost tools to support more traditional communication approaches;
- Build relationships and engage in dialogue with the community; and,
- Host contests and creative videos online.

All required York Region corporate and legal requirements will be incorporated into the project's social media strategy. All social media will be conducted/completed according to the York Region *Use of Social Media Guidelines* and *Draft Social Media and Collaboration Policy* (available in Appendix C).

2.5.2 Social Media Platforms

Twitter

A project specific Twitter account will be established for the project to push information to followers interested in sustainable waste management (e.g. project updates, alerts and news) and to act as a tool for 'listening' to what the public has to say about waste management in York Region.

The use of Twitter will be in accordance with the corporate standards and protocols for use of social media. The launch of Twitter for this project will follow the Regional launch of Twitter which is scheduled for the end June 2011.

Twitter offers a unique opportunity to promote York Region's waste management brand, encourage traffic to the project website and diversify online audiences. It will also be used as a alternate method for obtaining input and feedback from members of the public. In addition, we will be able to gauge overall interest in the project Twitter account.

The content for the Twitter account will be supportive of both the project and social media objectives listed in the preceding pages. It will also provide general information on waste management that is relevant to the Twitter community. This includes posting information on new innovations in the waste

industry and successes and innovative solutions being used elsewhere. All the content that is posted on the project Twitter account will also be cross posted on the project website.

The Twitter account will initially aim to build a community of 100 followers within the first month. To encourage awareness of the project twitter account, the Master Planning Team will follow waste management, sustainability, and York Region specific Twitter accounts. The Master Planning Team will also follow people who follow the project Twitter account. Each month, the Master Planning Team will evaluate the level of participation and interest from the community and establish monthly targets for obtaining additional followers. Given the experiences of other communities in using these forms of communications, it is expected the followship for Twitter to exceed 1000 followers.

Principles for administering the Twitter account and building a following include:

- Follow as many people from York Region, as well as anyone interested in waste management and sustainability issues, or other communities that are doing waste planning (e.g. Metro Vancouver)
- As people follow, follow them back
- 'Retweet' information that is worth sharing
- Use the Twitter account to drive traffic to the project website
- Check @Replies and #hashtags regularly
- Use relevant #hashtags on all tweets
- Use the project #hashtags on all tweets directly related to the project

Twitter account name: @YorkSM4RTLIVING

Videos

Videos can be an engaging and creative way to get individuals involved in a project and are a good mechanism for sharing information using a 'peer-to-peer' method that will encourage participants to take ownership of the plan. An online media page will be created on the project website that will store video commitments and images from community engagement events (e.g. places and spaces events, community forums, and from PAC and SAC members) that demonstrate public support for the project.

In the final phase of the project, a professional video highlighting the IWMMP journey will be created.

The Master Planning Team and York Region staff attending community engagement events will be responsible for taking video clips of residents. The Master Planning Team will manage video editing, posting and storage of video clips with approval by York Region.

Quick Response Codes

Quick Response or "QR" Codes are two-dimensional bar codes that store web addresses or other information. Using a smart phone's built-in camera and a free application, people can scan QR codes and be directed to a website, for example. For the purposes of this project, QR codes will be printed on posters and advertisements, as well as on the commitment cards to drive people to the project website in a unique and interesting way. These QR codes will automatically direct users to the project website where they can participate in an online contest for a chance to win a prize.

Key motivations for using QR Codes include:

- QR Codes make it simple for people to find the website
- Mobile apps are a growing trend in social media
- QR codes are “interesting” and likely to be shared peer-to-peer because of their novelty
- QR codes are innovative tool to engage and educate social media users

2.5.3 Metrics and Evaluation

Evaluation of social media strategies will provide valuable feedback to York Region about the levels of success, who the key audiences are, and how they are using the tools. The amount of followers will be assessed on a monthly basis. Based on experience and interest, the social media strategy will be continually reassessed to determine how to continue building ‘followership’. Evaluation will help to ensure that the various components of the strategy continue to address the objectives they were created to meet and that there is a strong business case for their use.

Quantitative Evaluation

Often called ‘metrics’, quantitative evaluation is a way to report usage, monitor trends, and gauge overall success. [Google Analytics](#) will be used to monitor and analyze website traffic data and [Hootsuite](#) will be used for social media traffic data. The Master Planning Team will use these tools to monitor:

- Overall page views, page visits, time spent and inbound links
- How often a post is reposted/‘retweeted’ or a link is published
- Count of Twitter followers and number of comments

Quantitative evaluation can be collected, analyzed and documented as regularly as needed. This will be conducted by the designated individual from the Master Planning Team responsible for posting and responding on all social media initiatives. In the longer term, the Master Planning Team will investigate the need to conduct additional web-based surveys or other targeted research of users to determine user satisfaction.

Qualitative Evaluation

Beyond metrics, social media efforts will also be evaluated qualitatively, by measuring things like the general use of information, level of engagement, participation with content and any noticeable increase in awareness. Qualitative measurement will include the following tasks:

- Creating a basic structure/model for evaluation such as comparing inputs, activities/resources, outputs, and outcomes
- Monitor trends and discussions daily
- Look at the general characteristics, to the degree possible, of Twitter followers in order to provide an indication of who is engaging with a particular message, tool or campaign
- Ask the audience what they think? An engaged audience will be quick to offer feedback (positive and negative). They are often inclined to offer suggestions on ways to improve in order to better meet their needs
- Use of the Project Team, PAC and SAC to assess effectiveness of message distribution

2.6 Local Media Sources

The local newspapers, radio stations and television stations will be used to advertise and promote the development of the Plan at key points throughout the project. Project advertisements will be informative and encourage people to participate on committees, attend workshops, come to community events and visit the project website and social media platforms. The information included in the postings will also be available on the project website and distributed through social media and email blasts to the project contact list.

The key components that will be advertised are outlined below. All communications will be designed to speak to regular people that may not typically be interested in a waste management master planning process.

2.6.1 Local Newspapers

Project Launch Notice

A project launch notice will be published in local newspapers. The purpose will be to:

- Let the public know the project is starting and its objectives
- Describe the planning process and what is entailed
- Advise the public to look for future project updates regarding public information forums, the Citizen Panel, website postings, etc.
- Highlight social media options
- Invite the public to join the project contact list
- Advise of and invite interested members of the public to submit an application to join the Public Advisory Committee

Public Forums

Advertisements will be placed in the local newspapers for all public forums that will be occurring. For forums that take place in specific municipalities, only those local municipal newspapers will be utilized.

Notice of Plan Completion

Upon completion of the plan a notice will be published in all local newspapers indicating the plan is complete and moving into implementation.

2.6.2 Local Radio and Television

The local radio stations (JEWEL 88.5, 104.5 CHUM FM), and A-Channel television will be used to advertise at key points during the development of the plan and will be encouraged to report on the project and community events.

The winning video from the video contest will be provided to the local television station for air-time play.

2.7 Project Communication Materials

A number of communication materials with specific information about the project will be produced, including, but not limited to:

- FAQ's: Answers to frequently asked questions
- Commitment cards: Cards printed on seed paper used to seek input into the Plan, seek commitments, and public display to build social norms (described in more detail above), and then planted at a public/media event
- Display booth: To be set up for Places and Spaces conversations at community events;
- Media releases
- Project Highlights, by phase for Council
- Council reports
- Briefing notes

2.8 Comment Management and Issue Tracking

A representative of the Master Planning Team will act as the "one-window" source for all public and stakeholder inquiries. Stakeholders will be encouraged to direct their questions, comments and complaints through the designated project website, email address (SM4RTLIVING@york.ca) and phone number (1-877- 267-7794 ext. 223). All responses related to the IWMMP will be managed by the Master Planning Team; other issues related to waste management in York Region, beyond the scope of the project will be forwarded to York Region staff.

To ensure a consistent level of service, a customer service plan has been created in accordance with Regional customer service standards, that set standards of practice for all consultation and interactions with stakeholders.

To ensure that these customer service standards are adhered to, a one-window protocol has been developed for responding to and documenting inquiries from the public and stakeholders. To support this protocol, the Master Planning Team will be the one-window source for all public, stakeholder and agency inquiries. This approach provides members of the public and various stakeholders with multiple methods for contributing their comments or questions about the project.

3.0 Community Engagement and Outreach Strategies

Throughout the project, members of the community will be involved in the development of the Plan as well as participating through a number of specific engagement activities. Each of these engagement activities and opportunities are described below.

3.1 Advisory Committees

Two advisory committees, one consisting of stakeholders and the other consisting of members of the general public will be formed. These committees provide an excellent ongoing, multi-sectoral source of input and advice to the project team during the design, planning and implementation.

Meetings will be scheduled for each of the advisory committees at key points over the length of the project. Meetings will be held on the same day where possible. Timing for the advisory committee meetings are outlined in the Community Engagement Schedule in Section 4. Exact dates will be determined as the project progresses.

The advisory committee meetings will include members of the York Region staff as well as the Consultant Team. The meetings will be facilitated (and note taking provided) by the Consultant Team.

3.1.1 Stakeholder Advisory Committee (SAC)

As stated earlier, the purpose of the Stakeholder Advisory Committee (SAC) is to represent government departments, agencies, hospital, schools, NGO's and other interested organizations to comment and advise on the development of the plan. The draft Terms of Reference for the SAC can be found in Appendix D.

Members of the SAC are ultimately chosen by York Region. Prospective members will be identified by the Master Planning Team in consultation with York Region, as well as through written submissions of interest (for those stakeholders who self-identify). The SAC will consist of representatives from a range of interests, including but not limited to:

- Government departments and agencies
- Universities, colleges, school boards
- Waste management service providers
- Retail organizations
- Business organizations
- Recycling and waste management organizations
- Construction organizations
- NGO's
- Ratepayers organizations
- Development Industry

The SAC will consist of approximately 15 to 25 members. The recruitment process will start immediately upon the approval of this Community Engagement and Communications Plan.

The following recruitment process will be undertaken for the SAC:

- The Master Planning Team will identify potential candidates for the SAC through their experience in the industry by using examples of York Region stakeholder lists (from previous Environmental Services studies)

- Initial contact will be made by sending potential candidates a letter/email describing the project, a tentative meeting schedule and requesting their presence on the SAC;
- Follow up telephone calls and emails will be made to confirm participation on the SAC; and,
- Once participation has been confirmed, a formal letter/email will be sent to the participant with additional project details and schedules.

3.1.2 Public Advisory Committee (PAC)

As stated earlier, the purpose of the Public Advisory Committee (PAC) is to provide a forum for discussion and input from a cross section of community/public representatives regarding the Plan. The focus of the PAC will be to act as a two-way communication link between the Master Planning Team and the community. The draft Terms of Reference for the PAC can be found in Appendix F.

Prospective members will be identified by the Master Planning Team and through a widely advertized process. Interested persons will be required to apply through written submissions of interest. The PAC will consist of members of the public who live in the nine local municipalities, including but not limited to members of the public who:

- Have some knowledge, understanding and interest in waste management in York Region;
- Have time to participate in up to seven meetings that may occur in the evening or during the day; and,
- Are not involved or associated with waste management companies or agencies in York Region.

The PAC will be open-ended in terms of the numbers of participants and will depend upon expressed interest. If interest is high, the meetings will be managed to maximize member involvement (e.g. broken down into smaller groups). The recruitment process will start immediately upon the approval of the Community Engagement and Communications Plan.

The following recruitment process will be undertaken for the PAC:

- Advertisements will be placed in local newspapers, libraries, arenas, local community events, community centres and websites (e.g. project website, www.york.ca, etc.);
- Use of the project Twitter account to invite members to join the PAC;
- Postcards will be handed out at community events;
- Letters and posters will be sent to university/college department heads (to represent the youth demographic) and leaders of cultural groups/faith groups (assist in targeting cultural groups and new Canadians) describing the project and asking them to suggest potential participants;
- Once identified, potential candidates will be sent a letter describing the project, a tentative meeting schedule and requesting their presence on the PAC;
- Follow up telephone calls and emails will be made to confirm participation on the PAC; and,
- Once participation has been confirmed, a formal letter will be sent to the participant with additional project details and schedules.

3.2 Municipal Engagement

3.2.1 York Region Council Education Session

One educational session will be conducted with members of York Region Council to discuss the consultation and engagement process to date, to review the findings of the baseline and best practices review and to prioritize a series of options available to the Region to achieve the long-term vision and goals.

The Council Session is anticipated to take place in the second half of the project, in February 2012, once baseline data and sufficient community input can be presented to inform discussion.

3.2.2 Regional and Local Staff Workshops

Two planning workshops will be held with regional and local municipal staff to gain input at key phases in the development of the IWMMP. The first workshop will be held in September 2011 in a similar format to the idea generating workshops to seek input during the vision and goals stage and be framed as an internal introduction to the project and visioning session. The second workshop will be held in the Fall of 2012, prior to completion of the plan.

Note that additional technical meetings and sessions will be organized with Regional and local municipal planning staff as needed.

3.3 Places & Spaces – Getting out and Talking to People!

A key component of engaging the community is personalized communication to discuss the project and seek input. The Master Planning Team will have one-on-one conversations with as many stakeholders as possible and will attend community events in order to educate people and provide them an opportunity for input into the plan. This type of consulting approach will reach the 'silent majority' in York Region and provides broader community input to the project than traditional consultation methods. Presence at community events will be interactive to attract attention. Activities will include discussions with community leaders, booths in high-traffic public areas, and person-on-the-street interviews/discussions.

Types of locations that will be used for Places and Spaces include:

- Community events (e.g. festivals)
- Shopping malls
- Sporting events (e.g. arenas, soccer fields)
- Cultural locations (e.g. cultural centres)
- Random intercept locations (e.g. coffee shops, farmers markets, person-on-the-street)

3.4 Creative Contest

Contests get people excited about a project and raise awareness about the need to reduce waste. The project contest will be an effective way to engage diverse populations from across York Region and encourage creative ways for individuals to participate in the development of IWMMP. A contest will

also encourage people to strike up conversations about the plan and achieve broad awareness about the project (i.e. a parent will ask their friends to vote on their child's creative submission).

Details of the contest will be determined in consultation with York Region and local municipal staff in early June 2011.

3.5 Community Forums

The public will be invited to participate in several engagement activities in a more structured format than the Places & Spaces activities. These activities will be held across York Region over the length of the planning process.

3.5.1 Idea Generating Workshops – Phase 3

A series of Idea Generating Workshops with the public will be held across York Region. These sessions will be designed using the principles of social innovation and will provide inspirational and natural formats for the emergence of truly innovative ideas.

The purpose of these workshops is to introduce the project and identify what matters most to the people attending when they look to the future. The workshops will introduce the project and present stimulating and unconventional content, along with innovations happening around the world to inform the discussion. Input from the Idea Generating Workshops will be used to inform the baseline data and identify gap areas, as well as discuss initial ideas moving forward.

The Idea Generating Workshops will be held in late August / September 2011.

3.5.2 Neighbourhood Visioning Sessions – Phase 3

Visioning sessions will be conducted with the general public in organized sessions to provide input into the vision and goals for the IWMMP. The sessions will provide an opportunity for the community to explore new approaches and models of living in the mid 21st Century. Unique and Interactive tools will be created to capture input, etc. These sessions are about moving forward and are intended to be inspirational. The Master Planning Team will integrate opportunities that see sustainability take action, such as highlighting community actions through rolling videos that have been collected through Places & Spaces.

These Neighbourhood Visioning Sessions will be designed based on the learning from the Idea Generation Workshops and conducted in different locations around York Region to increase participation.

The Neighbourhood Visioning Sessions will be held in October 2011.

3.5.3 Public Forums – Community Celebration – Phase 4

In the final phase of the project, Public Forums will be held across York Region to present and seek input into the final strategy. The events are meant to be celebratory in the sense that people feel empowered through the process of creating their vision and their Plan – this is the beginning of the journey towards

implementing the vision. These events will provide the community with opportunities to celebrate all their contributions to the Plan's development and to network with other community members and groups. The final celebration is meant to be the first step moving towards the sustainable vision for waste in York Region and will highlight the community's current actions and dedication to sustainability.

The forums will be designed using the social innovation principles, and learning from the range of community engagement activities.

Public Forums will be held in the summer of 2012.

3.6 Group-Specific Engagement

As we complete our engagement program we will track the degree to which specific groups are underrepresented. Three groups are of particular interest: non-English speaking residents; youth aged 15 to 29; and adults 70 years of age or older. Initiatives will be developed and implemented to engage specific demographical groups and are described in greater detail in the sections below.

3.6.1 Cultural

York Region is a culturally diverse community and particular attention needs to be paid to ensure that no cultural groups are excluded. Based on a demographic scan of York Region, strategies will be used to ensure efforts are made to reach each group. Strategies for engaging different cultural groups will include:

- Connecting with faith and cultural leaders to identify the best mechanisms to inform and engage their community
- Kitchen table discussions with faith and cultural leaders to gain input into the process
- Use of cultural advisors (e.g. Italian, Chinese speaking) for advice and attendance at Places & Spaces events and community forums
- Hosting Idea Generating Workshops with a specific focus on engaging community members from specific cultural groups (with the assistance of cultural leaders)
- If needed, the Master Planning Team will collaborate with cultural leaders to host separate meetings workshops/meetings for individuals in alternate languages

3.6.2 Youth

The objectives of the youth engagement components are to introduce students to the Plan and to engage them in ways that youth advisors recommend. This could involve visioning how our youth want to unleash their talents in the future, then focusing on the role that waste could play in creating a Region where this would be possible. There could be a variety of activities such as art projects, story-telling, interactive activities, and school visits to ensure that their ideas are integrated into the plan.

3.6.3 Seniors

Many seniors have lived in a time when consumerism and waste was quite different than it is today. This input, based on the past, is invaluable to defining the future. Specific approaches to target this

group will be conducted through an Ideas Generating Workshop with seniors, Spaces & Places events and/or other senior activity hubs or events.

3.7 First Nations Engagement

The goal of the First Nations and Métis consultation is to build meaningful dialogue with Aboriginal communities and government agencies. This approach is intended to provide an opportunity for dialogue and input that includes their unique perspective and focuses on their attachment to the earth. It will also identify and address specific cultural and heritage interests that First Nations and the Métis may have, as well as potential impacts to established or asserted Aboriginal or Treaty rights and claims. The process will follow the standard process for First Nations and Métis consultation, but will look for opportunities to engage First Nations in other ways that are meaningful to them.

3.8 Citizen Panel

A citizen panel is a large, demographically representative group of citizens used to assess public preferences and opinions on a regular basis. A citizen panel will be formed to provide statistically significant data that is representative of the York Region community. For this project, the Master Planning Team will recruit a citizen panel of approximately 500 York Region residents. A sample size of 384 is required in York Region to provide an accuracy of +/- 5%, 19 times out of 20, which is the accepted standard of accuracy. Recruitment of 500 members for the Citizen Panel will ensure the minimum of 384 responses are received for each survey.

Panel members will be randomly recruited based on postal codes and other criteria (geographic location, demographics, ethnicity, etc.). Initial recruitment will be conducted as a telephone poll and will gauge interest and demographic information. The members of the citizen panel will be selected to represent a diverse range of interests. It is important when designing the constituency of the panel that it is:

- Geographically representative
- Reflects important demographics diversity, such as:
 - Youth, seniors, working and non-working families;
 - Spans a diverse economic range of the population;
 - Is reflective of ethnic diversity;
 - Reflects various levels of education;
 - Includes an understanding of the level of existing community engagement of the candidate.

The citizen panel will be recruited in June/July 2011 and will be required to make a commitment to the process to ensure continued participation.

Three rounds of public opinion surveys will be conducted with the Citizen Panel.

3.9 Focus Groups

Meaningful dialogue will be held across York Region to provide a solid basis for the behavioural change strategies that will be part of the Long Term Communication, Public Education and Engagement Strategy, and build on the results of the second public survey. These sessions provide opportunities for in-depth discussion on issues, perceptions and behaviours of typical community residents toward waste prevention and reuse practices. This is an opportunity to explore specific topics in greater detail than the telephone survey allows.

These sessions will be held in the late summer/ early fall of 2012, following completion and analysis of the third public opinion survey.

4.0 Community Engagement Timing

Community engagement activities will be generally broken down into three stages. The engagement activities that will take place during each stage are summarized in Figure 4. Details about each stage are provided in the sections below.

Figure 4 – Three Stages of Engagement for the York Region IWMMP



4.1 Stage 1 – Building Awareness and Idea Generation

The key element of this stage will be to begin building awareness about the planning process and will explore what matters most to people when they think about how they will live in the future. It will explore what new possibilities could take us into a sustainable and healthy future. Waste management is then positioned as a vehicle to help them achieve these.

4.2 Stage 2 – Vision and Goals Development

The second stage of engagement will facilitate a process to develop a vision for how people want to live in the future and the role the waste management program. The key element of this stage will be to seek the community's input on the direction they believe York Region should be taking and identify priorities. At all points throughout this stage, residents will be asked to share the actions they are taking to shift their lifestyles to create a better future for themselves, their children and grandchildren.

4.3 Stage 3 – Final Strategy and Implementation

The final stage of engagement will seek input into the final strategy to gain input into the implementation, including key strategies, actions and measures pertaining to each one of the recommendations. Two components of this stage are the review and discussion around the final strategy and conducting the research for behavioural change strategies as part of the Long Term Communication, Public Education and Engagement Strategy.

4.4 Community Engagement Schedule

The following schedule identifies where each element of the engagement program fits in with the overall project schedule.

	2011				2012			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	INITIATION	WHERE WE ARE	WHERE WE WANT TO GO		HOW ARE WE GOING TO GET THERE			
Team/Committee Meetings								
Project Team Meetings								
Stakeholder Advisory Committee Meetings								
Public Advisory Committee Meetings								
Steering Committee Meetings								
Council & Staff Engagement								
Regional Staff Workshops								
Education Session with Regional Council								
Local Municipal Council Updates								
Places & Spaces Conversations								
Community Events and Public Locations								
Community Forums								
Idea Generating Workshops								
Neighbourhood Visioning Sessions								
Public Forums								
Focus Groups								
Citizen Panel Surveys								
Random Panel of 500 York Region Residents								
Waste Reduction Contests								
Video Contest								
Updates								
Project Updates								
Online Engagement/Communication								
Project Website								
Online and Interactive Resources								

5.0 Documenting Consultation

The community engagement and outreach process will be fully documented with reports from the advisory committee meetings, public forums, Places & Spaces, Citizen Panel, focus groups, and web and social media activities.

To support the principles of transparency and traceability, the Master Planning Team will maintain a “comment-response” table summarizing key comments and questions received throughout the project and the response offered. The following is a list of all documents that will be used to track and report on the progress of the Plan’s development:

- Final Community Engagement Plan;
- Notice or advertisement in advance of each community Forum and other key community consultation points;
- Meeting agendas, minutes, and evaluations from PAC and SAC meetings;
- Summary report from each community forum – including comment and evaluation forms;
- Website and social media analytical reports and followship; and,
- Community Engagement Summary Report

Table 3 shows the stakeholder tracking table that will be used to organize input received from engagement with community members.

Table 3 – Sample Comment Response Database								
Correspondent	Date Received	Correspondence Type	Comment	Received By	Responder	Date Responded	Response	Follow-up
Name and contact info	When comment was received	Email, phone, fax, mail, open house, etc.	Summary of content (originals archived for reference)	Master Planning Team member name	Master Planning Team member providing response	When response was sent	The response will clearly address the problem	Where in the process the response will be provided if not at this point

6.0 Monitoring, Tracking and Evaluating Effectiveness of the Engagement Process

Authentic community involvement in the development of the IWMMP is critical to the successful implementation of the Plan. The effectiveness of the community engagement process will be tested repeatedly throughout the planning process by using a number of indicators, including:

- Attendance of new stakeholders at public forums and events;
- Quantity of people spoken to at Places & Spaces events;
- Quantity of written commitments and video commitments collected;
- Membership in SAC and PAC: attendance, nature of discussions, involvement in issues;
- “Person-to-person” conversations at Places & Spaces, public forums, and by phone;
- Media coverage – print, online;
- Community forum comment forms and evaluations;
- Discussions with PAC and SAC members and evaluation feedback forms; and,
- Quantity of Twitter followers, website visits, etc.

As the project proceeds, should a component(s) of this plan to be found ineffective in achieving its objective, the Master Planning Team will review the issues identified and recommend an alternative course of action.