

August 11, 2003

MEMORANDUM TO:

Ed Wiken, Chair, CCEA

CCEA Board Members

SUBJECT: Approved CCEA Communications Plan

The CCEA Board of Directors reviewed and approved eight recommendations and the Communications Plan (following) during the July 7, 2003 teleconference of the board.

In preparing these materials, the task team sought input from the Board and jurisdictional representatives at the several junctures, including reviews of the Draft Terms of Reference and confirmation of the same, and the Draft Communications Plan and Recommendations. In addition, in conjunction with preparing the Business Plan, CCEA Board members surveyed/interviewed all jurisdictional representatives to gain their ideas and input on priorities for CCEA, which included several communications related matters. The task team held four teleconferences to discuss all input and to formulate the plan and recommendations. We would like to thank all those who have contributed their ideas and comments.

In line with the strategic directions and activities charted in the Business Plan, we view communications as a central function essential to achieve our mission and objectives. Accordingly, this Communications Plan aims to prioritize and coordinate communications needs and resources for CCEA.

The following recommendations, as amended by the board, were approved:

- 1) The CCEA Board approve the Communications Plan as a 5-year strategy, subject to annual review, revision and approval, to guide annual work planning for communications;
- 2) The CCEA Board establish a standing Communications Committee, under the charge of the Communications Co-ordinator (Officer, as provided for in the constitution), to oversee the execution of this plan and CCEA's communications programme;
- 3) The Board assign high priority to instituting regular communications with jurisdictional representatives, with one idea being the scheduling of regular telecons (semi-annual) to better engage jurisdictions in CCEA affairs relevant to their needs and interests. (This could be done by re-instituting the Management and Administration Committee, under the charge of a duly appointed Management and Administration Co-ordinator--an Officer, as already provided for in the constitution--as a forum to establish stronger jurisdictional involvement in CCEA's work);
- 4) The Board approves the following initial communications priorities for which expenditures are required in 2003-04, in the amount of approximately \$6,500, subject to availability of funding:
 - a portable corporate display and brochure (method #1, 2—see plan)
 - maintenance and further development of the website (4)
 - publication of two newsletters (one issue to focus on the Business Plan) (5)
 - NWT workshop/AGM communications (7, 10)
 - gold leaf awards (15)
 - completion and distribution of the CCEA Business Plan (18)

(E. Wiken and Board of Directors Re: Approved CCEA Communications Plan)

5) The Board approves the implementation of the remaining communications initiatives in this plan. Funding is either not anticipated for these, beyond that which is provided by the Secretariat, or needs to be found:

- jurisdictional reports (method #3)
- e-news, issued every two months (6)
- occasional papers (8)
- board teleconferences every two months (9)
- national working groups (11)
- surveys (12)
- contact list (13)
- listserve/e-discussion forum (14)
- media materials (16)
- personalized letters (17)
- communications to support and promote CCAD (19)

6) The Board adopt a principle of utilizing task forces and working groups for project-oriented work that involve government jurisdictions, academics, NGOs, etc. wherever possible to better communicate and engage these groups in CCEA's work, and also that this principle be reflected in the business plan;

7) The Board establishes a Fund Raising Task Team to identify opportunities and coordinate initiatives in support of CCEA activities (including communications). This could involve, for example, engaging a fund raising expert on the Board or obtaining advice through other means; and,

8) The Board should adopt the practice of identifying communications needs as part of its project plans, including an administration fee for consulting to enable the allocation of funds for communications.

In summary, the task team recognizes the many challenges involved in effectively implementing the foregoing recommendations and the following plan. At the same time, we see many opportunities and benefits, not only for CCEA, but also for the participating jurisdictions, NGO's, academic institutions and industries. We encourage Board members, jurisdictional representatives and other participants to get involved in implementing the methods in this plan by securing financial or in-kind support, or by offering leadership for implementing specific actions.

COMMUNICATIONS TASK TEAM

Dan Paleczny, Chair
 Tony Turner
 Bas Oosenbrug
 Tom Beechey

Canadian Council on Ecological Areas

Communications Plan

Approved by the Board of Directors
On July 7, 2003

Task Team:

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INTRODUCTION:

Effective communications is a key ingredient of any successful enterprise. Since its establishment in 1982, the Canadian Council on Ecological Areas (CCEA) has conducted various communications efforts dealing with its specific programmes and initiatives, and perceived Canadian needs and priorities for protected areas.

The substantial achievements toward the completion of a Canadian network of protected areas over the past decade—due in large part to the science-based support work of CCEA, its participating jurisdictions and many conservation affiliates—has won unprecedented recognition and support for protected areas in the mainstream of ecological sustainability and biodiversity conservation. As a unique composite of jurisdictions, scientific interests, non-governmental organizations, and allied interests, CCEA is well positioned to continue advancing and promoting the completion and stewardship of a comprehensive Canadian network of protected areas.

In line with strategic directions and activities charted in its Business Plan, CCEA views communications as a central function essential to achieve its mission and objectives. Accordingly, this Communications Plan aims to prioritize and to coordinate communications needs and resources for CCEA.

In carrying out the charge to prepare this plan, the task team considered the full array of communications functions and methods. A subset of the methods has been prioritized for core funding, which is estimated to be in the order of \$6,500 per year. Other methods (while no less important) have been identified as part of the secretariat services. Some initiatives will require special funding to fully implement.

COMMUNICATIONS OBJECTIVES:

CCEA communications will be directed to achieving the following objectives:

1. Promote the value and importance of protected areas and the role CCEA plays (mission and objectives).
2. Identify, develop, market and share information and educational products that showcase conservation initiatives undertaken by the jurisdictions and the CCEA. As part of this objective, share information among CCEA participants (jurisdictions, NGOs, academics).
3. Engage people in meaningful participation in protected area topics and respond to the needs of participants and the mandate of CCEA.
4. Recognize outstanding service/contributions with respect to protected areas.
5. Identify and prioritize needs and resources to carry out an effective communications programme.

CCEA Participant Defined

Participants are those individuals and organizations that participate in CCEA activities. These primarily include the following but can also include others that get involved:

- Individuals that participate on task teams or working groups
- Jurisdictions (provincial, territorial, federal departments)
- NGO's
- Academic institutions
- Commercial or business entities

In the course of planning and developing the communications programme, CCEA should aim to:

- Be catalytic in our communications in order to motivate participation and cultivate action.
- Engage jurisdictions.
- Ensure regular communications that people can anticipate and look forward to.
- Be consistent (have a common look), creative and have high quality (do whatever we do well).
- Be a key source of information—one that the PA community looks to for credible and professional information.
- Have coordinated and proactive initiatives.
- Improve transparency.
- Have current, up to date information.
- Connect information generators and users (e.g., provide a billboard of initiatives; be a clearing house for a wider variety of PA information).

TARGET AUDIENCES:

CCEA's principal audiences are listed below. It is assumed that participating groups such as jurisdictions, NGO's and academic institutions will have more detailed lists of their specific audiences. A key issue and barrier to effective communications involved the identification and dissemination of materials.

Individual:

- CCEA Board of Directors
- Jurisdictional representatives
- CCEA participants
- General public

Government:

- Politicians
- Senior government officials (including First Nations)
- Canadian Parks Council
- Jurisdictions (and their staff)

Non-government/Registered Charitable Organizations:

- Conservation science community
- Non-governmental allies (i.e., conservancies, trusts, etc.) at the local, provincial, national, international level
- Foundations

Academic and Educational Institutions:

- Conservation scientists, researchers
- Educator networks
- Educational institutions

Commercial, Industry, Business:

- Corporations, industry
- Conservation/environmental consultants

Regional and International Organizations:

- World Commission on Ecosystem Cooperation
- World Commission on Protected Areas
- World Conservation Monitoring Centre (UNEP)
- North American Commission on Environmental Cooperation
- Circumpolar Protected Areas Network

Media:

- Local media (in areas of AGM, conferences, special projects, etc.).
- Provincial
- National
- International

KEY MESSAGES:

<i>Key Message</i>	<i>Aimed at participants</i>	<i>Aimed at others</i>
Details of the Business Plan and project work.	✓	
Opportunities to participate/collaborate.	✓	
CCEA is objective and inclusive in its science work.	✓	
The relevance, performance, and achievements of CCEA (to garner further commitment and support for CCEA and its work).	✓	
CCEA seeks innovation and to provide leadership.	✓	
CCEA's policies and procedures/roles and responsibilities.	✓	
Information about the Canadian protected areas network and its value/importance in relation to global issues like human health/quality of life, biodiversity conservation, ecological sustainability, global warming, etc.	✓	✓
Conservation science and good stewardship.	✓	✓
Best practices for protected areas design, selection, management.	✓	✓
Opportunities to collaborate (there are many other organizations that do important conservation and education work from local to global levels; CCEA can collaborate in areas that support the CCEA vision and objectives).	✓	✓
CCEA is a collective of many partners (jurisdictions, academics, NGO's and others) that takes a Canada-wide view on protected area initiatives and needs.	✓	✓

METHODS:

This section aims to address the fifth communications objective in this plan, *to identify and prioritize needs and resources to carry out an effective communications programme*. The following summary table is intended to correlate communications objectives and methods at a glance and assist with determining priorities. The methods are described more fully below. As projects are designed and implemented, the check sheet in Appendix 1 should be used to ensure that important aspects have been considered.

<i>Objectives</i>	<i>Communications Methods</i>																			
	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.	14.	15.	16.	17.	18.	19.	
Promote PA's & CCEA	✓	✓		✓	✓	✓	✓								✓	✓	✓			
Identify, develop, market, share info	✓	✓	✓	✓	✓	✓	✓	✓			✓			✓			✓	✓	✓	
Engage people; respond to needs			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓			
Recognize service				✓	✓	✓	✓							✓	✓	✓				
Estimated Cost (\$)	1.0	x	S	3.0	2.0	x	x	S	S	x	x	x	x	x	.5	x	x	x	S	6.5
	Colour brochure	Portable display	Jurisdictional reports	Website	Eco newsletter	E-news	Conferences, proceedings	Occasional papers	Board teleconferences	AGM	National working groups	Surveys	Contact list	Listserve, e-discussions	Gold Leaf Awards	Media materials, liaison	Personalized letters	Business Plan	CCAD	Total

Estimated Costs (000's): S=Secretariat; x=no costs anticipated, or costs are covered through special funding or in-kind contribution

1. Colour brochure

Description: 2-folds on 8 ½ x 11” (3 panels each side), bilingual.

Target Audience(s): Prospective participants (jurisdictional, NGO, academic); public; used with display and mail outs.

Estimated Cost: \$1.0

Funding: (a) Source(s): CCEA budget (b) Confirmed (Yes/No): No

Roles & Responsibilities:

Comments: Could examine options for a combined poster/brochure or poster/display at the time of implementing this method.

2. Portable display

Description: A small desk-top display, bilingual.

Target Audience(s): Prospective participants (jurisdictional, NGO, academic); public; used at conferences and workshops from local to provincial/territorial to national to international venues.

Estimated Cost: Seek in-kind service from jurisdiction.

Funding: (a) Source(s): CCEA budget (b) Confirmed (Yes/No): No

Roles & Responsibilities:

Comments: Produce a standard version for jurisdictions to print/mount for own use (no display unit purchased or shipped).

3. Jurisdictional Reports

Description: In the past, these have been annually compiled and formatted into an occasional paper; would now mount this occasional paper on the website with no printing/hard copy distribution; notice to participants via e-news and Eco newsletter.

Target Audience(s): CCEA Board of Directors, Jurisdictional representatives, CCEA participants, Canadian Parks Council, NGOs, Conservation scientists, researchers, Regional and International Organizations.

Estimated Cost: Minor for layout and web posting.

Funding: (a) Source(s): n/a (b) Confirmed (Yes/No): n/a

Roles & Responsibilities: Secretariat to issue annual call for submissions and compile results

Comments: Need to review this mechanism. Options include:

- a) Re-confirming CCEA commitment to this mechanism, as is.
- b) Drop formal requirements (per past annual reports) and instead rely on annual edition of Eco newsletter to report.
- c) Review this initiative as part of the CCEA State of Protected Areas Reporting initiative. Annual reports could be used to ‘feed into’ the SOPAR.

4. Website

Description: The communications hub for CCEA—a regularly updated (monthly or more), fluid source of information and products and links to other key PA information sources.

Target Audience(s): All, with a focus on supporting jurisdictional & NGO PA specialists.

Estimated Cost: \$3,000.00 (storage, updating, maintenance, design)

Funding: (a) Source(s): CCEA annual budget (b) Confirmed (Yes/No): No

Roles & Responsibilities: Web coordinator

Comments: Portions of the website could be targeted to different audiences (technical vs non-technical), participant/jurisdictional needs, public, etc. Options to find a corporate supporter or in-kind contribution from a jurisdiction need to be investigated.

5. Eco newsletter

Description: 2/year, printed newsletter. One issue devoted to a special theme; one to annual roll-up of jurisdictional reports.

Target Audience(s): CCEA Board of Directors, Jurisdictional representatives, CCEA participants, General public, Politicians, Senior government officials, First Nations, Canadian Parks Council, Jurisdictional staff, NGOs, Foundations, Conservation scientists, researchers, Educator networks, Educational institutions, Commercial, Industry, Business, Regional and International Organizations, Media.

Estimated Cost: \$2,000/year

Funding: (a) Source(s): CCEA annual budget

(b) Confirmed (Yes/No): No

Roles & Responsibilities: Editor & editorial committee

Comments: There is a need to streamline newsletter process in order to cut down on production time. For example, one person (editor) could work directly with layout/printing and have printing company automate mailout direct from printer. Other considerations include:

- Consider internalizing process/costs at a department like CWS;
- Gain a corporate sponsor for the newsletter;
- Need for follow-up reminders to jurisdictions to get newsletters circulated;
- Cover letter and mailout to ministers, executives, directors needed.

Eco newsletter

Features, papers, thought provoking items

Summary of jurisdictional activities

Critical analysis

Hard copy, more permanence

6. E-news

Description: A frequent, short, fluid vehicle.

Target Audience(s): Jurisdictional representatives, CCEA participants, Canadian Parks Council, Jurisdictional staff, NGOs, Conservation scientists, researchers, Educator networks, Educational institutions, Commercial, Industry, Business, Regional and International Organizations, Media.

Estimated Cost: nil

Funding: (a) Source(s): n/a (b) Confirmed (Yes/No): n/a

Roles & Responsibilities: Editor required to develop concept and operate.

Comments: Automate distribution through a listserve. Time release to immediately follow Board telecons.

E-news

Frequent, less formatting

Short items with links, contacts

Current events, goings on, news, new releases

Announcements

New papers released

7. Conferences, workshops & proceedings

Description: Conference held every second year (alternate years of SAMPAA); with workshop held in alternating years of conference.

Target Audience(s): CCEA Board of Directors, Jurisdictional representatives, CCEA participants, General public, First Nations, Canadian Parks Council, Jurisdictional staff, NGOs, Conservation scientists, researchers, Educator networks, Educational institutions, Commercial, Industry, Business, Regional and International Organizations, Media.

Estimated Cost: Funding through conference planning/sponsor

Funding: (a) Source(s): undetermined (b) Confirmed (Yes/No): No

Roles & Responsibilities: Board for multi-year strategy; Conference/workshop coordinator; Proceedings editor.

Comments: CCEA has been intermittent with proceedings—a potential strength. Need to discuss resourcing, how to action and solid commitment prior to initiating conferences/workshops.

8. Occasional Paper Series

Description: Technical information on methods, best practices, etc.

Target Audience(s): CCEA Board of Directors, Jurisdictional representatives, CCEA participants, Canadian Parks Council, Jurisdictional staff, NGOs, Conservation scientists, researchers, Educational institutions, Commercial, Industry, Business, Regional and International Organizations, Media.

Estimated Cost: Secretariat for production/distribution

Funding: (a) Source(s): Secretariat (b) Confirmed (Yes/No): Yes

Roles & Responsibilities: Series editor needed

Comments: Consider a wider publication opportunity for jurisdictions to use; a CCEA service. Mounted on the web (not printed) with notice via e-news. Needs include:

- Editorial guidelines.
- Information to prospective contributors (how, when, etc.).

9. Board teleconferences

Description: Held every 2 months; aim to be strategic and coordinate activities.

Target Audience(s): Board of Directors

Estimated Cost: Secretariat

Funding: (a) Source(s): Secretariat (b) Confirmed (Yes/No): Yes

Roles & Responsibilities: Business Manager coordinates

Comments:

10. Annual General Meeting

Description:

Target Audience(s): all

Estimated Cost: nil to minor

Funding: (a) Source(s): Secretariat (b) Confirmed (Yes/No): Yes

Roles & Responsibilities: Board Chair & Business Manager

Comments: Suggestion to stage this event during the conference or workshop when participants are present.

11. National Working Groups & Committees

Description: Teams investigating thematic, science based topics and generating communications products.

Target Audience(s): CCEA Board of Directors, Jurisdictional representatives, CCEA participants, Jurisdictional staff, NGOs, Conservation scientists, researchers, Commercial, Industry, Business

Estimated Cost: To be determined on project basis

Funding: (a) Source(s): undetermined (b) Confirmed (Yes/No): No

Roles & Responsibilities: Board champion for each group; NWG chair, members

Comments: NWG's would be expected to identify communications and funding needs as part of their project. The check sheet in Appendix 1 should be used.

12. Surveys

Description: Periodic surveys that identify needs, interests and priorities.

Target Audience(s): Determined on a case by case basis—generally, a focus on assessing key clients needs

Estimated Cost: incidental

Funding: (a) Source(s): n/a (b) Confirmed (Yes/No): n/a

Roles & Responsibilities: Jurisdictional reps

Comments: A survey was used for jurisdictions and modified for Parks Research Forum of Ontario, and can be further used or modified by others.

13. Contacts database

Description: Name, address, email, area of expressed interest, type of participant.

Target Audience(s): all

Estimated Cost: nil

Funding: (a) Source(s): n/a (b) Confirmed (Yes/No): n/a

Roles & Responsibilities: Business Manager

Comments: Needed for Eco newsletter, e-news distributions and other products.

14. Listserve/e-discussion group

Description: An automated mechanism to share information among interested parties.

Target Audience(s): Active participants from all areas of target group list

Estimated Cost: nil

Funding: (a) Source(s): n/a (b) Confirmed (Yes/No): n/a

Roles & Responsibilities: Coordinator to develop protocol, monitor use, and report Board related concerns.

Comments:

15. Gold Leaf Awards

Description: Recognition awards for outstanding service.

Target Audience(s): Protected areas community at large

Estimated Cost: \$500.00/year

Funding: (a) Source(s): CCEA annual budget (b) Confirmed (Yes/No): No

Roles & Responsibilities: Board through the Chair and Business Manager

Comments: Needs include:

- Develop selection criteria and process.
- Media liaison for on-site awards event.
- Information to profile event in Eco newsletter and website.

16. Media materials, liaison

Description: Succinct media information materials to support CCEA activities, such as:

- News releases
- General Backgrounders about CCEA in general and specific projects to accompany a news release.

Target Audience(s): local to national media

Estimated Cost: nil

Funding: (a) Source(s): n/a (b) Confirmed (Yes/No): n/a

Roles & Responsibilities: Media liaison, jurisdictional reps, chair

Comments: Specific needs would be identified for projects.

17. Personalized letters

Description: Letters from the Board Chair in support of CCEA initiatives (issues/concerns, recognition, fundraising, etc.).

Target Audience(s): Specific

Estimated Cost: nil

Funding: (a) Source(s): n/a (b) Confirmed (Yes/No): n/a

Roles & Responsibilities: Chair and Board together

Comments: This mechanism is noted here, as it can be very effective and is often overlooked as a tool. Intended to focus on being positive and constructive; can improve the profile of CCEA.

18. Business Plan

Description: The CCEA strategic business plan.

Target Audience(s): CCEA Board of Directors, Jurisdictional representatives, CCEA participants, Politicians, Senior government officials, Canadian Parks Council, NGOs, Foundations, Conservation scientists, researchers, Regional and International Organizations

Estimated Cost: run as a special edition of Eco newsletter, cost identified above

Funding: (a) Source(s): undetermined (b) Confirmed (Yes/No): No

Roles & Responsibilities: Business plan lead

Comments: Can be presented as a special issue of 'Eco' newsletter as a cost-effective and efficient method of distributing this information. Should also be mounted on the web, announced via e-news, with a limited supply distributed to Ministers, executive, senior managers with a cover letter. Also use for fundraising.

19. CCAD

Description: Specific communications to support and promote this key database product.

Target Audience(s): CCEA participants, General public, Jurisdictional staff, NGOs, Conservation scientists, researchers, Educator networks, Educational institutions, Commercial, Industry, Business, Regional and International Organizations

Estimated Cost: \$tbd

Funding: (a) Source(s): undetermined (b) Confirmed (Yes/No): No

Roles & Responsibilities: CCAD Coordinator and Coordinating Committee needed with jurisdictions

Comments: As a key product, special consideration should be given to promoting the dbase.

EVALUATION:

The effectiveness of communications and fund raising initiatives will be evaluated using the following methods:

- Discussion by the Communications Committee and/or Board of Directors with respect to perceived value/effectiveness.
- Number and nature of responses/comments.
- Number of hits on the website.
- Other methods as suggested from time to time.

SUMMARY:

Many challenges are involved in effectively implementing the recommendations and the methods in this plan. In particular, implementation is conditional on financial support and volunteer support.

Board members, jurisdictional representatives and other participants can help address these two key challenges by:

- Securing financial support for specific initiatives (through jurisdictions, donors, etc.).
- Providing in-kind service (e.g., jurisdictions).
- Offering leadership or support in implementing the methods.

Notwithstanding the challenges, our execution of the methods is expected to yield many opportunities and benefits for CCEA, as well as the participating jurisdictions, NGO's, academic institutions and industries. Ultimately, through our communications, we'll implement key aspects of our mission and objectives and support the protection and management of our Canada's network of protected areas.

Appendix 1: COMMUNICATIONS CHECK SHEET FOR CCEA ACTIVITIES

All CCEA activities (i.e., communications activities, special projects, national working groups) should submit this check sheet to the Communications Committee. This will ensure that communications needs have been considered and will allow the Board to effectively coordinate activities.

Communications Objectives:

Target Audience(s):

- Are there any barriers to effective communications (e.g., behaviours, knowledge, attitudes, beliefs, geographic, cultural, linguistic, educational) that should be taken into consideration? If yes, note these:
- What existing communications channels reach your target group, and can you tie into those mechanisms?

Key Messages:

Methods:

Method/Tactic	Timing	Cost	Lead

Funding:

- Confirmed
- Not confirmed

Roles & Responsibilities:

Evaluation: