

# Developing a Community Sustainability Vision: Tool Kit





# An Introduction to the Community Sustainability Visioning Tool Kit

The Community Sustainability Visioning Tool Kit is a series of twelve modules that collectively describe how a visioning exercise can be executed. It builds upon and provides additional details on the process described in the *Developing a Community Sustainability Vision – Handbook (April 2011)*. The modules may be used individually or as a complete package.

The information provided in the tool kit is intended to assist communities in the development of a Sustainability Vision. The guidance, while detailed, is not intended to be prescriptive but rather provide a framework and examples which can be adapted to meet communities' unique situations.

The modules include:

- » **Module 1** – Action Item 1: Community Identifies a Sustainability Visioning Champion/Leader
- » **Module 2** – Action Item 2: Community Identifies a Facilitator to Carry Out Sustainability Visioning
- » **Module 3** – Action Item 3: Facilitator Develops a Communication/Engagement Plan
- » **Module 4** – Action Item 4: Community Notice Related to the Sustainability Visioning
- » **Module 5** – Action Item 5: Develop/Assemble Community Based Profile
- » **Module 6** – Action Item 6: Preparation of Materials to support Sustainability Visioning
- » **Module 7** – Action Item 7: Notice of Community Engagement Opportunities
- » **Module 8** – Action Item 8: Conduct Sustainability Visioning Activities
- » **Module 9** – Action Item 9: Develop a Draft Sustainability Vision
- » **Module 10** – Action Item 10: Community Notice to Review and Provide Feedback on Draft Sustainability Vision
- » **Module 11** – Action Item 11: Review and Consider Community Input
- » **Module 12** – Action Item 12: Develop Finalized Sustainability Vision for Community





## Tool Kit - Module 1

<b>PHASE</b> <b>1</b>	<b><i>ACTION ITEM 1</i></b>	<b><i>Community Identifies a Sustainability Visioning “Champion” / Leader</i></b>
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**Key Task 1:** *Define the Role and Responsibilities of the  
“Champion” / Leader*

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**Key Task 2:** *Identify a Community Sustainability  
Visioning “Champion” / Leader*



# 1 KEY TASK

## Define the Role & Responsibilities of the “Champion” / Leader

**Objective** » *To clearly outline the roles and responsibilities of the individual who will champion the community Sustainability Visioning exercise throughout the course of its life.*

**Overall Responsibility** » **Community Lead Organization**

### Activities

- » With the knowledge of the requirements of the sustainability visioning exercise, develop a list which notes the key requirements of the “Champion” / Leader. Items on this list could include:
  - An interest in sustainability visioning and / or in sustainability concerns related to the community;
  - Available time to help guide the visioning exercise;
  - Previous experience guiding similar initiatives;
  - Proven project management skills;
  - Proven time and budget management skills;
  - Respected within the community;
  - Background developing Requests for Proposals and managing consultants;
  - Knowledge of the community which can be used to inform the visioning exercise; and
  - Commitment to the community.
- » Define the “Champion” / Leader’s role and responsibilities and indicate the level of effort associated with this undertaking.
- » Review and confirm the list of requirements along with the role and responsibilities with interested parties within the community.
- » Address all input and finalize the list of requirements, roles, and responsibilities.

### Defining the Role of the Community Sustainability Visioning “Champion”

- Function as the visioning exercise’s “cheerleader”;
- Obtain the necessary resources (i.e. human, financial, material) to ensure that the exercise can be successfully undertaken;
- Provide high-level guidance throughout the life of the sustainability visioning exercise;
- Undertake project and budget management responsibilities to ensure that milestones are met in the most effective and efficient manner possible;
- Identify a Sustainability Visioning Facilitator to carry-out the visioning exercise;
- Ensure that all interested parties are participating in the visioning process; and
- Meet with Community’s Leadership, Sustainability Visioning Facilitator, and NWMO throughout the life of the visioning exercise.

## 2 KEY TASK

### Identify a Community Sustainability Visioning “Champion” / Leader

**Objective** » *To identify an individual within the community to assume the role of Community Sustainability Visioning “Champion” / Leader.*

**Overall Responsibility** » **Community Lead Organization**

#### Activities

- » Schedule and undertake logistical activities for a meeting amongst community’s leadership to assess and identify candidates for the Champion / Leader role.
- » Discuss potential candidates for this role.
- » Ask potential candidates for this role to submit a resume and letter of interest.
- » Using the list of key requirements developed in Action Item 1: Key Task 1 (along with other identified requirements), the community’s leadership should meet and review all candidates.
- » Obtain agreement on the preferred applicant and take the steps necessary to notify that individual.
- » Once the Champion / Leader has been accepted the position, arrange a meeting with the community’s leadership to officially initiate the process.
- » Meet with the community’s leadership and ensure that the Champion / Leader fully understand their role and responsibility and is provided with the support necessary to undertake their responsibility.

#### Key Questions to ask when Identifying the Community’s Sustainability Visioning “Champion”

- Will this person’s involvement add to or take away from the “legitimacy” of the project?
- Does this person have the necessary experiential background to provide the guidance needed for this undertaking?
- Does this person have the time available to really do what is required? And, can they do what is required in the most effective and efficient way possible?
- Does this person have enough respect within the community to motivate interested parties to get involved?
- Does this person have the “right” amount and “right” type of connections to be of value to this project?
- Does this person have good management (people, budget, project) skills?





## Tool Kit - Module 2

**PHASE**  
**1**

**ACTION  
ITEM 2**

*Community Identifies a Facilitator to Carry-Out Sustainability Visioning Activity*

**Key Task 1:** *Define the Role and Responsibilities of the Facilitator*

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**Key Task 2:** *Determine Whether an Experienced Facilitator Exists in the Community or Whether an External Contractor is Needed*

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**Key Task 3:** *Undertake Steps Necessary to Retain a Facilitator*

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**Key Task 4:** *Secure the Services of a Facilitator*



# 1 KEY TASK

## Define the Role & Responsibilities of the Facilitator

**Objective** » *To clearly articulate the needs and requirements of a well-qualified and well-experience individual / firm to effectively and efficiently carry-out all activities related to the Community Sustainability Visioning exercise within the predefined timeline and budget.*

**Overall Responsibility** » **Visioning “Champion” / Community Leadership**

### Activities

- » With the knowledge of the requirements of the sustainability visioning exercise, develop a list of key requirements of the Facilitator. These could include:
  - Experience with sustainability visioning and / or in the development of community sustainability-based plans;
  - Clear demonstration of an understanding of the community, the work requested, the timeline associated with the activity, the level of effort;
  - Previous experience undertaking similar initiatives;
  - Proven project management skills;
  - Proven time and budget management skills; and
  - Proven success.
- » Define the Facilitator’s role and responsibilities and indicate the level of effort associated with this undertaking.
- » Submit list of requirements along with the role and responsibilities to the Community’s Leadership for review and input.
- » Address all input and finalize the list of requirements, role, and responsibilities.

### Defining The Role of The Community Sustainability Visioning Facilitator

- Project & Budget Management;
- Organize, Facilitate, & Attend Meetings with the Community’s Leadership and NWMO (as needed);
- Develop a Detailed Work Plan & Schedule to Guide Visioning Exercise;
- Conduct Detailed Community-Based Research, Literature & Document Reviews;
- Develop a Community Profile;
- Develop a Communication / Engagement Plan for the Community with Supportive Materials;
- Logistical Arrangements for the Engagement Activities;
- Design a Facilitator’s Guide for the Engagement Activities;
- Provide Facilitation Services at Engagement Activities; and
- Develop Draft & Final Community Sustainability Visions.

## 2 KEY TASK

### ***Determine Whether an Experienced Facilitator Exists in the-House Community or Whether an External Contractor is Needed***

#### **Objective**



*Consider whether there is an experienced in-house facilitator available and whether it is best to work with that individual or whether an external facilitator should be hired to support the Community Sustainability Vision.*

#### **Overall Responsibility**



**Visioning “Champion” / Community Leadership**

#### **Activities**

- » With the knowledge of the needs of the sustainability visioning exercise and the skill set requirements of the Facilitator, conduct an inventory of existing Community staff to determine whether skill sets already exist.
- » If research shows that such a person exists within the community’s staff, obtain their resume and submit to the Community’s Leadership for their review and input.
- » Develop a list of potential challenges and benefits associated with securing internal and external services to undertake the Community Sustainability Visioning exercise. Submit the list of challenges and opportunities to the Community’s Leadership.
- » Schedule a meeting with the Community’s Leadership and determine whether they wish the Community Sustainability Visioning exercise to be an internal or external (i.e. with the assistance of Consultant) undertaking.

# 3 KEY TASK

## Undertake Steps Necessary to Retain a Facilitator

**Objective** » *To develop an approach to identify a potential “Facilitator”.*

**Overall Responsibility** » **Visioning “Champion” / Community Leadership**

### Activities

- » Armed with the knowledge of the Community’s Leadership decision on whether to pursue the services of a Facilitator internal and / or external to the community AND using the description of the roles and responsibilities defined in Action Item 2: Key Task 1, craft a “Terms of Reference ” / Request for Proposals.
- » Identify the mechanism through which the Facilitator position will be “advertised” (e.g. posted using existing channels such as “internal web postings”, advertised externally using the Community’s website, Merx, or through email distribution to specifically identified individuals).
- » Through discussions with the Community’s Leadership, identify the method through which an individual can “apply” for the position (e.g. resume, proposal) and confirm the timeline for applying to the position.
- » Determine the mechanism through which interested parties can apply (e.g. an email account “[visioningfacilitator@communityX.com](mailto:visioningfacilitator@communityX.com)”) and identify an individual to receive all applications.
- » Develop an overview of the project and the scope of work:
  - Introduce the community, the Community Sustainability Visioning exercise, the history of activity to date, the objective of the undertaking, and the proposed outcome;
  - Define the timeline of the undertaking;
  - Outline the resources available to assist with the undertaking; and
  - Provide an overview of the timeline for the recipient to apply to the position and specific details on how (e.g. resume, proposal) they can express their interest in the position.
- » “Advertise” the position.

### Example of a Request for Proposals (RFP) for Community Sustainability Visioning Facilitator

- Cover Page
  - The cover page lists the name of the community, the title of the project (e.g. “*Community Name’s Sustainability Visioning Exercise*”), and a project number (e.g. RFP-0001). It may also list a key contact person within the Community, and the date and time when the proposal is due to the Community.
- Background and Context:
  - This sets out the history behind the pursuit of the Community Sustainability Vision. It should speak to things like NWMO, the Adaptive Phased Management (APM), the Deep Geological Repository (DGR), and the NWMO’s site selection process.
  - This section should also provide some background on the Community, its history, its size and population, any key environmental features, administrative structure, any previous activities which may help to inform this process (e.g. an existing vision, Integrated Community Sustainability Plan, Environmental Scan, Environmental Plan, Land Use Plan).
  - An overview of reporting structure for this assignment should be included and the identification of resources (staff and materials) that will be made available to the successful candidate.
  - The Background and Context piece can also list all activities related to the Community Sustainability Visioning exercise which has been undertaken to date (e.g. the identification of a Community Sustainability Visioning “Champion” and background research to identify existing documents, reports, plans, materials to help inform an understanding of the community).
- Schedule
  - The date the exercise will start and when it should be completed by.
- Scope of Work:
  - This will focus on the scope of work required related to;
    - Planning for Community Sustainability Visioning;
    - Developing the Community Sustainability Vision; and
    - Finalizing the Community Sustainability Vision.
- Deliverables:
  - There will be two key deliverables:

#### **Communication/Engagement Plan**

The plan should include the development of a communication strategy that outlines effective methods for providing the community with information and notice of the visioning process. Engagement activities may include a range of techniques; however, the plan should allow community members the opportunity to “just sit and talk”. Strategies should reflect those best suited to community members, allowing them to feel comfortable providing insight to inform the community’s vision. Techniques may include workshops or community meetings (supported by a series of posters and print material and workbooks, checklists, etc.); booths at local venues such as libraries, grocery stores, coffee shops; use of social media; or ‘kitchen table meetings’ etc. Approaches for involving a range of specific audiences such as the general public, youth, elders/seniors, seasonal residents, and community organizations should be noted.

### **Community Sustainability Vision Report**

The second key deliverable from the assignment will be a Community Sustainability Vision report, documented in an easy to understand format, with supporting background material. The report would/could include:

- The Community Sustainability Vision;
- Description of themes or pillars that support the Vision, including existing conditions/profile, Strengths Weaknesses Opportunities and Threats (SWOT) analysis, goals/objectives, related actions;
- A description of the communication/engagement process and methodology; and
- Appendices of related material as applicable (e.g., bibliography, community profile, asset mapping).

- Proposal Requirements

It is recommended that the submitted proposal include the following elements:

**1. Qualifications and Experience** - The consultant should outline their relevant experience, including experience of the Project Lead/Facilitator (and support staff, if any) and corporate experience with:

- a. Community development /sustainability or strategic planning projects, including the development of Community Sustainability Visions – particularly in small northern /rural communities;
- b. Planning, implementing and documenting community engagement activities;
- c. Community development/sustainability or strategic planning and engagement projects with Aboriginal communities and organizations (First Nations and Métis) (*if appropriate for community*);
- d. Preparing materials for communication with a range of audiences;
- e. Provision of services in [specify language(s)];
- f. Identification of Project Staff – including at a minimum the Project Lead, and support staff (if any) – including CVs addressing the relevant areas of experience outlined above; and
- g. Summaries of corporate experience and illustrative projects and experience relevant to this assignment.

**2. Suggested Approach** - The consultant should outline their relevant experience, including experience of the Project Lead/Facilitator (and support staff, if any).

**3. Work Plan, Schedule and Budget by Phase** – Based on the approach outlined above, a work plan, schedule and budget should be provided, illustrating the level of effort for staff, and allocation of costs. The budget should be inclusive of all consultant fees/disbursements, and clearly identify costs for specific tasks, including engagement activities (including travel as applicable). The maximum funding available for the assignment (including GST/HST as applicable) could be identified.

**4. References** - (name, position/organizations, phone, e-mail) for two illustrative projects relevant to this assignment.

- Selection Criteria

- Consideration should be given to predefining selection criteria and associated weighting/point scheme. For example:

<b>Selection Criteria</b>	<b>Weighting (Points)</b>
Clear demonstration of an understanding of the community and the proposed Sustainability Visioning exercise	10
Well documented experience developing Community Sustainability Visions, designing and executing community-based engagement sessions and Facilitator Guides, background providing facilitation and consultation services, history of providing strategic advice and guidance, extensive research and analysis experience, proven experience developing Communication / Engagement plans and associated materials	15
References <ul style="list-style-type: none"> <li>- Name and duration of project;</li> <li>- Client;</li> <li>- Size and scope of work undertaken;</li> <li>- Key contact person (name, title, position) with Contact Details (postal address, telephone number, email, and fax number).</li> </ul>	15
Well articulated approach to developing Community Sustainability Visions	15
Proposed Team	10
Sample of Communication / Engagement Plans and Materials designed to support visioning engagement sessions (e.g. workbooks)	10
Detailed work program which outlines all steps / tasks associated with developing the Community Sustainability Vision	10
Schedule and Timeline	5
Budget for undertaking work	10

- Proposal Delivery Requirements

- This section provides very clear and detailed instructions on how the proposal is to be delivered, to whom it should be delivered and by what time, and the number of copies required

- Questions Related to the RFP

- This section should clearly identify an individual to whom bidders can direct their questions, the contact details, and the date and time of when question submission closes.



# 4 KEY TASK

## Secure the Services of a Facilitator

**Objective** » *To identify a qualified and experienced individual to assume the role of Community Sustainability Visioning Facilitator.*

**Overall Responsibility** » **Visioning “Champion” / Community Leadership**

### Activities

- » Gather all resumes / proposals received at the close of the posting period and submit to the Community’s Leadership for their review.
- » Schedule a meeting with the Community’s Leadership to review proposals for Facilitator position.
- » Using the list of key requirements developed in Action Item 2: Key Task 3, meet with the Community’s Leadership and review all applicants.
- » Obtain consensus on the preferred applicant and undertake the steps necessary to notify that individual.
- » Once the Sustainability Visioning Facilitator has accepted the position, undertake logistical activities and arrange a meeting with the Community’s Leadership to officially initiate the process.
- » Meet with the Community’s Leadership and ensure that the Facilitator fully understands their role and responsibility, is provided with the support necessary to undertake their responsibility, and address contractual / administrative requirements as necessary.

***Key Questions to ask when Identifying the Community's Sustainability Visioning Facilitator***

- Does this person / firm have previous experience developing Community Sustainability Visions?
- Does this person / firm come with an understanding of sustainability and municipal / community politics?
- Does this person / firm have the skills and experience needed to engage with the members of our community?
- Does this person / firm have the necessary experiential background to provide the guidance needed for this undertaking?
- Is the team proposed well qualified to undertake this process?
- Does the work program / approach proposed show an understanding of what is required?
- Were there any unique and interesting ideas proposed that would help to improve the effectiveness and efficiency of the process proposed to develop the vision?
- Does the proposed timeline show an understanding of the level of effort associated with this undertaking?
- Is the price "affordable" and appropriate given the level of work / effort proposed?



## Tool Kit - Module 3

<b>PHASE</b> <b>1</b>	<b><i>ACTION ITEM 3</i></b>	<b><i>Facilitator Develops a Communication / Engagement Plan</i></b>
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**Key Task 1:** *Develop Communication / Engagement Plan (Including Techniques / Activities and Schedule) for Visioning*

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**Key Task 2:** *Design and Approve Community Notification Campaign*



# 1 KEY TASK

## Develop Detailed Communication / Engagement Plan for Visioning

**Objective** » *To develop a communication/engagement plan to support the development of the Community's Sustainability Vision, building upon the approach defined by the selected facilitator in their proposal.*

**Overall Responsibility** » **Facilitator / Visioning "Champion"**

### Activities

- » Using the selected facilitator's approach as a starting point, and knowledge of the requirements of the sustainability visioning exercise, develop a list of key activities associated with the development of the Vision. Activities may include:
  - Community literature and document review;
  - Meetings with the Community's Leadership and the Sustainability Visioning "Champion" / Leader;
  - Development of the Engagement Plan and associated materials/tools/processes such as:
    - Work books;
    - Website portal;
    - Number, dates, times, themes of community engagement sessions; and
    - Community notification campaign developed with supporting materials;
  - Undertake community engagement activities;
  - Draft Vision;
  - Provide community with further engagement opportunities; and
  - Finalized Vision.
- » For each activity identified above, the Facilitator identifies the level of effort, resource requirements, and timeline.
- » Facilitator submits detailed engagement plan to the Visioning "Champion" and Community Leadership for review, edits, and approval.
- » Engagement plan is finalized to reflect edits.

### Sample Sustainability Visioning Project Schedule

Project Task	January	February	March	April	May
1. Project Initiation Meeting					
2. Develop Detailed Work Plan / Schedule					
3. Conduct Document / Literature Scan					
4. Conduct Document / Literature Review					
5. Client Meeting					
6. Develop Community Profile					
7. Develop Communication / Engagement Plan					
8. Develop Engagement Session Materials (e.g. Workbooks, Educational Flyers / Posters, etc.)					
9. Client Meeting					
10. Logistical Activities for Engagement Session(s)					
11. Identify Engagement Session(s) Facilitator					
12. Develop Engagement Session(s) Facilitator's Guide					
13. Client Meeting					
14. Undertake Engagement Session					
15. Develop DRAFT Community Sustainability Vision					
16. Public Input on DRAFT Community Sustainability Vision					
17. Client Meeting					
18. Develop FINAL Community Sustainability Vision Initiation Meeting					
19. Final Client Meeting					
20. Project Management					

# 2 KEY TASK

## Design & Approve Community Notification Campaign

**Objective** » *To design all materials necessary to notify the community at large of the Sustainability Visioning exercise.*

**Overall Responsibility** » **Facilitator / Visioning “Champion” / Community Leadership**

### Activities

- » Using the detailed engagement plan, identify the community notification points:
  - Educational Campaign speaking to the Sustainability Visioning exercise, its objective, key requirements (e.g. the community engagement sessions), and its intended outcome;
  - Notification of the opportunity to participate in the community engagement sessions to inform the development of the Community Sustainability Vision;
  - Notification of the DRAFT Vision and the opportunity to review and provide input; and
  - Notification of the FINALIZED Community Sustainability Vision.
- » Develop a notification plan which outlines all the strategies that will be undertaken to notify the community as identified above (see example on page 4). Strategies could include:
  - Posting on the Community’s website;
  - Advertisement through approved media sources (e.g. local newspapers, radio);
  - Newsletter distributed at local schools;
  - Pamphlets delivered in community (see example on page 5);
  - Social media; and
  - Notification of interested community groups (e.g. ENGOs) through direct mail.
- » Submit the notification plan and associated materials to the Visioning “Champion” for review, input, and edits.
- » Address all edits and submit a revised version to the Visioning “Champion”.
- » Visioning “Champion” submits the revised notification plan to the Community’s Leadership for review and approval.
- » Facilitator finalizes notification plan given input from the Community’s Leadership.

## Sample Notification Plan

Notification Activity	Who will be notified	How will they be notified	What will they be told	Who is responsible for notifying	Notification tasks	Timing	Needs / Resource requirements
<b>Educational Campaign speaking to the Sustainability Visioning exercise, its objective, key requirements, intended outcomes</b>	<ul style="list-style-type: none"> <li>Community Leadership;</li> <li>Public;</li> <li>Interested Parties (e.g. ENGOs).</li> </ul>	<ul style="list-style-type: none"> <li>Emails;</li> <li>Listserve;</li> <li>Posting of information on Internal and External websites;</li> <li>Media Campaigns.</li> </ul>	<ul style="list-style-type: none"> <li>Community Leadership – <b>The Community Leadership will be provided with information throughout the life of the Sustainability Visioning exercise. In this case they will be given all information needed to ensure a comprehensive understanding of the state-of-affairs within the community and the reasons why the Community is undertaking the visioning exercise.</b></li> <li>Public, ENGOs, Interested Parties – <b>This initial notification will indicate that the Community is undertaking a Sustainability Visioning exercise which will be supported by Engagement Sessions in the near future. This allows for sufficient knowledge development and preparation so that once the Engagement sessions are scheduled, the Public is not caught off-guard.</b></li> </ul>	<ul style="list-style-type: none"> <li>Community Sustainability Visioning Facilitator</li> </ul>	<ul style="list-style-type: none"> <li>See Action Item 4, Key Tasks 1 and 2</li> </ul>	To be developed by the Community Sustainability Visioning Facilitator	<ul style="list-style-type: none"> <li>Financial resources;</li> <li>Human resources;</li> <li>Community-based information;</li> <li>Easily accessible website portal;</li> <li>Marketing material;</li> <li>Educational material; and</li> <li>Purchase of advertising “air-time” from local media (e.g. newspaper, television, radio).</li> </ul>
<b>Notification of the opportunity to participate in the public engagement activities to inform the development of the Community Sustainability Vision</b>	<ul style="list-style-type: none"> <li>Public;</li> <li>Interested Parties (e.g. ENGOs).</li> </ul>	<ul style="list-style-type: none"> <li>Emails;</li> <li>Listserve;</li> <li>Posting on External website (e.g. website portal);</li> <li>Media Campaigns.</li> </ul>	<ul style="list-style-type: none"> <li>Public, ENGOs, Interested Parties – <b>Through this notification, the Public, ENGOs, and all interested parties will be made aware of the Schedule of Engagement Session(s), dates, times, materials, and associated details.</b></li> </ul>	<ul style="list-style-type: none"> <li>Community Sustainability Visioning Facilitator</li> </ul>	<ul style="list-style-type: none"> <li>See Action Item 7, Key Tasks 1, 2, and 3</li> </ul>	To be developed by the Community Sustainability Visioning Facilitator	<ul style="list-style-type: none"> <li>Human resources;</li> <li>Financial resources;</li> <li>Materials required to support the engagement sessions (e.g. workbooks);</li> <li>Easily accessible website portal;</li> <li>Marketing material;</li> <li>Purchase of advertising “air-time” from local media (i.e. newspaper, television, radio).</li> </ul>
<b>Notification of the DRAFT Vision and the opportunity to review and provide input</b>	<ul style="list-style-type: none"> <li>Public;</li> <li>Interested Parties (e.g. ENGOs).</li> </ul>	<ul style="list-style-type: none"> <li>Emails;</li> <li>Listserve;</li> <li>Posting on External website (e.g. website portal);</li> <li>Media Campaigns.</li> </ul>	<ul style="list-style-type: none"> <li>Public, ENGOs, Interested Parties – <b>Through this notification, the Public and associated Interested Parties will be made aware of DRAFT Sustainability Vision statements and be invited to provide their input on the appropriateness of what has been developed.</b></li> </ul>	<ul style="list-style-type: none"> <li>Community Sustainability Visioning Facilitator</li> </ul>	<ul style="list-style-type: none"> <li>See Action Item 10, Key Tasks 1, 2, and 3</li> </ul>	To be developed by the Community Sustainability Visioning Facilitator	<ul style="list-style-type: none"> <li>Human resources;</li> <li>Financial resources;</li> <li>DRAFT Community Sustainability Vision;</li> <li>Easily accessible website portal;</li> <li>Marketing material;</li> <li>Purchase of advertising “air-time” from local media (i.e. newspaper, television, radio).</li> </ul>
<b>Notification of the FINALIZED Community Sustainability Vision.</b>	<ul style="list-style-type: none"> <li>Community Leadership;</li> <li>Public;</li> <li>Interested Parties (e.g. ENGOs).</li> </ul>	<ul style="list-style-type: none"> <li>Emails;</li> <li>Listserve;</li> <li>Posting on External website (e.g. website portal);</li> <li>Media Campaigns.</li> </ul>	<ul style="list-style-type: none"> <li>Community Leadership, Public and Associated Interested Parties – <b>Receive notification informing them of FINAL Sustainability Vision that will guide community-based planning.</b></li> </ul>	<ul style="list-style-type: none"> <li>Community Sustainability Visioning Facilitator</li> </ul>	<ul style="list-style-type: none"> <li>See Action Item 12, Key Tasks 1 and 2</li> </ul>	To be developed by the Community Sustainability Visioning Facilitator	<ul style="list-style-type: none"> <li>Human resources;</li> <li>Financial resources;</li> <li>FINAL Community Sustainability Vision;</li> <li>Easily accessible website portal;</li> <li>Marketing material;</li> <li>Purchase of advertising “air-time” from local media (i.e. newspaper, television, radio).</li> </ul>



### Example of Information Leaflet / Pamphlet

#### Panel 1

Coloured Title Page with pictures and title (e.g. "Community X's Sustainability Visioning Exercise")

#### Panel 2

- Description of Visioning Exercise;
- Definition of Community Sustainability Vision.

#### Panel 3

- Overview of why visioning is important to the Community;
- Overview of what the Community is going to do in relation to vision development (e.g. advertise, engagement sessions)

#### Panel 4

- List of the types of engagement sessions that will be carried out and the approximate timing (e.g. Community Meeting- September 2012)

#### Panel 5

List key questions to consider for the visioning process such as:

- What would you like to see changed in the community?
- What would you like to see remain the same?

#### Panel 6

- Information related to the NWMO;
- Information related to the APM siting process;
- Information related to the NWMO project.

Leaflets / Pamphlets are intended to function as "advertising" / information sources which can be distributed both during Phase I of the Community Notification Campaign or during engagement sessions to (a) add background context or (b) function as a "take away" / "take home" pieces of information.

Ensure that Leaflet / Pamphlets contain:

- Colourful pictures;
- Easy to understand language;
- "White space"; and
- Only the critical information (using as few words as possible to convey the message).





## Tool Kit - Module 4

<b>PHASE</b> <b>1</b>	<b><i>ACTION ITEM 4</i></b>	<b><i>Community Given Notice Related to the Sustainability Visioning Undertaking</i></b>
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**Key Task 1:** *Logistical Activities Undertaken for  
Community Notification*

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**Key Task 2:** *Notify the Community and Address  
Questions*



# 1 KEY TASK

## Logistical Activities Undertaken for Community Notification

**Objective** » To undertake the steps necessary to ensure the community is aware of the Community Sustainability Visioning exercise.

**Overall Responsibility** » **Facilitator / Visioning “Champion”**

### Activities

- » Review the approved notification plan in Action Item 3, Key Task 2.
- » Contact all identified sources and inform them of the activity and their involvement in the process. This could include such things as:
  - Local Media: hired to advertise the exercise;
  - Local schools: to distribute newsletters to students; and
  - Local community organizations: to inform their membership.
- » Upon receipt of consent from these identified sources, distribute all previously developed materials (e.g. advertisements, leaflets, newsletters) to these groups.
- » Manage the undertaking to ensure the correct information is being shared with the Community at the appropriate time.

### Example of Advertisement – (Community) Sustainability Visioning Exercise (For Media & Interested Parties)

*“The **(insert community name)** will be developing a Sustainability Vision! This vision will help to guide the future development of our community and can help us decide if our vision for the future could include the Nuclear Waste Management Organization’s APM project.*

*We would like to ask and invite all members of the community to come out and share their vision of **(insert community name)** with us! We want to make sure that our community reflects the interests, goals, and needs of you, the residents!*

*We plan to have a series of Engagement Sessions in the upcoming months and will notify you as we get closer to the dates!*

*If you would like more information, please visit our website at **(insert website address)**.*

*If you have questions or concerns, please contact – **(insert contact name)** at **(email address and telephone)**.”*

### **Example of Advertisement – (Community) Sustainability Visioning Exercise (For Students)**

*"The **(insert community name)** will be developing a Sustainability Vision! A Vision tells us what you want the community to look like in the future (for example, do you want more soccer fields? Do you want more parks?).*

*We would like you to help us design the new **(insert community name)** We will be sending you more information soon, so put your thinking caps on!*

*If you would like more information, please visit our website at **(insert website address)***

*If you have questions or concerns, please contact – **(insert contact name)** at **(email address and telephone)**."*



# 2 KEY TASK

## Notify the Community & Address Questions

**Objective** » *To ensure the community is sufficiently informed of the Community Sustainability Visioning exercise and all questions regarding the exercise are appropriately addressed.*

**Overall Responsibility** » **Facilitator / Visioning “Champion” / Community Leadership**

### Activities

- » Implement the plans outlined in Action Item 4: Key Task 1 above.
- » Notify the community.
- » Develop a strategy for addressing community questions. This strategy could include:
  - A series of identified individuals tasked with addressing questions;
  - The sources through which enquires can be made (e.g. website, social media, hotline, email);
  - Educating identified individuals on the Sustainability Visioning exercise, Frequently Asked Questions, NWMO, the APM approach and the siting process;
  - Ensuring identified individuals know when to direct a question to a senior member associated with the undertaking (i.e. the Facilitator, the Visioning Champion, the Community Leadership); and
  - Outlining the process to be undertaken when passing a question on to a senior member.
- » Ensure Community’s Leadership is available to address community questions as required.
- » Assemble all inquires, and schedule a meeting with the Community’s Leadership to discuss next steps.
- » At the meeting, outline trends which can be seen in the inquires and discuss ways in which to address these findings as the Sustainability Visioning exercise moves forward.







## Tool Kit - Module 5

<b>PHASE</b> <b>2</b>	<b><i>ACTION ITEM 5</i></b>	<b><i>Develop/Assemble Community-Based Profile</i></b>
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**Key Task 1:** *Assemble all Community-Based Documents to Aid in Development of a Community-Based Profile*

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**Key Task 2:** *Prepare or Update the Community Profile*



# 1 KEY TASK

## Assemble all Community-Based Documents to Aid in Development of a Community-Based Profile

**Objective** » *Identify and obtain hard and electronic copies of the most recent versions of all materials which may assist with understanding the community's needs as they relate to the visioning process.*

**Overall Responsibility** » **Facilitator / Visioning "Champion" / Community Leadership**

### Activities

- » Conduct an inventory to identify documents which may inform the public's perspective related to the community. These documents may include:
  - A community demographic profile;
  - Community strategic plan;
  - Community environmental scan;
  - Integrated Community Sustainability Plan;
  - Land use plan;
  - Council decisions;
  - Community vision (if it exists), community goals, community priorities, community plans; and
  - Input from the community received from previous engagement sessions.
- » Submit the completed list to the Visioning "Champion" and Community's Leadership to determine if there are other documents that may be appropriate.
- » Once confirmed, determine the location of all documents (e.g. the Departments within the community responsible for these documents).
- » Obtain both hard and electronic copies of the most recent drafts of all documents identified.

**Checklist of all Available Community-based Documents to Support Community Sustainability Visioning**

Document	Available	Description	Date Developed	Requires Updating
Community Demographic Profile	Yes <input type="checkbox"/> No <input type="checkbox"/>			Yes <input type="checkbox"/> No <input type="checkbox"/>
Community Strategic Plan	Yes <input type="checkbox"/> No <input type="checkbox"/>			Yes <input type="checkbox"/> No <input type="checkbox"/>
Community Environmental Scan	Yes <input type="checkbox"/> No <input type="checkbox"/>			Yes <input type="checkbox"/> No <input type="checkbox"/>
Integrated Community Sustainability Plan	Yes <input type="checkbox"/> No <input type="checkbox"/>			Yes <input type="checkbox"/> No <input type="checkbox"/>
Land Use Plan	Yes <input type="checkbox"/> No <input type="checkbox"/>			Yes <input type="checkbox"/> No <input type="checkbox"/>
Council Decisions (i.e. on Sustainability and / or Community Planning)	Yes <input type="checkbox"/> No <input type="checkbox"/>			Yes <input type="checkbox"/> No <input type="checkbox"/>
Community Vision	Yes <input type="checkbox"/> No <input type="checkbox"/>			Yes <input type="checkbox"/> No <input type="checkbox"/>
Community Goals	Yes <input type="checkbox"/> No <input type="checkbox"/>			Yes <input type="checkbox"/> No <input type="checkbox"/>
Community Priorities	Yes <input type="checkbox"/> No <input type="checkbox"/>			Yes <input type="checkbox"/> No <input type="checkbox"/>
Community Plans	Yes <input type="checkbox"/> No <input type="checkbox"/>			Yes <input type="checkbox"/> No <input type="checkbox"/>
Input from Previous Engagement Sessions	Yes <input type="checkbox"/> No <input type="checkbox"/>			Yes <input type="checkbox"/> No <input type="checkbox"/>
<b>Comments:</b> _____				
_____				
_____				
_____				
_____				

# 2 KEY TASK

## Prepare or Update the Community Profile

### Objective



*Using in-house resources and/or Statistics Canada community profile data, ensure that the Community's demographic profile is up-to-date and reflective of the current state of affairs.*

### Overall Responsibility



**Facilitator / Visioning "Champion"**

### Activities

- » Prepare or update community profile using in-house statistics and/or Statistics Canada community profile data (<http://www12.statcan.gc.ca/census-recensement/2006/dp-pd/prof/92-591/index.cfm?Lang=E>). Key items which could be captured in the revised demographic profile include:
  - Current and projected population of the community;
  - Population age and distribution;
  - Education and Income related data; and
  - Economic data (e.g. land use, industry and sector related data).
- » Submit the updated community profile to the Visioning "Champion" for review, input, and accuracy.
- » Address all input and finalize the community profile.
- » If previous visioning or planning work had been undertaken it would be useful to consider undertaking a Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis. This involves considering the direction provided in these existing documents and asking the following questions:
  - Are we accomplishing what we set out to do?
  - How well are we accomplishing it?
  - Why are we unable to accomplish what we set out to do?
  - What do we need to accomplish our goals?
  - What do we have within our community to help us accomplish our goals?
  - What is the impact if we do not accomplish our goals?

These questions will allow the context of past work to be included in the profile (e.g. community is on track, community has established certain goals, but has not progressed as far as intended).

### Example Community Profile

#### 1. Population

Current Year (list year)			
Age (Years)	Total	Male	Female
0-10			
11-20			
21-30			
31-40			
41-50			
51-60			
61-70			
80+			

Category	Population Over Time	Number
Population 10 Years Ago (Number)		
Population 5 Years Ago (Number)		
<b>Population of Current Year (Number)</b>		
Projected Population in 5 Years (Number)		
Projected Population in 10 Years (Number)		

Category	Mobility of Population	Percent
Lived at the same address 1 year ago		
Lived in the Community but changed address within the last year		
Lived at the same address 5 years ago		
Lived in the Community but changed address within the last year		

#### 2. Education

Educational Attainment	Percent
Total population over the age of 15 years	
No certificate, diploma, or degree	
High school certificate or equivalent	
Apprenticeship or trades certificate or diploma	
College, CEGEP or other non-university certificate or diploma	
University certificate or diploma below the bachelor level	
University certificate, diploma, or certificate	

#### 3. Employment

Labour Force Activity	Total
Total population 15 years of age and over	
Total population participating in labour force	
Total population employed	
Total population unemployed	
Total population not participating in the labour force	

Category	Rate
Labour Force Participation Rate	
Employment Rate	
Unemployment Rate	

#### 3. Employment (Cont)

Category	Occupation	Percent
Total experienced labour force 15 years of age and over		
Management occupations		
Business, finance, and administration occupations		
Natural and applied sciences and related occupations		
Health occupations		
Occupations in social science, education, government service, and religion		
Occupations in art, culture, recreation, and sport		
Sales and service occupations		
Trades, transport, and equipment operations and related occupations		
Occupations unique to primary industry		
Occupations unique to processing, manufacturing, and utilities		

**4. Income**

Category	Total
Persons 15 years and over with income (counts)	
Median income – Persons 15 years of age and over	
Median income after tax - Persons 15 years of age and over	
Median income – couple households with children	
Median income – couple households without children	
Median income – single parent families	

**6. Land Use**

Type of Use	Percent
Commercial	
Residential	
Agricultural	
Industrial	
Protected	

**7. Social Services**

Facilities	Total
Number of Hospitals	
Number of Healthcare Centres	
Number of Community Centres	
Number of Recreational (Sport) Facilities (e.g boating clubs, soccer fields, baseball fields)	
<b>Social &amp; Entertainment Facilities</b>	
Number of Communal Retail Complexes (e.g. strip malls, shopping arcades, farmers' markets)	
Number of Restaurants	
Number of Entertainment Centres (e.g. movie theatre, video arcades)	
Number of Parks and Public Spaces	

**5. Housing**

Category	Number
Total private dwellings occupied by usual residents	
Single-detached houses – as % of total occupied private dwellings	
Semi-detached houses – as a % of total occupied private dwellings	
Row houses – as a % of total occupied private dwellings	
Apartments, duplex – as a % of total occupied private dwellings	
Apartments in buildings with fewer than five storeys – as a % of total occupied private dwellings	
Other dwellings – as a % of total occupied dwellings	
Number of existing dwellings	
Number of owned dwellings	
Number of owned dwellings	
Number of dwellings being constructed	
Average value of owned dwelling	

**8. Governance**

Number of Sustainability Initiatives	Date Initiated
Plans	
_____	
_____	
Policies	
_____	
_____	
Commitments	
_____	
_____	
Activities	
_____	
_____	

**Strengths, Weaknesses, Opportunities, Threats Analysis Template**

Community Goals, Priorities, Objectives		
Intended	Accomplished	Outstanding
_____	_____	_____

**Strengths**

**Key Question:**  
*“What do we have in-house to help us accomplish our goals?”*

\_\_\_\_\_

\_\_\_\_\_

**Opportunities**

**Key Question:**  
*“How well are we accomplishing our goals?”, “What do we need/What exists to help us accomplish our goals better?” & “Where / How can we obtain these supports?”*

\_\_\_\_\_

\_\_\_\_\_

**Weaknesses**

**Key Question:**  
*“Why are we not able to accomplish what we set out to do?”*

\_\_\_\_\_

\_\_\_\_\_

**Threats**

**Key Question:**  
*“What is the impact if we do not accomplish our goals?”*

\_\_\_\_\_

\_\_\_\_\_

*<sup>1</sup>Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis is a good first step when undertaking any form of strategic planning. It operates by conducting a detailed internal inventory of all relevant documents which provide insight into the community’s direction, its plans and priorities, and actions undertaken to date; AND asks the following questions: “Are we accomplishing what we set out to do?”, “How well are we accomplishing it?”, “Why are we not able to accomplish what we set out to do?”, “What do we need to accomplish our goals?”, “What do we have within our community to help us accomplish our goals?”, & “What is the impact if we do not accomplish our goals?”*





## Tool Kit - Module 6



### **ACTION ITEM 6**

### *Preparation of Materials to Support Sustainability Visioning*

#### **Key Task 1:**

*Develop Tools (e.g. Workbook) Containing  
Overview and Focused Questions for Use  
During Discussion*

---

#### **Key Task 2:**

*Develop a Publically Accessible Location  
for Engagement Material*



# 1 KEY TASK

## Develop Tool (e.g. Workbook) Containing Overview & Focused Questions for use During Discussion

**Objective** » *To develop tools (e.g. workbook) capable of eliciting input which will guide the development of the Community's Sustainability Vision. The tools should be designed in such a way that it can be used at the engagement session(s) or at home by those who are unable to attend the engagement sessions.*

**Overall Responsibility** » **Facilitator / Visioning "Champion" / Community Leadership**

### Activities

- » Identify all audiences which will be targeted by the community engagement sessions (e.g. rate payers, residents, local students, businesses, religious groups, ENGOs, community organizations) and submit the list of potential participants to both the Visioning "Champion" and Community Leadership for confirmation.
- » Develop several short, focused questions which will be directed to the engagement session participants. The answers to these questions will assist with the development of the Community's Sustainability Vision. See sample workbook on page 2. These questions, which may be used to facilitate a discussion or be included in a workbook, may include:
  - What are four phrases that you would like to see used to describe this community in the future? (e.g., "a financially prosperous community", "a socially thriving community", "a community which values the health and well-being of both its people and environment")?
  - What are three of your major concerns regarding this community both now and as we move into the future?
  - What would you like your future community to look like?
  - If you had to develop a vision statement for the community, what would it be? ; (a) "How would you describe your community today?" and (b) "How would you like to describe your community in 5 years?"
  - What are the five most valuable things (in your opinion) about this community?
  - What would you like to see remain unchanged within the community?
- » Submit these questions to the Visioning "Champion" and Community Leadership for review, edits, and input.
- » Address all edits and finalize questions.
- » Develop an easy-to-understand, very simple introductory statement explaining what the workbook is intended to do (i.e. the introductory statement should answer the questions of "Why are we asking you to answer these questions?" and "How do these questions help with the development of a Community Sustainability Vision?").
- » Develop one or two very clear and easy-to-understand lines introducing each question.
- » Ensure the language used is tailored to the audience (e.g. if targeting high school students and elementary school students the language and the look and feel of the workbooks will have to be designed for these audiences).
- » Develop a template of the workbook (audience specific) which includes both the introductory statement and the focused questions.
- » Submit the workbook template to the Visioning "Champion" and the Community's Leadership for review, edits, and input.
- » Address all edits and input and finalize the workbook.

## Sample Workbook

### Page 1

Coloured Title Page with pictures and a title (e.g. "Community X's Sustainability Visioning Workbook")

### Page 2

- Definition of Community Sustainability Vision;
- Overview of why visioning is important to the Community.

### Page 3

- Key demographic facts about the Community;
- List of Sustainability activities taking place in the Community.

### Page 4

- Explain the Workbook and how it will help to inform the development of the vision;
- Explain the Workbook's structure (e.g. focused questions, diagrams, etc.)

### Page 5

Please draw a picture of what you would like the community to look like in the future (e.g. 5 or 10 years).

### Page 6

What are four phrases that you would like other people to use when describing this Community (e.g. "it's a great place to live")?

- 
- 
- 
- 

### Page 7

How would you like the Community to be described in the future?

- 
- 

### Page 8

What are 5 things that you like most about the community and 5 things you like least?

- 
- 
- 
- 
- 

### Panel 9

What do you want to see change in the community?

What do you want to remain the same in the community?

### Panel 10

- Thank you note;
- Contact information if there are questions / concerns;
- List of next steps related to the production of the vision statement.

### Ensure that workbooks contain:

- Colourful pictures;
- Easy to understand language;
- Lots of "white space";
- As few words as possible; and
- Clear instruction that people do not have to address each page.

# 2 KEY TASK

## Develop a Publically Accessible Location for Engagement Material

<b>Objective</b>	» <i>To develop a publically accessible location for engagement material which will allow easy access to materials related to the development of the Community's Sustainability Vision.</i>
<b>Overall Responsibility</b>	» <b>Facilitator / Visioning "Champion"</b>
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>» Identify one or more locations in the community (e.g. municipal building, library) for a reference centre that would be an appropriate place to house materials related to the Community Sustainability Visioning exercise. One or more of the locations should be accessible some evenings or weekends and should be wheelchair accessible.</li> <li>» Facilitator, Visioning "Champion" or designate should be responsible for cataloguing materials when they are originally placed in the reference centre and periodically checking to ensure all required materials are in the reference centre. If the materials are placed in a library or in the municipal offices, there may be an opportunity to delegate this task.</li> <li>» Identify opportunities for placing materials on the municipal website or on a separate website and identify someone to establish the website and/or upload the visioning materials.</li> </ul>	





## Tool Kit - Module 7

<b>PHASE</b> <b>2</b>	<b>ACTION ITEM 7</b>	<b><i>Notice of Community Engagement Opportunities</i></b>
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**Key Task 1:** *Facilitator Undertakes Logistical Activities for Community Notification*

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**Key Task 2:** *Strategies Developed, Approved, and Implemented to Address Community Questions Following Notification and Review of Materials*

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**Key Task 3:** *Notify the Community and Address Questions*





**1 KEY TASK**

**Facilitator Undertakes Logistical Activities for Community Notification**

**Objective**      »      *To take the necessary steps to ensure the community is aware of the opportunity to participate in the engagement session(s), which will facilitate the development of the Community's Sustainability Vision.*

**Overall Responsibility**      »      **Facilitator / Visioning "Champion"**

- Activities**
- » Review the approved notification plan developed in Action Item 3, Key Task 2.
  - » Facilitator develops a press release and notification fliers listing all the dates, times, and location of sessions, the location of the Reference Centre, and identifies key contact details. Example notices are included on page 2.
  - » Facilitator submits press release and advertisement/mail out to the Visioning "Champion" and the Community's Leadership for review, input, and approval.
  - » Facilitator addresses all input and edits and finalizes the press release and advertisement/mail out.
  - » Facilitator contacts the general public and stakeholders (e.g. local media, local schools, local organizations ) and informs them of the opportunity to participate in the process.
  - » A media campaign (i.e. radio, print, social media) is initiated.
  - » Facilitator manages the entire process to ensure the correct information is being shared with the community at the appropriate times.

### **Advertisement / Mailout – (Community) Sustainability Visioning Exercise (for Media & Interested Parties)**

"The **(insert community name)** is developing a Sustainability Vision! This vision will help to guide the development of our community over the in the next 5 – 10 years. We would like to ask and invite all members of the community to come out and share their ideas with us! We want to make sure that our community reflects the interests, goals, and needs of you, the residents!

We will be happy to meet with you at:

- **(insert location)** for a **(insert type of event)** on **(insert date)** at **(insert time)**;
- **(insert location)** for a **(insert type of event)** on **(insert date)** at **(insert time)**;
- **(insert location)** for a **(insert type of event)** on **(insert date)** at **(insert time)**;

If you would like more information, please visit our website at **(insert website address)**.

If you have questions or concerns, please contact – **(insert contact name)** at **(email address and telephone)**."

### **Advertisement – (Community) Sustainability Visioning Exercise (for Students)– Optional**

"The **(insert community name)** is developing a Sustainability Vision! A Vision tells us what you want the community to look like in the future (for example, do you want more soccer fields? Do you want more parks?).

We would like you to help us design the new **(insert community name)**. We will be coming to your school on **(insert date)** at **(insert)** to hear your ideas!

If you would like more information, please visit our website at **(insert website address)** or speak to your teacher.

If you have questions or concerns, please contact – **(insert contact name)** at **(email address and telephone)**."



# 2 KEY TASK

## Strategies Developed, Approved, & Implemented to Address Community Questions Following Notification & Review of Materials

<b>Objective</b>	» <i>To ensure that appropriate strategies and protocols are in place to address enquires made regarding the Community's Sustainability Visioning exercise.</i>
<b>Overall Responsibility</b>	» <b>Facilitator / Visioning "Champion" / Community Leadership</b>
<p><b>Activities</b></p> <p>» Develop a strategy for addressing community questions. This strategy could include:</p> <ul style="list-style-type: none"> <li>- A series of identified individuals who are assigned the responsibility of addressing questions;</li> <li>- Established mechanism through which enquires can be made (e.g. postal address hotline, email, weekly office hours);</li> <li>- Educating identified individuals on the Sustainability Visioning exercise, Frequently Asked Questions, the Community, NWMO, the APM siting process and NWMO project the Workbook (e.g. members of the local Community Advisory Group);</li> <li>- Ensuring identified individuals know when to direct a question to a senior member associated with the undertaking (e.g. the Facilitator, the Visioning Champion, the Community Leadership); and</li> <li>- Outlining the process to be undertaken when passing a question to a senior member.</li> </ul>	

**3** KEY TASK**Notify the Community & Address Questions****Objective**

*The community is sufficiently informed of the Community Sustainability Visioning engagement session(s), supporting materials, and all questions regarding the exercise are appropriately addressed.*

**Overall Responsibility**

**Facilitator / Visioning “Champion” / Community Leadership**

**Activities**

- » Implement the plans outlined in Action 7: Key Task 1 and 2 above.
- » Notify the community.
- » Ensure Community’s Leadership is available to address questions as required.
- » Assemble all questions, and schedule a meeting with the Community’s Leadership to discuss next steps and potential answers.
- » At the meeting, outline trends which can be seen in the questions and discuss ways in which to address these findings as the Sustainability Visioning exercise moves forward.



## Tool Kit - Module 8

<p>PHASE</p> <p><b>2</b></p>	<p><b>ACTION ITEM 8</b></p>	<p><i>Community Sustainability Visioning Activities</i></p>
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**Key Task 1:** *Undertake Logistical Activities to Host  
Engagement Activities*

---

**Key Task 2:** *Host Engagement Activities to Obtain Input*



# 1 KEY TASK

## Undertake Logistical Activities to Host Engagement Activities

### Objective



*To take the necessary steps to ensure locations are booked to host the engagement activities.*

### Overall Responsibility



**Facilitator / Visioning “Champion”**

### Activities

- » Contact all venues identified in the notification plan developed in Action Item 3: Key Task 2 and book the locations for the identified engagement date and time.
- » Ensure the venue has the appropriate equipment (e.g. projector, screen, audio visual equipment, microphones, work tables and chairs) to support the requirements of the engagement session.
- » Arrange refreshments for the session (as appropriate).
- » Identify all key personnel from the Community (and NWMO if the Community believes this is necessary) who should be present at the event and confirm their availability.
- » Prepare an agenda/plan for the event. The agenda for the event could include for example:
  - Introduction;
  - Background and context;
  - Question and answer period;
  - Brainstorming and discussion sessions focused around the workbook;
  - Breaks; and
  - Timing associated with each activity along with an identified “Lead” for each activity.

Additional ideas on activities in included in the table on the following page while a format for the event plan is included on page 3.

- » Submit the agenda to the Visioning “Champion” and the Community’s Leadership for review and input.
- » Address all edits and input and finalize the agenda.
- » Ensure all key personnel invited to the meeting (e.g. Community representatives) are in possession of the agenda.
- » Ensure educational information, posters, handouts, workbooks, sign-in sheet (see page 4) and other materials are printed and ready for the day of the session.

## **Potential Activities for Public Engagement**

*Outlined below are a collection of potential activities which may take place at an engagement session. The lists presented below are not exhaustive and activities should not be considered as the only options that can be undertaken at any given engagement session.*

### **Sessions with Large Audiences (Community Workshops / Meetings)**

- Mix & Mingle time to review meeting materials (e.g. advertising leaflets / pamphlets);
- Group Presentation introducing visioning and workshop's agenda;
- Question & Answer Period where the residents are given the chance to ask a panel of informed individuals (e.g. Community Economic Development officer, Chief, Councillors, NWMO Representative);
- Completion of the Workbook (individually);
- Completion of the Workbook (small groups);
- Small Group Discussions related to visioning and designing a vision statement;
- Presentation of results from group activities;
- Activities related to "drawing" a picture of what the future community may resemble.

### **Sessions with Smaller Audiences (Booth at Farmers' Markets, Coffee Shop Talks)**

- One-on-One Discussions related to visioning;
- Distribution of advertising leaflets / pamphlets;
- Completion of the Workbook.



**Event Agenda/Plan**

Type of Session: \_\_\_\_\_

Date of Event: \_\_\_\_\_ Timing of Event: \_\_\_\_\_

Location of Event: \_\_\_\_\_ Estimated # of Attendees: \_\_\_\_\_

Facilitator Name: \_\_\_\_\_

Representatives Attending (i.e. Community Representatives, NWMO Representatives):  
 \_\_\_\_\_  
 \_\_\_\_\_

<i>Activity</i>	<i>Description</i>	<i>Key Messaging</i>	<i>Timing</i>	<i>Resources Required</i>	<i>Lead</i>
Introductory Session	<ul style="list-style-type: none"> <li>• Provide an overview of visioning</li> <li>• Introduce the agenda for the session</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainability Visioning &amp; Importance to Community;</li> <li>• Process of developing Vision</li> <li>• Decision to move forward to APM is yet to be determined.</li> </ul>	6:00 p.m. – 6:30 p.m.	<ul style="list-style-type: none"> <li>• Overhead projector</li> <li>• Slides</li> <li>• Materials explaining visioning</li> </ul>	Facilitator

**Public Engagement Sign-in Sheet**

**Name of Session:** \_\_\_\_\_

**Date of Event:** \_\_\_\_\_ **Timing of Event:** \_\_\_\_\_

**Location of Event:** \_\_\_\_\_

<i>Activity</i>	<i>Please Write Your Name</i>	<i>Signature</i>	<i>Date</i>
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			
15			
16			
17			
18			
19			
20			



## Tool Kit - Module 9

**PHASE**  
**2** **ACTION**  
**ITEM 9** *Develop a Draft Sustainability Vision*

**Key Task 1:** *At the Conclusion of the Public Engagement Activities, Summarize all Findings From Engagement Activities, Identify Key Trends, and Produce a “What Was Heard” Document*

---

**Key Task 2:** *Guided by “What Was Heard”, Develop a Draft Community Sustainability Vision*



**1 KEY TASK**

**Summarize all Finding from Engagement Activities, Identify Key Trends, & Produce a “What Was Heard” Document**

**Objective** » *Combine, summarize, and analyze all input from the in-person and other engagement activities and produce a document which not only outlines what was heard, but also identifies key trends in what was heard from community members.*

**Overall Responsibility** » **Facilitator / Visioning “Champion” / Community Leadership**

- Activities**
- » Develop an electronic template for documenting community input, by key focus question from the engagement session.
  - » Review all completed engagement instruments (e.g. workbooks) and populate the template with responses received from community members.
  - » Analyze all data received and produce a “What Was Heard” report.
  - » This report can be:
    - Organized by question;
    - Use graphs, charts, and text to illustrate what community members had to say; and
    - Identify key trends based on the community’s responses.
  - » Share all findings with the Visioning “Champion” and the Community’s Leadership.

### Sample Tool for Summarizing “What was Heard”

<i>Focus Question Asked</i>	<i>Input received</i>
<p><i>What are four phrases that you would like other people to use when describing this Community (e.g. “it’s a great place to live”).</i></p>	<hr/> <hr/> <hr/> <hr/>
<p><i>How would you like the Community to be described in the future?</i></p> <p><i>In 5 or 10 years, how would you like to describe this community to an outsider?</i></p>	<hr/> <hr/> <hr/> <hr/>
<p><i>What are 5 things that you like most about the community and 5 things you like least?</i></p>	<hr/> <hr/> <hr/> <hr/>
<p><i>What do you want to see change in the community?</i></p> <p><i>What are 3 or 4 things that you would like to see <b>changed</b> in the community in the future?</i></p>	<hr/> <hr/> <hr/> <hr/>
<p><i>What do you want to remain the same in the community?</i></p> <p><i>What are 3 or 4 things that you would like to see <b>stay the same</b> in the community in the future?</i></p>	<hr/> <hr/> <hr/> <hr/>

# 2 KEY TASK

## Develop a Draft Community Sustainability Vision

**Objective** » *Guided by the “What Was Heard” report, develop a Community Sustainability Vision statement which reflects the interests, priorities, and goals of community members.*

**Overall Responsibility** » **Facilitator / Visioning “Champion” / Community’s Leadership**

### Activities

- » Organize a workshop with the Visioning “Champion” , Community Leadership, and other key community representatives (e.g. representatives from the Community Advisory Group) to (a) discuss the findings of the “What Was Heard” report and (b) begin drafting potential Community Sustainability Vision.
- » Host the workshop and develop a series of “potential” Vision Statements and / or key words which will form the foundation for the Vision.
- » Host subsequent workshops to expand on the Vision Statement, identifying key elements of the vision.
- » Facilitator writes a DRAFT Community Sustainability Vision.
- » Submit the DRAFT Vision Statements, to the Visioning “Champion” for review and input.
- » Address all input from the Visioning “Champion”.
- » Arrange a meeting with the Community’s Leadership and the Visioning “Champion” to review and refine the DRAFT Community Sustainability Vision.
- » Based on the feedback from this meeting, finalize the preferred DRAFT Community Sustainability Vision and submit to the Visioning “Champion” and Community Leadership for sign-off.







## Tool Kit - Module 10



### **ACTION ITEM 10**

### ***Community Notice to Review and Provide Input on Draft Sustainability Vision***

**Key Task 1:** *Logistical Activities Undertaken for  
Community Notification to Review Draft  
Sustainability Vision*

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**Key Task 2:** *Strategies Developed and Implemented  
to Receive Community Input (e.g. Hotline,  
Email Account, Website Portal) Following  
Notification*

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**Key Task 3:** *Notify the Community of Review  
Opportunity and Receive/Compile input*



**1 KEY TASK**

**Logistical Activities Undertaken for Community Notification to Review Draft Sustainability Vision**

**Objective**      »      *To take the necessary steps to ensure locations are booked to host the engagement activities.*

**Overall Responsibility**      »      **Facilitator /Visioning “Champion”**

**Activities**

- » Review the approved notification plan developed in Action Item 3: Key Task 2.
- » Facilitator develops a press release listing the time period for reviewing and providing input on the DRAFT Sustainability Vision; location of where the DRAFT Sustainability Vision can be viewed; and the method(s) through which input / feedback can be provided on the Sustainability Vision.
- » Facilitator submits press release to the Visioning “Champion” and the Community’s Leadership for review, input, and approval.
- » Facilitator addresses all input and edits and finalizes the press release.
- » Facilitator contacts stakeholders (e.g. local media, municipal organizations, local schools, local organizations such as ENGOS) and informs them of the opportunity to review and provide input on the DRAFT Sustainability Vision.
- » A media campaign (e.g. radio, print, social media) is initiated.
- » Facilitator manages the entire process to ensure the correct information is being shared with the community at the appropriate time.

**Advertisement – (Community) Sustainability Visioning Exercise (For Students) – Optional**

*“The **(insert community name)** has developed a DRAFT Sustainability Vision! A Vision tells us what you want the community to look like in the future (for example, do you want more soccer fields? Do you want more parks?).*

*We would like you to thank you for all of your ideas! They were very helpful! We would like to hear what you think of the DRAFT Sustainability Vision! We will be coming to your school on **(insert date)** at **(insert)** to hear your ideas!*

*If you would like more information, please visit our website at **(insert website address)** or speak to your teacher.*

*If you have questions or concerns, please contact – **(insert contact name)** at **(email address and telephone)**.”*



# 2 KEY TASK

## Strategies Developed & Implemented to Receive all Community Input Following Notification

**Objective**      »      *To ensure that appropriate mechanisms are in place to receive community input made on the DRAFT Sustainability Vision.*

**Overall Responsibility**      »      **Facilitator / Visioning “Champion” / Community Leadership**

### Activities

- » Develop a strategy which includes:
  - Identification of individuals who will be responsible for gathering all input;
  - Define the sources through which input can be provided (e.g. website, social media, hotline, email);
  - Develop a template for capturing input;
  - Ensure that the template is shared with all those who will be gathering input from the community;
  - Educating identified individuals on the DRAFT Sustainability Vision, how it was developed, the “What Was Heard” report and the key trends identified, what the DRAFT Sustainability Vision means, and next steps;
  - Ensuring identified individuals know how input should be gathered, know how to address questions if /when they are asked; know how / when to direct a question to a senior member associated with the undertaking (i.e. the Facilitator, the Visioning Champion, the Community Leadership); and
  - Outlining the process to be undertaken when passing a question on to a senior member.

**3** KEY TASK

***Notify the Community of Review Opportunity & Receive / Compile Input***

**Objective**      »      *The community is informed of the opportunity to provide input on the Community's DRAFT Sustainability Vision, and specific opportunities arranged.*

**Overall Responsibility**      »      **Facilitator / Visioning "Champion" / Community Leadership**

- Activities**
- » Notify the community of review opportunities.
  - » Implement the review mechanisms (e.g. meeting, online comments).
  - » Summarize input in an agreed-upon format.
  - » Ensure Community's Leadership is available to address community questions as required.





**Tool Kit - Module 11**



***ACTION  
ITEM 11***

*Review and Consider Community Input*

**Key Task 1:** *Summarize all Changes Suggested*

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**Key Task 2:** *Identify Areas Where Changes will be Made*





# 1 KEY TASK

## Summarize all Changes Suggested

### Objective



*Review all input provided and rank those suggestions based on both the “What Was Heard” report and all feedback received relating to the DRAFT Sustainability Vision.*

### Overall Responsibility



**Facilitator / Visioning “Champion” / Community’s Leadership**

### Activities

- » Review all input received and categorize them into:
  - Supports DRAFT Vision;
  - Does not support DRAFT Vision; and
  - Provides a suggestion for changing DRAFT Vision.
- » Categorize input on the DRAFT Vision into the following categories:
  - Fits with the findings from the “What Was Heard” report;
  - Does not fit with the findings from the “What Was Heard” report;
  - Represents a view consistent with what the majority of community members had to say about the DRAFT Sustainability Vision; and
  - Does not represent a view consistent with what the majority of community members had to say about the DRAFT Sustainability Vision.
- » Analyze all data received and produce a list of important changes for consideration by the Visioning “Champion” and the Community’s Leadership.
- » Share all findings with the Visioning “Champion” and the Community’s Leadership.

**2** **KEY**  
**TASK****Identify Areas Where Changes will be Made****Objective**

*Determine which of the suggested changes made by community members, relating to the DRAFT Sustainability Vision, will be adopted.*

**Overall  
Responsibility**

**Facilitator / Visioning “Champion” / Community’s Leadership**

**Activities**

- » If required, organize a workshop with the Visioning “Champion” and Community Leadership to (a) discuss the findings of community members input on the DRAFT Sustainability Vision and (b) the identified salient suggestions.
- » Host the workshop and develop a series of “potential” changes to the DRAFT Sustainability Vision to align with / account for the input.



## Tool Kit - Module 12

<p>PHASE</p> <p><b>3</b></p>	<p><b><i>ACTION ITEM 12</i></b></p>	<p><i>Develop Finalized Community Sustainability Vision</i></p>
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**Key Task 1:** *Revise Sustainability Vision to Reflect  
Community Input*

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**Key Task 2:** *Notify Community of the Finalized  
Community Sustainability Vision*



**1** **KEY TASK**

**Revise Sustainability Vision to Reflect Community Input**

<b>Objective</b>	»	<i>To develop a FINAL Community Sustainability Vision reflective of the input received from community members.</i>
<b>Overall Responsibility</b>	»	<b>Facilitator / Visioning “Champion” / Community’s Leadership</b>
<b>Activities</b>		
<ul style="list-style-type: none"> <li>» With consideration of the potential changes identified at the workshop in Action Item 11: Key Task 2, discuss proposed amendments to the Draft Vision.</li> <li>» Arrange a meeting with the Community’s Leadership and the Visioning “Champion” to review, discuss, and identify potential amendments to the Draft Vision statement.</li> <li>» Based on the feedback from this meeting, develop the FINAL Community Sustainability Vision and submit to the Visioning “Champion” and Community Leadership for sign-off.</li> </ul>		

# 2 KEY TASK

## Notify Community of the Finalized Community Sustainability Vision

**Objective**      »      *Take the necessary steps to ensure the community is aware of the availability of the FINAL Community Sustainability Vision.*

**Overall Responsibility**      »      **Facilitator / Visioning “Champion”**

### Activities

- » Review the approved notification plan developed in Action Item 3: Key Task 2.
- » Facilitator develops a press release listing the fact that the FINAL Community Sustainability Vision has been developed (depending on its length, may include the actual Sustainability Vision in the press release); how it was developed; thanks everyone for their valuable input; and identifies the location of the FINAL Community Sustainability Vision.
- » Facilitator submits press release to the Visioning “Champion” and the Community’s Leadership for review, input, and approval.
- » Facilitator addresses all input and edits and finalizes the press release.
- » Facilitator contacts all identified sources (local media, municipal organizations, local schools, local organizations such as ENGOS) and advises them of the availability of the FINAL Sustainability Vision.
- » A media campaign (e.g. radio, print, social media) is initiated.
- » Facilitator manages the entire process to ensure the correct information is being shared with the community at the appropriate time.

### Advertisement – (Community) Sustainability Visioning Exercise (For Students) - Optional

*“The **(insert community name)** has developed a FINAL Sustainability Vision! A Vision tells us what you want the community to look like in the future (for example, do you want more soccer fields? Do you want more parks?).*

*We would like you to thank you for all of your ideas! They were very helpful! If you would like to read the Vision you can go to our website at **(insert website address)**, speak to your teacher, or contact **(insert contact name)** at **(email address and telephone)**.”*

THANK YOU FOR ALL OF YOUR HELP AND SUPPORT!





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**nwmo**

NUCLEAR WASTE  
MANAGEMENT  
ORGANIZATION

SOCIÉTÉ DE GESTION  
DES DÉCHETS  
NUCLÉAIRES