



Canadian Renewable
Energy Association

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Wind Energy Development

Best Practices for Indigenous & Public Engagement

This best practice guide outlines practices and procedures to facilitate the responsible and sustainable development of wind energy in Canada.

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1. PREFACE

ABOUT THE CANADIAN RENEWABLE ENERGY ASSOCIATION (CANREA)

We are the voice for wind energy, solar energy and energy storage solutions that will power Canada's energy future.

Our association works to create the conditions for a modern energy system through stakeholder advocacy and public engagement.

Our diverse members are uniquely positioned to deliver clean, low-cost, reliable, flexible and scalable solutions for Canada's energy needs.

CANREA VISION AND MISSION

Vision

Our vision is to ensure wind energy, solar energy and energy storage play a central role in transforming Canada's energy mix.

Mission

Advocate on behalf of the wind energy, solar energy and energy storage industries to benefit Canada's economy and energy future.

Increase stakeholder understanding that renewable electricity and energy storage are clean, low-cost, reliable, flexible and scalable solutions for Canada's energy needs.

Provide a forum devoted to dialogue, collaboration, stewardship and growth of the industry.

Commitment to Indigenous and Public Engagement

CanREA recognizes and respects the legal and constitutional rights of Indigenous peoples and is committed to meaningful engagement with Indigenous communities. CanREA's commitment to public and stakeholder engagement recognizes the right of citizens to have a meaningful role in developments that affect their community.

USING THE GUIDE

This guide has been created for CanREA members who have a direct role in planning and developing wind energy projects in Canada. While every member company is responsible for establishing its own policies, practices and procedures, these guidelines outline a wide range of practices to consider and further explore to help ensure your approach to engagement is one that builds mutual trust and understanding through the development of constructive relationships at the community level.

In addition to general principles and practices, this guide provides step-by-step instructions to help you plan

and manage your community¹ engagement activities. Each section has been designed to provide you with the knowledge and tools to design and implement a successful engagement plan.

The Canadian Renewable Energy Association (“CanREA”) assumes no liability or responsibility for reliance on the contents of this Best Practices for Indigenous and Community Engagement (the “Guide”), which is intended for educational and informational purposes only. CanREA makes no representation or warranty about the suitability of the information offered in this Guide, including for legal compliance or any other purpose. The Guide is offered only as general guidance and does not constitute legal or professional advice. This guide is not intended as a substitute for the specific and expert advice required in areas such as environmental assessment, Indigenous engagement, or regulatory compliance.

Engagement Benefits Everyone

This guide provides value for companies with varying levels of experience with Indigenous and public engagement. It may help refresh your knowledge of engagement concepts and best practices regarding wind energy and provides a road map for those embarking down the path for the first time.

Keep in mind this important principle – successful community engagement requires early and ongoing consultation and extended participation, and it benefits all parties.

¹ For the purposes of this guidance document, where relevant, the term ‘community’ is used in a general sense to include both Indigenous and non-Indigenous communities, unless otherwise specified.

2. UNDERSTANDING THE COMMUNITY

Every community in Canada has characteristics that make it unique. As a developer, it is important to recognize these unique characteristics and make best efforts to demonstrate your knowledge of, and respect for, the community in which you propose to develop a wind energy project.

As is presented in Section 4, Indigenous communities have distinct constitutional rights, history, governance structures, traditions, languages and cultures. They have a unique spiritual, ancestral and environmental attachment to the land and its resources and rely on these to maintain their traditional way of life. The federal and provincial governments, also referred to as the “Crown”, have a legal duty to consult and accommodate, as appropriate, an Indigenous group where a decision has the potential to adversely affect that group’s Aboriginal or treaty rights. An understanding of these unique aspects, and the diversity that exists amongst Indigenous communities, is critical to your ability to work with Indigenous communities and to support the Crown’s duty to consult.

Rural communities are also diverse. Some have roots in agriculture and resource development, some are home to long-term community members and other have a mix of rural residents and urban residents who have moved for their retirement or recreation.

For wind energy developments, these differences mean that there may be varying degrees of understanding and experience with wind farms, diverse opinions and perspectives about wind farms, and varying levels of support for the project. It is important that developers recognize that self-determination is the responsibility and the right of everyone in the community, and that in order to be welcomed into a community you must “earn your citizenship”.

Residents of every community:

- Have a **right** to ask questions
- Have a **right** to be skeptical
- Have a **right** to be concerned
- Have a **right** to oppose your plans

Involving local communities at an early stage is one of the most important tasks in the planning process, in order to get to know the community, to provide information about the project and to facilitate an open dialogue. Your reputation and community relationships start with clear, transparent and timely communication. The rest of this section provides guidance on developing an engagement plan and, in general terms, applies to Indigenous communities. For more detailed guidance specific to engaging Indigenous communities, see Section 4.

COMMUNITY ENGAGEMENT PLAN DEVELOPMENT

Effective Indigenous and public engagement are cornerstones for successful wind energy development. Continuous, proactive engagement is a vital investment for long-term success of your project and for your company’s reputation.

Community engagement is a process of working closely with all Indigenous groups that are affected by your project and community stakeholders to inform them about your plans and to listen to and consider their input. This means communicating with community leaders and members who have diverse backgrounds, values, priorities, and concerns. Although the goals of the proponent, Indigenous communities and stakeholders may be different, your overall goal as the proponent is to develop the best possible project and ensure wind energy developments are welcomed in the community.

The objectives of community engagement are to:

- Build and maintain positive long-term relationships
- Share timely, honest and accurate information to allow for meaningful input and informed decision-making
- Identify a full range of interests, opportunities and issues. For Indigenous communities, this will include sharing information about the potential adverse effects of the project on their rights and interests (see Section 4)
- Discuss and put in place measures to avoid or mitigate project effects
- Discuss and put in place measures to enhance project opportunities, including potential project-related employment and procurement
- Build mutual trust

Effective community engagement will enable you to:

- Communicate successes and milestones of your project and build a track record of positive communications
- Monitor the pulse of the community and its stakeholders to develop and maintain a clear understanding of how the community perceives your company and your project
- Identify and address issues and concerns
- Raise awareness about the benefits and impacts of wind farms

A successful community engagement plan should include a wide range of activities geared to creating and maintaining opportunities for two-way communication between the developer and members of the community. This dialogue is an important opportunity for members of the community to collaborate with the project proponent and, where appropriate, have their ideas incorporated in project planning and design.

All your communications with people – from answering your telephone to participating in a formal presentation and face-to face meetings – shape your relationship with the communities in your project area. Every interaction is a “moment of truth” for your reputation and ultimately affects the degree to which you are welcomed into the community.

Successful community engagement will contribute to the positive overall reputation of your company or project, helping to pave the way for future projects in other communities.

EDUCATING YOURSELF ABOUT THE COMMUNITY

The first step in community engagement is identifying and getting to know the communities that your project will affect. This will help you understand the type of concerns that might be raised, how the project might affect the community, the community’s past involvement in resource development, and the various engagement activities and tools that might be most effective.

The following is a list of information to gather and compile a detailed community profile that can be referred to and updated as required to help you assess your engagement activities and make plans based on a solid understanding of the community and possible issues that may arise.

For Indigenous community profiles, some of the information below should also be compiled, along with the specific list of information described in Section 4 (Learning about Indigenous Communities).

Economic Conditions

What is the community’s main source of wealth?

- Agriculture
- Tourism

- Manufacturing
- Resource development
- Industry
- Recreation

How might the project benefit the community?

- Increased tax revenue
- Community investment initiatives
- Landowner opportunities
- Employment opportunities
- Land use
- Tourism

Political Landscape

Who are the local politicians and what is their experience with wind energy development?

Municipal – Mayor, Councillors, senior staff / economic development

Provincial – Member of Provincial Parliament (MPP) or Member of the Legislative Assembly (MLA) and their portfolio, or Member of the National Assembly (MNA - in Québec). Who is leading the provincial Ministries with interests in and powers related to energy, the environment and the economy? Who are the official members of the opposition and what is their position on wind energy development?

Federal – Members of Parliament and their portfolio. Who in the federal Cabinet has interests in and powers related to energy, the environment and the economy? Who are the official members of the opposition and what is their position on wind energy development?

First Nation Governments – Who are the elected Chief and Council? Who are the Hereditary Chiefs? What is the First Nation's governance structure and decision-making process? How do they make laws? Are they treaty nations? What agreements do they have in place with the federal or provincial government that may be relevant to your project (for example, consultation agreements and resource management agreements)? What are the positions on wind energy development?

Demographic Trends

What data and information can be gathered about the age, gender, education, training and occupations of the residents? Is the community growing or otherwise changing? How?

Is there a large retiree population? Is there a transient population such as summer cottage owners, migrant workers for harvest, or fall influx of students attending a school?

Sociographic Trends

What are the local and regional traditional media outlets (e.g. TV, newspaper, radio) and digital news and community gathering spaces such as social media handles (i.e. usernames on Twitter, Facebook, LinkedIn, etc.), hashtags and website addresses (i.e. URLs)? Who is vocal on the issue of wind energy development and what are their interests? What is their reach (audience size)?

Where are people most often gathering, and where could wind energy discussions take place? Coffee shop, hockey rink, church, Twitter, Facebook, someone's blog, etc.?

What are the major community events and when are they held? As an active corporate citizen, you may be able to participate in or sponsor such an event (e.g. annual festivals or fairs, holiday celebrations or parades,

local sporting championships). Note that your involvement in such activities is not consultation and would not replace the need for consultation and engagement.

How 'green' is the community? Does the community embrace other forms of renewable energy? If so, how are other renewables viewed compared to wind energy? Are there opportunities for developers to work together to encourage engagement? Are there reasons why wind energy may be perceived as a threat (i.e. to jobs, the economy or the environment)?

Community History with Developers

Does the community have experience with wind farm development? Has your company worked in the area and with the community? If so, what is your relationship?

Have other developers been active in the area? What is their relationship with the community? Identify challenges, opportunities and lessons learned.

Official Community Plan or Land Use Plans

Does the community have an official plan that includes or references the construction of wind turbines? Are there groups in favour of or opposed to the plans? Have there been and / or are there plans for consultation regarding the plan? Are there land use plans that would have relevance for wind energy development?

3. ESTABLISHING AND EARNING COMMUNITY SUPPORT

During the development process there are typically many opportunities for people to voice their opinions about the merits or challenges of your wind energy project. Town council meetings, community meetings, media commentary, and casual discussions in the community can all have an impact on the outcome of your plans. Creating opportunities for different opinions and perspectives to be heard is an important element in fostering community understanding and building support for your project.

You only have one chance to make a good first impression and it will be important to meet with key members of the community early so they hear about your project from you – before reading about it in the local papers or hearing about it through the grapevine.

IMPORTANT CONTACTS DURING EARLY STAGES OF DEVELOPMENT

- Relevant municipal, provincial and federal staff
- Leaders of Indigenous communities
- Municipal politicians
- City officials
- MPs, MPPs, MLAs, MNAs
- Members of Indigenous communities
- Residents
- Farmers
- Local media
- Businesses
- Community associations
- Environmental and conservation organizations
- Wildlife advocates
- Manufacturing associations
- Boards of education
- Medical Officers of Health
- Chambers of commerce

IDENTIFYING AND MOBILIZING SUPPORTERS

As you make contacts throughout the community in your early stages of planning, it will be helpful to identify potential supporters of the project as you may wish to ask them for public support as the project develops²

People who can support your engagement activities might include:

- Municipal, provincial or federal politicians
- Indigenous community representatives
- Medical officers of health or other medical professionals

² Develop a database of names and contact information in alignment with Canada's anti-spam legislation <http://fightspam.gc.ca/eic/site/030.nsf/eng/home>. In some instances, contact lists are required for permitting purposes. There are software programs available to track communications.

- Environmental experts
- Landowners with wind turbines on their properties
- Academic experts from a local university or college
- Community leaders from the chamber of commerce or board of trade
- Pro-wind energy media (publishers, editors, reporters) and online influencers
- Leaders of other nearby or similar communities where wind energy is widely accepted

WORKING WITH FORMAL AND INFORMAL LEADERSHIP

The most important first contacts to make in your project community are with the mayor and local councillors, provincial and federal elected and appointed officials, regional government officials, and Indigenous leaders. These people are likely to be questioned by constituents about your project and they will want to be well-informed and able to answer questions effectively.

It is crucial that these introductory meetings take place **before** public communications about your project plans are released (e.g. notification ads in local newspapers).

Plan to attend these meetings with a colleague who will take notes about discussion points and record action items for follow-up.

During the meetings, you should seek advice about opinion leaders in the community with whom you may also wish to meet to describe your project, answer questions and gain support. For Indigenous communities, this may include Elders and other knowledge holders and Hereditary Chiefs. Once these contacts are made, include them on your priority list for all communications about your project and that they receive prompt responses to concerns and questions.

ARRANGING MEETINGS WITH POLITICIANS

- Develop a list of mayors, reeves, councillors, MPPs, MLAs, MNAs, MPs, and Indigenous leaders etc. and their contact information
- Prepare a brief meeting request outlining the reason for the meeting and suggesting you meet in their office (constituency office for MPPs/MLAs/MNAs and MPs; Band Office for elected Indigenous officials)
- Email a separate meeting request to each individual, and follow up with telephone calls to secure meetings
- Prepare talking points for meetings and general background information that you can leave behind that includes facts about your organization, project plans and wind energy in general, plus URLs to similar and additional information online
- Attend meetings and ask if there is anyone else in the community with whom you should meet
- Follow-up after meetings with a brief thank-you letter that includes additional information, as requested, the status of action items, and where to find information about your company, the project and the wind energy industry
- Add their names to your list for regular project updates

WORKING WITH MUNICIPAL LEADERSHIP

The best policy for working with municipal leaders and other elected officials is to take a “no surprises” approach to communications. As a resident and elected or appointed official in a community, they will be faced with many questions from local residents about your activities and will want to be fully prepared to address community issues at all times. Municipal leaders can be stopped while shopping in a local store or

walking down the street and will appreciate being aware of potential issues **before** they are raised by local residents.

Make early and regular contact. Ask municipal leaders about preferences for the amount of information wanted and best means for keeping them informed.

As with politicians in the preceding section, encourage municipal leaders to access available information online. Ideally they can direct constituents to these resources, too. In addition to your own company website and resources, the CanREA website and blog also offer industry information that communities may find informative. While provision of information is critical to consultation and engagement, developers should be mindful that engagement and consultation take time and human resources. Avoid overloading municipalities with information and unrealistic timelines.

Whenever you plan to make a public announcement about project milestones or issue a news release, inform all local municipal leaders at least 24 hours before the information goes public.

Consider the Perspective of a Local Politician

- You will have a significant presence in the community – what kind of corporate citizen will you be?
- Will you provide fair compensation for all community and business disturbance caused by your construction and maintenance activities?
- Will you be flexible in discussing potential community interest in other forms of community support beyond tax payments?
- Will you be creating jobs and other economic benefits for the local economy?
- Will you include local representatives in your planning? How?
- How will you inform and involve their constituents?

Getting and Keeping the Lines of Communication Open

- Maintain open and frequent contact with local media – Let them know that you want to be part of any story about your development (good or bad, it will be important to have your side of the story told whenever possible)
- Consider an on-site presence as a “storefront” in the area
- Create a communication log to record every inquiry and your response, ensuring you note the date and time – If someone writes you, respond in writing
- Be the first to communicate – This will be appreciated and provide the basis for good relations in the future
- Write thank-you letters and make regular telephone calls in response to meetings and input from people in the community – These can be powerful signals to assure people you care about their thoughts and actions
- Return telephone calls the same business day whenever possible
- Be available at regular hours and days in the community and encourage people to contact you
- Create a project-specific webpage within your company website and social media handles where basic information can be shared, including answers to frequently asked questions
- Take advantage of digital channels so factual information is available to citizens 24/7, helping to head off misinformation and potentially reducing unproductive calls and email requests

DESIGNING YOUR STRATEGY

What will work best for you and the communities in your project area depends upon the issues at hand, your resources, and most importantly the needs of the community. No matter what level of resources you have available for your community engagement plan, your activities should be guided by a clearly articulated strategy. Many of the elements discussed below are applicable to Indigenous engagement plans and should be considered in addition to those discussed in Section 4.

Elements of a Well-Rounded Strategy

- Situation overview
 - Include your community profile, identify specific challenges and opportunities you expect to encounter, highlight opportunities or strengths that your project offers
- Business objectives
 - Include timelines and milestones that must be met and achieved
- Issues identification and analysis
 - A prioritized set of issues you anticipate will be important to the community
- Audiences
 - A detailed list of all communications and engagement target audiences
- Specific, measurable and achievable communications and engagement objectives
- Key messages
 - See the media relations section for key message development
- Action plan (communications and engagement tactics)
- Schedule and budget
- Roles and responsibilities
- Monitoring and evaluation and program

Engagement Activities to Consider

- Regularly scheduled open houses or information meetings. Separate open houses and meetings will be needed for Indigenous communities
- A community advisory committee
- Workshops on specific topics or issues. Separate workshops may be required Indigenous communities
- Field trips to other wind farms to offer a firsthand look for interested residents, community officials and other community representatives, including Indigenous Elders
- A project newsletter that includes contributions from people in the community and blogs or articles from project leadership
- Community reports/bulletins outlining questions received from local residents and answers or descriptions about how they were handled
- Project webpage(s)/microsite
- A “hotline” or toll-free number
- A project-specific email address (e.g. ProjectXinfo@CompanyA.com)
- Media interviews, advertisements or columns in the local papers
- Project-specific hashtags (e.g., @ProjectXWind)
- URLs on company social media channels (e.g., www.CompanyA.ca/ProjectX)
- Advertising – traditional (i.e. print, radio and TV) and digital

Ongoing Engagement

Engagement with communities does not end with regulatory approvals. It is an ongoing activity throughout the project life cycle, from project development through construction, operation and decommissioning. Throughout all these phases, it is important to maintain open communication and seek to resolve any issues that may arise. It is also critical that you live up to all of the commitments made during project development, whether through agreements or more informally, as well as all regulatory conditions. Opportunities to participate in environmental and social monitoring during construction, and through operation and decommissioning, can be important to providing communities with the assurance that these commitments and conditions are being upheld.

4. INDIGENOUS PEOPLES

Canada's Indigenous peoples are the descendants of the original inhabitants of North America and include First Nation, Inuit and Métis peoples.

First Nations peoples refers to Status (those registered under the *Indian Act*) and non-status "Indian" peoples. There are over 600 First Nation communities across Canada. The [government of Canada maintains basic profiles](#) of each: and many First Nations have websites with information about their community.

Inuit are the Indigenous people of the Arctic. Inuit Nunangat, which means "the place where Inuit live", is comprised of four regions: Inuvialuit (Northwest Territories and Yukon), Nunavut, Nunavik (Northern Quebec) and Nunatsiavut (Labrador).

Métis³ refers to peoples of mixed Indigenous and European ancestry who developed their own distinct customs, practices, traditions and recognizable group identities separate from their First Nation, Inuit and European ancestors.

Terminology

A variety of terms have been used to refer to Canada's Indigenous peoples, their communities and governments, and this terminology continues to evolve. As reflected in the *Indian Act*, Canada's First Nations peoples were historically referred to as "Indians" and their communities or governments as "Indian Bands". The Canadian Constitution refers to Indian (First Nation), Inuit and Métis peoples as "Aboriginal" people, and this term continues to be widely used and accepted. More recently, the term "Indigenous", which has long been used internationally, is the preferred term for many Indigenous leaders and communities, and was adopted by the Federal Government in 2015⁴. Given the variety of terms, it is important to be sensitive to how you refer to an Indigenous community, and preferences can vary between communities – do your homework or better yet, ask the community.

Cultural Sensitivity

Working with Indigenous communities requires sensitivity. Indigenous peoples have a unique place in Canadian society and each Indigenous community has its own unique history, culture, language and traditions. An awareness of this and a sincere desire to understand these communities and build respectful relationships are required by all those involved in Indigenous consultation and engagement⁵.

³ A recent Supreme Court of Canada decision confirms that both Métis and non-status Indians are "Indians" within the meaning of Section 91 (24) of the Constitution Act, 1867 and therefore under the jurisdiction of the federal government of Canada [Daniels v. Canada (Indian Affairs and Northern Development)], 2016 SCC 12. Note however that, at time of writing, there is no new legislation in place pursuant to this decision.

⁴ In some contexts, however, it can be ambiguous: a reference to 'Indigenous people in Canada' could include Maori or American Indian (US) people living here, as well as Canadian Aboriginal people, so in contexts in which legal specificity to people originating in Canada is important, 'Aboriginal,' or a more qualified use of 'Indigenous' may be warranted (e.g., The Indigenous people of Canada) (University of British Columbia. 2016. Indigenous Peoples: Language Guidelines. v 1.0).

⁵ The term 'consultation' as it pertains to Indigenous communities document refers to project-related participation activities undertaken to fulfill regulatory requirements of the Crown. "Engagement" is used to mean Indigenous participation more broadly that is not necessarily part of a regulatory process.

CONTEXT

Historical

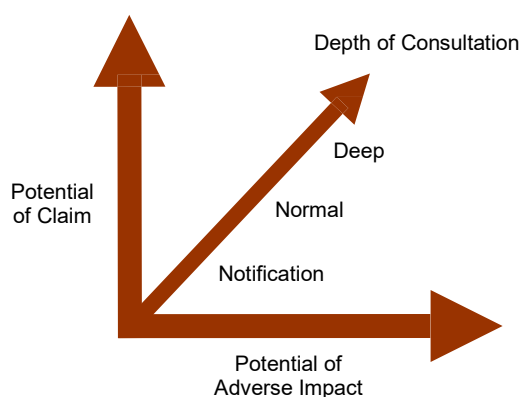
The culture and traditions of Canada's Indigenous peoples are rich and diverse, and the history of relations between Indigenous peoples and the Crown and non-Indigenous peoples complex. It stretches from initial contact in the 11th century through periods of trade, colonization, treaty-making, legislated assimilation, Indian residential schools, land claims and constitutional amendment. And it continues to evolve, including through ongoing efforts by Indigenous communities and the Crown to achieve reconciliation.

Historic treaties cover much of Ontario, Manitoba, Saskatchewan and Alberta, and parts of British Columbia, the Maritimes and the Territories. Modern agreements have been concluded, or are being negotiated, with some First Nations in British Columbia, Québec, Newfoundland and Labrador, and the Territories, while questions of Aboriginal title and rights⁶ remain unresolved for many.

Legal

Indigenous or Aboriginal law is a highly complex area of law. Section 35 of the Canadian Constitution recognizes and affirms the existing Aboriginal and treaty rights of the First Nation, Inuit and Métis peoples of Canada. Supreme Court decisions⁷ in a series of cases have served to clarify these rights, and have established legal tests to determine the scope and content of Aboriginal rights, and which groups hold them. Court decisions have also established that the Crown has a legal duty to consult and accommodate, as appropriate, an Aboriginal group whenever contemplating an action or decision that could potentially adversely affect that group's proven or asserted Aboriginal or treaty rights. This includes project approvals. The level of consultation owed relates to the nature of the rights or strength of the group's claim and the severity of the potential impacts, and is described as being on a spectrum from mere notification to deep consultation, as depicted in the graphic below.

Consultation Levels⁸



⁶ "Aboriginal rights" are practices, customs or traditions integral to the distinctive culture of the First Nation claiming the right. Examples include hunting, fishing, trapping, gathering plants for traditional medicines, and spiritual ceremonies. "Aboriginal title" is a subcategory of rights.

⁷ Key decisions include: *Powley*, 2003 SCC 43; *Haida Nation v. British Columbia (Minister of Forests)*, 2004 SCC 73; *Delgamuukw v. British Columbia*, 1997 3 SCR 1010; *Tsilhqot'in Nation v. British Columbia*, 2014 SCC 44; *Daniels v. Canada (Indian Affairs and Northern Development)*, 2016 SCC 12. Judgments of the Supreme Court of Canada are available online at <http://www.scc-csc.gc.ca/decisions/index-eng.asp>

⁸ Source: Government of BC. May 2010. Updated Procedures for Meeting Legal Obligations when Consulting First Nations. Interim, p. 11.

Regulatory

An increasingly important objective of environmental assessment and other regulatory approval processes is to enable the Crown to meet its duty to consult. The Crown cannot delegate this legal duty, but it can and does in some regulatory processes, delegate procedural aspects⁹ of consultation to proponents. In other cases, proponents may be required to participate in consultation activities with the regulator and Indigenous communities. At the conclusion of every process, the Crown will make a determination as to whether consultation has been adequate to meet its duty, which is a critical determinant to whether the project is approved.

Path to Reconciliation

On April 25, 2017, Grand Chief Wilton Littlechild, former North American Representative of the United Nations Forum on Indigenous Issues and former commissioner of the Truth and Reconciliation Commission of Canada identified three pathways to reconciliation and self-determination in Canada – the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), honouring treaties, claims and other agreements, and working towards new recognition of rights and title; and the 94 calls to action that arose from Canada's Truth and Reconciliation Commission.

UNDRIP is a set of principles concerning the rights and freedoms of Indigenous peoples around the world. A key principle set out in the UNDRIP (Article 32) relating to resource development is that governments will consult Indigenous peoples in good faith with the goal of obtaining their free, prior and informed consent (FPIC) with respect to the approval of projects that may affect their lands or territories. In May 2016, the Government of Canada declared its full endorsement of UNDRIP, including the principle of free, prior and informed consent. Canada is engaging Indigenous groups on how to implement the UNDRIP principles ([Indigenous and Northern Affairs Canada](#) and [Minister Carolyn Bennett's speech at the United Nations Permanent Forum on Indigenous Issues on April 25, 2017](#))¹⁰

The Truth and Reconciliation Commission of Canada makes [94 calls to action](#) to redress the legacy of residential schools and advance the process of Canadian reconciliation. Call to action #92 calls on the Canadian corporate sector to adopt UNDRIP “as a reconciliation framework and to apply its principles, norms, and standards to corporate policy and core operational activities involving Indigenous peoples and their lands and resources. This would include, but not be limited to, the following:

- Commit to meaningful consultation, building respectful relationships, and obtaining the free, prior, and informed consent of Indigenous peoples before proceeding with economic development projects.
- Ensure that Aboriginal peoples have equitable access to jobs, training, and education opportunities in the corporate sector, and that Aboriginal communities gain long-term sustainable benefits from economic development projects.
- Provide education for management and staff on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.”¹¹

⁹ “Procedural aspects” refers to the direct engagement of consultation that involves sharing and discussing information. More specifically, it includes: providing information about the project early in the planning process, obtaining and discussing information with First Nations about their Aboriginal Interests that may be impacted; considering modifications to plans to avoid or mitigate impacts to Aboriginal Interests; and documenting engagement and providing the record to the Crown decision maker (Government of BC. 2014. Guide to Involving Proponents when Consulting First Nations. p. 3).

¹⁰ Accessed August 8, 2017

¹¹ www.trc.ca, accessed October 16, 2017

INDIGENOUS RELATIONS

Successful Indigenous engagement does not begin with the announcement of a project. Rather, it should start well before, with actions undertaken to embed an awareness of and sensitivity to Indigenous peoples within a company's corporate culture and to ensure this is reflected in its policies and day-to-day practices. This takes a commitment by company executive and senior leaders to dedicate the necessary resources, and to lead by example.

Develop Indigenous Engagement Principles

Companies and sector associations are increasingly developing principles to guide their Indigenous engagement. As an example, the Canadian Electricity Association recently adopted the following guiding national principles (June 9, 2016) (see Section 10.10 for the document):

- Respect Aboriginal Culture, Traditional Values, and Rights
- Nurture Constructive Relationships
- Enhance Communications
- Foster Aboriginal Capacity Building
- Promote Economic Prosperity
- Facilitate Crown Consultation

Create a corporate culture that fosters positive relations with Indigenous communities

- Develop a corporate Indigenous relations policy – This will help guide your company in its efforts to foster positive Indigenous relations and will promote consistency within the company.
- Consider the role your company will have in advancing the process of reconciliation, and put in place initiatives accordingly.
- Develop and implement a program to educate and raise awareness amongst staff and leadership on Indigenous history and culture – Your staff and leadership will be better equipped to develop strong, long-term relationships with the Indigenous communities with which you work.
- Build an Indigenous relations team – This should consist of individuals (advisors, coordinators, negotiators, legal counsel) who are specialized in the field of Indigenous engagement and would dedicate some or all of their time specifically to Indigenous relations. The Indigenous relations team should work closely with other teams, including Procurement/Supply Chain, Project Development and Operations, etc.
- Link your Indigenous relations policy to other corporate policies, including procurement and employment, and skill development, and put in place measures to ensure that such benefits accrue to Indigenous people.
- Invest in Indigenous communities – Consider providing donations or sponsorships to local Indigenous community initiatives. This type of investment demonstrates good corporate social responsibility and also helps foster good relations. Examples of community investments could include sponsorship of a traditional dance group or youth program, or a donation towards a new community facility such as an Elders' centre or lacrosse box. Opportunities for community investment should always be identified in cooperation with the community's leaders and staff.
- Certification – Consider working towards external certification of your company's Indigenous relations policies and practices. For example, the Canadian Council of Aboriginal Business' [Progressive Aboriginal Relations program](#). Such certification can assist your company in achieving its objectives in this area, and demonstrates your company's commitment to good Indigenous relations.

PROJECT ENGAGEMENT

Engaging Indigenous communities in your project will take substantial and concerted effort over time – it cannot be achieved off the corner of your desk. In planning and carrying out engagement with Indigenous communities, there are a number of important steps and considerations, the most common of which are outlined here.

Identifying Indigenous Communities

Upon project initiation, identify the Indigenous communities within proximity to the project, or within whose traditional territory or treaty area the project would be located. This should include any community whose Aboriginal rights and interests may be affected by the project. This might be one or many communities, and could include a combination of First Nation, Inuit or Métis communities.

Information regarding Indigenous communities with possible interests in the area of your project can be obtained through the federal government's online [Aboriginal and Treaty Rights Information System \(ATRIS\)](#) or by contacting their [Consultation and Information Service](#).

Most provincial and territorial governments also maintain databases of consultative boundaries. Be sure to follow up with the appropriate department for further information.

Regional and local Indigenous organizations can also be a good source of information, and many communities have websites with maps and other information regarding their traditional lands.

Regulators will ultimately determine the Indigenous communities to be consulted through their regulatory processes, so should also be contacted early to discuss the list of communities to be engaged.

Learning about Indigenous Communities

Before your first meeting, obtain information about the Indigenous communities in your project area. This includes information about the following:

- Culture – Including ethno-historical information
- History
- Governance/politics – Is there a hereditary system in place? Who are the elected officials? Is an election coming up? Treaty or non-treaty?
- Relationship with Federal and Provincial government – Are there formal protocols or agreements in place with the Federal or Provincial government (e.g. reconciliation agreement, resource management agreements, sectoral revenue sharing agreement, etc.)
- Economy
- Demographics – population, age, gender, migration, etc.
- Business and employment – What businesses exist? What are employment levels?
- Annual community events
- Community involvement in any resource development projects? Has the community been a supporter of other resource development projects? Has the community objected to resource development projects? Does the community have agreements with other proponents (e.g. benefits agreement¹²)?
- Consultation protocols
- Land use plans

Community websites are a good first place to look for this kind of information.

¹² Also referred to as participation agreements and impact and benefit agreements.

Your first meeting is also an opportunity to ask about cultural practices (e.g. opening prayers, tobacco, chairing responsibilities, opportunities to speak).

Engagement Plan

Developing an engagement plan will help guide your work with Indigenous communities to achieve your desired objectives. The plan should include the following:

- List of communities to be engaged with, including a short community profile based on available information
- Regulatory requirements for Indigenous consultation
- Corporate objectives for Indigenous engagement
- Type of engagement activities to be undertaken (e.g. meetings, community open houses, collection of traditional use information, newsletters, community advisory committee, site visits, etc.)
- Type of information that will be shared
- Timelines and milestones
- Identification of preliminary issues (Aboriginal rights and interests)
- Identification of opportunities (administrative and technical departments; experience with the environmental assessment process and other wind energy projects, established businesses, etc.)

The engagement plan could also address your plans with respect to capacity funding, business and employment opportunities, partnership, joint ventures, project co-creation, and the negotiation of project benefit agreements. Work plans can be developed to provide more details. Engagement plans should be considered living documents – to be responsive to feedback received from Indigenous communities as engagement progresses, as well as to changing circumstances relating to the project or external factors.

Initiating Engagement

Early engagement – meaning engagement that is initiated at the outset of a project, before project plans are significantly progressed – is a key principle of good Indigenous engagement. Early engagement tells communities that you are sincere in your desire to ensure they have the opportunity to influence and help shape the project.

Initial contact should be with the elected or hereditary leaders of the Indigenous community, depending on the community's governance structure. This can be done through a phone call or letter, or by requesting a meeting through the community's administration office. Community leaders may agree to meet with you or direct you to meet with staff or other representatives. In most cases, community leaders want introductory meetings with the company's senior leadership.

The initial meeting provides an opportunity to introduce yourself and your company and share some background on the proposed project. Perhaps more importantly, it provides an opportunity to start to get to know the community with whom you are hoping to build a respectful and lasting relationship. To this end, come prepared to do more listening than talking. The community may even provide some early indications as to whether this is a project they could potentially support, and the kinds of issues and concerns that will need to be addressed to get to that point. This is also your opportunity to ask about cultural and consultation protocols and whether you can attend community events.

At all meetings where Elders and knowledge holders are present, they will likely want to share their knowledge and stories. These are valuable learnings.

Agreeing on Scope and Process

A critical early step in your engagement will be to come to agreement with the Indigenous community on the scope and process for engagement. These should be thoroughly discussed and confirmed in writing; they can be captured in a capacity funding, memorandum of understanding, or other engagement agreement. Key items to address include:

- *Who* will be the representatives for each of the parties
- *What* is the scope of the project and issues to be discussed
- *Where* will meetings or other engagement activities be held
- *When* are the key project and consequent engagement timelines
- *How* will the parties communicate and share information

The choice of representatives can vary from community to community, and could include any of the following: elected leaders (Chief and Council) hereditary leaders, Elder or youth representatives, staff (e.g. land and resource or economic development officers), or external advisors (e.g. legal counsel, subject matter experts, negotiators or general advisors). In cases where the community's regular representatives do not include their leaders, you should request the opportunity to periodically update these leaders on the progress of the project and engagement.

Capacity Funding

Indigenous communities can face many demands on their time, with limited resources to deal with those demands. This can be particularly true of communities in regions with significant resource development activity, where the demands of participating in regulatory processes and other engagement activities may be numerous, with government regulators typically providing minimal funding. The provision of funding can be critical to successful engagement: it enables communities to obtain the capacity necessary to effectively and meaningfully engage, including fully participating in regulatory processes. The amount of funding provided should be reflective of the work to be undertaken and the capacity needs of the community, and should be determined through discussion with the community's leaders or designated representatives. Negotiated agreements can capture the terms under which the funding is being provided, including the amount of funding and payment schedule, a work plan and deliverables, budget, and allowable costs and reporting requirements. The agreement can also capture the key elements of the process by which the parties agree they will work together.

Information Sharing

Sharing of information is core to engagement. For an Indigenous community to understand the project, provide meaningful input and make an informed decision about whether it supports the project, you will need to share with the community on an ongoing basis all relevant project information. This includes the following information:

- The purpose or drivers for the project
- Location and scope of the project
- Construction, operation and decommissioning activities
- Project timelines
- Regulatory processes
- Field work plans and results
- Opportunities for participation
- Potential impacts to lands and resources
- Where a community is unfamiliar with wind energy, it may also be necessary to provide educational

information about the industry.

As important as the information you share is the information the Indigenous community shares with you. You will need to know the following:

- What are the community's Aboriginal interests in the area of the project?
- What Aboriginal rights and interests might be impacted by the project? For this, you will need to know how they used, currently use, and plan to use the area's land and resources for traditional purposes (e.g. harvesting of fish or wildlife, gathering of plants and berries, and other cultural or spiritual pursuits) and how they use the lands and resources for economic purposes. Traditional land use information can be collected through a Traditional Use Study undertaken by or in cooperation with the community. Such studies can involve the collection of both secondary information and primary information, through interviews with key knowledge holders within the community. Increasingly, Indigenous communities undertake their own TUS work with proponent funding.
- What Traditional Ecological Knowledge (TEK) can the community share and how will this be done? Consider developing a TEK program with the community. This should include interviews with knowledge-holders and their participation in field programs. TEK should be incorporated into project planning. Sub-section 19(3) of the Canadian Environmental Assessment Act 2012 states that "the environmental assessment of a designated project may take into account community knowledge and Aboriginal traditional knowledge". Accordingly, the Canadian Environmental Assessment Agency directs proponents to integrate Aboriginal traditional knowledge into their assessment of environmental impacts. Some provinces, including British Columbia, also require the integration of TEK into environmental assessments.
- How will the project benefit or adversely affect the community socially and economically? For this, you will need current social and economic information from the community. Increasingly, Indigenous communities seek to do their own socio-economic studies with proponent funding.
- Does the First Nation have its own environmental assessment process?

Information sharing can be done via presentations and discussion at meetings, media releases, Indigenous media (radio, TV, community websites), site visits, and provision of written information, maps and GIS data. For sharing of reports, data and maps, many proponents use information sharing systems such as "SharePoint". Preferred mechanisms should be discussed with the Indigenous communities as Internet access may vary. Developers should also discuss whether written or oral translation of information into the Indigenous language will be required.

Listening and Incorporating Feedback

Active listening – which involves being curious and seeking understanding – is essential to good engagement. For engagement to be meaningful, you must fully and fairly consider the feedback received, and be willing to incorporate it into the project. This could involve making changes to the project in order to avoid or mitigate possible adverse effects on the community's Aboriginal rights and interests, including the resources on which they depend. You might need to change the location or design of the project, or adopt additional mitigation measures. Depending on the nature of the feedback, you may also make a decision not to proceed with the project. Whatever actions are taken in response to the issues and concerns raised, it is important to communicate to the community how their input was considered and what actions were taken in response, or why certain actions could not be taken.

Regulatory Processes

In developing your engagement plan, consider how any regulatory requirements fit within your overall engagement program. As discussed above, in some regulatory processes, the Crown will delegate

procedural aspects of consultation to proponents, which could entail much of the day-to-day consultation. In these cases, you may be required to submit a consultation plan outlining how you will meet the regulator's requirements, as well as one or more consultation reports summarizing the results of your consultation. In other regulatory processes, proponents may be required to participate in consultation activities with the regulator and Indigenous communities, through oral or written hearings, working groups or other means. Even when there are no requirements, the regulator may still be able to take into account the results of engagement you undertake directly with Indigenous communities. It is important to confirm with regulators any requirements of you at the outset of their process. Many regulators also publish consultation guidelines for proponents (see Section 9 of this guide). Whatever the requirements, this represents the minimum engagement needed, and does not preclude you from undertaking additional activities that will contribute to successful engagement outcomes.

Record Keeping

It is important to keep a record of your engagement with Indigenous communities, for your own purposes, and in case required by regulators or courts. The following information should be tracked: dates of meetings and correspondence, who was present, and what was discussed, including potential impacts and mitigations. Source documents (e.g. meeting minutes, letters, etc.) should also be kept and cross-referenced. Specialized software can be purchased to assist with tracking engagement activities. Internal protocols should be established to ensure consistency in the way records are kept.

Community Input

In addition to engaging the leaders and staff of Indigenous communities, it is equally important to engage the members of those communities. Community members give leaders their mandate, and many Indigenous communities have participatory forms of governance, which can involve voting or other customary means of collectively making big decisions. Elders and hereditary leaders often have particular influence in Indigenous communities. Engagement at the community level should always be done with the guidance of and in cooperation with community leaders. Community meetings, open houses, 'kitchen table' meetings, and other tools similar to those used to engage the general public can be employed, but should be tailored to the customs and needs of the Indigenous community.

LONG-TERM RELATIONS

As noted before, successful Indigenous engagement goes beyond any given project. Proponents are encouraged to consider nurturing long-term relationships. Relationship protocols or other agreements can set out how proponents and Indigenous communities will work together in the future.

5. ENGAGEMENT AND CONSULTATION ACTIVITIES

There is a significant difference between simply informing people about your project and engaging or consulting communities regarding your plans for development. The Public Participation Spectrum developed by IAP2 (see Section 10.9) defines the different levels of engagement possible, from information sharing to decision-making. The approach you choose may affect the community's willingness to discuss the proposed project.

Community engagement activities should be guided by **three key elements** to meet the expectations of the local community and provincial regulations: **opportunity, information, and response**.

Indigenous and public consultation are regulatory requirements in Canada (see Section 9: Provincial Regulations). Consultation activities must be documented and included in your permit application. You should carefully review provincial regulations to ensure you meet these requirements.

OPPORTUNITY

From the earliest stages of your engagement activities you should provide every member of the community the opportunity to attend meetings or otherwise receive project information and provide feedback.

Remember, it is the proponent's responsibility to inform and engage the community and not the community's responsibility to learn about your project.

To facilitate this objective, consider the following:

- Provide multiple channels of access
 - People should be able to phone you, email you, write you a letter, comment and engage with you in social media or personally visit you to discuss your project and gather information
- Include all your contact information, including URLs and the project hashtag on every communication
- Consider an introductory ad in the local newspaper (print and online versions) to announce your presence at an early stage of development and encourage people to contact you for information about your plans (including how to sign up for your project e-newsletter or updates)
- Consider a digital advertising campaign to reach people on the channels they use, including paid social media (e.g., Facebook ads)
- Create regular opportunities for dialogue (two-way communication)
- Schedule information meetings with people's daily, seasonal or cultural commitments in mind
- Provide opportunities for feedback at every meeting and log all communication

INFORMATION

All information prepared and distributed about your project must be accurate, current and accessible. Simple, straightforward and jargon-free language should be used such that the information is easily understood. In communities where English is not the first language, documents should be translated.

Multiple formats should be used, including:

- Direct mail
- Personal communication ("kitchen table" meetings)
- Media relations

- Advertising (traditional print, radio, and TV, and online)
- Existing online community networks
- Project webpage(s)/microsite
- Posters for local food markets, municipal offices and community centers
- Attendance at local fairs, special events, etc.
- Digital and social media channels where locals are actively following community-related topics (e.g., Twitter, LinkedIn, Facebook, etc.)
- Developers should consider mixing paid (e.g. ads), owned (e.g. company publications), earned (e.g. media coverage) and social media to ensure maximum reach and exposure.

Consistent messaging across all media is also important to ensure everyone in the community receives the same information no matter where they access it.

Whenever you present, distribute or post information about your project it is helpful to include a structured way in which people can provide feedback or request additional information. Digital channels such as Twitter, LinkedIn and Facebook, as well as others, are ideally suited for responding quickly and reaching your target audience directly, ensuring swift dissemination of information. Digital channels are not labour intensive once they are set up and serve to publicly and continuously demonstrate your commitment to open dialogue. Requests for information and notes about the requests should be logged.

Section 10 includes examples of feedback forms and other forms of communication you may find helpful.

RESPONSE

People deserve a response to their enquiries about your project. One of the most important elements of your community engagement activities will be the community's assessment of your responsiveness to their questions.

From the outset, you should establish reasonable standards for speed and the amount of detail for response to questions. Most questions about your project or wind energy in general should be answered within 24-48 hours of receiving the request for information. However, on social media channels such as Twitter or Facebook, which allow for real-time conversation, the expectation is that you will respond within minutes or at most, a few hours. If the reply is complex or requires new information that needs internal approvals and/or that will take time, you should indicate immediately that you are working on it, provide a timeline for when you will have a more fulsome response, and consider adding a link to related information on your website in the meantime.

Have a clearly identified lead contact for all project enquiries, including name, address, email and telephone, as well as project-specific social media addresses such as URLs and hashtags.

Ensure the discussions you have with people are based on the facts. People often become concerned when they hear rumours about a project and want answers – make sure you establish yourself as a credible source of factual information.

It is okay to “agree to disagree” on the issues as long as it is clear what the facts are, what your plans are, and what the course of action will be.

ENGAGEMENT ACTIVITIES

When you are ready to engage the communities, you will need to select a range of activities to facilitate effective and efficient dialogue. Selecting the appropriate activity requires an understanding of the community, your objectives, and the features of each type of engagement activity.

This section describes the following tools and activities, which are commonly used with both Indigenous and non-Indigenous communities.

- Open houses
- Formal presentations
- Workshops
- Community advisory committees
- Toll-free telephone line
- One-on-one briefings
- Site visits
- Informal communication
- Project webpage(s)/microsite
- Digital and social media channels

Be sure to discuss these activities and tools with community representatives to tailor them to local customs and needs.

OPEN HOUSES

An open house is a flexible and relatively informal event designed to allow people to drop in and obtain information at their convenience on a set date and between specified hours. In many provinces, open houses or other types of community meetings are regulatory requirements.

An open house is a good way to provide detailed information to people. It allows them to come and go at times that suit their schedule, pick up printed materials, review general information, and ask questions.

To attract as many people as possible, host the open house at a convenient time and in a location within the community that is well known and easily accessible. Consider offering refreshments and, as much as possible, support local businesses (e.g., caterer, audio-visual / IT company, hall rental).

Open houses are commonly used as either a lead-in for another activity or as a follow-up to previous activities such as a more formal presentation or release of a discussion paper.

An open house typically includes information displays arranged around an open-concept room with staff stationed at each presentation panel to answer questions and hand out printed materials.

There are various ways to set up an open house. Some developers choose to give a brief presentation on their project and then have a question and answer period (before and/or after the public has time to browse the displays and ask one-on-one questions). If you opt for this, it is best to make the presentation at a time during the event when you have the largest audience. Developers might also choose not to make a presentation and simply be available for questions and comments throughout the event. Either way, the key is to have ample opportunity for people to learn about the project, voice opinions and concerns, and ask questions.

By emphasizing one-on-one contact, an open house establishes a personal and open atmosphere for addressing issues and exchanging views, thereby increasing the public's understanding of the project giving you insight into people's perspectives on the project.

Tips for a Successful Open House

- Use a variety of media to provide information about your project (including poster boards, videos, interactive digital programs, etc.). Ensure materials are translated into the local language, if necessary
- Give space for cultural norms such as opening and closing prayers, where relevant

- Have all visitors sign in when they arrive and, to satisfy Canada's anti-spam legislation, indicate in writing that they wish to receive email updates from you about the project. This will provide you with the opportunity to build your list for local communications such as direct mail, email updates, etc.
- Provide hard copies of project information and contact information (e.g. business card, postcard, brochures) so community members can connect with you. This would include website URLs and social media handles and hashtags in addition to email, phone numbers, address information, etc.
- When possible, invite supportive landowners or community representatives who can share why they are supportive of wind energy
- Have the most senior company representative front and centre to greet guests as they arrive and provide them with a brief description of the set-up and agenda for the open house
- Arrange refreshments in the centre of the room to encourage people to interact (rather than setting up at the back of the room which may isolate people)

FORMAL PRESENTATIONS

A formal presentation is a more structured event than an open house and is an efficient way to deliver a complete overview of your company's plans to a large assembly of local residents. Formal presentations are very common and can be used throughout your community engagement activities. In many provinces, formal presentations are regulatory requirements.

You can broaden the reach of your presentation to those who could not attend by inviting local media and by self-publishing on your project webpage and social media channels. Consider recording a video for YouTube or live streaming as excellent digital amplification options as well.

Selecting the presentation team is important. The quality of the presentation and the presenter's skill in fielding questions from the audience can have a lasting effect – either good or bad – on the community's perception of you and the project team as credible sources of information. Senior corporate representation is important as it indicates to the community the importance you place on community relations.

Formal presentations can be followed by an open question period. The question period should be recorded or, if this option is not available, a team member should write down questions and/or comments and your responses. This will enable you to provide fulsome responses. Question periods will let you gauge the range of concerns and opinions, and level of support in the community.

Formal presentations should be open to all local residents with an interest in your project. You should anticipate that opponents to wind energy developments, including people who are not from the project area, might attend and actively participate in meetings about new development.

You should plan ahead for questions or comments from individuals or groups opposed to wind energy developments. An organized group of opponents can cause difficulties for presenters by disrupting the discussion, limiting time for other people and perhaps shifting the discussion from the major purpose of the meeting. Experienced facilitators should be able to manage and address disruptions professionally and respectfully.

(See Section 8 – Addressing Opposition)

As part of your introductory and closing remarks, share the social media handles and online addresses where the community can find information and engage in the project and wind energy discussions.

WORKSHOPS

A workshop is a structured forum where individuals work together in groups on a common problem or task. Usually limited to a small number of invited participants, a workshop is best run by a facilitator with the skills to encourage constructive dialogue among participants, structure their input and ideas toward the common workshop task, and summarize the results of the discussion at the end of the workshop.

As the goal of the workshop is problem-solving rather than just identifying specific community concerns, participants are usually selected for their knowledge and expertise. People with different demographics, interests, backgrounds and perspectives should be invited such that a broad range of community interests is represented.

A workshop is particularly useful for supporting or building upon other activities, such as formal presentations and open houses. It is useful for developing a better understanding of issues and problems, assessing potential solutions and building consensus.

A workshop frequently allows for creative, free-flowing exploration of new avenues and innovative approaches. While it is not necessarily a forum for making decisions, a workshop can provide insights for consensus that you can apply in future activities.

Tips for a Successful Workshop

- **Select the Right Participants** – While you will want a range of perspectives represented, you need to ensure all participants are committed to achieving common objectives. Otherwise, the workshop may become a forum for confrontation among those with differing views, or it may be dominated by one or two individuals more interested in airing their own ideas than finding constructive solutions to issues.
- **Set Clear, Achievable Objectives** – If the purpose of the workshop is not clear, the participants may spend much of their time trying to understand the scope and content of the discussion. Setting realistic, achievable objectives will allow for a more focused discussion and improve the chances of a successful conclusion.
- **Use an Experienced Facilitator** – Your facilitator must show leadership as well as sensitivity to the participants and the issues. The facilitator will summarize issues and concerns and will clarify interests and perspectives raised when needed. Facilitators must be clear on the purpose of the workshop and the outcome you expect. You will be responsible for briefing them and keep them informed about recent developments that might affect the workshop.
- **Communicate the Results of the Workshop** – Sharing the results of the workshop through traditional or social media and self-publishing channels, at an appropriate level of detail and at the right time, lets the community know that your company is following through on commitments. It also lets the community know who is engaging on their behalf and representing their interests. Ensure you have the permission of the workshop participants to publish and promote the workshop.

A workshop can provide great pre-, during and post-event promotional opportunities. You could Tweet and post to Facebook:

Pre-Event – We look forward to hearing multiple perspectives at the upcoming Project X workshop on Topic C. See you then!

During Event – Many viewpoints shared at the Topic C - Project X consultation. Collaboration leads to innovative solutions for a green community!

Post-Event – Project X wind farm access road altered after citizens' workshop in May. Working together to balance #cleanenergy growth and local feedback.

COMMUNITY ADVISORY COMMITTEES

A community advisory committee is a group of community representatives appointed to provide comments and advice on the development of your project. A community advisory committee is a voice for the community and should regularly advise you on issues related to your project.

Community advisory committees can be an effective way of bringing forward community interests and disseminating information and decisions to the community. They can also be effective at developing consensus on issues of concern.

Tips for a Successful Committee

- **Select Participants** – The range of interests on your committee should be broad enough to represent the community as a whole and not the views of a few with vested interests. Committee members must be willing to work together on a common challenge and avoid conflict within the committee. Possible candidates include local business leaders, members of leading service clubs, Elders, and community members, with a range of views on wind energy development.
- **Stay Involved** – Once an advisory committee has been established, you should stay actively involved to respond to questions and concerns as needed, and to ensure members remain focused on the objectives the committee was established to achieve.
- **Provide Information** – Committee members can be effective ambassadors for the project. Ensure they have the information they need to direct community members to your project webpage and email, toll-free number and social media URLs and handles. This helps to reinforce to community members where to find the most reliable information and updates. For committee members that are social media users, ask that they include project-specific handles in their posts and brief them on key messages so they are sharing information with their own networks. Encourage them to engage in online wind energy and renewables discussions, as well as project-specific publications.

TOLL-FREE TELEPHONE LINE

A toll-free line can be a cost-effective way to stay in touch with a large number of people on a relatively complex or long-term project. When not staffed by a representative, a recorded message can list upcoming activities, your webpage URL, and other project information. Similarly, callers can leave messages, either giving their opinions or leaving their name and telephone numbers so that you can get back to them later.

The staff answering the telephones will need to have good communication skills, which may require some training and support. No matter how you are using a toll-free line, you must ensure that you respond to every call, either by telephone, email or letter.

ONE-ON-ONE BRIEFINGS

Meetings, be they formal or informal, should be guided by your key messages and provide people with consistent, content-rich information about your development plans.

The most personalized method for consulting the community about your plans is by face-to-face meetings. Whether these are “kitchen table” discussions in a person’s home or at a community gathering place, the most important aspect of these meetings is the way in which you present your information, gather feedback, listen to opinions and answer questions.

Consider preparing a project information package of 10 to 15 PowerPoint-style slides printed and bound for easy reference and to leave with your contacts. This presentation can also be distributed electronically as a

PDF, made available on your webpage, shared on Slideshare or even made into a video. The more you reuse and repurpose content, the more efficient your content marketing will be.

Leave people your contact information so that they always know how to get reliable and up-to-date information about the project and about wind energy development in general. Remember, the entire topic may be new to them, and as their knowledge grows they may have additional questions. A simple business card or postcard could include your own and the project phone numbers and emails, your company website and project webpage URLs, and project and general wind energy social media handles.

Making yourself and project and wind energy information resources available demonstrates your openness to provide information, engage in dialogue, and address concerns and questions throughout the project life cycle. Online resources are available 24/7 and are a solid complement to your other engagement activities.

SITE VISITS

First-hand experience is one of the most powerful communication tools. By arranging for members of your host community to visit an existing wind farm, you can increase awareness and understanding of wind energy developments. Once community members have experienced a wind energy development first hand, they might also be persuasive advocates back in the host community. They will be able to describe the sights and sounds they experienced and recount impressions from landowners living with turbines on their properties.

Amplify the reach and effectiveness of site visits through your digital channels. Publish visit photos, testimonial quotes from participants and informative content such as 'top 5 things learned at the wind farm' so the rest of the community shares the experience and the lessons learned. Encourage participants to share their thoughts, photos and learnings on their own social networks, too. As always, ensure you have permission to publish names, photos and quotes from participants.

INFORMAL COMMUNICATION

As a representative of a wind energy developer, always consider communications with community representatives and local residents to be formal transmissions of official information about your project. No matter how casual the circumstances, your words will be shared with others and comments can circulate very quickly.

Ensure your team members are equipped with the main messages about your project to share with people at all times, including answers to frequently asked questions. Team members should always be prepared to provide contact information and online resource locations.

There should be a clear understanding amongst your team that no off-the-record comments should be offered and that only information that is accurate, factual, up-to-date and approved for public consumption will be shared.

Your team should act professionally at all times while in the community.

PROJECT WEBSITE

Your project website will be one of the most important conduits for communicating project information. Consider having the project webpage within your company site as a webpage or microsite rather than as a separate website so you maintain organizational brand integrity and search engine optimization.

With 24/7 availability and a window into the company, the project webpage should be welcoming in its

design, easy to navigate, responsive for mobile devices, and rich with accurate and up-to-date content. The following suggestions may help you create an attractive, simple and functional website. For a more comprehensive web style guide, consider The Web Style Guide – 3rd Edition (www.webstyleguide.com) from Yale University.

Tips for Creating a Website

- **Keep it Simple** – Keep your website content and design simple. Technical bells and whistles may get in the way of the site's purpose – which is to inform the community about your project and foster open communication with interested parties. This is particularly true as more and more people access the web through mobile devices. Your visitors may have varying levels of experience with the Internet, so make it easy for people to navigate, read and gather the information they need. Keep the content simple and clear by avoiding jargon and using short sentences and paragraphs as well as engaging headlines. Replace long text with pictures, video and information graphics or charts to make your content appealing and easy to read.
- **Make it Easy to Find and Navigate** – Use key words in headlines, introductory paragraphs, photo captions and tags to optimize your site for search engines. Learn about search engine optimization (SEO) and work with your webmaster to ensure your project site is at the top of any related searches.

Your visitors, especially those who find your site in a search engine, may not enter it through your homepage, so every page on your site should have a consistent and easily identifiable navigation system. This will include easy-to-understand links that take the user back to the homepage and main categories of the website. Make it intuitive for visitors to navigate your site and quickly find the information they want.

- **Be Consistent from Page to Page** – People process and categorize information differently. It is important to be consistent with the formatting of the site's pages:
 - Align elements on the page with consistent margins and spacing
 - Use similar page organization, headings, graphics and links or a single navigation bar
 - Keep things in the same location from page to page
 - Use consistent fonts and colors

These practices will help your visitors find information quickly, and will encourage them to stay longer and explore other items.

- **Understand Your Audience** – Good website designers are careful to consider their audience's web browsing characteristics, for example, connectivity and type of device. If your audience is mostly on a slower Internet connection, videos and large files that take a long time to download may frustrate visitors. Although many web surfers have high speed or broad band connections, some smaller communities do not. The type of monitor or device your audience is using should also be considered. Ensure your design aspect ratio is set so that viewers can see the entire page without scrolling side-to-side. For mobile devices, scrolling down a page is more effective navigation than linking to another page or item.
- **Fonts** – Use fonts that are large enough to be easily read by a wide range of people. Use at least 12 or 14-pixel font size for the majority of your site text. Most websites use a sans-serif font such as Arial or Verdana for the body text. You can add a second font for headings and titles, but never use more than two different fonts on your website.
- **Use of Colour** – Use contrasting colours and text weight to guide the reader and make important information stand out. A strong contrast between a light background and dark text will make the text easy to read (e.g. black text on a white background). Dark text on a dark or loud background is difficult to read and will not stand out. Colour is also a good way to organize and group elements on your website.

In summary:

- Keep your website content, navigation and design simple
- Format pages and navigation markers consistently
- Optimize for search enquiries and mobile devices

6. COMMUNICATING WITH THE MEDIA

INTRODUCTION

Wind energy is one of the fastest growing major sources of new electricity in the world and in Canada. CanREA member companies have a great story to tell the media.

By working with the media and helping them tell your story, you can enhance your reputation and credibility with your community. That means you have to do more than provide information to reporters and respond to their inquiries. You need to seek out opportunities to approach the media with news and information about your projects that help develop positive relations with community leaders and influential opinion leaders.

Strategic media relations can further your company's reputation as a trusted and responsible environmental steward and support your integration into the community.

WHAT IS NEWS?

News can be summarized into three broad categories – change, controversy and human interest. The final decision of what makes news will be determined by the individual media outlet's perception of what is newsworthy and how you and your company fit into that potential story.

It is important to recognize that the media is a business. In fact, it is a highly competitive industry covering a broad spectrum of technologies, interests and backgrounds. Journalists are under mounting pressure to get the story, provide almost instant analysis and meet tight deadlines. Reporters have access to a vast supply of online information that can influence their opinion about your company before they even speak to you. Journalists are heavy users of social media and web searches so it is important that you manage your digital channels with this audience in mind.

The media can also play a key role in shaping public policy and are often used by governments and special interest groups to advance, test and modify public policy initiatives. If you know how to access and communicate with the media, you can share in that influence.

No matter how much time and energy you devote to media relations, you will not be able to turn the media into a promotional arm for your company, and you need to be aware that their involvement can cut both ways. There is limited space or time devoted to a news story and your news might not make the cut or a news story may not present your project positively.

This section is designed to help CanREA members promote their projects, deliver key messages effectively, and conduct media relations activities to reach communities, stakeholders, and influential opinion leaders.

ELEMENTS OF A SUCCESSFUL MEDIA PLAN

A successful, proactive media relations plan is a strategic effort to earn media coverage (not paid advertising) in a newspaper, magazine, radio, television program or online news outlet.

The objectives of any proactive media relations plan are:

- To provide accurate reporting about your development and about wind energy in general
- To enhance your corporate reputation
- To position your company as a positive addition to the community, and a responsible steward of the environment

STRATEGY

The strategy for a media relations plan can evolve depending on the issue and circumstances of your relationship with the media. The primary focus is to generate or earn news coverage that is accurate and positions your company in a positive light. To ensure accuracy, you should strive to be involved in every story written or broadcast about your project.

The following can help guide decisions about how to approach a media situation:

Good News	Bad News
Enhance corporate or brand reputation	Protect corporate brand
Create a positive management profile	Protect management reputation
Reach a broad audience	Confine reach and duration of coverage
Sustain media interest	Minimize media interest
Deliver key messages	Deliver key messages
Manage the story	Manage the story

GETTING TO KNOW THE MEDIA IN YOUR AREA

Every developer should conduct an audit of who's who in the local media and create key media contact lists including appropriate print and electronic outlets, reporters, columnists, opinion writers and editors, including non-traditional media such as bloggers and online influencers. Developers should also contact media that specifically target Indigenous audiences. This information should be updated regularly, and reviewed along with the information collected through regular monitoring and research, and will help you in the development of an overall media relations strategy. This information can also be invaluable in crisis situations when you need to get information to the media quickly.

The following points outline some of the ways you can work with the different media outlets in your area.

Tips for Approaching Media

- Be specific and concise when describing or pitching a story idea to an editor or reporter. These people are very busy and rarely have time to talk in depth about a story idea.
- Highlight things that will provide good visuals and note specifically what can be filmed or photographed. This can range from the opening of your local project office, installing weather monitoring equipment at the outset of your research in the area, to inviting media to attend your community open house.
- Develop visually appealing materials. TV stations look for events that are visually appealing for their viewers. With a newspaper, even if a reporter does not attend, you still have an opportunity to get coverage if the paper sends a photographer. You can also offer to provide photos or event video.
- Always provide media with electronic copies of written materials (e.g. event announcement, news release, media kit) to ensure correct facts, names and dates for your story.
- Write clearly and concisely. Include links to your website for additional, optional material, such as backgrounders and fact sheets, information graphics, b-roll (which is supplemental or alternative footage used to help tell the story), etc.
- In your outreach, be specific about who will be available for interviews. It is important to make sure spokespeople are comfortable being photographed, recorded over the phone, on camera or featured on social media and can clearly articulate key messages regarding the event. Make sure the media know who the onsite contact will be, so they know who to ask for when they arrive at the event.

- Plan to contact media at least a day or two ahead of an event you are planning, so you can get pre-event media coverage. This can be in addition to having media attend the event.
- Use the media outlet's community events or public service announcement section to inform the public of your events and activities.
- Use online channels of traditional media, where they exist, to include additional content that does not fit within a radio or TV newscast or the printed paper. Regardless of whether or not an outlet can attend your event, consider making arrangements to submit photos, videos and write-ups. Anticipate your content being used as provided as most newsrooms have many demands on their limited resources.
- As with traditional media, identify the online influencers and monitor activity. There can be value in reaching out to bloggers or even establishing a guest blogger program.

TRAINING YOUR SPOKESPEOPLE

A dedicated, trained spokesperson and an alternate are the heart of any successful media relations campaign. In some instances, the campaign may be best served with a technical spokesperson with expertise in the topic or issue in question.

For example, you may wish to have an environment expert speak on the environmental aspects of the development while your main spokesperson(s) take the general or controversial questions, as they are trained to control interviews and articulate key messages.

The spokesperson(s) should always receive communications skills and media training before speaking with the media.

PREPARING YOUR STORY FOR THE MEDIA

First and foremost, you need to be brief and to the point with the media at all times. Rather than building to a conclusion, it is far better to start with your conclusion (a headline statement), then back it up with evidence. This helps a reporter understand your story.

Building Your Quotes

A short, simple statement that sums up your position is always easier to say and remember.

- Think about what supporting information will be meaningful to the audience/ readers
- Include helpful fact, figures, and where appropriate or helpful, third party attribution

Reporters are listening for quotable quotes. They are writers and live in the world of words – give them what they need!

- Stress the local-angle benefits to the community
- Make sure facts and references are true, current and newsworthy

Use positive language with a future orientation.

- Tell them WHO you are, WHAT you are doing, WHEN things are happening, WHERE you are going, WHY you are doing it and HOW it will be achieved
- Repeat your key messages to drive your story home

PROACTIVE MEDIA ACTIVITY

A number of communications tools and activities can be used in a proactive media relations plan. A selection of common activities and tools are provided below.

Background Briefing

Background briefings for journalists, usually conducted informally at the media outlet offices. These sessions are usually accompanied by information that provides context, chronology and explanation to support your project. Although they don't necessarily generate a news story right away, background briefings should be treated as an interview and any information shared with the reporter should be accurate and up-to-date.

Editorial Board Briefing

Provides on-the-record in-depth background to newspaper editors. The purpose of these meetings is to build understanding and trust and to strive for balanced coverage in future reporting.

Letter to Editor

Provides an opportunity for the company to present its position in its own words in reaction to inaccurate or misleading information. This tactic should be considered carefully to ensure it is the appropriate forum, time and audience for a response or reaction.

Media Briefing

Less formal than a news conference. A spokesperson is available for interviews or at an event (e.g. media tour, announcement, etc.).

Media Interview

One-on-one or with another guest or two, live or taped and edited, on the telephone or via satellite. Email submissions in response to a media question or request are now also common.

Media Tour

Media can be invited to your development or an operating wind farm to get a first-hand experience. This can be effective in dispelling misconceptions about what a wind farm really looks like and the sounds emitted from the turbines. Having landowners on-hand can be very effective in conveying a first-hand perspective about living near wind turbines.

Opening Event

Official openings give you an opportunity to gain media exposure and also bring key government and stakeholders to a facility (see template in Section 10.4).

Opinion Editorial

Often referred to as an Op-Ed, a short article written by a company spokesperson, or authority on the issues at hand.

Stock Photos and Video Footage

Have on hand photos and video of your operation and activities to provide to print and electronic media (e.g. footage of an operating wind farm, animals grazing near turbines, crops growing around turbines, etc.).

Social and Digital Channels

Virtually every reporter trolls the online realm for story ideas, brewing news or controversy, and to identify potential new subject matter experts to interview. Reporters are also active on these channels, promoting their own stories and linking to online content. You want them to know your URLs and handles and to follow you.

Look for appropriate opportunities to like, retweet and comment on what your targeted media publish online. Follow every reporter on your media list and use the same handles and hashtags to get their attention when you distribute or promote your own news releases, etc. You may also be able to leverage a media story by commenting and linking to relevant content on your company, project or CanREA's website.

Do not use social media to correct a media story until you have first spoken with the reporters and given them the opportunity to correct misinformation themselves. If they refuse to make a correction, politely respond with the facts so that other viewers and followers do not go on misinformed. As with Letters to the Editors above, be careful about getting into an online dispute or appearing to discredit or embarrass a reporter.

FOLLOWING UP

When issuing a media advisory or news release, it is helpful to do more than send the release and wait for reporters to call. You can improve your results if you follow up with the media to sell your story, and point out why it is important that they cover your news. Use your media list to target reporters who would be interested in the story opportunity (e.g. energy reporter).

Describe your story in vivid detail for the reporter and point out the relevance of your story to their readers, listeners or viewing audience.

Promote your advisory or release on your digital channels as another means of capturing the attention of reporters, reaching audiences directly, and establishing yourself as the authoritative source of project information.

MONITORING THE MEDIA COVERAGE

It is important to track traditional and online media coverage to monitor who is covering your story, and assess the nature of the coverage. Is the coverage positive, neutral or negative? Are your key messages getting in to the stories? Is the coverage accurate? Do you need to adjust your media strategy?

DOS AND DON'TS FOR WORKING WITH REPORTERS

Do

- Research the media opportunity beforehand
 - Know what you are getting into
- Prepare messages and answers before every interview
 - Know what story you want to tell

- Rehearse by saying key messages out loud
 - Make sure you can deliver your messages with confidence and clarity
- Treat each interview as special and give the reporter your undivided attention
- Respect a reporter's deadline
- Exercise your rights – You have the right to get prepared for an interview and do not have to answer questions on the spur of the moment
- Exchange business cards (include your URLs and handles in addition to phone and email) and an information kit to ensure the reporter has accurate, up-to-date information
- Be yourself and be honest
- Always stay calm and watch your demeanour with reporters
- Stick to your messages, keep it simple
- Establish business relationships with reporters
- If the story is positive, mention the name of your company and the project
- If the reporter takes the questioning in a direction that doesn't fit with your goals, use bridging techniques to provide the information you want the audience to have (e.g., "That's an interesting thought, but what's really important is...[key message 1]."

Don't

- Don't use industry or technical jargon
- Don't feel obligated or pressured to provide an immediate answer to every question – you have the right to check the facts and get back to them
- Don't guess, speculate or comment on rumours
- Don't say "no comment" – it sounds as if you are hiding information
 - Instead, say "What I can tell you is..." and provide a previously approved statement
- Don't lose your temper – once back in the newsroom, the reporter ALWAYS gets the last word
- Don't speak off the record – share only information that is approved for release
- Don't let a reporter put words in your mouth – use your own language at all times
- Don't tell jokes, make sarcastic or rude remarks
- Don't speak on behalf of other organizations
- Don't express a personal point of view
- Don't mention the name of your company or the project if the story is negative

7. PRESENTATION SKILLS

This section is designed to help you:

- Adapt technical material about your project for public consumption
- Communicate clearly and professionally with the public about your proposed project
- Develop clear presentation content
- Answer questions effectively
- Present as an individual, or as part of a team
- Manage meeting dynamics and diffuse emotional situations at presentations and open house situations

Your first step is to set clear objectives for your presentation. Do you want to:

- Inform?
- Influence?
- Entertain?
- Persuade?
- Thank?
- Celebrate?

Before you develop your presentation, ask yourself the following questions:

Action	What do I want them to do, or stop doing?
Benefit	Why should they do it? What's in it for them? What happens if they don't do it (unintended consequences)?
Achievable	Can I really achieve my objective with this communication?
Measurable	How will I know if I've succeeded?

UNDERSTANDING YOUR AUDIENCE

To help you determine the best approach to presenting information to the community audience ask yourself the following questions:

Needs	What needs (goals) should be addressed in my message?
Attitudes	How do I expect them to react to my message?
Knowledge	What do they know about wind energy in general and my project specifically?
Information Needs	What do they need to know to take make informed decisions?
Obstacles	What could get in the way of achieving my objective? Even with the knowledge to act, do they have the desire?
Solutions	What actions can I take to overcome any obstacles?

DEVELOPING YOUR MAIN POINTS

In developing your main points, ask yourself the following questions:

Key Point	What do we want them to know and understand?
Benefit	What's in it for them?
Supporting Data	Why should they understand it?
Language/Style	Does my choice and style of language help make my message clear?

- Your audience will remember only two or three main points
- For a short talk, select three. For a longer presentation, no more than four
- Use simple words and fewer than 25 words for each main point
- Support each main point with a fact, example, benefit or reference
- Wrap up each main point with a short positive summary
 - e.g. “So our best course of action is to...”

LAUNCHING STATEMENT

Start your presentation off with a brief, provocative statement that captures the essence of your main points in a positive way. This should give your audience a reason to be interested in and to listen to what you have to say.

Wrong

“I’m here to explain why our new wind energy development won’t cause economic hardships, ruin the environment of this community, or cause serious health problems for your residents.”

Right

“As we look toward the future, I know some of you are wondering where you’ll be and what you’ll be doing in the months and years ahead. I’m here tonight to suggest that many of you and your children will be enjoying life right here, because our new wind farm will bring added prosperity to the community and maintain the pleasant environment you have all come to appreciate.”

BRIDGING BETWEEN SUBJECT AREAS IN YOUR PRESENTATION

With a few words, you need to bridge the gaps between each of the elements in your presentation.

Example

Your two main points are Cost and Environmental Impact. Link them together with a bridge.

“That’s the price tag for the project.”

“And there’s likely to be another cost associated with it that we want to keep down as well; that’s the cost to the environment...”

CONCLUDING YOUR PRESENTATION

“Thank you and good night” can often sound like an involuntary sigh of relief. The moment you say the presentation is over, people tend to stop paying attention to you.

A good way to keep their attention and drive your points home at the conclusion of your remarks is to tie the end of your presentation to the beginning...

Example

“At the beginning of my presentation, I asked you to consider whether building this wind farm will benefit the community over the long term. You may have thought ‘no’ at first, but as you now can see, the answer is ‘yes it will.’”

Your conclusion should also contain a call to action.

“So the next time you have questions about wind energy in this community, remember that at any time you can contact me and check our website to get the facts.”

DEALING WITH STAGE FRIGHT OR NERVOUS ENERGY

Get Rid of Misconceptions

- You don’t have to be perfect – be yourself
- Most signs of tension don’t show
- The majority of listeners are supportive

Be Prepared

- Rehearse thoroughly
- Don’t rely too much on memory, fear of forgetting can cause tension

Practice Relaxation Techniques

- Breathe deeply for three minutes before getting up – inhale and exhale slowly
- Think of a feel-good moment and imagine it later in the presentation
- Speak slowly and deliberately
- Remove loose change, cell phones and other objects from pockets before speaking
- Be yourself, don’t imitate others

Mix with Your Audience Before Your Presentation

- Shake hands, introduce yourself, learn why people are there
- Get the names of key people (write them down and refer to them during your remarks)

PRESENTATION DELIVERY TECHNIQUES

Your Voice

Volume

- Speak loud enough so the people furthest from you can hear; use a microphone system so you don't have to shout
- Establish an even, conversational tone
- Use extra loud, "oomph" for emphasis on important points

Rate

- Vary speed to hold audience interest
- Speed up at transitions, slow down to emphasize key points

Pauses

- Use pauses for verbal punctuation
- Look at your audience during pauses
- Avoid verbal pauses – "er, ah"

Inflection

- Vary intonation and pitch for variety, content change and emphasis

Articulation

- Speak clearly, with confidence
- Take a small sip of water every 5 minutes to help you enunciate clearly
- Avoid contractions (you say "isn't", they hear "is")
- Select appropriate language standards (formal or informal)

BUILDING CREDIBILITY

Facts are communicated with words. *Credibility* is communicated non-verbally.

Your Attire

- Select appropriate clothing that demonstrates your professionalism and respect for the audience
 - Wear business attire or business casual, depending on the context and your understanding of community norms and expectations

Your Body

- Sit calmly and confidently as you are being introduced
- Move confidently to the lectern and place your notes in front of you
- Sit and stand comfortably
- Keep feet from eight inches to hip-width apart, lock your pelvis to keep from swaying

Your Eyes

- Establish and maintain eye contact with the audience

- Eye contact provides feedback on how you're being received
- Select three or four responsive members of the audience and direct your eye contact to them
- Hold eye contact until you finish a point; changing eye contact too quickly gives the appearance of being nervous or shifty

Your Face

- Let your facial expressions match your words
 - Show your concern when talking about something serious
 - Reflect inquisitiveness when asking a rhetorical question
 - If you're talking about good news, smile

Your Hands

- Set your hands free to help you get your points across
 - Match gestures with the words you are conveying
 - Synchronize gestures with the key word in a phrase

Your Energy Level

- Adopt a positive attitude about what you have to say
 - Use your voice, eyes and gestures to project enthusiasm
 - Take steps to get yourself up for the occasion

GENERATING QUESTIONS

State Your Opinions

- Tell the group something about your feelings on an issue
 - "This is something I found interesting when we reviewed our research reports..."
- Keep doing it throughout your presentation

Ask for Questions

- Let the people know that you look forward to their questions and opinions at the end of the presentation
- Before your summary, let them know the Q&A session is coming up

Summarize

- Summarize your key points to refresh their memory

Lead by Example

- Start things off by suggesting that a question often asked by others is Subject X (pick a subject you feel most comfortable with) and ask for opinions
- Ask a rhetorical question to the whole group
- Pause and ask it again if there is no volunteer and direct it to an individual

Don't Pressure Anyone

- Don't take a lack of questions as disinterest in your presentation
- Thank the audience for their time
- Offer to handle follow-up questions at their convenience

PRESENTING AS A TEAM

- Designate roles for each team member in advance
- Appoint a lead presenter, who introduces each presenter at the beginning of the presentation
- When not speaking, watch the audience for positive and negative reactions
- Be ready to support, clarify or reinforce important points
- Never contradict your teammates in front of the audience
- Always do a full dress rehearsal and time each segment to ensure the total presentation stays within time limits
- Talk about "WE" not "ME" to build the team's credibility
- Agree on topics each presenter will deal with during the Q&A session

SETTING UP YOUR VENUE FOR SUCCESS

- Set-up style – consider the type of atmosphere you want to create:
 - Conference style is best when accommodating a large audience
 - Round tables (of eight to 10 people each) can help generate discussion and present a more welcoming atmosphere
 - Classroom style can be very formal but is conducive to a workshop style presentation
 - A U-shaped table and chair set-up allows you to mix with your audience
- Stage, riser or no elevation
 - Consider visibility versus access and ensure that the entire audience can see and hear you
- Podium – with a small light, water for you to sip throughout your presentation
- Sound – microphones
 - If you are presenting to more than 25 people, consider using a microphone to ensure everyone can easily hear you
 - Wireless microphones allow you to move about the stage or room and present a more relaxed atmosphere
 - Consider a microphone on a stand in the audience for questions
- Projector/screen – visibility, sight lines
 - Ensure your projection system and screen are situated to allow you to easily change slides and refer to the screen if pointing out material being presented
- Directional signs – make it easy for people to find you when they enter the building
 - Make sure your event is clearly identified inside and outside the room
- Equipment failures – A/V, sound, light, power can all have their problems – check all systems before the event begins and have a back-up plan if things fail
- Identify washrooms and emergency exits for the audience at the beginning of your presentation

SUPPORTING MATERIAL

- Podium sign with company logo
- Presenter's introduction biography (not full resume)
- One-page outline of your presentation
- PowerPoint back-up file
- Hard copies of your slides
- Text of your speech
- Information kit
- Giveaways – models, demos, contact cards, etc.
- Laptop, LCD projector, remote mouse, laser pointer

8. ADDRESSING OPPOSITION EFFECTIVELY & RESPECTFULLY

Change is often controversial and even the best planned wind energy projects will likely meet with some level of opposition from politicians, community leaders, Indigenous communities, NGOs and/or the public at large. While wind energy projects may seem very attractive to some because they see benefits (green energy initiatives, increased tax revenues, jobs, community benefits), they may be unwelcome to others due to concerns related to construction disruptions, noise, change in property values, environmental and health concerns.

Developers must respect a community's right to closely examine and scrutinize project plans and to have questions and concerns about how your wind energy development will affect the fabric of the community. People will want to understand the benefits as well as the potential adverse effects to be able to make an informed decision. **Remember: Questions that go unanswered can quickly turn from natural human curiosity to negativity and opposition.**

UNDERSTANDING INTERESTS

Clearly understanding specific concerns and interests in the community is the first step in determining how to address these concerns and how to earn support for your project. Your early contacts with municipal officials may be helpful in determining how your development will be received in the community. Ask them specifically whether they anticipate opposition and who might be at the forefront of this opposition. These people should be the first contacts you make to start building a relationship and understanding their interests and concerns.

CLARIFYING THE FACTS

Education is the most powerful tool at your disposal for addressing opposition to your project. By demystifying fears about the unknown you can build support for your project based on the potential benefits it will bring.

Get your facts organized **before** you start communicating in the community about your project. By anticipating some of the most common misconceptions and developing fact-based answers to those issues, you can quickly distribute information in a variety of formats.

Answers to commonly asked questions about wind energy developments should be available to the community through:

- Your company website and project webpage/microsite and via links to CanREA's online resources where appropriate
- Printed materials and fact sheets available at every formal presentation (including listing your online and digital resources to help people find information 24/7)
- An information display at your local project office
- Background materials available through the local municipal offices and constituency offices of local MPs and MPPs/MLAs/MNAs
- First Nations' Band offices
- The local library
- Community bulletin boards (physical and online)
- Local fairs or special events

For CanREA's resources on wind energy, visit: www.renewablesassociation.ca.

RESPECTFULLY RESPONDING TO PROTESTS

People have a legal right to demonstrate their opposition to your development provided they do so in a lawful manner. If you have rented a community centre or other venue for a formal presentation you also have the right to conduct your meeting free from disruptions.

If protesters are present outside your event and their displays or picket lines are not blocking the entrance to your meeting, they are considered legal. The way in which you deal with protesters can reflect positively on you and your company. Local media and the public will assess your handling of the situation. If your meeting is the focus of a protest or demonstration:

- The most senior ranking person at your meeting should politely come outside your meeting room to greet the protesters
- Remain calm, polite, respectful and open to discussion
- Offer to bring refreshments outside for the protesters
- Ask to receive their written materials or verbal expression of their concerns so you can record them and review the main points with them to understand their views
- Encourage them to come inside to learn about your project
- Offer the opportunity to meet face to face at a future date to follow up

RESPECTFULLY RESPONDING TO EMOTIONAL SITUATIONS

Opponents to wind energy developments can significantly disrupt your open house or presentation with loud and disruptive behaviour.

The following steps should be followed to diffuse situations where an aggressive or upset questioner is interrupting your presentation and stalling the meeting. The most important thing to remember is that you must at all times show respect for a person's concerns.

- **Stop** trying to communicate facts and/or opinions
 - **Listen** carefully to the person and allow him or her to continue
- **Eliminate** barriers and establish equality
 - Step out from behind the podium and close the gap between the two of you – the closer the better
- **Adopt a gentle tone of voice** and use open-ended questions – keep them talking
 - “Can you tell me where you heard about this?” or “When was the report you’re referring to written and do you know who the author is?”
- **Listen** for clues that reveal feelings
 - Are they frustrated because they haven’t had a response to questions or concerns they have about your development? Have they read something in the paper that worries them?
- **Reflect** what you see and hear
 - “Yes I can see you are upset and that you’d like some clarification.”
- Demonstrate empathy
 - “I think I’d feel the same if I wasn’t getting the answers I was looking for.”
- **Wait** for a sign that the emotion has been spent
 - After a few minutes you can often see the person’s body language change as they begin to relax
- **Test** for cognitive connection
 - “Can I suggest a solution for you?” or “Although I don’t have that information here with me tonight, I

can take down your contact details after the presentation and get you all the information you need.”

- **Be prepared** to go through the cycle again
 - If the person is still upset – go back to step 1 and start again
- **Provide information** and examine options

9. PROVINCIAL REGULATIONS

CanREA encourages developers to meet and exceed provincial and local regulations whenever possible. This section offers information about regulatory requirements by province related to consultation with communities.

Alberta

Wind power facilities are subject to regulatory requirements of:

- The Alberta Utilities Commission's (AUC) [AUC Rule 007](#) "Applications for Power Plants, Substations, Transmission Lines, Industrial System Designations and Hydro Developments"
- [AUC Rule 012](#): Noise Control
- The Alberta Electric System Operator's ("AESO") Connection Process
- Alberta Environment and Parks' [Wildlife Directive for Alberta Wind Energy Projects](#)

The AUC's Rule 007 includes extensive public consultation requirements for project developers. As well, the Alberta Farmer's Advocate's Office has released [Negotiating Renewable Energy Leases](#), a Frequently Asked Questions document for landowners regarding engagement with wind and solar developers. A review of this document, which is expected to undergo regular updates, will provide some insight into concerns of rural communities.

Information on consultation with First Nations and Metis Settlements is available through [Alberta Indigenous Relations](#). This includes [The Government of Alberta's Proponent Guide to First Nations and Metis Settlements Consultation Procedures](#) that sets out requirements for consultation for development on Crown land. As of publication, there is no regulatory framework for wind energy development on Crown land, however proponents are encouraged to be familiar with these requirements.

In some instances an Environmental Assessment may be required for wind energy development projects.

Contact

Alberta Utilities Commission (head office)
Fifth Avenue Place
425 – 1st Street SW, 4th Floor
Calgary, AB T2P 3L8
(403) 592-8845
www.auc.ab.ca

Alberta Electric System Operator
330 – 5th Avenue SW, Suite 2500
Calgary, AB T2P 0L4
(403) 539-2450
www.aeso.ca

Alberta Energy
North Petroleum Plaza
9945 – 108th Street
Edmonton, AB T5K 2G6
(780) 427-8050
www.energy.alberta.ca

Alberta Environment and Parks
9920 – 108th Street
Edmonton, AB T5K 2M4
(780) 310-3773
aep.alberta.ca

Alberta Indigenous Relations
19th floor, Commerce Place
10155 – 102nd Street NW
Edmonton, AB T5J 4G8
(780) 427-8407
www.indigenous.alberta.ca

British Columbia

Wind projects with a planned capacity of more than 50 megawatts (MW) are subject to review under the province's *Environmental Assessment Act*. The B.C. environmental assessment process includes First Nations consultation requirements and mandatory public consultations and formal comment periods at each stage of the review.

The province is legally obligated to consult and accommodate First Nations, where required, on land and resource decisions that could impact their Aboriginal Interests. Public consultation is set out in the *B.C. Environmental Assessment Act* and Public Consultation Policy Regulation as a responsibility of both the Environmental Assessment Office and project developers.¹³

The province has issued guidance documents that describe First Nations consultation requirements, as well as public consultation requirements. The following documents are available at the [B.C. Government website](#):

- [Building Relationships with First Nations: Respecting Rights and Doing Good Business](#)
- [Guide to Involving Proponents when Consulting First Nations](#)
- [Updated Procedures for Meeting Legal Obligations when Consulting First Nations](#)
- [Clean Energy Production in B.C.: An Interagency Guide Book for Proponents](#)
- [Best Practices on Wind Power Acoustic Assessment](#)
- [Visual Effects Assessment Guidebook](#)

Projects with a planned capacity of less than 50 MW are evaluated on a case-by-case basis with notice provided to the public but not necessarily public consultations. Proponents should check with the regulator regarding Indigenous consultation requirements for authorizations and permits.

Contact

Environmental Assessment Office
836 Yates Street, 2nd Floor
P.O. Box 9426 Station Provincial Government
Victoria, BC V8W 9V1
(250) 356-7479
eaoinfo@gov.bc.ca
www.eao.gov.bc.ca

¹³ <http://www2.gov.bc.ca/gov/content/environment/natural-resource-stewardship/consulting-with-first-nations> accessed on May 12 2017

Manitoba

Any wind development greater than 10 megawatt (MW) requires an *Environment Act* license in Manitoba. The *Act* provides for public consultation in environmental decision making while recognizing the responsibility of elected government including municipal governments as decision makers. While there are no formal legislative requirements for proponents to undertake public engagement, all proposals for licenses must meet the minimum requirements for submission prescribed in the Licensing Procedures Regulation.

All proponents are encouraged to review Manitoba's Information Bulletin – [Environment Act Proposal Report Guidelines](#) prior to submitting an *Environment Act* proposal. Incomplete submissions and/or lack of public engagement may result in delays of the environmental review process.

The Licensing Procedures Regulation and the *Environment Act* Proposal Report Guidelines require an assessment of socio-economic effects of the proposed project and an assessment of effects on Indigenous communities. Proposals are also required to include the results of public consultation undertaken in respect of the project. Early engagement with the public and Indigenous communities is therefore highly recommended to ensure the environmental assessments are complete and impacts on local communities and Indigenous groups are known at the time the *Environment Act* proposal is submitted.

Developers must also work in coordination with rural municipalities to manage issues related to land use control, and rezoning.

The Government of Manitoba has an interim policy in place to facilitate Crown-Aboriginal consultations and fulfill the Crown's constitutional obligation to Aboriginal peoples. The Interim Policy and Guidelines for Crown Consultations with First Nations, Métis Communities and Other Aboriginal Communities is available on [the Government of Manitoba's website](#).

Contact

Environmental Approvals Branch
Manitoba Conservation and Water Stewardship
123 Main Street, Suite 160
Winnipeg, MB R3C 1A5
(204) 945-8321
darrell.ouimet@gov.mb.ca
www.gov.mb.ca/sd/eal/

New Brunswick

As part of the Environmental Impact Assessment process all proponents of wind projects over 3 megawatts (MW) need to consult with 'the affected public and other stakeholders' during the preparation of the Registration Document. During the Determination Review process of this Registration Document, the proponent is required to meet public involvement standards that meet requirements described in Appendix C of the Guide to Environmental Impact Assessment. Note that projects with a smaller capacity than 3 MW may also be provincially regulated and could have to follow the same process.

The province has issued guidance documents that describe Indigenous and public consultation requirements:

- [A Guide to Environmental Impact Assessment in New Brunswick](#)
- [The New Brunswick Developer's Guide to Renewable Energy](#)
- [Government of New Brunswick Duty to Consult Policy](#)
- [Additional Information Requirements for Wind Turbines Projects](#)

Contact

New Brunswick Ministry of the Environment and Local Government – Environmental Assessment Section

Marysville Place
P. O. Box 6000
Fredericton, NB E3B 5H1
(506) 444-5382
elg/elg-info@gnb.ca
www2.gnb.ca/

Newfoundland

The province has no specific regulations on public consultation for wind projects; however, wind projects are subject to environmental assessment through the [Environmental Protection Act](#). This *Act* requires that a wind project proponent register its undertaking to the Department of Environment and Conservation. Based on the information gathered in the Registration, the proponent may be required to prepare an Environmental Impact Statement (EIS). In the course of gathering data for an EIS, the proponent is required to implement a public information program for the area affected by the undertaking, such that local residents are fully informed of the nature of the project and its effects on the environment. Copies of all reports on original studies undertaken for the EIS are to be made available to the public, and public concerns and interests must be recorded and addressed in the EIS.

The province has issued guidance documents that describe public consultation requirements:

- [Environmental Assessment: A Guide to the Process](#)

This guide does not set out explicit Aboriginal consultation requirements (i.e. separate from public consultation requirements). Developers should review The Government of Newfoundland and Labrador's Aboriginal Consultation Policy on Land and Resource Development Decisions and consult with the regulators regarding requirements for Aboriginal consultation.

Contact

Department of Environment and Conservation – Environmental Assessment Division
P.O. Box 8700
St. John's, NL A1B 4J6
(800) 563-6181
www.mae.gov.nl.ca/department/contact/assessment.html

Nova Scotia

All wind energy projects over 2 megawatts (MW) in size must undertake a provincial Environmental Assessment, administered by the Department of Environment. Environmental Assessment registration information submitted by the proponent is made available for public review, and all stakeholders have the opportunity to submit comments on the project. Under the Environmental Assessment Regulations, the Department of Environment must consider the consultation activities undertaken, the concerns expressed by the Mi'kmaq and the public and the steps taken to address concerns. Proponents are expected to work proactively with the public and Indigenous people to address any concerns prior to registering the undertaking. Several municipalities in Nova Scotia include specific consultation requirements for wind energy projects in their planning documents. These vary across the province.

The province has issued guidance documents that describe Aboriginal consultation requirements:

- [The Role of Proponents in Crown Consultation with the Mik'Maq of Nova Scotia](#)
- [Government of Nova Scotia Policy and Guidelines: Consultation with the Mi'kmaq of Nova Scotia](#)

The province has issued guidance documents which describe public consultation requirements during the EA process and in general:

- [Proponent's Guide to Environmental Assessment](#)
- [Proponent's Guide to Wind Power Projects](#)
- [Wind Energy Fact Sheets for Nova Scotia Municipalities](#)

Contact

For inquiries related to regulations, public consultation, or royalty administration, visit energy.novascotia.ca/renewables

Nova Scotia Environment
Environmental Assessment Branch
5151 Terminal Road, 5th Floor
P.O. Box 442
Halifax, NS B3J 2P8
(902) 424-3230
EA@gov.ns.ca
<http://www.gov.ns.ca/nse/ea>

Office of Aboriginal Affairs
5251 Duke Street, 5th Floor
P.O. Box 1617
Halifax, NS B3J 2Y3
(902) 424-7409
aaa@gov.ns.ca

Ontario

Consultation

Most renewable energy project developers must consult with Indigenous communities, the public and municipalities.

As part of the permit application process, developers must meet specific notification and consultation requirements. They are encouraged to go beyond the minimum requirements and work with local communities as much as possible.

Developers can find more information on consultation requirements in the following documents:

- [Municipal / Local Authority Consultation form](#)
- [Technical Guide to Renewable Energy Approvals](#)
- [Renewable Energy Approvals Regulation](#) – Includes environmental and consultation requirements for prescribed renewable energy projects
- [Aboriginal Consultation Guide for Preparing a Renewable Energy Approval Application](#) – Outlines the obligations of the Crown and organizations applying for REAs to consult with Aboriginal groups and provides advice to applicants on how to carry out effective consultations
- [Guide to Provincial Approvals for Renewable Energy Projects](#)

Environmental Registry Posting

When the Ministry of the Environment and Climate Change receives a complete Renewable Energy Approval application, it posts a proposal notice on the Environmental Registry, indicating the application is under technical review.

This is an opportunity for community members to submit comments on the proposal directly to the Ministry. The Ministry takes all comments received during this period under consideration when making decisions on project applications.

Contacts

Renewable Energy Facilitation Office
Ministry of Energy
900 Bay Street, 4th Floor
Hearst Block
Toronto, ON M7A 2E1
(888) 668-4636 / (416) 212-6582
REFO@ontario.ca

Prince Edward Island

Depending on the project, public consultation may be required as part of the Environmental Impact Assessment process. There are two levels of consultation – Level I applies to projects with limited or no public concerns; Level II applies to projects that may present diverse public concerns. Wind projects are required to undertake Level II consultation as described in the [P.E.I. Environment, Labour and Justice Ministry's Environmental Impact Assessment Guidelines](#) revised January 2010. Level II public consultation requires the proponent to hold at least one public information session in the approximate locale of the proposed project.

P.E.I.'s Environmental Impact Assessment Guidelines do not explicitly require consultation with Aboriginal groups (i.e. separate from public consultation). Developers are encouraged to review the government's Provincial Policy on Consultation with the Mik'maq, and consult with the regulators regarding requirements.

Contact

Department of Communities, Land and Environment – Environmental Impact Assessments Section
4th Floor, Jones Building
11 Kent Street
Charlottetown, PE C1A 7N8
(902) 368-5049
www.princeedwardisland.ca/en/topic/communities-land-and-environment

Québec

Wind projects over 10 megawatts (MW) are subject to the Environmental Impact Assessment and Review process pursuant to the *Environment Quality Act*. The Government of Québec's [guidance document on environmental impact assessment](#)¹⁴, provides guidance on undertaking public and Indigenous consultation during the environmental assessment process. Submission of the Environmental Impact Statement (EIS) to

¹⁴ EIA guidelines available in French only as "Direction générale de l'évaluation environnementale et stratégique - Directive pour la réalisation d'une étude d'impact sur l'environnement d'un projet de parc éolien (November 2016)

the Minister triggers a public review process. The Minister directs the proponent to undertake public information and consultation sessions to facilitate the review of the EIS. At this point in the process, the consultation process follows a formal and standardized format set by the Environmental Public Hearing Office (Bureau d'audiences publiques sur l'environnement – BAPE). The first step of this BAPE part of the process is to hold an information evening. Eventually, it can lead to a formal Public Hearing, if requested by the public. The BAPE is the public's gateway into the project authorization process. Members of the public may obtain information and express their concerns at the public hearings. The BAPE submits its recommendations to The Ministère du Développement durable, de l'Environnement et de la Lutte contre les changements climatiques (MDDELCC), which, in turn, is responsible for issuing a certificate of authorization to the developer.

The government of Québec's [Secrétariat aux affaires autochtones](#) has issued the following guidance on Aboriginal Consultation:

- [Information for Developers and General Information Regarding Relations with Aboriginal Communities in Natural Resource Development Projects](#) / [Document d'information à l'intention des promoteurs et introduction générale aux relations avec les communautés autochtones dans le cadre de projets de mise en valeur des ressources naturelles](#)
- [Interim Guide for Consulting the Aboriginal Communities](#) / [Guide intérimaire en matière de consultation des communautés autochtones](#)

Contact

Ministère du Développement durable, de l'Environnement et la Lutte aux changements climatiques
Direction de l'évaluation environnementale des projets terrestres
675, boulevard René-Lévesque, 6^e étage
Québec, QC, G1R 5V7

Ministère de l'Énergie et des Ressources naturelles (French and English)
5700, 4^e avenue Ouest
Québec QC G1H 5R1
(866) 248-6936

Secrétariat aux affaires autochtones (French and English)
905, avenue Honoré-Mercier
Québec QC G1R 5M6
(418) 643-3166

Saskatchewan

Saskatchewan Ministry of the Environment is the regulatory agency responsible for approving wind power projects in Saskatchewan through the *Environmental Assessment Act* (EAA). Only projects that are deemed to be a “development”, as defined in the EAA, are required to complete an Environmental Impact Assessment. However, all projects require public consultation. Consultation and engagement is to include public meetings/open houses and other informal discussions.

The province has issued [Environmental Assessment in Saskatchewan – A High Level Overview of the Environmental Assessment Process for Developments within Saskatchewan under the Environmental Assessment Act](#), an environmental assessment guidance document which includes public and Aboriginal consultation requirements.

To aid proponents in siting proposed projects and potentially reducing the need for an environmental

assessment, the Saskatchewan Ministry of Environment has also developed [Wildlife Siting Guidelines for Saskatchewan Wind Energy Projects](#). The guideline “provides advice to proponents on siting considerations for wind energy projects” and provides proponents with guidance on how to avoid areas of ecological and public concern.

Furthermore, the province has a legal obligation to consult with Indigenous communities if a proposed project may adversely impact Treaty or Aboriginal rights. This duty to consult may be triggered if a project requires an environmental assessment. The province strongly encourages proponents to engage with Indigenous communities to be able to support the government’s duty to consult.

The government of Saskatchewan has issued the following guidance documents with respect to consultation with Aboriginal groups:

- [Proponent Handbook - Voluntary Engagement with First Nations and Métis in Saskatchewan to Inform Government's Duty to Consult Process](#)
- [Proponents Guide – Consultation with First Nations and Métis in Saskatchewan Environmental Impact Assessment: Guidelines for Engaging and Consulting with First Nations and Métis Communities in Relation to Environmental Assessment in Saskatchewan](#)
- [First Nation and Métis Consultation Policy Framework](#)

Contact

Saskatchewan Ministry of Environment

Environmental Assessment Branch

3211 Albert Street, 4th Floor

Regina, SK S4S 5W6

(306) 787-6132

environmental.assessment@gov.sk.ca

www.saskatchewan.ca/business/environmental-protection-and-sustainability/environmental-assessment

Ministry of Government Relations

Lands and Consultation Branch

610-1855 Victoria Avenue

Regina, SK S4P 3T2

(306) 787-5722

www.saskatchewan.ca/government/government-structure/ministries/government-relations

10. CHECKLISTS, TEMPLATES AND RESOURCES

This section provides checklists, templates, and resources to assist you in developing and implementing engagement activities.

10.1. CHECKLIST: NEWS CONFERENCE

The following is a checklist for holding a news conference.

Preliminaries

- Check with the company spokesperson to select the best time for the event (usually best in mid- to late morning to give the media time to prepare their stories and meet their deadlines)
- Notify media of the event time and location at least two days in advance
- Compile a list of news media who have indicated that they will attend
- Compile background information on the company and/or operation that may be of interest to the media
- Assign someone to handle the physical arrangements of the event. Consider the following:
 - Do we need video services to record the event?
 - Do we need a junction box for TV and radio microphones?
 - Do we have enough chairs and tables, a podium and microphone?
 - Do we have electrical power?
 - Is a sound or audio-visual technician assigned/hired?
 - Are our social media advisor and webmaster aware of any photos, video, presentations or other materials from the event that need to be posted as soon as possible?
- Prepare an opening statement and review it with the spokesperson
- Review anticipated questions and answers with the spokesperson
- Check all sound equipment and tape recorders before the event and transmission equipment (conference call/webcast)
- Have a media sign-in sheet (see media sign in sheet template attached)
- Have copies of all information and handout material available, and on your company website and project webpage including:
 - News release
 - Background information, such as fact sheets, backgrounders, biographical information, photos, etc.
 - Printed copies of the opening statement

During the Event

- Make sure media sign the log sheet
- Distribute information material as soon as the media arrives
- Have an emcee (Master of Ceremonies) to welcome everyone and describe the event and agenda
- Monitor the questions and answers closely. Make any necessary clarifications before the end of the event
 - Consider live Tweeting, streaming video, or live Facebook posts from the event, if appropriate

After the News Conference

- Handle requests for follow-up information as soon as possible to help reporters meet their deadlines

- Monitor the coverage received on both traditional and digital formats, and contact any news media with errors in their reports, if appropriate
- Provide feedback for spokesperson

10.2. CHECKLIST: FACILITY OPENINGS / EVENTS

The following is a suggested checklist for organizing a facility opening or event. This is not an exhaustive list but provides some fundamental elements.

Invitations

- Develop invitation list
 - Local, provincial, federal government
 - Local First Nation leaders – note that it is appropriate to hold events such as project opening ceremonies or other events with Indigenous communities separately. This should be discussed with the relevant Indigenous group
 - Key Influencers: Chamber of Commerce, Environmental group, etc.
 - Suppliers
 - Partners
- Develop invitation: hard copy or e-mail
- Distribute: should be at least two weeks in advance of event
- If open to the public, promote the event through digital and social channels, as well as traditional and digital advertising

Event Logistics

- Agenda
 - Date: best day for media is Tuesday, Wednesday or Thursday
 - Timing: mid-morning best for media and government
 - Tour of facility
 - Photo opportunity
 - Date and timing should be discussed with Indigenous communities to maximize community attendance
- Venue
 - Inside or outside? (do you need a tent?)
 - Podium, risers, chairs, garbage and recycling boxes, exhibits, etc.
 - Signage for backdrop
 - Parking and transportation
 - Safety equipment
 - Refreshments
 - Alternative venue in the event of inclement weather

Communications Materials

- Key messages: what are the three to four key messages you need to address
- News release
- Backgrounder
- Fact sheet
- Frequently asked questions

- Speaking remarks
- Photos: to include in media kit
- Video footage/b-roll: for television crews unable to shoot at site or for additional footage
- Event photos, video and highlights published live during the event or as soon as possible post-event as promotional items on social media channels and on your website

Media Relations

- Develop media list
- Develop media advisory
- Develop news release and supporting background materials
- Distribute media advisory
- Distribute news release and background materials
- Follow-up with outreach to media list
- Follow, like, retweet and comment as appropriate on reporters' social media and web postings. Link to them from your own site ('Project X in the news')

Government Relations, Indigenous Groups, Key Influencers

- Develop post-event newsletter or communication regarding the event for distribution to government relations contacts
- Send post-event newsletter or communications regarding the event for distribution to all event attendees
- Sent post-event newsletter to well-known online energy industry bloggers and think tanks who align with your perspective in your list of key influencers

Support

- Identify external logistical support needs
- Identify external media relations support needs
- Determine budget

10.3. CHECKLIST: DIGITAL AND SOCIAL MEDIA

Digital communications platforms and social media allow you to interact with target audiences of any size with a variety of multimedia content in real time and at low cost. These are ideal platforms to extend your reach, amplify your messages, further promote your activities and perspectives shared via other media, and engage with your target audiences and others interested in wind energy. Digital communications also provide you with easy and accurate metrics to evaluate the effectiveness of your communications.

Have a Digital and Social Media Strategy

Just as you plan your media relations and project communications, you should also have a digital communications and social media strategy. Digital communications can be time consuming as the online realm has standards and expectations for frequency of publishing and length of time to respond, so you need to plan accordingly.

You will need to be clear on:

- the people you are trying to reach and engage with (target audiences)
- your social/digital objectives (what you want them to do)

- your strategy (how you will get them to do what you want)

You will then be ready to choose your technology (social/digital channels).

The main digital platforms you might expect to include in your engagement plan are:

- To inform and engage:
 - Landing pages, microsites, and (rarely) stand-alone websites (i.e. your company website, the project webpages as well as CanREA's website, blog and shareable resources focused on general wind energy issues)
 - Blog
 - Email
 - E-newsletter
 - Twitter
 - Facebook
 - LinkedIn
 - Digital advertising
- As content/multimedia repositories:
 - YouTube
 - SoundCloud
 - Pinterest
 - SlideShare
 - Instagram

Choose a few key channels where your target audiences are most active. Don't try to be on every channel. Set the objectives for each communication and the type of engagement tools or functionality you want to employ (poll, survey, comment), and determine which channel(s) to use and when.

Align your use of digital and social media activities to the IAP2 Spectrum of Public Participation table (Section 10.9) to enhance the effectiveness and impact of your activities in the areas of Inform, Consult, Involve, Collaborate and Empower.

- **Inform:** Multimedia website content including information graphics, reports, presentations, photos, video, white papers, blogs. Invite people from other jurisdictions to share their experience with wind energy development via your website, blog or e-newsletter. Promote and refer back to content you have uploaded to repositories such as YouTube, SlideShare, etc.
- **Consult:** Frequency asked questions (FAQ) submission function and answers posted to website; posing questions on social media channels to encourage informal feedback; electronic polls or surveys distributed or promoted through social media and e-newsletters; post results and records of public meetings and surveys online and through e-newsletter distribution
- **Involve:** Highlight specific public contributions to your project (alternatives adopted) in the final report and through online articles or blogs; generate public involvement directly with online polls and surveys
- **Collaborate:** Host an online event for citizens (e.g. JoinMe or Google Hangout), or simply enable comments in each of your online media channels. Host a live focus group by starting with a poll and then probe for more information and perspectives by texting questions and receiving answers.
- **Empower:** Post optional solutions to an issue and have citizens vote for their favourite.

10.4. TEMPLATE: MEDIA ADVISORY

Open with a heading that identifies the event – GRAND OPENING OF NEW COMMUNITY OFFICE FOR XYZ ENERGY

Include a sub-heading that shows value – *Injecting \$X million into local economy*

Include the following information in the body of the advisory -

WHO: Names of your senior executives and local dignitaries

WHAT: Description of the event

WHERE: Exact address and directions to the event

WHEN: Date and time of the event and agenda if possible

WHY: Explain in 40 words or less, the reason the community will be interested in your event. Make it newsworthy.

CONTACT: Name, phone and email for media pre-event registration, include company website and social media handles

10.5. EXAMPLE: GENERAL NOTIFICATION

NOTICE OF A PROPOSAL

by Romney Energy Centre Limited Partnership to Engage in a Renewable Energy Project

AND NOTICE OF PUBLIC MEETING

To be held by Romney Energy Centre Limited Partnership
regarding a Proposal to Engage in a Renewable Energy Project

Project Name: Romney Wind Energy Centre

IESO Contract Number: L-006356-WIN-001-060

Project Location: The proposed Romney Wind Energy Centre will be located on private and public lands in the Town of Lakeshore, County of Essex, south of the Highway 401, and extending along Richardson Side Road and Wheatley Road near the community of Wheatley, Chatham-Kent Ontario.

Dated at the Town of Lakeshore this 27th day of September 2016.

Romney Energy Centre Limited Partnership is planning to engage in a renewable energy project in respect of which the issuance of a renewable energy approval is required. The distribution of this notice of a proposal to engage in this renewable energy project and the project itself are subject to the provisions of the *Environmental Protection Act* (the “Act”) Part V.0.1 and Ontario Regulation 359/09. This notice must be distributed in accordance with Section 15 of the Regulation prior to an application being submitted and assessed for completeness by the Ministry of the Environment and Climate Change.

Meeting Location:

DATE: 27 October 2016

TIME: Open to the public between 5:00 PM to 8:00 PM

PLACE: Comber and District Community Centre
7100 Community Centre Street
Comber, ON, N0P 1J0

Project Description:

Pursuant to the *Act* and Regulation, the facility, in respect of which the project is to be engaged in, is classified as a Class 4 Wind Facility in accordance with the provisions of the *Environmental Protection Act*. If approved, this project would have a total maximum name plate capacity of 60 MW. The location of the project is presented in the map below.

Documents for Public Inspection:

The Project Description Report is a central summary document containing a description of project activities and potential environmental effects that may result from the Project. Romney Energy Centre Limited Partnership proposes to develop a wind project with a maximum nameplate capacity of 60 MW, which will measure approximately 5,093 ha (12,585 acres). The proposed project is a Class 4 Wind Facility as outlined in Part II of *Ontario Regulation 359/09*. The Romney Wind Energy Centre will generate renewable power and feed this electricity into the Ontario grid system.

A written copy of the Draft Project Description Report has been made available for public review on 27 September 2016 at the municipal office of the Town of Lakeshore (419 Notre Dame St., Belle River, ON, N0R 1A0). It is also available online on the project's website:

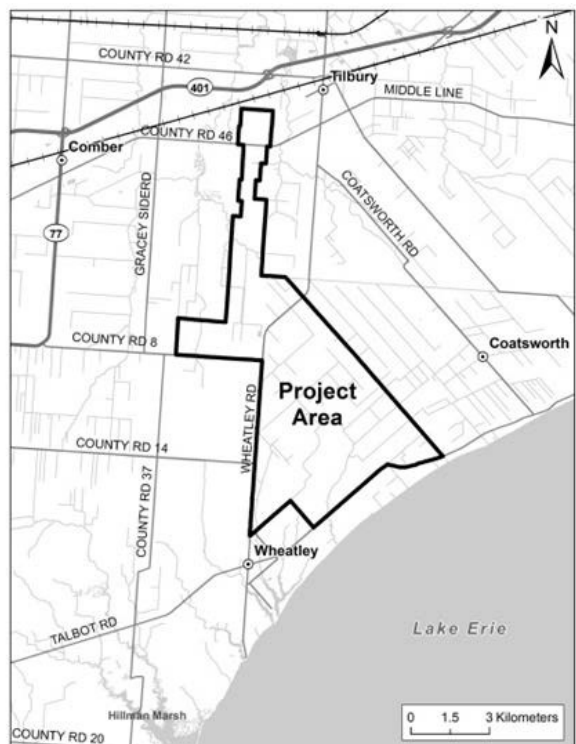
http://www.edf-en.ca/projects/project_display/romney-wind-energy-centre

Project Contacts and Information:

To learn more about the proposed project, public meetings, or to provide feedbacks, please contact:

Mark Gallagher
Romney Energy Centre Limited Partnership
c/o EDF EN Canada Inc.
Senior Developer
53 Jarvis Street, Suite 300
Toronto, ON, M5C 2H2
mark.gallagher@edf-en.ca
Phone: 514-805-3243

Nancy O'Neill
DNV GL –Energy Advisory
Project Manager, Environmental and Permitting
Services
4100 Molson St., Suite 100
Montreal, QC, H1Y 3N1
nancy.oneill@dnvgl.com
Phone: 905-630-1712



10.6. SAMPLE: OPEN HOUSE COMMENT SHEET

1. Did the open house help you understand more about the proposed project?
☐ Yes ☐ No
2. Were your questions answered to your satisfaction?
☐ Yes ☐ No
3. Were the display materials helpful?
☐ Yes ☐ No
4. Were the time and location of the open house convenient for you?
☐ Yes ☐ No
5. Do you have any comments or suggestions about the open house to help us next time?

6. Do you have any comments about the proposed project (or topic under consultation)?

7. Do you know where to get more information?
☐ Yes ☐ No
8. Would you like to receive additional information on this proposal?
☐ Yes ☐ No
9. Would you like to be on our mailing list to receive information about other activities and projects?
(you can unsubscribe at any time)
☐ Yes ☐ No

10. If you checked yes to 8 or 9, please fill in:

Name: _____

Address: _____

Postal Code: _____

Email: _____

Telephone: _____

Thank you for completing this comment sheet.

10.7. SAMPLE: FORMAL PRESENTATION COMMENT SHEET

1. Do you think the presentation/event:
 - Helped you better understand the issues?
☐ Yes ☐ No
 - Was well organized?
☐ Yes ☐ No
 - Gave you an adequate opportunity to express your view?
☐ Yes ☐ No
2. Audio visual materials and handouts were helpful?
☐ Yes ☐ No
3. Do you think another presentation/event would be helpful?
☐ Yes ☐ No
4. Do you know where to get more information?
☐ Yes ☐ No
5. Do you have any other comments or suggestions?

6. Would you like to receive additional information on the project?
☐ Yes ☐ No
7. Would you like to be on our mailing list to receive information about other activities and projects? (you can unsubscribe at any time)
☐ Yes ☐ No

If you checked yes to 6 or 7, please fill in:

Name: _____

Address: _____

Postal Code: _____

Email: _____

Telephone: _____

Thank you for completing this comment sheet.

10.8. TEMPLATE: MEDIA SCREENING REPORT

A tool to provide your spokesperson with useful information in advance of a media interview

Date and time of interview OR Deadline for the interview (date/time) if still negotiating:	
Location of interview OR calling instructions if over the phone:	
Name of reporter:	
Name of news station/program/ publication:	
Telephone and/or cell number of reporter:	
Email of reporter:	
Interview topic/angle/questions:	
Designated spokesperson:	
Duration of interview:	
For attribution (quotes):	
For background:	
Can we send background information?	
Who else will the reporter be talking to?	


10.9. RESOURCES: FROM IAP2

The International Association for Public Participation, IAP2, is an international association of members who seek to promote and improve the practice of public participation in relation to individuals, governments, institutions, and other entities that affect the public interest. IAP2 are leaders in public participation and play a role in education and training, advocacy and promotion related to public participation around the world. The materials provided in this section are courtesy of IAP2. These and other tools, along with information about training in public participation are available at www.iap2.org and <http://iap2canada.ca>.

IAP2's Public Participation Spectrum



The IAP2 Federation has developed the Spectrum to help groups define the public's role in any public participation process. The IAP2 Spectrum is quickly becoming an international standard.

INCREASING IMPACT ON THE DECISION 					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balance and objective information to assist them in understanding the problem, alternatives, and/or solutions.	To obtain public feedback on analysis, alternatives, and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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IAP2's Five Steps for Public Participation Planning

Step	Action	Tasks
1. Gain Internal Commitment		Activity 1: Identify the decision maker(s) Activity 2: Profile sponsoring organization's approach to P2 Activity 3: Clarify the scope of the decision Activity 4: Identify preliminary stakeholders and issues Activity 5: Assess sponsor's view of the IAP2 Spectrum level
2. Learn from the Public		Activity 1: Understand how people perceive the decision Activity 2: Develop a comprehensive list of stakeholders Activity 3: Correlate stakeholders and issues Activity 4: Review/refine the scope of the decision
3. Select the Level of Participation		Activity 1: Assess internal and external expectations Activity 2: Select level on the IAP2 Spectrum Activity 3: Assess "readiness" of sponsoring organization
4. Define the Decision Process and Participation Objectives		Activity 1: Understand the existing decision process Activity 2: Set P2 objectives for each step in the process Activity 3: Compare decision process with P2 objectives Activity 4: Check to confirm objectives meet needs
5. Design the Public Participation Plan		Activity 1: Determine plan format Activity 2: Integrate baseline data into plan format Activity 3: Identify the public participation techniques Activity 4: Identify support elements for implementation Activity 5: Plan for evaluation

10.10. CEA'S NATIONAL PRINCIPLES FOR ENGAGEMENT OF ABORIGINAL PEOPLES



Canadian
Electricity
Association

Association
canadienne
de l'électricité

The Canadian Electricity Association (CEA)¹⁵ and its Corporate Utility Members¹⁶ (hereafter Members) are committed to engaging with Aboriginal Peoples of Canada based on mutual respect to advance the following goals:

- Nurture meaningful long-term relationships with Aboriginal Peoples.
- Enhance mutually beneficial economic relationships and business opportunities.
- Further consider Aboriginal perspectives in the activities of the Association and its Members.

Guiding National Principles

CEA and its Members will adhere to the following national Principles:

1. **Respect Aboriginal Culture, Traditional Values, and Rights:** respect the culture of all Aboriginal Peoples, their interests, values, practices, beliefs, traditional knowledge, and Aboriginal and Treaty rights recognized and affirmed under the Constitution Act, 1982.
2. **Nurture Constructive Relationships:** seek to establish and nurture constructive long-term relationships with Aboriginal Peoples based on mutual respect, trust, collaboration, and accountability.
3. **Enhance Communications:** promote fair, timely, transparent, reciprocal and meaningful communications with Aboriginal Peoples.
4. **Foster Aboriginal Capacity Building:** work collaboratively to support programs and initiatives such as education, mentorship, skills training, and employment.
5. **Promote Economic Prosperity:** foster mutually beneficial business arrangements that provide benefits to the sector while promoting the economic prosperity and social well-being of Aboriginal Peoples.
6. **Facilitate Crown Consultation:** the duty to consult rests with the Crown. Accordingly, CEA and its Members will engage with Aboriginal Peoples, as appropriate, in a meaningful and timely manner.

Implementation

These national Principles are intended to further complement and support the existing relationships between Aboriginal Peoples and CEA Members.

The President & Chief Executive Officer of CEA is responsible for ensuring implementation of these national Principles and regularly keeping the Board of Directors apprised of all developments.

These national Principles will be reviewed as required by the membership or at a minimum, every five years.

¹⁵ Please refer to Annex A for information about CEA.

¹⁶ Please refer to Annex B for a list of CEA Corporate Utility Members.

[Signatories]

Hon. Sergio Marchi

President & Chief Executive Officer
Canadian Electricity Association (CEA)

Mr. Scott Thon

Chair, Board of Directors
Canadian Electricity Association (CEA)

[Signed] June 9, 2016

Annex A

CEA, founded in 1891, is the national forum and voice of the evolving electricity business in Canada. CEA members generate, transmit and distribute electrical energy to industrial, commercial, residential and institutional customers across Canada every day.

CEA and its Corporate Utility Members are also committed to sustainability through the implementation of its Sustainable Electricity program. The program takes a holistic approach to addressing sustainability issues, including environmental, societal, and economic challenges and opportunities.

For more information, please visit www.Electricity.ca

Annex B

CEA Corporate Utility Members

- | | |
|--|---|
| 1. Algonquin Power and Utility Corp. | 20. Manitoba Hydro |
| 2. AltaLink | 21. Maritime Electric Company, Limited |
| 3. ATCO Electric | 22. Nalcor Energy |
| 4. ATCO Power | 23. New Brunswick Power Corporation |
| 5. BC Hydro and Power Authority | 24. Newfoundland Power Inc. |
| 6. Brookfield Renewable | 25. Northwest Territories Power Corporation |
| 7. Capital Power | 26. Nova Scotia Power Inc. |
| 8. City of Medicine Hat Electric Utility | 27. Oakville Enterprises Corporation |
| 9. Columbia Power Corporation | 28. Ontario Power Generation |
| 10. ENMAX Corporation | 29. PowerStream Inc. |
| 11. EnWin Utilities Ltd. | 30. Saint John Energy |
| 12. EPCOR Utilities Inc. | 31. Saskatoon Light & Power |
| 13. FortisAlberta Inc. | 32. SaskPower |
| 14. FortisBC Inc. | 33. Toronto Hydro Corporation |
| 15. Horizon Utilities Corporation | 34. TransAlta |
| 16. Hydro One Brampton Networks Inc. | 35. TransCanada |
| 17. Hydro One Inc. | 36. Utilities Kingston |
| 18. Hydro Ottawa | 37. Yukon Energy Corporation |
| 19. Hydro Quebec | |

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