

# 1.0 COVER LETTER

Tuesday, June 27, 2023  
Capital Regional District

Att: Tracy Urquhart, Supervisor, Communications and Education Development  
Peter Kickham, Manager of Environmental Regulations

RE: **Re: Consulting Services - Long-term Biosolids Strategy consultation**

Thank you for the opportunity to submit a proposal for consulting services to support development of a longterm biosolids plan.

As a firm with a passion for meaningful public engagement and extensive experience supporting public sector agencies - including the Capital Regional District- we believe we offer a unique balance of professional experience, skill and insight.

We believe that when public engagement is done well, there is higher potential to deliver important programs and services sooner to the community and with greater awareness and understanding.

We would welcome the opportunity to work together with you to inform a plan that reflects community input, will guide the beneficial use of biosolids, and meet Provincial requirements.

As part of our work we uphold your commitment to meaningful engagement as a strategic component of implementing the consultation plan. We have outlined our estimate to support this initiative, and we hope this submission provides the necessary detail requested

We look forward to discussing our proposal further. Should you have any additional questions, please let us know.

**Tavola Strategy Group Ltd.**

Sincerely,



Katie Hamilton. MA Leadership  
Principal  
Tavola Strategy Group Ltd.  
250.217.8343  
katie@tavolagroup.com

# 2.0 COMPANY AND TEAM EXPERIENCE

## TAVOLA STRATEGY GROUP: Why Choose Us

Established in 2016, Tavola Strategy Group is a leading strategic communications and public engagement firm providing strategic leadership, communications, and public engagement horsepower to public sector agencies across Western Canada. We specialize in all aspects of the communications and public engagement strategy from planning, design, implementation, and evaluation.

### OUR SERVICES:

#### Public Engagement and Stakeholder Engagement

- ☒ *Stakeholder identification and mapping*
- ☒ *Engagement strategy, tools, and techniques – planning, facilitation, and evaluation*
- ☒ *Training for staff, elected officials and advisory committees*
- ☒ *Evaluation and reporting*

#### Strategic Communications

- ☒ *Strategic communications planning and implementation*
- ☒ *Media and social media strategy development*
- ☒ *Issues management advice and implementation*

#### Organizational Development and Strategic Planning

- ☒ *Leadership support and organizational development*
- ☒ *Team facilitation and employee engagement*
- ☒ *Strategic advisor, planning and facilitation*
- ☒ *Change management strategies*
- ☒ *Recruitment support*

#### Program and Service Reviews

- ☒ *Service reviews and analysis, and program development including business case, planning and project implementation*
- ☒ *Citizen-centric customer service models*
- ☒ *Evaluation and monitoring*

To view some of the other great organizations we work with, visit:

[www.tavolagroup.com/our-clients/](http://www.tavolagroup.com/our-clients/)

## 3.0 OUR APPROACH

We understand that you are looking for an experienced consultant to work with the Capital Regional District team to develop and implement strategic communications UbX public engagement efforts to support the development of a long-term biosolids management plan. We offer 20 years of senior public engagement experience, advancing important and complex public initiatives across an array of sectors, including waste management.

Although there is no one size fits all approach to public engagement, we have the unique benefit of having worked with provincial and local governments and a variety of stakeholders across BC. We draw on context, established relationships, and lessons learned that will directly benefit this project. We also draw on our experience supporting engagement on long-term sustainability initiatives, climate action, transportation and waste management projects.

Our work is premised on the belief that the public sector can do amazing things to support healthy, engaged, and sustainable communities, and sometimes that requires complex or difficult conversations. We also believe these are often the conversations most worth having.

We are attracted to working with organizations that are willing to invest in new ways of doing things and are committed to effective and meaningful public engagement. We look for opportunities to capture and celebrate what works and use it as a catalyst for doing more important work.

We see a tremendous opportunity to tell the story about what the CRD is doing to manage waste responsibility, maximize beneficial uses and reduce greenhouse gas emissions, as well as the role everyone plays in achieving ambitious and legislated targets. To do this work well, we see the need for a strategic, thoughtful, and well-executed approach to relationship-building and public engagement to identify and explore potential concerns and opportunities, as well as options and support for implementation.

Meanwhile, our professional experience doesn't stop at great engagement. We offer over a decade of experience leading strategic and operational planning, governance advice and reporting, business process and service reviews, and managing staff at all levels of the organization. Our value-add is that we understand public sector agencies from the inside and out, and we are well-versed in developing plans that are well-informed, achievable, and easy to understand.

Based on the tailored program that will be developed in collaboration with the project team, we have prepared a draft workplan and budget based on what we know to date, expected hours and expected activities. This is adjustable based on future discussions.

Our approach is tailored to the opportunities and risks associated with each project. The principles we follow to ensure effective project delivery:

- Clearly defined project scope and deliverables
- Open, regular, and two-way communications with project manager, both verbally and written
- Invest in relationships early on
- Do what we say we will
- Realistic timelines
- Routine discussions about project and budget risks
- Monthly invoicing

## PROJECT APPROACH

Four phases of plan development and implementation are outlined.

*We understand the timeline is Fall 2023 to Spring 2024, with expectations to deliver the following:*

### *Setting the stage for success – July/August 2023*

- ✓ *Kick off meeting and establish detailed workplan with/ dates and deliverables*
- ✓ *Review background materials including current short-term management plan, previous biosolids engagement input and awareness-raising activities.*
- ✓ *Facilitate meeting with project team to discuss hopes and fears for consultation*
- ✓ *Develop framework for consultation plan, including stakeholder identification, alignment with IAP2 values and spectrum and Ministry of Environment consultation requirements*

### *Plan development and approval – September 2023*

- ✓ *Meet with technical advisor and advisory group to solicit input into consultation approach*
- ✓ *Draft consultation plan*
- ✓ *Presentation of draft plan to technical advisor, project team and leadership*

### *Active consultation – Fall 2023\**

- ✓ *Implement approved consultation plan including, but not limited to:*
- ✓ *Develop key messaging and materials that can be used across all channels, including BangtheTable platform, media, educational tools etc.*
- ✓ *Develop engagement tools (e.g. survey and event formats to capture input online)*
- ✓ *Lead virtual facilitation*
- ✓ *Coordinate with parallel First Nations consultation process*

*\*Scope for Active Consultation will need to be refined based on approved engagement plan*

### *Closing the Loop – Spring 2024*

- ✓ *Compile and analyze all input*
- ✓ *Develop What We Heard Summary outlining process and input collected. Report will be shared with public and submitted to Ministry of Environment to demonstrate that adequate consultation has occurred.*
- ✓ *Present What We Heard report to advisory and leadership groups*

# APPENDIX A - TEAM BIOGRAPHIES

## **KATIE HAMILTON, MA, Leadership - Principal, Lead**

Katie is a recognized senior leader and strategic communicator. Her professional interest is helping public-serving organizations change how they do business, how they involve their communities, and their staff in creating cultures and decision-making that supports positive change and delivery of high value services.

With 20 years experience working in public sector communications and public engagement, Katie is a trusted advisor to public sector organizations, providing strategic leadership, communications and public engagement advice and horsepower to provincial, municipal, and educational institutions across Canada. She has experience in a diverse range of areas including transportation planning, infrastructure and environment, community and economic development, regulatory and policy development.



### **Professional Experience**

TAVOLA STRATEGY GROUP LTD., VICTORIA, BC  
Principal 2016-Present

CITY OF VICTORIA, VICTORIA, BC  
Director of Citizen Engagement and Strategic Planning 2007-2016

CITY OF VICTORIA, VICTORIA, BC  
Manager of Corporate Communications Strategic Planning Coordinator 2005-2007

### **Project Awards/Honours**

- 2018 CACE Bravo Award of Excellence - Planning for the Future of Vic High - Public Engagement Strategy
- 2017 Marcom Gold Website Education award - Greater Victoria School District
- 2016 Government Finance Officers Association Award for Distinguished Budget Presentation
- 2015 International Association of Public Participation IAP2 Canadian Organization of the Year
- 2013 Gold Medal Winner, Planning Institute of BC - City of Victoria Official Community Plan
- 2013 Queen's Diamond Jubilee Medal
- 2005-2016 Government Finance Officers Association Award for Annual Reporting
- 2011 Global Public Awareness Award International Association of Emergency Managers 2011
- 2009 ARC Award for Graphic Design in Annual Reporting

2008 Honorary Citizen of Managua, Nicaragua Federation of Canadian Municipalities:  
Managua- Tipitapa Sanitary Landfill-Health Education Project

**Speaker at various events and programs:**

IAP2, UVic Master of Public Administration, social media camp, LGMA, etc.

**Select Project Experience:**

- ☒ *BBC Transit Public Engagement Toolkit*
- ☒ *Ministry of Advance Education, Skills and Training - Sector Toolkit*
- ☒ *Land development for siting operational transit facilities*
- ☒ *Developing public space values for infrastructure projects*
- ☒ *School land disposal*
- ☒ *Siting of affordable housing, emergency shelter(s) and safe consumption sites*
- ☒ *Siting of new composting facilities*
- ☒ *Land application of biosolids*
- ☒ *Official Community Plan consultation*
- ☒ *Open Government /Open Data initiatives*
- ☒ *Bylaws and regulatory: Central Business District Zoning, Medicinal Marijuana regulations, skateboard regulations*
- ☒ *Consultation about multi-modal transportation networks and protected bike lanes*
- ☒ *Communications and engagement on neighbourhood park and street upgrades*
- ☒ *Bridge design, financing and construction projects*
- ☒ *Intergovernmental land exchange*
- ☒ *Borrowing Referendum and Counter Petition communications to fund large capital projects*
- ☒ *Review of student enrolment priorities who gets into schools when space is limited*
- ☒ *Communicating sensitive rate increases – parking, waste, parking, sewer, taxes.*
- ☒ *Consultation on residential solid waste service model*
- ☒ *Solid Waste Master Plan*
- ☒ *Student and community engagement on expansion of on-campus student housing*
- ☒ *Business process review and overhaul of municipal parking services model*
- ☒ *Emergency management – Chief Public Information officer*

## CLAIRE PETHERICK – Graphic Designer

Claire provides branding, graphic design and web design services to clients in a wide variety of industries. Some of her clients include School District 61, City of Victoria, the Fraser Valley Regional District, Chilliwack Society for Community Living, Tourism Abbotsford, and Tourism Harrison.

Claire studied Industrial Design at UNSW, one of Australia's premiere universities. The degree offered the perfect marriage of creative and technical subjects, encompassing product design, graphic design, manufacturing technologies, CAD modeling, ergonomics, engineering, and marketing. Following graduation, Claire found full time employment with W.L. Gore, working as their in-house graphic designer supporting marketing for GORE-TE<sup>®</sup> in Australia New Zealand.



Over the past 15 years Claire has continued to pursue her passion for visual communication in a way that helps others achieve their goals. Claire seeks to interact with integrity, openness, and honesty, and to create meaningful designs that communicate with a thoughtful balance of order and creativity. The satisfaction in her work is incomplete unless she knows she provided an exceptional solution to a client's design needs.

**PROJECT ROLE:** Graphic design of print, presentation and online materials.