

University of Manitoba

# Climate Action Plan

# Engagement Strategy

May 20, 2021

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# The Intent of this Document

The intent of this Engagement Plan is to outline the purpose, desired outcomes, approach, and roles and responsibilities of the engagement portion of the Climate Action Plan project.

## Background

### Context

Sustainable Solutions Group (SSG) has been contracted to assist the University of Manitoba (UM) in creating its Climate Action Plan (CAP), the goal of which is to help the UM chart a course to meet its emissions reductions targets in a way that reflects the concerns, ideas and culture of the UM community. The content of the final CAP will be based on input from two key sources:

1. Technical modelling of the community's energy and emissions between now and 2050 in a "business as usual" scenario and a "low carbon" scenario; and
2. Campus and stakeholder engagement.

## Supporting Strategic Documentation

The UM's various strategic documents provide useful background for engagement activities such as focus groups and surveys. Drawing examples, principles and approaches from these documents will increase the CAP's alignment with these other plans and help to integrate all of these different but related initiatives. This in turn will improve the chances of success for all of them. The following documentation are the primary strategic documents that will inform both the engagement and technical modelling:

### University of Manitoba

- [University of Manitoba: Visionary \(re\)Generation Master Plan April 2016](#)
- [Sustainability Strategy 2019-2023](#)
- [Moving Forward: Sustainable Transportation Strategy 2017 - 2022](#)
- [Transportation Survey Results 2020](#)
- [University of Manitoba Pedestrian and Cycling Plan](#)
- [Emissions Inventory Report](#)
- [University of Manitoba Sustainability Policy and Sustainability Procedures](#)

- [2017 University of Manitoba Waste Audit](#)
- [Taking Our Place: University of Manitoba Strategic Plan 2015-2020](#)
- [Indigenous Planning and Design Principles](#)

#### City of Winnipeg

- [Winnipeg's Climate Action Plan Report: May 2018](#)

#### Province of Manitoba

- [Made-in-Manitoba Climate and Green Plan 2017](#)

## What is being decided and who decides?

The UM wants to ensure a vibrant and sustainable future for students, staff, faculty, and partners. A key component of achieving this goal is delivering the best possible climate action plan for the University. This will require accurate factual information about the University's infrastructure, facilities, and standards for the technical modelling, as well as an understanding of the University's context, cultures, opportunities, social qualities and equity issues.

To achieve this, decisions will need to be made about what actions the University will need to take to reduce and ultimately eliminate its greenhouse gas emissions, on what timeline, and how those actions should be implemented. The CAP will contain the recommended answers to these questions, based on the technical modelling and engagement input.

The UM expects the CAP will be ready to be recommended for adoption to University Administration by the end of 2021. This plan will achieve the University's emission reduction targets, and reflect the advice, inputs and ideas of all relevant members of the University community.

# Engagement Strategy

The Engagement Strategy is the framework that will ensure key internal and external stakeholders are given opportunities to provide feedback that is used to create the best climate action plan possible, and to establish a community that will support the implementation of the plan through to its completion.

## Guiding Principles

The following principles should guide the design and execution of all engagement activities:

- Engagement meeting formats will be guided by stakeholder preference.
- While in-person engagement opportunities are preferred, the challenges of COVID-19 direct us to online engagement for the near future. Online engagement opportunities will be as interactive as possible as in-person opportunities not be an option due to COVID-19.
- Engagement conversations will be values-based.
- We, the CAP Project Team, will communicate values and educate stakeholders about complexity before and during the active engagement period, to raise the general level of understanding around climate action planning.
- We, the CAP Project Team, will involve key stakeholders in information collection to demonstrate process integrity and build credibility for recommendations.
- Communication of background information and engagement opportunities (times, dates, online venues) will happen in a reasonable time prior to engagement.
- Stakeholders will be engaged and have opportunities to provide input.
- Concerns and aspirations will be discussed to formulate options for consideration.
- Decision-making will be consensus-based. If a consensus is not possible, the decision-maker will consider the advice received during the engagements as much as possible in making the required decisions.

# Objectives

The UM's emissions reduction targets are ambitious and will require significant change. For this Plan to successfully guide the University to its goals, the community will need to take ownership of the CAP. Engagement will form the foundations of that ownership.

Engaging with key stakeholders, including the administrative, academic and student bodies and the close external community will provide opportunities to address concerns, discuss implications, and articulate the journey ahead. This will ensure that the Plan that is created is feasible, ambitious, equitable, and effective.

The following are the recommended objectives for this Engagement Plan. These have been informed by SSG's experience and the pre-engagement interviews.

**Objective 1:** To inform and educate the University community of the specific actions and level of ambition required to meet their greenhouse gas emission reduction targets, engendering a sense of responsibility for continuing this work through to its long-term completion. Suggested outcomes include:

- *Outcome:* The community understands both the changes, planning, and financial investment required for the climate action plan to succeed, as well as the increasing costs of inaction. Conversely, they are also aware that the change is achievable, and that financial and "quality of life" benefits will be realized as the Plan is achieved.
- *Outcome:* The community understands the need for a Plan that is integrated with the University's other activities and goals, and for the actions within it to be implemented and monitored.
- *Outcome:* Creation of a community of practice focused on making the strategic plan meaningful in day-to-day activities over the long-term, and that welcomes all members of the University community from both campuses and satellite locations, the Indigenous and non-Indigenous community, staff, administration and students.
- *Outcome:* Community participants know how to get engaged, are motivated to identify opportunities, and take ownership of the realization of the CAP.

**Objective 2:** To involve the University community in gathering feedback to inform the modelling, to select appropriate low carbon actions, and to determine how to implement the Plan. This will ensure that the CAP is customized to the University's operational realities, strategic vision, expertise, and culture. It will also ensure all stakeholder impacts are considered. Suggested outcomes include:

- *Outcome:* The University community collaborates with each other and SSG to help identify the best low carbon actions for the University to take. Further, they are informed about and accept the necessary changes to the University's infrastructure,

transportation, energy sources and consumption patterns if it is to achieve its emission reduction goals.

- *Outcome:* The University community collaborates with its implementation partners to maximize the impact of the CAP, and to benefit all participants justly and equitably.
- *Output:* A CAP that is based on an accurate description of the University’s “current state”. This foundation will ensure that the low carbon actions proposed in the Plan will correctly describe the type, extent and speed of change required to achieve the emissions reduction goals.
- *Output:* A series of criteria and/or options that will be used to make decisions about plan elements.
- *Output:* Contact lists of stakeholders who wish to continue to participate in the Plan’s implementation.

**Objective 3:** To inform stakeholders of how their involvement will shape the University’s climate action, and to provide feedback to those stakeholders on the development of the Plan and its implementation progress over the long term.

- *Outcome:* Stakeholders will understand the impact of their participation in shaping the Plan, and in acting as champions for the implementation of the plan.
- *Output:* The Office of Sustainability (OoS) will provide regular and clear information on the progress of the Plan and its implementation on appropriate communications to stakeholders summarizing input and how it influenced plan decisions (the ‘What we Heard’ summary report).

References in this section to “inform, consult, involve and collaborate” are explained in Appendix A: IAP2 (International Association of Public Participation) Spectrum of Engagement.

## Givens

Givens are facts that are outside the scope of engagement, which means they are not negotiable. The givens for this engagement will include the following:

- Climate change is real and primarily driven by human activity.
- The UM has established the following targets:
  - To reduce the greenhouse gas emissions resulting from its facilities, operations and activities by 50% by 2030; and
  - To produce net-zero emissions by 2050.

# Constraints

Constraints are external factors that will affect how engagement will need to be carried out. Constraints for this initiative include:

- Engagement of the broader University community should occur when they are most available and engaged on campus. For 2021, this will require increased use of online communications. When it is appropriate, in-person engagement will be re-initiated.
- Input and engagement regarding which actions are appropriate for the University must be collected before the final modelling is initiated.
- There are a variety of relevant stakeholders with different contributions to make. Engagement must be appropriate for participants.
- Engagement must successfully communicate the technical content of the “low carbon actions”, and the urgency for action, while acknowledging the complexities, costs and other hurdles that will be encountered as the UM implements these actions.
- Social justice and equity must be integrated into engagement activities and reflected in the final CAP.
- The need for action on climate change is urgent both globally and at a local level. As a result, there may be limited choice among the low carbon actions available to the University if it is to meet its targets.

# Stakeholders

Stakeholders include anyone with an interest or concern in the CAP. For engagement purposes, individuals may be chosen as representatives of key stakeholder groups on the campus - from administrative and operational departments, to faculty, students, and other members of the University community. Stakeholders should be informed and educated about the planning and modelling processes so that they are able to provide practical suggestions and inputs to the processes at key intervals. Suggested engagement activities vary depending on the stakeholder and include but are not limited to the following:

- Information sessions and access to information resources,
- Interviews,
- Focus groups,
- Lunch and learn sessions,
- Meetings and workshops,
- Online surveys,
- Online webinars.



The following are the key stakeholders who should be included in the CAP's engagement component. They have been selected based on the project approach proposed by SSG, and guidance from the OoS and pre-engagement interviewees. For each stakeholder, the nature of their participation and proposed activities are described, along with their position on the Interest/ Influence matrix. (See Appendix B.)

1. **The UM Working Group** will represent different areas of the University and act as subject matter experts:
  - Providing data and input to the technical modelling.
  - Responding to questions from SSG to ensure a solid understanding of the energy sources, facilities, strategies, and any other inputs to or assumptions made in the technical modelling.
  - Acting as liaisons to others at the University as required.
  - Providing their expertise in helping decide which “low carbon actions” are most appropriate for the University.
  - This group should fall in the category of “Manage Closely” on the Interest/ Influence matrix.
2. **University Administration** will ultimately decide whether to adopt the CAP and the actions, timelines and approaches within it on behalf of the UM. This group should fall in the category of “Keep Satisfied” on the Interest/ Influence matrix.
3. **Pre-Engagement Interviewees** were selected to provide a range of knowledgeable perspectives on how best to engage with the University community to inform the CAP. (See the Engagement Timeline, Phase 1 below). This group should fall in the category of “Keep Informed” on the Interest/Influence matrix.
4. **The broader UM community** will provide input through engagement activities led by SSG and supported by the OoS. These activities will focus on:
  - Educating the community about the initiative and making it meaningful to them;
  - Gathering “on the ground” ideas for emissions-reduction actions;
  - Shaping how the low carbon actions should be implemented in the context of the University;
  - Establishing a long-term community of practice who will continue to feel a sense of ownership for making the Plan a reality.

# Timeline

The timeline of engagement will be integrated with the project’s modelling activities, and with the timing of University schedules. Between the stages of modelling, engagement input will be gathered; and when the modelled results are completed, results will be presented.

The engagement time periods will feed into the overall Plan completion as shown in the image below.

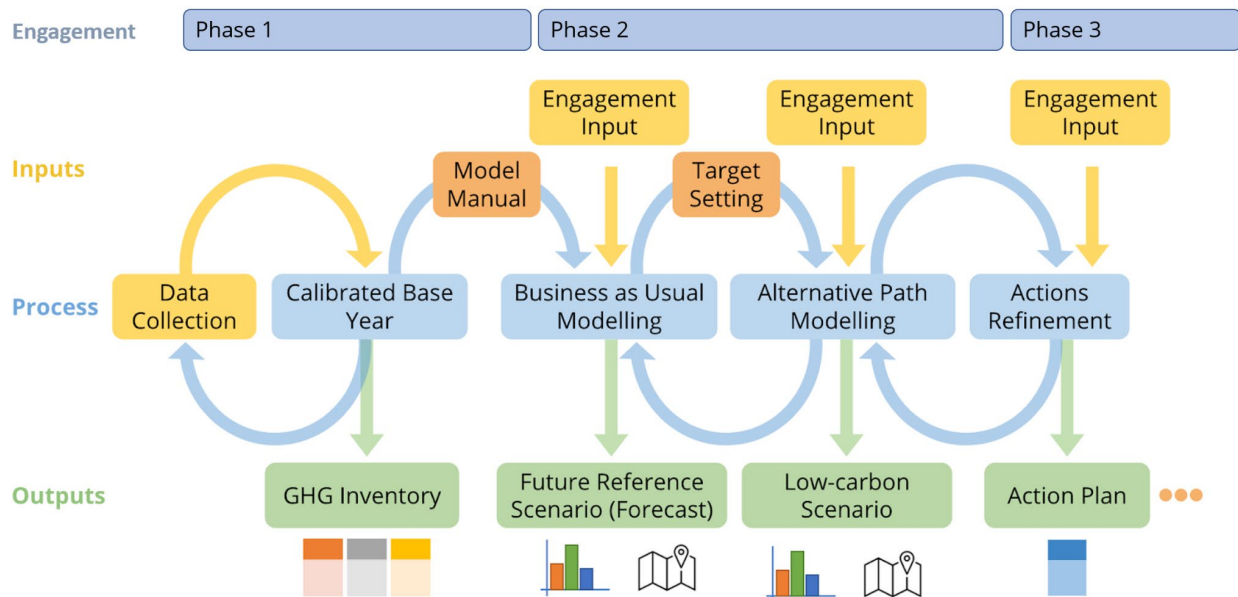


Figure 1: Energy and emissions modelling with data and engagement milestones.

The engagement will fall into three phases, described below.

## Phase 1: Pre-engagement Interviews + Engagement Design

Project initiation - January to April, 2020

Activity	SSG Role	UM Role	Target Audience	Format	Timeline/Target deadline
<b>Pre-Engagement Interviews</b> (Objective 2)	Perform and analyze interviews.	Identify participants and invite them.	UM faculty, staff and students that have been noted to have an informed perspective on how best to engage with the UM community.	A 30 minute to 1-hour phone or video call.	Completed: March 31, 2021
<b>Engagement plan design</b> (Objectives 1,2,3)	Draft Engagement Plan	Refine & Approve	OoS	Report	April 30, 2021



## Phase 2: Engagement Period Prior to Plan Completion

Joint SSG / UM Engagement Activities: January – July 2021

Activities	SSG Role	UM Role	Target Audience	Format	Timeline/Target deadline
<b>Working Group sessions</b> (Objectives 1+2)	Facilitate, coordinate external subject matter experts, present and co-host meetings, gather results.	Select members, organize, convene, and co-host meetings.	Working Group	Video conference, presentations, workshop sessions.	<ul style="list-style-type: none"> <li>• Jan 14 intro meeting</li> <li>• March 17 building portfolio &amp; assumptions review</li> <li>• March 24 Anaerobic Digester RNG presentation</li> <li>• May 5 BAP results</li> <li>• LC action review</li> <li>• LC results review</li> <li>• Draft plan review</li> </ul>
<b>UM Climate Website (ongoing)</b> (Objectives 1+3)	Assist with content, e.g. FAQs, Glossary, modelling outputs, the Plan.	Create platform, share info with UM community, update and promote.	Campus-wide: Staff, students, administrators, university partners, external community.	<a href="#">Website</a>	Launch April 1, update as necessary with: <ul style="list-style-type: none"> <li>• Engagement opportunities</li> <li>• FAQs</li> </ul>
<b>Campus-wide survey</b> (Objectives 1+2)	Draft sample survey questions, assess replies.	Refine survey, issue via OoS website, and collect replies.	Campus-wide: Staff, students, administrators, university partners; passive recruitment.	A survey platform decided by UM, promoted on UM channels.	Survey live from May 10 – May 21
<b>Lunch &amp; Learns</b>	Facilitate 2-4 sessions on each of the “Big	Organize and convene, assist in	Open to students, staff and faculty	Video conference,	May 18, May 20

<b>(Objectives 1,2,3)</b>	Move” areas. Present, facilitate exercises.  Summarizing findings of session.	the creation of content and facilitation during the sessions, promote the event.	with interest or expertise in one or more Big Move.	presentations, workshop sessions.	
<b>Toolkit for Engagement</b> <b>(Objectives 1,2,3)</b>	Provide a toolkit of resources designed to assist student groups, student unions and classes to lead their own discussions and engagement sessions. Further support and/or attendance as required. Create a follow-up session survey to collect feedback.	Reach out to student groups, student unions and classes to gain interest. Support and/or attend as required. Distribute follow-up session survey to collect feedback.	Students and university community members with interest or expertise in one or more Big Moves that would like to share this project with their peers.	Online engagement and listening sessions.	Toolkit: Created by May 20th  Sessions: Various, chosen by individual student groups and classes (May – June)
<b>“What We Heard” engagement summary report</b> <b>(Objectives 2+3)</b>	Analyzes engagement content received and writes the report.	Review and integrate into the OoS’s plans.	Document will be shared on the UM Climate website.	Report.	June 25
<b>Educational materials from modelling results</b> <b>(Objective 1)</b>	Assemble FAQ, visualizations, and descriptions of modelling results and provide to UM.	Integrate into website content and future engagement activities.	Necessary documents will be shared on the UM Climate website.	Written documents, imagery, data.	Ongoing

### Phase 3: Ongoing University Engagement Period

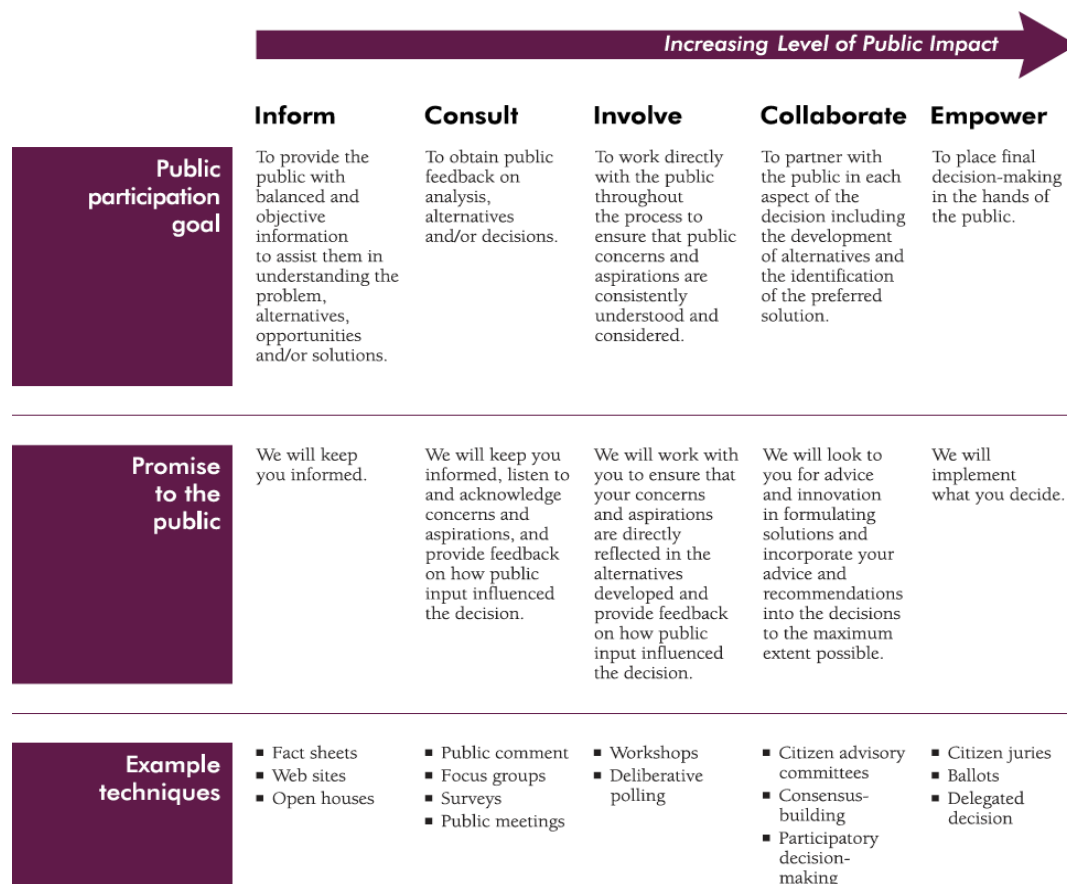
UM Engagement Activities: August 2021 onward

Activities	SSG Role	UM Role	Target Audience	Format	Timeline/Target deadline
<b>Develop community of practice for Plan implementation</b> <b>(Objectives 1+3)</b>	Recommend types of members and the roles of the community.	Organize and convene regularly, record meeting minutes, track actions.	Individuals and groups responsible for implementing the Plan.	Video conferences, TBD.	Convened before the Plan is finalized, ongoing.
<b>Create Plan website tracking dashboard</b> <b>(Objectives 1+3)</b>	Provide input on website content.	Create and host website at part of UM website. The dashboard reports on UM progress on Plan actions.	Campus-wide.	Website dashboard.	Started at project completion, ongoing.
<b>Pre-Implementation Workshop</b> <b>(Objective 3)</b>	Provide input and advice on how to design the workshop; present findings from the CAP.	Organize and convene workshop; invite attendees; and collaborate on workshop design and content.	Interested members of the university community and persons and groups responsible for CAP implementation.	Zoom/Teams meeting.	Near end of project.

<b>Celebration of the Plan (Objectives 1+3)</b>	Prepare Plan visuals, co-create a celebration approach, help plan a legacy project.	Co-create a celebration approach, host celebrations, plan and launch a legacy project.	Campus-wide	Website, social media, newsletter, and the kick-off of a Plan implementation legacy project.	End of project.
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# Appendix A: International Association of Public Participation (IAP2) Spectrum of Engagement



# Appendix B: The University of Manitoba Interest/Influence Matrix

