Making Resilience Matter:

Communications Strategy for the Local Adaptations Sub-project

September 2013

Prepared by Guy Greenaway

Prepared for:

The Biodiversity Management and Climate Change Adaptation Project

Making Resilience Matter:

Communications Strategy for the Local Adaptations Sub-project

September 2013

Prepared by Guy Greenaway

Miistakis Institute
Rm U271, Mount Royal University
4825 Mount Royal Gate SW
Calgary, AB
T3E 6K6

Phone: (403) 440-8444
Email: institute@rockies.ca
Web: www.rockies.ca

Disclaimer

The material in this publication does not imply the expression of any opinion on the part of any individual or organization other than the authors. Errors, omissions or inconsistencies in this publication are the sole responsibilities of the authors.

The authors and ABMI assume no liability in connection with the information products or services made available by the institute. While every effort is made to ensure the information contained in these products and services is correct, the ABMI disclaims any liability in negligence or otherwise for any loss or damage which may occur as a result of reliance on this material.

CCEMC makes no warranty, express or implied, nor assume any legal liability or responsibility for the accuracy, completeness, or usefulness of any information contained in this publication, nor that use thereof does not infringe on privately owned rights. The views and opinions of the author expressed herein do not necessarily reflect those of CCEMC. The directors, officers, employees, agents and consultants of CCEMC are exempted, excluded and absolved from all liability for damage or injury, howsoever caused, to any person in connection with or arising out of the use by that person for any purpose of this publication or its contents.

Use of this material:
This publication may be reproduced in whole or in part and in any form for educational, data collection or non-profit purposes without special permission from the authors or ABMI, provided acknowledgement of the source is made. No use of this publication may be made for resale without prior permission in writing from the ABMI.

Corresponding author:
Guy Greenaway
Miistakis Institute

Alberta Biodiversity Monitoring Institute
CW-405 Biological Sciences
University of Alberta
Edmonton, Alberta, Canada T6G 2E9
Phone: (403) Phone: (780) 492-6322
E-mail: abmiinfo@ualberta.ca

Abstract

As part of the ABMI-led *Biodiversity Management and Climate Change Adaptation (BMCCA)* project, Miistakis is developing a community decision support toolkit that will help communities identify climate change adaptation (CCA) action planning strategies that will satisfy their goals while maintaining the benefits of biodiversity-related ecosystem services. Several aspects of the operation and the desired outcomes of this project depend on successful communication activities and products. This strategy is intended to guide the execution of communication activities and creation of communication products that support local decision-makers to embrace a resilience-based approach to climate change adaptation.

Here we outline four key story lines that will provide a thematic framework for communication: Story of Change, Story of Impacts, Story of Resilience, and Story of Effectiveness. Linking these four story lines is the concept of *resilience*, which is also the key entry point for biodiversity into the CCA action planning process. We review the key audiences for communication activities, including: municipalities, implementers of climate change adaptation action plans, and the Government of Alberta. Further, we provide an overview and initial evaluation of potential communication media to target these audiences, including traditional print products and contemporary web-delivered data visualizations and story-telling videos. This communication strategy will be coordinated with communication around the BMCCA project as a whole, and will capitalize on communication capacity in the BMCCA project and at the ABMI.

Biodiversity Management and Climate Change Adaptation Project Background

The Biodiversity and Climate Change Adaptation Project was conceived by the Alberta Biodiversity Monitoring Institute (ABMI) in response to the need to define the scope of change required to effectively manage biodiversity under a changing climatic regime, and to support Alberta's biodiversity management system with essential knowledge and tools for successful adaptation to a changing future climate.

The rationale for this initiative rests on the importance of biodiversity to Albertans, and the complex relationship between climate and biodiversity. Biodiversity, which includes species and their ecosystems, supports the delivery of numerous ecosystem services. These include provisioning services (e.g., food, fibre, fuel, water), regulating services (e.g. water and air filtration, flood regulation), cultural services (e.g., nature recreation, wildlife viewing) and supporting services such as soil formation and wildlife habitat. Because these biodiversity related services are impacted by a changing climate, and because the relationship between climate and biodiversity is uncertain, knowledge gaps constrain effective adaptation. Proactive investments in the knowledge and tools for effective biodiversity management under a changing climate regime will deliver significant benefits to people and avoid crisis-driven interventions that are by their nature reactive, costly and often ineffective.

The goal of the *Biodiversity Management and Climate Change Adaptation* project is to develop essential knowledge and tools to support the management of Alberta's biodiversity and promote successful adaptation to a changing climate. The project is comprised of four objectives:

1. Predicting the impacts of climate change on Alberta's native species and ecosystems

2. Predicting invasive species responses to climate change

3. Assessing strategies to support climate sensitive species-at-risk

4. Developing and evaluating adaptation policy and tools to manage biodiversity in a changing climate

The *Local adaptations for biodiversity-related ecosystem services* sub-project (concisely, the *Local Adaptations* sub-project) lead by the Miistakis Institute directly supports objective 4.

Table of Contents

INTRODUCTION

As the climate changes, Alberta's communities will be required to make decisions that encourage adaptation to the new climate conditions. To make appropriate decisions, communities will need to understand how the ecosystem services they rely on might be affected by climate change, and what are the potential strategies for adaptation. A first step in enabling local community adaptation to climate change is the development of community-based climate change adaptation (CCA) action plans.

Alberta currently lacks a framework for local governments to address climate change; filling this gap will enable communities to plot a path forward. To this end, Miistakis (under the *Local Adaptations* sub-project) has been developing a community decision support toolkit that will help communities identify adaptation strategies that satisfy their goals while maintaining the benefits of biodiversity-related ecosystem services.

This toolkit is envisioned to support Alberta-based climate change adaptation (CCA) action planning processes with tools that allow local managers to visualize the impacts a changing climate has on their community's economy, infrastructure, and natural systems, and to identify resilience-based strategies for proactively adapting to those impacts.

Several aspects of both the operation and desired outcomes of this sub-project are dependent on communications activities and products. This strategy is intended to guide the creation of communication products and execution of communication activities. This strategy is being developed concurrently with research that will inform it, and should thus be considered a living document.

CONTEXT

Local Adaptations Project Structure

The work the Miistakis Institute will be undertaking over the next 18 months to support climate change adaptation action planning for local communities in Alberta, can be summarized as:
- Identifying local future climate change conditions and changes to landscape and ecology;
- Identifying subsequent climate change impacts on local economy, culture and infrastructure; and
- Drafting decision support tools which shows local impacts to ecosystem services and strategies for adaptation.

This translates into four task areas[1], each with specific communication needs (though a given communication product may support multiple needs):

Future Climate – Representing anticipated future climatic conditions (e.g., changes in annual/seasonal precipitation, mean temperature, extreme storm events, etc.);

Environmental Changes – Representing ensuing changes to ecology (e.g., changes in biota, habitat, invasives, wetlands, water courses, etc.) and associated landscape-level transformations (e.g., changes in flood frequency, drought, hail, weeds, growing days, hot days, extinctions, pathogen distribution).

Implications – Describing anticipated environmental changes in terms of what matters to local communities, explaining how climate change might impact local economy, culture, infrastructure, and biodiversity (e.g., changes in agriculture viability, flooding, water use/availability, infrastructure maintenance, land use patterns/options, human health, recreation opportunities, insurance costs, etc.).

Strategies – Approaching CCA and biodiversity by developing decision support tools that enable communities to understand the ecosystem services being impacted with a priority on actions that mutually benefit biodiversity and climate adaptation (e.g., strategies that are proactive, are resilience-based, use nature's power, accept nature's rhythms, and reduce costs)

Communications Need

Understanding and measuring the changes in our climate and the resultant impacts on ecological and human systems is a natural-science-based task. The task of rendering that information useful in the context of local-community decision making, however, is primarily a communications and engagement task. The role of this communications strategy is to map out the creation of materials that transfer information from the realm of climate and ecological sciences to the realm of local policy and decision making.

Summary Task

In support of these project tasks and below-mentioned communication goals, this strategy's summary task is to:

> *"Facilitate the creation of story-based, solution-oriented communication materials that help local decision-makers to embrace a proactive, resilience-based approach to climate change adaptation."*

---

[1] These substantive task areas are supported by the task areas of community engagement, policy review, communications planning, and project management.

GOALS AND MESSAGES

Communication Goals

The goals which guide this communications strategy (which are linked to, but distinct from, the overall *Biodiversity Management and Climate Change Adaptation* project goals) are:

- Create awareness within target municipalities, their decision makers, and the communities they represent regarding:
  - Environmental changes likely to occur due to climate change in the grasslands natural region;
  - Implications of climate change to the ecosystem services on which a rural community depends;
  - Resilience-based climate change adaptation strategies applicable in the Alberta context; and
  - The fiscal implications of adapting/not adapting to climate change.
- Empower target Alberta municipalities and their decision makers to adapt to climate change locally by:
  - Representing climate change adaptation as a viable management approach; and
  - Demonstrating effective use of climate change adaptation DSS tools.
- Contribute to the protection and enhancement of Alberta biodiversity by:
  - Raising local awareness of biodiverse landscapes as a keystone to climate change resilience and adaptation; and
  - Illustrating the synergies between local biodiversity management strategies and local climate change adaptation strategies.

Operationally, these goals imply developing climate change adaptation communication materials that:
- Visually demonstrate the connections between complex climate data and local imperatives;
- Have specific appeal to municipal decision makers and the communities they represent, while still maintaining more general appeal/utility; and
- Empower other organizations and players to support municipalities in their climate change adaptation efforts.

Coordinating Narratives or 'Stories'

All communication efforts will be associated with one of four "stories." These *Stories* will function as a coordinating mechanism, and taken in sequence represent the desired transition from awareness to action. These stories are:

STORY OF CHANGE

This story line represents activities, messaging and products that are intended to raise awareness that the status quo is one of climate change-induced transformation. The goal of these communication efforts is to help target audiences accept that local conditions will change due to climate change, and further to understand that there will be visible alterations to local landscapes and communities.

Key Messages for Story of Change

- Climate change is happening
- Climate change has local ecological and landscape-level implications
- Ecological/landscape-level implications are apparent on the landscape

STORY OF IMPACTS

This story line represents activities, messaging and products that are intended to illustrate what climate change-induced transformation means locally. The goal of these communication efforts is to help target audiences understand, in their own terms, what climate change impacts on their local landscapes and ecosystem services will mean to their local economy, culture and infrastructure.

Key Messages for Story of Impacts

- Climate change-induced changes have immediate implications for local communities
- Local implications of climate change impact culture, economy and infrastructure

STORY OF RESILIENCE

This story line represents activities, messaging and products that are intended to make the case that a proactive, resilience-based approach to climate change adaptation is most desirable. The goal of these communication efforts is to demonstrate for target audiences the role of biodiverse, resilient landscapes in preparing communities for upcoming climate change impacts.

Key Messages for Story of Resilience

- Resilient communities are best able to survive / thrive in the face of climate (or other) change
- Ecological resilience and community resilience are directly connected

- Resilience-based approaches, due to their proactive nature, may be more cost effective than reactive approaches

STORY OF EFFECTIVENESS/EFFICACY

This story line represents activities, messaging and products that are intended to show where and how resilience-based climate change adaptation strategies have been effective. The goal of these communication efforts is to demonstrate for target audiences that effective strategies of these types exist, and that they have applicability for local landscapes and local decision makers.

Key Messages for Story of Effectiveness/Efficacy

- There are effective resilience-based, CCA strategies available
- Alberta communities are already employing some of these strategies effectively
- Resilience-based climate change adaptation strategies can serve multiple community goals
- There is a cost in not preparing to adapt to climate change

Each story will be pursued with a variety of communication initiatives and products, and individual products may support multiple stories. Each of the task areas will be supported by materials created under at least one of the Story lines. No communication medium or audience is presumed in a given Story, though some may lend themselves better to one versus another.

AUDIENCES AND COMMUNITY ENGAGEMENT

Audiences

The audiences for the materials developed via this strategy fall into three categories, based on their perceived need for the materials and their presumed use of them.

MUNICIPALITIES

Though we will be engaging only individual representatives of southern Alberta municipalities, these local governments can be seen collectively to be our most direct audience. More specifically, the target audience would include those people and departments making decisions related to land use, infrastructure, economic development, transportation, and other management realms directly impacted by the anticipated changes due to climate change.

Associated with the municipalities are the municipal associations that do or may have a role to play in climate change adaptation decision making. These roles may involve facilitating information exchange, promoting climate change awareness at the municipal level, or other roles not directly involving decision making at the local level. These would include the Alberta Association of Municipal Districts and Counties, Municipal Climate Change Action Centre, Alberta Urban Municipalities Association, and the Southern Alberta Regional Association.

In summary, these audiences are the entities who would use the materials and tools directly in the context of climate change adaptation action planning, or their support associations.

It is important to note that we anticipate representatives from other parts of Alberta or from urban municipalities may emerge as important resources. Though we will not actively seek to broaden our scope to this extent, we would not avoid those perspectives simply because they exist outside our stated scope.

CCA Action Plan Implementers

As has been noted several times throughout our reports, the Miistakis Institute will be creating support tools for Alberta-based CCA action planning efforts, but we will *not* be seeking to undertake a CCA action plan. This means those actually seeking to implement CCA action plans in Alberta are a key audience, and arguably our most proximate audience. Our efforts in this project, though focused on municipalities, are intended to empower CCA action plan implementers in making the necessary compelling case to their partner municipalities.

Currently, this includes C3 and their contractors (seeking to use the Columbia Basin Trust action planning approach) and the any of the municipalities currently considering the ICLEI Canada approach. The materials would also be useful for as-yet unidentified (or yet-to-be conceived) efforts.

In summary, these audiences are the entities who will be using these communication materials to engage communities, but also passing these tools on to those communities for their use.

Government of Alberta

The key audience for the entire *Biodiversity Management and Climate Change Adaptation* project is the Government of Alberta (GoA), with the goal of influencing climate change adaptation efforts at the provincial / policy level. That is no less the case for the *Local Adaptations* sub-project, and the primary reason for drawing our focus up from a single municipality to a level where the anticipated impact could be more pervasive across the municipal decision-making landscape.

GoA audiences are considered in two distinct ways. First, the communication materials created within this project are targeted at supporting CCA action planning processes, but they will have utility and applicability in other contexts where the same connections between impacts and implications need to be made. Certain GoA representatives will be able to make use of these materials in that context. Second, it is highly unlikely that municipalities will be able to make the changes necessary to become climate change resilient without assistance from the GoA. Making GoA audiences aware of the same 'changes --> implications --> strategies' linkages will be critical in securing that support.

More specifically, these audiences would include (but are not limited to) the Climate Change Secretariat, Land Use Secretariat, and Municipal Affairs.

In summary, these audiences are the entities that may use the materials in other climate change awareness-raising efforts, and may make decisions about support at the policy level.

Community Engagement

The community engagement process is a separate component of the *Local Adaptations* project, and will be outlined under separate cover. However, it is important to identify the anticipated interconnections between the Communications Strategy (focused on the development and dissemination of communication materials) and the Community Engagement Strategy (focused on the identification and engagement of community partners).

The goal of community engagement within the *Local Adaptations* sub-project is to inform and test the development of decision support tools that will illustrate the local biodiversity-related impacts of climate change, and inform discussion of possible strategies that will promote adaptation and resilience.

Although this was nominally considered at the outset, the community engagement will *not* focus on engaging a specific municipality. This level of focus was deemed to be too narrow and specific to serve the broader purpose of empowering local communities (e.g., rural municipalities) to effectively pursue climate change adaptation. That is, materials and tools would likely work only for the 'pilot' community, and have limited utility for informing provincial and municipal policy more broadly.

Thus, although climate change adaptation *action plans* must engage a target community, the focus of engagement for this project is engaging a group of relevant stakeholders more than a specific community unified by jurisdiction, geography, demographic, or land use. Representatives from municipal governments will be engaged, not to bring the singular perspective of their own experience, but rather to provide the general perspective of a municipality and what they need, what will resonate with them.

This list of stakeholders mirrors the audiences identified above.

The link between the Communications Strategy and the community engagement efforts can be summarized as a two-way exchange: the stakeholders or communities engaged will be asked to review / test the communication materials developed, and the communication materials will ultimately be used to inform and support relevant stakeholders.

Activities within the community engagement work that are relevant to the communications strategy include:
- Bilateral conversations with climate change adaptation action plan implementers / promoters;
- Standing focus group of municipal representatives; and
- Hosting of web-based CCA forum.

IMPLEMENTATION

In the context of this strategy, implementation refers to the development and dissemination of communication products and materials. As noted in the introduction, this communications strategy is intended to evolve. The goals and messaging may evolve, but will likely change very little; the most significant progressions are anticipated to be with regard to implementation.

As that progression advances, this _strategy_ will also evolve into a communications _plan_, with increasingly specific actions associated with the development and distribution of the communication products. Ultimately, a significant focus of Year 3 will be identifying how best to apply the available resources to what could become a very large list of communication 'wants'.

Communication Media

Communication Media refers to the various forms communication materials could take[2]. Though at this stage it is too early to identify explicitly what those will be, several necessary characteristics can be identified, as well as several possible forms.

Regardless of their form, the communication media collectively will:
- Draw from / support the evolving understanding of the needs within each Story line identified above;
- Be informed by the needs expressed through the engagement strategy, and tested back with those stakeholders;
- Represent and animate the information gathered in the _Future Climate_, _Environmental Changes_, _Implications_, and _Strategies_ tasks of this sub-project;

---

[2] NB: News and Social Media will be handled through the larger ABMI project, though it may be informed and supported by the materials created within this sub-project.

- Be visual, recognizing that the primary audiences are political and popular (not scientific), and are more likely to absorb messaging from graphic and visual media vs. text-based or numeric media;
- Seek to tell "stories" (not simply anecdotal descriptions, but strategic selection of those stories that provide a compelling picture of the circumstance, the impact, the need, and potential solutions); and
- Be web delivered to the greatest extent possible, as this will increase accessibility, options for animation, and cost efficiency.

POTENTIAL COMMUNICATION MEDIA

No final determinations have been made at this point as to what would be the most appropriate and effective communication media or products. As a starting point, however, the following possibilities have been identified.

Print products

Print products are falling out of favour – mostly with good reason – as they tend to be expensive relative to other options, quickly dated, poorly targeted, and prone to an overabundance of information. However, there are still circumstances where these materials are useful, and when digitally created/distributed they can avoid several of the traditional pitfalls.

In the context of this project, print products could be:
- One-page summaries, providing clear articulation of key concepts;
- Slightly more-detailed backgrounders in relevant circumstances;
- Digital, in PDF format, and easily distributed by email, web;
- Printed in limited print runs (potentially) given municipal audiences often desire/use them at front counter, community meeting venues;
- Coordinated with each other (a 'family' of print products supporting each other, rather than random one-off productions);
- Visually compelling; and
- Animated with stories.

Info-graphics

'Info-graphics' are graphical representations of complex concepts, data, interactions or situations which are translated into a simple, readily-understood, often cartoon-based, visually attractive and compelling form. They are gaining popularity in the field of resource management and conservation because of their ability to quickly relay complex information to lay audiences.

In the context of this project, info-graphics could be:
- Graphic representations of key concepts within the story lines;

- Used stand-alone or within other products (videos, PPTs, reports, etc.)
- Separable into smaller sub-components when conceived as more complex info-graphics.

Visuals

Within this communications strategy, 'visuals' refers to stand-alone communication devices that are intended to visually represent the current situation, potential futures, and/or stories. These visuals can take a variety of forms, however they are not intended to function on their own, but rather to support or animate other communication media.

In the context of this project, visuals could be:
- Maps which geographically and/or spatially show climate change impacts, implications, etc.;
- Charts, in a form simplified or targeted, which summarize key data-based pictures or scenarios;
- Photos which show 'on the ground' or 'real' illustrations of issues, people or stories.

Web-based visualizations

Images, data sets, or narratives which are static – that is, they show a point in time, but have no ability to roll forward – have limitations in terms of portraying anticipated circumstances or allowing for exploration of potential scenarios. Web-based visualizations can overcome these limitations, and do so in an accessible way by showing projected circumstances in the context of current information, often in an interactive way.

Cautions with undertaking this approach to representing critical information include mitigating the assumption that all data sets can be animated in this way and the desire for levels of complexity that may not be there/possible, as well as the potential for creating resource-intensive products which are not targeted to the issues of concern.

In the context of this project, web-based visualizations could:
- Animate static impact, implication and strategy information in the context of local climate change adaptation decision support;
- Allow for representation and/or exploration of multiple future scenarios;
- Provide a (limited) interactive interface for users, allowing local communities (and others) to explore implications and scenarios on their own;

Videos

Videos are becoming particular easy to create and distribute with the near-universal access to low-complexity video production equipment and internet-based video sharing. That easy access, however, does lead to a flood of poor-quality, poorly conceived productions, and an expectation

that something posted on YouTube will necessarily be watched and will watched by the intended audience.

Notwithstanding these challenges and limitations, when appropriately conceived, they provide perhaps the most compelling communications medium for story-based communications.

In the context of this project, videos could be:
- Story-based representations of key concepts or compelling examples intended to raise awareness and inform action;
- Short (3-5 minutes), rather than full-length videos, intended and coordinated as a 'family' or productions;
- Appropriate for web-delivery;
- Used at community meetings, municipal meetings, and other face-to-face venues where context setting and quick, clear, compelling representation of key concepts is critical.

Targeting Audiences

The intended target audiences are outlined above in broad terms. More specific work will be undertaken to both identify these audiences in more detail, and identify the best routes for connecting the communication materials and these audiences.

Key preliminary tasks will include:
- Working with AAMDC and other associations to identify specific municipalities (and specific municipal representatives);
- Identifying where these target audiences are already congregating in order to most efficiently connect with them (e.g., AAMDC Conference, Community Planning Association of Alberta conference, Regional Economic Development Association meetings, key web sites and forums, etc.); and
- Work with stakeholders through the community engagement work to further refine audiences and congregation points.

Distribution

It is relatively safe to say at this point that no one is going to come to the Miistakis Institute looking for these materials – a pragmatic distribution plan will be required. The same can be said of assuming that because something is accessible via a web site, that it will be viewed/downloaded by the intended audience. Again, while it is too early at this point to comprehensively map out a distribution system and network, some potential partners and routes are apparent.

These include the following:

- *C3 (formerly Climate Change Central)* is the most prominent player in terms of climate change adaptation action planning in Alberta, and the materials will be very much tailored for their use;
- *Alberta Association of Municipal Districts and Counties* (AAMDC) are the primary route for connecting with rural municipalities, and we will seek their support in distributing these materials in both general and targeted ways;
- The *Climate Change Emissions Management Corporation* has already worked with the project on communication activities, and will be an important partner in raising awareness of the materials and potentially in distributing them;
- The *Municipal Climate Change Action Centre* is recognized by municipal audiences as an obvious and credible source of climate change related information, and we will seek their support in distributing these materials to Alberta municipalities
- Although the materials will be focused on supporting the existing climate change adaptation action planning processes in Alberta, as mentioned above, we anticipate these materials having much broader applicability; in this context, the *Government of Alberta* (Climate Change Secretariat, Municipal Affairs, Land Use Secretariat, etc.) will be vital distribution partners;
- *(see* Coordinating with ABMI*, below)*

Connection / Coordination with ABMI Communication Efforts

The *Biodiversity Management and Climate Change Adaptation* project as a whole has a communication strategy and communication personnel, as does ABMI in general, and other projects such as the *Ecosystem Services Assessment* project. It is important both to distinguish those from the communication activities conceived under this strategy, and to coordinate with them.

Conversations are already underway to accomplish this, but it is worth stating some of the intended parameters:
- The communication materials within this project are expected to have utility for the promotion of the *Biodiversity Management and Climate Change Adaptation* project as a whole, but not intended to represent the entire project;
- Engagement of news and social media will be left to the *Biodiversity Management and Climate Change Adaptation* project, but we will actively seek opportunities to dovetail with those efforts, the goal being to maximize synergies and reduce conflict, repetition, etc.; and
- Video productions, in particular, are being created in multiple projects, and conversations will continue as to how video produced under one ABMI project could support the others.

Like all parts of this strategy, the opportunities/necessities for coordination are anticipated to continue to form organically.

SUMMARY

The role of this communications strategy is to map out the creation of materials that transfer information from the realm of climate and ecological sciences to the realm of local policy and decision making.

Although the nature of this 'living document' is that it will evolve, certain key traits can be identified at this stage:

- This is a strategy for the creation and dissemination of communication materials for the *Local Adaptations* sub-project;
- Activities and messages will be coordinated via four narratives or story lines: *Story of Change*, *Story of Impacts*, *Story of Resilience*, and *Story of Effectiveness/Efficacy*;
- Communication materials will draw their raw material from the results of *Future Climate*, *Environmental Changes*, *Implications*, and *Strategies* tasks;
- 'Resilience' is a key concept, and the entry point for biodiversity messaging;
- Evolution of the living document will see it move from a communications *strategy* to a communications *plan*, with increasingly specific tasks;
- Creation and dissemination will be done with several known and anticipated partners (AAMDC, C3, MCCAC, CCEMC, GoA, etc.); and
- Activities will be coordinated on an on-going basis with the *Local Adaptations'* community engagement tasks, and other ABMI communication efforts.