

# North Valley Inter-Municipal Organization



## Communication Plan

For participating communities of:

***Rural Municipality of Lipton No. 217;***  
***Rural Municipality of Cupar No. 218;***  
***The Rural Municipality of McKillop No. 220;***  
***Rural Municipality of Kellross No. 247;***  
***Rural Municipality of Touchwood No. 248;***  
***Town of Southey;***  
***Town of Cupar;***  
***Village of Dysart;***  
***Village of Markinch***  
***and***  
***Village of Lipton***

Facilitated by  
Municipal Capacity Development Program  
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## Purpose

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Communication is the central structure to any successful relationship. Direct, targeted and explicit communication helps to strengthen inter-municipal relationships and guide an organization toward the achievement of its mission. The North Valley Inter-Municipal Organization (NVIMO) has created this communication plan in order to:

- *Share experiences among the group*
- *Educate and be transparent with our communities*
- *Build awareness of the organization*
- *Create unified, consistent messages*

## Objectives

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1. Create an open, mutually respectful environment to facilitate knowledge sharing among internal stakeholders.
2. Inform residents of the region on NVIMO priorities and progress in order to build trust and understanding of group activities.
3. Build awareness of NVIMO and regional issues among all stakeholders to develop support for group priorities.
4. Create consistent key messaging between all stakeholders to avoid misinformation, ensure efficiency, and project one strong voice.
5. Establish the priority of communication.

## Audience

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NVIMO has identified two categories of internal stakeholders and four categories of external stakeholders.

### Internal Stakeholders

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The internal audience of NVIMO communication is anyone who is involved or could potentially be involved in the operation of the organization.

#### *Current*

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- |   |                                  |
|---|----------------------------------|
| • Rural Municipality of Lipton No. 217    | • Village of Dysart              |
| • Rural Municipality of Cupar No. 218     | • Village of Markinch            |
| • Rural Municipality of McKillop No. 220  | • Village of Lipton              |
| • Rural Municipality of Kellross No. 247  | • NVIMO Chairperson              |
| • Rural Municipality of Touchwood No. 248 | • NVIMO Transportation Committee |
| • Town of Southey                         | • NVIMO Housing Committee        |
| • Town of Cupar                           |                                  |

#### *Potential*

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- |  |                      |
|--|----------------------|
| • Rural Municipality of Longlaketon No. 219          | • Town of Strasbourg |
| • Rural Municipality of Mount Hope No. 279           | • Town of Bulyea     |
| • Rural Municipality of Last Mountain Valley No. 250 |                      |

## External Stakeholders

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The external audience of NVIMO communication is identified as anyone who NVIMO wishes to inform or feels will be affected by the operations of their activities. The external stakeholders of NVIMO are divided into the priority areas of *economic development, transportation and bylaw, housing*, and other *general stakeholders*. None of these categories is mutually exclusive; communication may be directed at stakeholders for purposes other than their priority areas.

### *Economic Development*

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- Saskatchewan Economic Development Association (SEDA)
- Lipton Economic Development Association
- Dysart Small Business Loans Co-operative
- Cupar & District Business Loans Co-operative Ltd.
- Enterprise Saskatchewan

### *Transportation and Bylaw*

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- *Oil field stakeholders* – Ensign, Sundance
- *Potash stakeholders* – Encanto
- *Agriculture stakeholders* – Pioneer, Vitera, Agrium, Richardson, One Earth, seed cleaning plants
- *First Nation stakeholders* – Gordons, Piapot, Muscowpetung, Muskowekwan
- RCMP
- Saskatchewan Association of Licensed Inspectors and Bylaw Officers (SALIBO)
- Highway Traffic Board
- East Central Transportation Committee
- Saskatchewan Ministry of Highways and Infrastructure
- SARM – Shelly Kilbride
- Trans Gas
- Gravel companies

### *Housing*

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- SUMA
- Local Housing Authorities
- Social Services Housing Division
- Sask Housing Corporation
- Sask Housing Authority
- Ministry of Municipal Affairs

### *General*

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- Citizens
- School Board
- Health Regions
- Member of the Legislative Assembly
- Local Businesses
- Suppliers

## Communication Tools

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NVIMO has identified a number of communication tools that may be used to achieve their objectives. Not all tools listed will be identified in the operational plan at this time. The organization is in the early stages of development and will further outline its communication strategy as new opportunities and ideas emerge. This list is not exhaustive and is expected to evolve over time.

### *Print*

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- Meeting minutes/Agendas
- Quarterly report
- Annual report
- Informational sheet
- Newsletter
- Print media Articles – Urban Voice/Rural Councilor
- Invitation letter

### *Internet/Electronic*

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- Webpage
- Email
- Powerpoint presentation
- Video
- Phone

### *Face-to-Face*

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- Group meetings
- Committee meetings
- Round tables “coffee talk”
- Tradeshow
- Annual review
- Presentations

## Operational Plan

The operational plan provides a detailed outline of how the communication tools will be used to connect the objectives with the audience. The section is comprised of the following information:

- A description of the communication tool
- Medium for distribution
- Target audience
- Timeline for distribution
- Who is responsible for completing the communication
- Factors to determine the success of the communication

### Internal Communication

<i>Stakeholder Meetings</i>	
<b>Description</b>	Internal stakeholders will meet monthly to discuss the Community Action Plan and any business arising from that discussion.
<b>Target Audience</b>	Current internal stakeholders.
<b>Distribution</b>	Meeting notices, reminders, and agendas will be communicated through email. The stakeholder meetings will be held a Cupar Legion Hall unless otherwise directed by email.
<b>When</b>	On the third Monday of the month.
<b>Responsibility</b>	The NVIMO chairperson will draft the agenda and direct the meetings. The secretary/treasurer will establish meeting dates and send out all information regarding meetings to stakeholders. Internal stakeholders are responsible to participate at meetings.
<b>Success Factors</b>	Attendance at meetings.

<i>Committee Meetings</i>	
<b>Description</b>	Representatives from their respective committees (Transportation & Housing) will meet monthly to discuss the priorities from the Community Action Plan that concern their committee.
<b>Target Audience</b>	Committee representatives.
<b>Distribution</b>	Meeting notices, reminders, and agendas will be communicated through email. The stakeholder meetings will be held a Cupar Legion Hall unless otherwise directed by email.
<b>When</b>	On the third Monday of the month before stakeholder meetings, unless otherwise decided by the committee.
<b>Responsibility</b>	The committee chairperson will draft the agenda, direct meetings and is responsible to inform the secretary/treasurer of meeting dates and times. The secretary/treasurer will send out all information regarding meetings to committee stakeholders. All committee stakeholders are responsible to participate at meetings.
<b>Success Factors</b>	Attendance at meetings.

*Operational Plan Continued ...*

<i>Round Table Discussion "Coffee Talk"</i>	
<b>Description</b>	An allotted time to share experiences of municipalities, find common ground, and learn new ways of dealing with municipal issues.
<b>Target Audience</b>	Current internal stakeholders.
<b>Distribution</b>	Round table discussions will take place at stakeholder meetings. They will constitute a dedicated amount of at each meeting.
<b>When</b>	At the end of every stakeholder meeting for an allotment of time to be determined by NVIMO.
<b>Responsibility</b>	Interested representatives are invited to participate in sharing knowledge or asking questions related to municipal issues. Representatives are also responsible to inquire with their own municipal staff and council as to whether they have any concerns or experiences to share with NVIMO.
<b>Success Factors</b>	Common municipal issues are addressed.

<i>Meeting Minutes</i>	
<b>Description</b>	The meeting minutes will outline the discussion and decisions made at stakeholder meetings and committee meetings.
<b>Target Audience</b>	Current internal stakeholders.
<b>Distribution</b>	Both stakeholder meeting minutes and committee meeting minutes will be distributed by email to all internal stakeholders.
<b>When</b>	Monthly following stakeholder and committee meetings.
<b>Responsibility</b>	The secretary will prepare the stakeholder meeting minutes. The committee meeting minutes will be prepared by a representative appointed at meetings and submitted to the NVIMO secretary. All meeting minutes will be distributed by the NVIMO secretary. NVIMO representatives are responsible to forward meeting minutes to their councils'.
<b>Success Factors</b>	All councils receive minutes after meetings.

<i>Quarterly Reports</i>	
<b>Description</b>	A one page report that recaps the progress made by respective committees (Transportation & Housing) toward action items identified in the Community Action Plan. Quarterly reports will also recap any issues or developments in the CAP or related to their sector of concern.
<b>Target Audience</b>	Current internal stakeholders.
<b>Distribution</b>	Quarterly reports will be distributed by email to all internal stakeholders.
<b>When</b>	4 times per year (dates to be determined)
<b>Responsibility</b>	Committee chairpersons are responsible to prepare quarterly reports and submit to NVIMO secretary who will distribute to internal stakeholders. NVIMO representatives are responsible to forward reports to their councils'.
<b>Success Factors</b>	Reports are delivered to all stakeholders quarterly.

*Operational Plan Continued ...*

<i>Annual Reports</i>	
<b>Description</b>	The annual report will recap the accomplishments and direction of NVIMO over the previous year. The report will highlight the progress made on all action items of the Community Action Plan.
<b>Target Audience</b>	All stakeholders.
<b>Distribution</b>	Emailed to internal stakeholders and posted to NVIMO webpage.
<b>When</b>	Annually in January
<b>Responsibility</b>	The secretary and chairperson will prepare the report. The secretary will distribute by email. The administrator for the town of Cupar will post the report to the webpage.
<b>Success Factors</b>	The report outlines accomplishments in priority areas, is complete and distributed to all stakeholders by January of each year.

<i>Annual Review</i>	
<b>Description</b>	The annual review is a facilitated meeting to discuss any amendments, additions and issues with the Community Action Plan. The Review will determine the future direction of NVIMO for the following year.
<b>Target Audience</b>	Current internal stakeholders.
<b>Distribution</b>	Stakeholder meeting.
<b>When</b>	Annually in February
<b>Responsibility</b>	MCDP will be responsible for facilitating the first review with following reviews facilitated by the NVIMO chairperson. NVIMO representatives are responsible to participate in the discussion.
<b>Success Factors</b>	Updated Community Action Plan.



*Operational Plan Continued ...***External Communication***Informational Sheet*

<b>Description</b>	The informational sheet is a one page description of NVIMO; its structure and purpose. The sheet may include the groups' vision, mission and values, priorities and accomplishments. The sheet may also include facts about the issues and opportunities in the region.
<b>Target Audience</b>	All stakeholders.
<b>Distribution</b>	The informational sheet will be distributed in hard copy as opportunities arise at tradeshows, local businesses, ratepayers' suppers and other entities as they become available. The sheet may also be distributed via email to government entities, potential internal stakeholders, companies and any other stakeholders at NVIMO's discretion.
<b>When</b>	The information sheet will be prepared and ready for distribution by June 11, 2012. The sheet will be updated periodically at the groups' discretion.
<b>Responsibility</b>	
<b>Success Factors</b>	Number of inquiries from external stakeholders about NVIMO operations.

*Web Page*

<b>Description</b>	The webpage will describe the structure and purpose of NVIMO, as well as provide information on its ongoing operations. In addition to describing priorities, accomplishments and members, the web page may include copies of the Memorandum of Understanding, Community Action Plan and meeting minutes.
<b>Target Audience</b>	All Stakeholders.
<b>Distribution</b>	The webpage will be added to the Town of Cupar website and will have links from all other municipal member websites.
<b>When</b>	Posted by June 2012
<b>Responsibility</b>	The administrator of the town of Cupar will be responsible for adding the webpage and maintaining the content. MCDP is responsible to email updated documents and the working group profile.
<b>Success Factors</b>	Hits to the webpage.

*Urban Voice/Rural Councilor Article*

<b>Description</b>	Article describing NVIMO; its structure and purpose.
<b>Target Audience</b>	SARM/SUMA membership.
<b>Distribution</b>	Through SARM/SUMA
<b>When</b>	July 2012 issue
<b>Responsibility</b>	Edith Goddard (Administrator – RM of Kellross) is responsible to write the article and submit to SARM.
<b>Success Factors</b>	Number of inquiries from external stakeholders about NVIMO operations.

*Operational Plan Continued ...*

<i>Power Point Presentation</i>	
<b>Description</b>	To have a ready made power point presentation about the structure, purpose and accomplishments of NVIMO that may be presented by representatives.
<b>Target Audience</b>	All external stakeholders.
<b>Distribution</b>	The power point may be delivered at tradeshow, conferences, ratepayer supper, council meetings and any other engagement at the discretion of NVIMO.
<b>When</b>	The power point will be completed by October 2012 with updates made periodically at the groups' discretion.
<b>Responsibility</b>	Ray Orb will create the power point. Any NVIMO representative may present the power point at the discretion of the group.
<b>Success Factors</b>	Number of inquiries from external stakeholders about NVIMO operations.

<i>Annual Newsletter</i>	
<b>Description</b>	The newsletter will feature article about what NVIMO is trying to achieve and provide updates on the groups' work.
<b>Target Audience</b>	Citizens, all external stakeholders.
<b>Distribution</b>	The newsletter may be mailed out to ratepayers with tax notices. An email fan out may also be utilized. The newsletter may be distributed via email to other external stakeholders at the discretion of the group.
<b>When</b>	Annually in January.
<b>Responsibility</b>	The NVIMO secretary will create and distribute the newsletter to municipal members who will then be responsible to deliver to their ratepayers. NVIMO representative will contribute articles.
<b>Success Factors</b>	Number of inquiries from external stakeholders about NVIMO operations.

**Next Steps**

To carry out the communication initiatives outlined in this document the following steps need to be taken.

*MCDP*

- Create communication plan, stakeholder map, and communication schedule
- Create and distribute an NVIMO group profile
- Update and distribute NVIMO Community Action Plan
- Conduct Annual review

*NVIMO*

- Approve the communication plan
- Begin tracking success of projects by recording measures from the Community Action Plan for the Annual Report
- Develop templates for quarterly reports, annual reports, and newsletter
- Assemble information for informational sheets, webpage, and power point

## North Valley Inter-Municipal Organization Communication Schedule

The communication schedule map provides an overview of the operational plan in order of frequency and timeline of each communication. This map may be used as a quick reference.

Key Communication	Audience	Timeline	Communication Tool	Who is Responsible?	Cost
Establish actions, solicit input, and report on project progress on the CAP.	Current Internal Stakeholders	Monthly - third Monday	Internal Stakeholder Meetings for all NVIMO representatives.	<ul style="list-style-type: none"> <li>➤ Secretary to email notice/agenda</li> <li>➤ Chairperson to create agenda and direct meetings</li> <li>➤ Representatives to attend</li> </ul>	Meeting room/ refreshments
Establish actions, solicit input, and report on project progress in the priority areas of Transportation and Housing.	Committee representatives	Monthly - before full group meeting	Committee Meetings for committee representatives	<ul style="list-style-type: none"> <li>➤ Committee Chair to create agenda, direct meetings and inform secretary of meeting times</li> <li>➤ Secretary to email info regarding meetings</li> <li>➤ Committee reps to appoint minutes recorder and attend</li> </ul>	Meeting room/ refreshments
Municipal issues, concerns and best practices.	Current Internal Stakeholders	Monthly – at the end of full meetings	Round table discussion “coffee talk”	<ul style="list-style-type: none"> <li>➤ All internal stakeholders are invited to share their experiences</li> </ul>	Meeting room/ refreshments
Decisions and discussions from stakeholder meetings and committee meetings	Current Internal Stakeholders	Monthly – after meetings	Written minutes	<ul style="list-style-type: none"> <li>➤ Secretary prepare and distribute</li> <li>➤ Committee appointee prepare and submit to secretary</li> <li>➤ Reps to provide to councils</li> </ul>	Potential printing costs
Create awareness of NVIMO and inform of activities	External Stakeholders	Completed June 2012	One page Informational Sheet	<ul style="list-style-type: none"> <li>➤</li> </ul>	Printing costs
Create awareness of NVIMO and inform of activities	External Stakeholders	Completed June 2012	Web Page on town of Cupar website and links from other municipal sites	<ul style="list-style-type: none"> <li>➤ Town of Cupar Administrator to create and update</li> <li>➤ MCDP to send out NVIMO profile</li> </ul>	N/A
Create awareness of NVIMO and inform of activities	SARM/SUMA membership	Completed for July issue	Print Article in Rural Councilor and Urban Voice	<ul style="list-style-type: none"> <li>➤ Edith Goddard to write and submit article</li> </ul>	N/A
Recap progress and measures of committee activities	Current Internal Stakeholders	4 times per year – TBD	Written status report on Transportation and Housing committee activities	<ul style="list-style-type: none"> <li>➤ Committee chair to prepare and submit to secretary for distribution</li> <li>➤ Reps to provide to councils</li> </ul>	Printing costs
Create awareness of NVIMO and inform of activities	External Stakeholders	Completed October 2012	Power point presentation of NVIMO structure, purpose and achievements	<ul style="list-style-type: none"> <li>➤ Ray Orb to create</li> <li>➤ Reps to present</li> </ul>	N/A
Recap achievements and direction over previous year	All Stakeholders	Annually – January	Written Annual Report	<ul style="list-style-type: none"> <li>➤ Secretary and Chair to prepare and distribute</li> </ul>	N/A
Create awareness of NVIMO and inform of activities	External Stakeholders	Annually – January	Written Newsletter	<ul style="list-style-type: none"> <li>➤ Secretary to create and distribute</li> <li>➤ NVIMO reps to contribute articles</li> </ul>	Printing costs
Monitor and assess NVIMO direction	Internal Stakeholders	Annually – February	Facilitated Annual Review meeting	<ul style="list-style-type: none"> <li>➤ MCDP to facilitate 1<sup>st</sup> review</li> <li>➤ NVIMO to decide facilitator for future</li> </ul>	N/A

## Stakeholder Map

The Stakeholder Map provides a link between each communication and the intended audience.

<b>Communication</b>	<u><b>Stakeholders</b></u>					
	<b>Internal Stakeholders</b>		<b>External Stakeholders</b>			
	Current	Potential	Economic Development	Transportation and Bylaw	Housing	General
Stakeholder Meetings	✓					
Committee Meetings	✓					
Round Table Discussions	✓					
Meeting Minutes	✓					
Quarterly Reports	✓					
Annual Reports	✓	✓	✓	✓	✓	✓
Annual Review	✓					
Informational Sheet	✓	✓	✓	✓	✓	✓
Web Page	✓	✓	✓	✓	✓	✓
Urban Voice/Rural Councilor Article	✓	✓	✓	✓	✓	✓
Power Point	✓	✓	✓	✓	✓	✓
Annual Newsletter	✓	✓	✓	✓	✓	✓

## Appendix A - Attendance List

The following representatives were present for the Communication Plan meeting on April 23, 2012:

Name	Municipality
<b>Edith Goddard</b>	RM of Kellross #247
<b>Don Brashutski</b>	RM of Kellross #247
<b>Ray Orb</b>	RM of Cupar #218
<b>Garth Schmidt</b>	Village of Lipton
<b>Bill McKenzie</b>	RM of McKillop #220
<b>Gary Gilbert</b>	RM of McKillop #220
<b>Janet Hart</b>	Town of Cupar
<b>Ivan Hillier</b>	RM of Touchwood #248
<b>Bob Fenwick</b>	Village of Markinch
<b>Dallas Harrison</b>	Village of Dysart
<b>Ronald Off</b>	Town of Southey
<b>Ken Staruiaca</b>	Town of Southey
<b>Dan Way</b>	MCDP
<b>Tanya Doucette</b>	MCDP