

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

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

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

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

Internal Stakeholders

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

Current

- | | |
|---|----------------------------------|
| • 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

- | | |
|--|----------------------|
| • 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

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

- 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

- *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

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

General

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

Communication Tools

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

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

Internet/Electronic

- Webpage
- Email
- Powerpoint presentation
- Video
- Phone

Face-to-Face

- 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>	
Description	Internal stakeholders will meet monthly to discuss the Community Action Plan and any business arising from that discussion.
Target Audience	Current internal stakeholders.
Distribution	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.
When	On the third Monday of the month.
Responsibility	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.
Success Factors	Attendance at meetings.

<i>Committee Meetings</i>	
Description	Representatives from their respective committees (Transportation & Housing) will meet monthly to discuss the priorities from the Community Action Plan that concern their committee.
Target Audience	Committee representatives.
Distribution	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.
When	On the third Monday of the month before stakeholder meetings, unless otherwise decided by the committee.
Responsibility	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.
Success Factors	Attendance at meetings.

Operational Plan Continued ...

<i>Round Table Discussion "Coffee Talk"</i>	
Description	An allotted time to share experiences of municipalities, find common ground, and learn new ways of dealing with municipal issues.
Target Audience	Current internal stakeholders.
Distribution	Round table discussions will take place at stakeholder meetings. They will constitute a dedicated amount of at each meeting.
When	At the end of every stakeholder meeting for an allotment of time to be determined by NVIMO.
Responsibility	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.
Success Factors	Common municipal issues are addressed.

<i>Meeting Minutes</i>	
Description	The meeting minutes will outline the discussion and decisions made at stakeholder meetings and committee meetings.
Target Audience	Current internal stakeholders.
Distribution	Both stakeholder meeting minutes and committee meeting minutes will be distributed by email to all internal stakeholders.
When	Monthly following stakeholder and committee meetings.
Responsibility	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'.
Success Factors	All councils receive minutes after meetings.

<i>Quarterly Reports</i>	
Description	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.
Target Audience	Current internal stakeholders.
Distribution	Quarterly reports will be distributed by email to all internal stakeholders.
When	4 times per year (dates to be determined)
Responsibility	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'.
Success Factors	Reports are delivered to all stakeholders quarterly.

Operational Plan Continued ...

<i>Annual Reports</i>	
Description	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.
Target Audience	All stakeholders.
Distribution	Emailed to internal stakeholders and posted to NVIMO webpage.
When	Annually in January
Responsibility	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.
Success Factors	The report outlines accomplishments in priority areas, is complete and distributed to all stakeholders by January of each year.

<i>Annual Review</i>	
Description	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.
Target Audience	Current internal stakeholders.
Distribution	Stakeholder meeting.
When	Annually in February
Responsibility	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.
Success Factors	Updated Community Action Plan.

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

Description	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.
Target Audience	All stakeholders.
Distribution	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.
When	The information sheet will be prepared and ready for distribution by June 11, 2012. The sheet will be updated periodically at the groups' discretion.
Responsibility	
Success Factors	Number of inquiries from external stakeholders about NVIMO operations.

Web Page

Description	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.
Target Audience	All Stakeholders.
Distribution	The webpage will be added to the Town of Cupar website and will have links from all other municipal member websites.
When	Posted by June 2012
Responsibility	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.
Success Factors	Hits to the webpage.

Urban Voice/Rural Councilor Article

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

Operational Plan Continued ...

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

<i>Annual Newsletter</i>	
Description	The newsletter will feature article about what NVIMO is trying to achieve and provide updates on the groups' work.
Target Audience	Citizens, all external stakeholders.
Distribution	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.
When	Annually in January.
Responsibility	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.
Success Factors	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"> ➤ Secretary to email notice/agenda ➤ Chairperson to create agenda and direct meetings ➤ Representatives to attend 	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"> ➤ Committee Chair to create agenda, direct meetings and inform secretary of meeting times ➤ Secretary to email info regarding meetings ➤ Committee reps to appoint minutes recorder and attend 	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"> ➤ All internal stakeholders are invited to share their experiences 	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"> ➤ Secretary prepare and distribute ➤ Committee appointee prepare and submit to secretary ➤ Reps to provide to councils 	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"> ➤ 	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"> ➤ Town of Cupar Administrator to create and update ➤ MCDP to send out NVIMO profile 	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"> ➤ Edith Goddard to write and submit article 	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"> ➤ Committee chair to prepare and submit to secretary for distribution ➤ Reps to provide to councils 	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"> ➤ Ray Orb to create ➤ Reps to present 	N/A
Recap achievements and direction over previous year	All Stakeholders	Annually – January	Written Annual Report	<ul style="list-style-type: none"> ➤ Secretary and Chair to prepare and distribute 	N/A
Create awareness of NVIMO and inform of activities	External Stakeholders	Annually – January	Written Newsletter	<ul style="list-style-type: none"> ➤ Secretary to create and distribute ➤ NVIMO reps to contribute articles 	Printing costs
Monitor and assess NVIMO direction	Internal Stakeholders	Annually – February	Facilitated Annual Review meeting	<ul style="list-style-type: none"> ➤ MCDP to facilitate 1st review ➤ NVIMO to decide facilitator for future 	N/A

Stakeholder Map

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

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