



Saskatoon North Partnership for Growth (P4G)

Draft Communications and Engagement Strategy

Introduction

This Communications and Engagement Strategy (Strategy) sets the communications and engagement framework for the Regional Plan project. It will serve as a guide for communications and engagement throughout the life of the project and may be updated as needs change. This strategy identifies, at a high level, how an external project communications and engagement will be conducted at key milestones, who will be invited to participate and the potential methods of communications and engagement.

Purpose and Objectives

The purpose of the Strategy is to provide a broad framework for when the P4G would communicate with external stakeholders on why the project is taking place, how the project is progressing and to invite participation in the process. A variety of tools and approaches tailored to each audience will be used to ensure understanding, clear and consistent messaging and to provide a range of forums for participation. This Strategy allows for flexibility in approach throughout the process and will be revisited when a consultant is selected as part of the Request for Proposals (RFP) stage during the project initiation.

The Strategy objectives are as follows:

- generate visibility and understanding of the project so that all stakeholders understand the reason for creating a Regional Plan and their role in its drafting and implementation;
- update stakeholders on project timelines, progress and key deliverables in addition to gathering important data sets and advice from them in forming the Regional Plan;
- utilize a variety of tools, approaches and ideas to ensure messages are received and understood; and
- foster stakeholder buy-in and support for the project and its long-term implementation.

Communications Management Approach

The municipal Project Manager will take a proactive role in working with the consultant to ensure effective communications on this project. Communication with the strategic stakeholder groups will be largely facilitated by the consultant however the Project Manager will provide a single point of contact for internal support to the P4G in this regard.

Anticipated communication activities are provided for the Key Milestones listed in Table 1. This table may be refined with the successful consultant to ensure that all key milestones are identified.

Communications and Engagement Constraints

There may also be legislative, regulatory, technology, or organizational policy requirements which must be followed as part of communications management. These constraints must be clearly understood and communicated to all stakeholders.

As with most project plans, updates to the Strategy may be required as the project progresses due to changes in personnel, scope, schedule, budget, or other reasons.

Stakeholder Communication and Engagement Requirements

The Regional Plan engagement consists of a broad range of stakeholders, all of whom may have differing interests and influence on the project. As such, it is important to determine the communication requirements of these stakeholders in order to more effectively communicate project information. It is imperative that any communications constraints or preferred methods are understood in order to effectively manage stakeholder interest, expectations and influence to ensure a successful project. The P4G Communication and Engagement Strategic Stakeholder Index in Appendix “A” contains a preliminary listing of strategic stakeholders. This list may be expanded to include additional stakeholders as the project proceeds.

Ongoing, two-way communication with a broad range of stakeholders is critical. External stakeholders that have been identified are those that will be both directly and indirectly affected by the project that require consultation, need to remain engaged and/or to be informed of decisions. Strategic stakeholders may be individuals, organizations or groups that may be included in one or more of the following categories according to their level of anticipated engagement in the development of the Regional Plan as follows:

- **Broader Regional Committee** – members of the broader region from adjacent municipalities and First Nations, who have expressed an interest in regional planning. At key stages in the project, information such as the project status should be communicated to keep the broader group informed as they work through their own municipal planning processes in order to potentially join the P4G group in the future.
- **Advisory** – key organizations or groups whose mandates relate to land use, economic development or social services within the study area and can provide valuable input into the development of the Regional Plan. Significant milestone events will require their input, including the kick off, interim land use strategy, regional land use concept and development of the Regional Plan. The advisory stakeholders may also provide important data sets or information during the data collection phase for incorporation into the Regional Plan.
- **Other Levels of Government** – First Nations, Provincial and Federal government ministries or other organizations we may need to seek further advice at particular points in the process based on their specific mandate(s). Their expectations are likely that the Regional Plan acts in the public interest of Saskatchewan, supports organizations’ core business and aligns with existing government initiatives and policies.

- **Public** – those who should be informed at a high level about the project and who can provide general input on key deliverables throughout the duration of the project.

Engagement Tools Communication Methods and Technologies

In order to be effective, project information must be communicated to the strategic stakeholders involved by some method using available technologies. Each specific event will be planned, organized and led by the consultant in collaboration with P4G through the Project Manager. The RFP will ask the consultant to identify and determine a detailed communication and engagement strategy based on the appropriate technologies and stakeholder communication requirements outlined below. These techniques will include some or all of the following:

- **Stakeholder Workshops** – facilitated sessions using a variety of interactive tools to involve participants such as presentations, brainstorming, participatory mapping exercises and break-out sessions. Key municipal staff will be encouraged to attend so that they can interact with stakeholders and hear their feedback first hand. Workshops conducted at key points in the process will be organized and facilitated by the consultant.
- **Public Open Houses** – Public open houses may be held at strategic points in the process to engage the public which will be organized and facilitated by the consultant with support from PAC staff. Advertising utilizing print and visual media, social media and the project webpage prior to each event will be undertaken to ensure good stakeholder participation.
- **Webpage** – a project webpage will be established with links from each municipal website. It will also be used to advertise Public Open Houses and other milestone events. Additionally it will include important contact information related to the project.
- **Media Releases** – the Print/Radio/TV advertising media can also play an important role in creating excitement and disseminating information about the project to a wide audience. Opportunities to engage the media will be sought throughout the duration of the project.
- **Social Media** – social media enhances interactivity and allows for access to a wider audience than traditional communication techniques. Social media can be used in addition to traditional or legislated consultation and engagement practices.
- **Email/Mail Outs** – this direct form of communication will be used to target specific audiences such as those listed in Appendix “A”. This option will be in addition to the above communication techniques listed.

In addition to the above noted tools, organizational policies and standards, legislative requirements for notification and public consultation will be adhered to.

Table 1 - Key Milestones for External Communication and Engagement Opportunities

With a wide range of stakeholders involved in the project it is important to ensure that there are clear timelines and identified protocols in place for communicating project information. These are outlined below. The following table identifies the external communications requirements for this project.

Communication Type	Medium to Deliver Message	Objective of Communication	Timelines	Deliverable
Project Kickoff	<ul style="list-style-type: none"> • Media release, website, social media, email/mail 	<ul style="list-style-type: none"> • Introduce the project team and the project objectives and management approach. 	Fall 2014	<ul style="list-style-type: none"> • Project Timeline and Milestone Documents
Refine Study Area	<ul style="list-style-type: none"> • Media release, social media, email/mail 	<ul style="list-style-type: none"> • Provide strategic stakeholders the map of the refined study area. 	Fall 2014	<ul style="list-style-type: none"> • Study Area Map
Visioning Workshop	<ul style="list-style-type: none"> • Media release, website, email/mail 	<ul style="list-style-type: none"> • Provide the developed goals, vision and values of project to strategic stakeholders, after the P4G visioning workshop. 	Fall – Winter 2014	<ul style="list-style-type: none"> • Visioning Document
Interim Development Strategy	<ul style="list-style-type: none"> • Face to face, media release, website, social media, email/mail 	<ul style="list-style-type: none"> • Legislated communications with strategic stakeholders prior to adoption of the interim development strategy by Municipal Councils. • Possible consultations with Provincial Ministries requesting legislative amendments. 	Winter 2014	<ul style="list-style-type: none"> • Interim Development Strategy
Development of a Draft Regional Plan	<ul style="list-style-type: none"> • Face to face, media release, website, social media, email/mail 	<ul style="list-style-type: none"> • Communicate and engage with strategic stakeholders in conjunction with the development of the draft Regional Plan. 	Early 2015 – Early 2016	<ul style="list-style-type: none"> • Draft Regional Plan
Regional Plan Final Copy	<ul style="list-style-type: none"> • Face to face, media release, website, social media 	<ul style="list-style-type: none"> • Legislated communications with strategic stakeholders prior to adoption of the Regional Plan by Municipal Councils. 	June 2016 +	<ul style="list-style-type: none"> • Final Regional Plan



Appendix “A” P4G Communication and Engagement Strategic Stakeholder Index

This stakeholder registry will be regularly updated based on feedback and suggested inclusions as the project progresses. A more detailed contact listing of the various strategic stakeholders, that can be categorized into one or many of the broad groupings provided below, will be developed by the consultant and municipal Project Manager over the life of the Regional Plan project. It will be important to communicate the project schedule with updates to stakeholders on a regular basis to aid with support and implementation of the Regional Plan.

- Broader Regional Committee
- Citizens, Landowners, Community Associations and Hamlet Boards
- First Nations and other Aboriginal Organizations
- Saskatoon Public Health Region
- Public and Separate School Divisions
- Police, Emergency and Protective Services
- Meewasin Valley Authority
- Saskatoon Airport Authority
- Special Interest Groups
- Business Associations, Chamber of Commerce, etc.
- Community Service and Utility Providers
- Septic Haulers
- Solid Waste Companies
- Home Builders Associations and Developers
- Educational Partners
- Non-Profit Organizations
- Provincial Ministries and Crown Corporations
- Transportation Providers
- Federal and Provincial Agencies
- Rail Companies
- TV, Radio and Print Medias