

COMMUNICATIONS STRATEGY



PORCUPINE CARIBOU MANAGEMENT BOARD
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1 Introduction

The Porcupine Caribou Management Board (PCMB) was established to ensure the collaborative management of the Porcupine Caribou Herd, one of the largest migratory caribou herds on the continent, and protect and maintain its habitat in Canada. The board's membership includes Federal, Territorial, and First Nation Governments who work with the users of the herd and those who study and manage it to gain a better collective understanding of this dynamic and important natural resource.

The work of the PCMB includes a variety of duties, but many of them focus on communication. The following strategy outlines a plan to ensure the PCMB is engaging and communicating with everyone who has an interest in the herd in the most effective and efficient way.

2 Objectives

The Objectives of the Porcupine Caribou Management Board are outlined in the *Porcupine Caribou Management Agreement* (1985). The purpose of this strategy is to align board communications with these objectives and reinforce the importance and relevance of communication activities.

The core communication objectives of the PCMB can be summarized as follows:

- The PCMB will work to ensure communication with native users, between native users, between native users and governments, among governments and others to assist in the coordinated management of the herd.
- The PCMB will find ways to encourage native users and harvesters to participate in the collection of statistics and biological information
- The PCMB will gather information from different sources that it needs to carry out its functions and share this information with the public.
- The PCMB will hold public meetings as necessary to share information and discuss issues with users and other interested groups.
- The PCMB will provide its recommendations in writing to all Parties, user communities and interested groups.

3 Current Communications

The PCMB is already focused on communication and does many things well already. The following is a review of the strengths, difficulties, challenges and opportunities the PCMB faces in communicating its interests in order to identify ways for improvement.

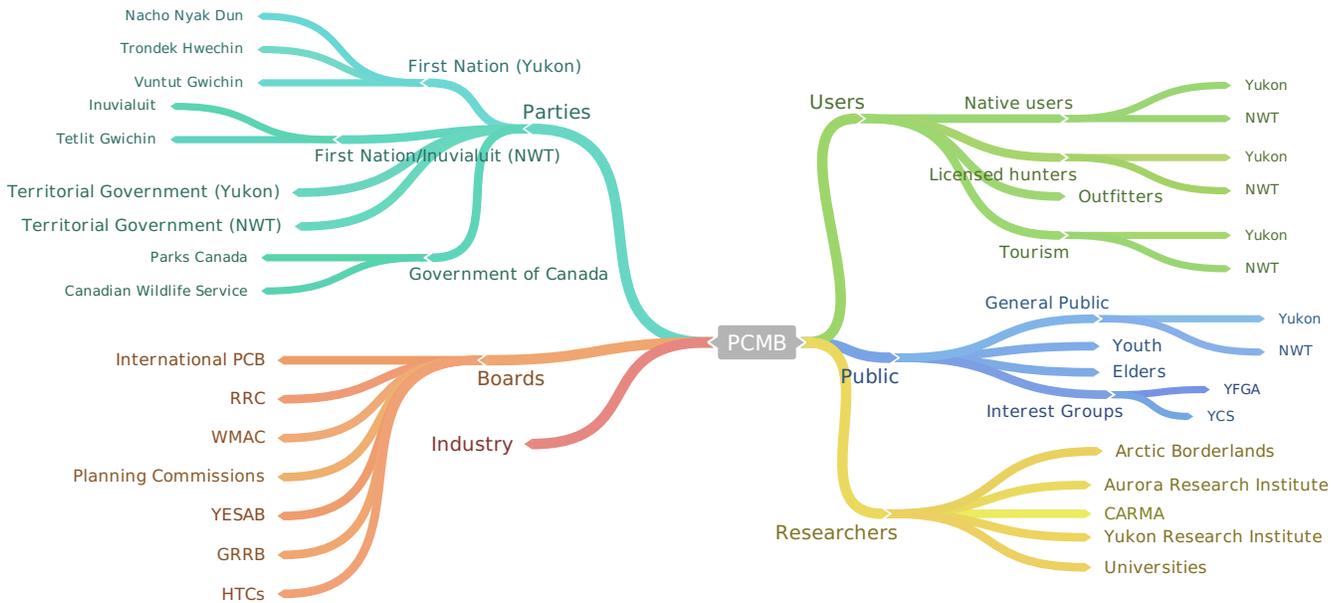
Internal	External
<p>Strengths</p> <ul style="list-style-type: none"> • Clear mandate with existing strategic framework and operating procedures • Harvest Management Plan • Respected advisor to Parties • Broad network of established partners and interest/stakeholder groups • Receptive audience (caribou MATTER to people). <p>Challenges</p> <ul style="list-style-type: none"> • Inconsistent communication/feedback between members and parties • Lag time between recommendations and follow-up 	<p>Opportunities</p> <ul style="list-style-type: none"> • Increase communication methods and reach through social media/web • Expand audience (children/youth/users outside communities). • Focused information campaigns on specific issues <p>Difficulties</p> <ul style="list-style-type: none"> • Increasing complexity as FN governments establish own legislation and management regimes • Complexity of issues (Migration, habitat/climate change/cumulative effects)

4 Audience

The PCMB has a diverse audience. It includes the public, in particular native users, in all communities within herd's range. Also includes governments, other boards and councils, researchers and special interest groups.

The following diagram outlines the different audiences or groups the PCMB either communicates with now or needs to reach in order to be more effective.

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5 Messages

So what does the PCMB have to talk about? Many of its key messages are already identified in its various reports and documents including the Porcupine Caribou Management Agreement, the Harvest Management Plan, and the PCMB's Strategic Framework.

Some of the messages for the PCMB include:

- **PCMB mandate and operations**
- **Herd status**
- **Harvest Reporting**
- **Harvest Zone status**
- **Education**
 - Harvesters (safe, respectful harvesting)
 - Public
- **Habitat Needs and Protection**
- **Cumulative Effects**

6 Tools

The PCMB already uses different communication tools. Some are effective while others have good intentions, but don't deliver great results. The following table describes both current and potential communication tools the PCMB could use to implement its communications strategy.

Tool	Strengths	Challenges
PCMB Website	Accessible, can house lots of information	Complicated to navigate, text heavy, not well linked
Annual Report	Summary of work and financials	Low readership, high cost
PCMB Meetings	Engagement in user communities	High cost, low turn out
Meeting minutes	Good summary of board's work	Low readership, high effort (ED)
Newspaper Columns	Reach a wide audience and can focus on important messages	High effort and needs focused approach
Brochures	Good method of focusing attention on specific issues	Text heavy, some branding but not instantly recognizable
Posters	Works well in communities	Distribution is difficult, needs brand
Newsletters	Provides intermittent updates	Text heavy, not widely read
Radio Ads	Works in some communities	Expensive, requires effort
Radio Shows	Excellent method for some communities or specific groups	Requires effort and identifying individuals to participate
Newspaper Ads	Broad notification of issues	Expensive, low returns
Promotional Materials	Highly popular, good visual distribution of logo	Logo on materials, but no real "branding"
Media Releases	Attracts media attention	Must be newsworthy
Digital Games	Good for interacting with youth	Expensive and needs expertise
Social Media	Relatively easy and cheap	Needs constant attention
Podcasts	Can be audio or visual	Needs effort and expertise
Public Meetings	Easy method of communicating	Often a general discussion only.
Presentations	Good way to focus on issues	Needs effort to set up and maintain
Contests	Good way of engaging youth	Requires organization and effort
Conferences	Good way to reach researchers	Very expensive
Calendar	Can reach wide audience	Requires effort, cost
Activity books	Reach youth/kids	Requires effort, cost

7 Strategy

Communication is a two way street. For the PCMB, getting information out to the public and users is equally as important as getting feedback. This feedback helps in identifying issues, determining what is important, finding solutions and making decisions.

The following pages outline the PCMB's vision for external and internal communication goals and a strategy for how these visions will be achieved.

EXTERNAL

VISION: The PCMB will be an active and responsive communicator to support the effective coordinated management of Porcupine Caribou Herd. This will be done through public meetings and communication, encouraging and supporting wide participation in the collection of information on the herd and packaging and reflecting that information back out to the public and parties to ensure informed discussions and decision-making

INTERNAL

VISION: The PCMB will provide an effective communications link between and among Parties and users and will ensure relevant and responsive recommendations are forwarded to the responsible management authorities regarding herd research, management and use.

PCMB COMMUNICATION

EXTERNAL			
Goals	Approaches	Actions	Outcomes
Maintain a strong presence and understanding of the PCMB in all user communities.	Community meetings	Continue to rotate through communities	Connect with all communities regularly
		Actively promote meetings in communities	Encourage public participation
		Organize targeted or themed discussions	Encourage focused conversations
	Active participation in relevant community discussions/events	Prepare annual calendar of events	Prioritize and plan
		Member participation in key events or processes	Increase profile at a local level
		Chair participation in key events or processes	Increase profile at a regional/national/intl level
	Maintain general campaigns	Maintain/update website, brochure, annual report	Ongoing education
	Consistent and relevant "branding" and look and feel	Templates, color palate, visuals	PCMB recognition
		Targeted marketing merchandise (audience?)	Enhanced reach for products
	Increase opportunities for public interaction with the PCMB to discuss issues and interests regarding the coordinated management of the herd	New audiences	Youth
Users in other communities			Ensure all users are reached
New communication tools		Social media	New audiences, timely communications
		Podcasts/videos	Visual or audio communications
		In-depth articles/ documentary	Raise profile and understanding
Promote public participation in the collection of information to assist in herd management	On-line forums	Spatial mapping/social media platform	Spatial understanding and reporting
	Targeted campaigns	Harvest management	Improved understanding and reporting
		Habitat	Improved understanding
		Herd health	Improved understanding and participation
Distribute herd information to the public	Repackaging of existing content	PCTC reports	Already packaged scientific information
		Hunter education	Large amount of info that can be broken up
		School program	Updated information for wider distribution
	Herd summit	General knowledge exchange	Celebrate herd knowledge

PCMB COMMUNICATION

INTERNAL			
Goals	Approaches	Actions	Outcomes
Maintain a effective functioning board	Board orientation	Create standard orientation package	Informed new members
		Mentor new members	Increase cohesion
	Regular review of mandate and operating procedures	Annual review	Familiarization
	Annual review of strategic plan	Annual review	Ongoing education
Increase support mechanisms for members to communicate back to parties	Communication materials	Summary of actions/outcomes	Improve follow-up
	Member reports	Quarterly report back to community/party	Enhanced outreach
Maintain and enhance recommendations on herd research, management and use	Strategic plan	Regular review	Current issues reflected in priorities
	Harvest Management Plan	Meet annual obligations	Maintain focus on harvest
	PCTC	Provide research recommendations annually	Increased research potential
	Other groups/researchers	Develop list of research needs to post online	Broad distribution of research needs
Maintain and enhance exchange of information to support the work of the PCMB	Arctic Borderlands	Attend annual gathering	Sharing of issues and ideas

8 External Communications

The following section outlines the details of the external communication strategy, including the identification of specific actions, who will be responsible, and an estimate of costs. For costs, the following symbols are used:

∅ = No cost \$\$\$ = \$1000 - \$5000
 \$ = \$0-\$500 \$\$\$\$ = \$5000 -\$10,000
 \$\$ = \$500 - \$1000 \$\$\$\$\$ = >\$10,000

GOAL 1: MAINTAIN A STRONG PRESENCE AND UNDERSTANDING OF THE PCMB IN ALL USER COMMUNITIES

<i>Community Meetings</i>			
Activity	Actions	Responsibility	Cost
Continue to Rotate through Communities	Number of users or significance of the caribou should determine location priority	ED	∅
	Align meetings with other significant events (e.g. caribou days)	ED, members	∅
	Review number of meetings per year annually and determine need/priorities	ED, members	∅
Actively Promote community meetings	Continue to provide posters, create radio ads, use social media	ED, members	\$
	Organize draws/prizes	ED, members	\$
Focused/themed meetings	Identify priority issues for communities and tailor public meetings to provide more information (bring experts?)	ED, members	\$\$

<i>Active Participation in Relevant Community Events</i>			
Activity	Actions	Responsibility	Cost
Create annual calendar of key activities/events	PCMB members provide information and identify key meetings for members/Chair to attend	ED, Members	-\$\$\$\$

<i>Maintain Standard Communications</i>			
Activity	Actions	Responsibility	Cost
Website	Revise/modernize website (new branding and content, links to social media)	ED, Members	∅
Annual Reports	Review content/effectiveness of Annual Report vs. cost	ED, members	∅
	Create new annual report template	Contractor	\$\$

Consistent Branding			
Activity	Actions	Responsibility	Cost
Create consistent "look" and "feel"	Develop color palate, standard templates for documents	Contractor	\$\$
Create consistent "visuals"	Develop suite of standard graphics to use in all materials	Contractor	\$\$
Develop targeted merchandise using new branding	Consider target audiences in merchandise design and purchase	ED, Contractor	\$\$

GOAL 2: INCREASE OPPORTUNITIES FOR PUBLIC INTERACTION WITH THE PCMB TO DISCUSS ISSUES AND THE COORDINATED MANAGEMENT OF THE HERD

Youth			
Activity	Actions	Responsibility	Cost
Support and share information on First Hunt camps	Organize presentations from each FN to share ideas	ED, Members	∅
	Gather and share video/footage from different camps and post/share	Contractor	\$
Curriculum Development	Engage with YG/GNWT to determine best way to incorporate PCMB curriculum	ED	∅
	Reorganize, re-package current curriculum materials	Contractor	\$\$
	Promote teacher materials at PD days	ED, Members	∅
	Promote credits for culture camps/First Hunt	ED, Members	∅
Activity/Workbook	Design, produce and distribute as promotional material (use traditional knowledge, language)	Contractor	\$\$
Game/Application	Design, produce interactive computer game (e.g. interactive herd range, possible futures)	Contractor	\$\$\$
Adopt a Caribou	Use satellite information (need to engage partners, promote)	ED	\$

Users in Other Communities			
Activity	Actions	Responsibility	Cost
Use e-mail lists to reach wider audience in other communities	Request FN to distribute information using their e-mail lists	ED, Members	∅
	Request YG send information out to PC licensed harvesters	ED, Members	∅
Hold events in Whitehorse	Organize hunter education program in Whitehorse	ED, YG	\$

	Hold public meetings on specific issues as needed	ED, Members	\$
Connect with Alaska Communities	Attend and make presentation at Gwich'in Gathering	ED, Chair	\$\$
	Add Alaskan communities to mail out list	ED	∅
	Organize tour of Alaskan communities to talk about Harvest Management Plan	ED, Chair, Members (?)	\$\$\$

<i>New Tools</i>			
Activity	Actions	Responsibility	Cost
Social Media	Set up, populate and maintain Facebook page	ED, Contractor	\$
Podcasts	Collect audio or visuals at key events (HMP meetings, etc.) and create podcasts	Contractor	\$
	Create podcasts from existing materials to post on website, facebook	Contractor	\$
In-Depth Articles	Approach magazines (Up Here, Canadian Geographic) about story ideas	ED, members	∅
Signs	Use digital signs (YG) to post information for Dempster users	ED, members	∅
Video	Create short videos on key issues, activities for distribution	Contractor	\$\$
	Distribute videos to key locations (airports, local stations, museums, Air North)	ED	∅
Calendar	Create calendar with key events, nice pictures for distribution	Contractor	\$\$
Image collection	Hold contest, ask for photos from user communities	ED	\$
Cookbook	Work with communities to develop cookbook to describe how to use caribou	Contractor	\$\$

GOAL 3: PROMOTE PUBLIC PARTICIPATION IN THE COLLECTION INFORMATION TO ASSIST IN HERD MANAGEMENT

<i>New Collection Methods</i>			
Activity	Actions	Responsibility	Cost
Engagement platforms	Explore options for interactive engagement platform (3pikas)	ED, Members	\$\$\$
On-line surveys	Use Survey Monkey for specific issues	ED, Contractor	\$
Arctic Borderlands	Work closely with AB to review interviews and analyze results	ED, PCTC	∅
Harvest Interviews	Include questions about herd health/observations (if not already included) and analyze/share results.	ED, PCTC	∅

Targeted Campaigns			
Activity	Actions	Responsibility	Cost
Harvest Reporting (HMP)	Continue to work with communications group and lead general communication activities	ED, Members	\$\$
Habitat	Work with AB and Harvest Interviews to gather habitat information	ED, Members	Ø
Grizzlies/Dempster	Work with YG, GRRB, GNWT to gather info from hunters/travelers on human/bear interactions	ED, PCTC	Ø

GOAL 4: DISTRIBUTE HERD INFORMATION TO THE PUBLIC

Repackaging of Existing Content			
Activity	Actions	Responsibility	Cost
PCTC Reports	Create short, focused information pieces for distribution using social and other media (posters, calendars, presentations, etc...). See New Tools section	Contractor	\$\$\$
Hunter Education			
School Curriculum			

Herd Summit			
Activity	Actions	Responsibility	Cost
Organize conference	Approach partners, identify funding sources, invite key speakers/presenters, etc...	ED, Members, contractor	\$\$\$\$

9 Internal Communications

The following section outlines more detail for the PCMB's internal communications strategy. The same symbols from the previous section for budget estimates are used.

GOAL 1: MAINTAIN AN EFFECTIVE, FUNCTIONING BOARD

Board Orientation			
Activity	Actions	Responsibility	Cost
Create a standard orientation package	Update current information package	ED	∅
	Digitize orientation package for distribution, post on website	ED	∅
Mentor new members	Identify experienced members to meet/support new members	ED, members	∅
Spend time on the land	Plan for a retreat on the land (every 3 years?)	ED, members	\$\$\$\$

Board Operations			
Activity	Actions	Responsibility	Cost
Review operating procedures	Schedule one meeting per year for operating procedures review/update	ED, members	∅
Review strategic plan	Schedule one meeting per year for strategic plan review/update	ED, members	∅
	Schedule major review of strategic plan every 3-5 years	ED, contractor	\$\$-\$
Annual review of communications strategy	Schedule one meeting per year for communications strategy review/update	ED, members	∅
	Schedule major review of communications strategy every 5 years	ED, contractor	\$\$-\$
Explore use of new media	Determine utility of iPads and other digital information exchange for meeting information	ED	\$\$\$

GOAL 2: INCREASE SUPPORT MECHANISMS FOR MEMBERS TO COMMUNICATE BACK TO PARTIES

Formalize reporting structures			
Activity	Actions	Responsibility	Cost
Improve summary information	Create meeting summary for distribution immediately after meeting	ED	∅

Formalize members reports	Create member report template to be submitted each meeting	ED	∅
Formalize reporting requirements	Members schedule meetings with parties 2X per year	ED, members	∅

GOAL 3: MAINTAIN AND ENHANCE RECOMMENDATIONS ON HERD RESEARCH, MANAGEMENT AND USE

<i>Regular Review of Issues/Priorities</i>			
Activity	Actions	Responsibility	Cost
Annual strategic plan review	Identify key issues that may require recommendations to Parties	ED, members	∅
Harvest Management Plan (Feb meeting)			
PCTC	Provide list of research recommendations annually (meet budgeting schedules for different agencies)	ED, members	∅
Engage other researchers	Post list of research needs on website	ED	∅
	Meet with Yukon College, Aurora College to talk about key research questions	ED, Chair	∅

GOAL 4: MAINTAIN AND ENHANCE EXCHANGE OF INFORMATION TO SUPPORT THE WORK OF THE PCMB

<i>Strategic Alliances or Partnerships</i>			
Activity	Actions	Responsibility	Cost
Engage with Arctic Borderlands	Attend annual gathering, participate in interview development and analysis of content	ED, members	\$\$
Engage with CARMA	Attend meetings	ED, Chair	\$\$
International Board	Attend meetings, share information	ED, Chair	\$\$

10 Priorities

So where do you start? There are many different activities the PCMB could undertake, but not all of them can be done, and certainly not all at once. The following section outlines priorities for immediate action by the PCMB (Jan-March 2014). A second list of priorities will identify short (1 year), medium (1-3 year) and long-term (1-5 year) actions to help with the budgeting process of the PCMB.

IMMEDIATE PRIORITIES *(TO EXTENT POSSIBLE)*

- Create consistent “look” and “feel”
- Create consistent “visuals”
- Create templates for member’s reports
- Establish social media presence
- Repackage existing information for distribution

SHORT-TERM PRIORITIES

- Update/revise website
- Newspaper/magazine column
- PCMB videos
- Member orientation package
- Coordinate PCMB meetings with community events

MEDIUM-TERM PRIORITIES

- Hunter education
- Respectful harvesting
- Youth curriculum/education package
- Research priority list

LONG-TERM PRIORITIES

- Youth activity book

11 Evaluation

What does success look like? Each year the PCMB should review this plan to see what has been done and try to determine if it was successful or helped meet the communication goals.

Establish ways to measure success. For example, use your member reports to identify how many meetings members are attending. Who was there? What are the outcomes, if any?

Keep track! Monitor the website and/or social media sites. How many hits do they get? Are there peak times? Are there specific topics that seem to generate the greatest interest?

Send out a survey. Use the distribution channels through the different parties to see if your efforts are making a difference. Ask people questions like:

- What do you read/see/hear about the PCMB?
- What works? What doesn't?
- What do you want to see more of?
- What information do you need from the PCMB that you aren't getting?
- How often and in what form do you want the PCMB to communicate with you?

Schedule a time for review. Establish time on one agenda per year to review how things are going and decide what you might want to change.