



PEACE RIVER REGIONAL DISTRICT

# 2013–2016 Communication Plan Strategy Audit Report Card

November 2016



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# 2013-2015 Peace River Regional District Communications Strategy Report Card

● Complete    ■ In Progress    ◆ Incomplete

## INTERNAL

Enhance internal communications and grow an atmosphere of connectedness by delivering strategies that boost employee engagement and workplace satisfaction:

Provide opportunities throughout the year for all staff meetings and gatherings	●
Invest in training and technology to enhance base camp or other communications software to create a more active intranet for staff.	●
Develop and implement periodic all staff meetings	●
Include Fort St. John, Charlie Lake and Dawson Creek warehouse employees in corporate information sharing sessions	●
Staff Newsletter or e-blast (WINK replaced this idea)	●
Utilize more conferencing technology to connect staff	●
Create staff meeting agendas well ahead of each meeting	●
Create meeting notes and distribute to all staff	◆
Include a section to the meeting that provides for staff presentations on district projects or initiatives	●
Debrief staff following management committee meetings	●
Invite managers and staff from other departments to make presentations at staff meetings	●
Invite representatives from stakeholder and partner organizations to make presentations at staff meetings	◆
Adopt and embrace a common info sharing software tool-	●
Provide sufficient training	●
Ensure common tool is accessible throughout organization and ensure sufficient IT support	●

## STAKEHOLDERS

Continue to boost engagement overall with stakeholders creating a feeling of well-managed, professional connection between the PRRD and its stakeholder groups:

To increase awareness of the services provided by the PRRD and how these services benefit each stakeholder's community.	●
To create an ongoing 'system' for stakeholder engagement within the PRRD that is strategic, well managed and results in increased information flow, feedback, consultation and collaboration with stakeholders on a regular and consistent basis.	●

## PRRD BOARD

Grow understanding of the importance of rowing together and presenting a common front to the media and public:

Schedule less formal/structured meeting time for Directors	◆
Facilitated session for Directors	●
Media training for Directors	●
Develop key messages	●

Provide administrative support to help Directors better engage communities and increase overall communications support:

Ensure communications considerations constitute part of agenda planning process	●
Create Electoral Area page on web site	●
Provide administrative support to Electoral Area Directors to increase communications with communities	●
Develop a template for a new Electoral Area news page	●

Develop more opportunities for community engagement –in rural communities and in municipalities.

Ongoing Community Conversation process – Engage!	●
Report back to communities on Community Conversations	●
Identify and participate in community-based trade shows and events	●
Promote and champion Regional District planning processes and consultations.	●

## PUBLIC / EXTERNAL

As with stakeholders, boost engagement and communications overall with a goal of raising awareness of who the PRRD is and the beneficial services it offers across the region to all communities.

Participate in conferences, events and tradeshow in communities.	●
Ongoing and sustained earned media.	●
Update PRRD web site to be more customer/client focused and easier for the general public to navigate.	●

Grow brand awareness of the PRRD with the general public to once again raise awareness of services and programs.

Refresh existing brand identity to be more modern and reflective of the region, its people and its diversity.	●
Promote and participate in conferences and events profiling the PRRD and the work it is doing in each community.	◆

Reassure public that PRRD is open and transparent and is acting in best interests of the District's residents.

Report out to public with updates via e-blast or inserts in local publications on a quarterly basis.	●
<b>Implement strategic communications and engagement plan</b>	●
Centralize communications efforts	●
Link strategic communications planning to annual strategic planning process	●
Develop and implement a structured issues management process	●
Develop and implement a communications and engagement calendar for the PRRD	●
Provide IAP2 training to Corporate Communications staff	●
Refresh PRRD brand	●
Update PRRD website	●
Create and enforce visual identity standards and guidelines for the PRRD	●
Develop communications guidelines	●

## PUBLIC / EXTERNAL

Develop PRRD media policy	●
Develop and approve consistent communications messaging	●
Develop corporate display materials for use by District staff and Board	●
Maintain use of social media channels such as Facebook	●
Create a central photo gallery for use by the PRRD and all its stakeholders	●
Develop a PRRD foundational collateral package	■
<b>Development of a comprehensive media relations program that includes the following:</b>	
Face-to-face meetings with local media to provide overview of PRRD & maintain open communications channels	●
Pitch stories and interviews on a regular basis	●
Monitor media coverage for issues and respond appropriately with development of key messages for media response, a letter to the editor, op eds etc	●
Keep media database updated for quick access to reporters. Identify key media spokespeople and contacts for specific issues i.e. emergency management	●
<b>Following the implementation of the above tactics (12 months), ensure there are resources available</b>	
Develop a quarterly corporate online stakeholder newsletter, rather than having a variety of information materials sent from different departments, that provides Board decisions, updates on projects and initiatives, success stories on completed projects, photos of various projects, park sites, recreation programs etc., information and updates on collaborative initiatives with stakeholders	●
Develop and implement an annual regional stakeholder forum or forums	●
<b>Develop new initiatives to engage stakeholders</b>	
Develop central corporate stakeholder database	■
Host stakeholder forums on various issues	●
Collaborative pilot projects	●
<b>Develop annual stakeholder consultation processes and standardize engagement through development of engagement systems overall</b>	
Implement formal annual consultation process	●
Standardize system for project consultation	●
Develop online tracking system for stakeholder engagement	●
Conduct regular report out to PRRD Senior Managers on upcoming stakeholder meetings, events, etc.	●

## COMMUNICATIONS ACTIVITIES / ROLL-OUT

Initiate all staff meeting to share results of Communications Audit	●
Investigate Basecamp capacity to serve as user-friendly staff intranet	●
Increase information sharing with Fort St. John, Charlie Lake and Dawson Creek Warehouse employees	●
Managers to create and distribute agendas in advance of staff meetings, distribute meeting notes via Basecamp and expand staff meeting agendas to incl. staff presentations	●
Managers to commence debriefing staff following weekly Management meeting	●
Communications/media training for all Board Directors	◆
Develop key messages and process for Directors	●
Formalize communications considerations as part of Board Agenda development process	●
Formalize Community Conversation process as part of strategic communications and in Strategic Plan	◆
Report back to communities on Community Conversations	●
Update PRRD web site to be more externally focused	●
Develop calendar of regional planning and consultation activities, meetings and events	●
Adopt in principle and commence implementation of Corporate Communications Strategy	●
Formalize Corporate Communications Department	◆
Reposition Communications Manager/ Commission Liaison duties to reflect duties of Communication Manager as outlined in strategy	●
Hire new Communications Coordinator and technical support staff	◆
Develop and implement corporate communications and engagement calendar including community-based trade shows and events	●
Conduct an exercise to refresh PRRD Brand with District staff and Board	●
Develop and design corporate fact sheets and foundation materials	■
Develop PRRD media policy	◆
Develop and approve consistent corporate communications messaging	●
Develop online tracking system for stakeholder engagement	●
Regular report out by managers on upcoming stakeholder meetings etc.at Senior Managers meeting	●
Staff newsletter – design, write and distribute	●
Develop plan for IAP2 training for key staff	◆
Facilitated session on importance of rowing together for Board of Directors	●
Assess video conferencing capability for use with staff and stakeholders. Update where necessary.	●
Incorporate stakeholder presentations into staff meetings	◆
Adopt common info sharing software tool	●
Develop training assessment and plan for common info sharing software tool	●
Develop plan to increase informal meeting opportunities for Directors	◆
Create page on web site for each Electoral Area	●
Explore feasibility and develop proposal to utilize technology to provide greater administrative support to Electoral Area Directors	●
Develop and design a graphic template for a news page for Electoral Areas	◆
Sustain Community Conversation process	◆

## COMMUNICATIONS ACTIVITIES / ROLL-OUT

Work with Directors to identify opportunities to support District consultation processes	●
Link communications planning to Annual Strategic Plan	●
Develop visual identity guidelines resulting from Brand development	●
Purchase and design corporate display materials and system	●
Review social media policy and update where appropriate	◆
Create corporate photo gallery	●
Develop media relations program	●
Conduct follow-up research with public after one year	●
Develop regional stakeholder forum	◆
Work with stakeholders to identify collaborative pilot projects	●
Implement formal annual stakeholder consultation process	◆
Sustain Community Conversation Process	◆
Implement Stakeholder Engagement and External Communications Plan	●

## EVALUATION AND MEASUREMENT

<b>Internal Communication:</b> Conduct PRRD Employee surveys and have conversations with departments throughout the year.	●
<b>General Public:</b> Communication connected to initiatives and public consultation	●
<b>Stakeholders / General:</b> Need to evaluate how this could be done more effectively	●

## RESOURCE REQUIREMENTS

PRRD communications is still supported by a single Communications Manager position reporting to the CAO. This position no longer has the commission liaison responsibilities but still does the management of the Fort St. John office.	◆
Communications efforts have been mostly centralized	●
<b>Communication Manager Roles and Responsibilities:</b>	
The role of the Communications Manager is leading, coordinating and implementing an effective stakeholder engagement and communications plan for the District.	●
This is not a senior management position within the PRRD, however the Communications Manager does sit on the Senior Managers Committee and reports directly to the CAO and the Corporate Officer	◆
Corporate Communications has not been established as a distinct department within the PRRD management structure but it does have its own dedicated budget, and administrative resources. The Communications Manager prepares an annual budget and report out regularly on departmental activities and accomplishments	◆
The activities of the Communications Department are determined through development and approval of an annual Communications Strategy, Work Plan and Budget. This plan is informed by the PRRD Strategic Plan and approved by the CAO	●
<b>The Communications Manager, as the Senior Communication Resource for the PRRD, is responsible for:</b>	

## RESOURCE REQUIREMENTS

» internal communications processes and materials developed in conjunction with PRRD Human Resources and Senior Managers	●
» developing and maintaining PRRD brand, visual identity policy and standards	●
» development, coordination and approval of all external communications advertising, promotion and informational materials	●
» PRRD Issues Management process and materials	●
» media relations guidelines	●
» serves as media relations contact for PRRD	●
» procurement and contracting for all communications, graphics and advertising services	●
» in conjunction with all Department managers, development and maintenance of stakeholder database, development of stakeholder communications materials	●
» development and maintenance of PRRD web site, intranet and social media	●
» coordination and support for PRRD communications outreach and community consultation initiatives including display materials	●
» communications support to all PRRD public consultations	●
» PRRD special public events and activities	●
» development of PRRD communications and issues management calendar	●
» development of, and regular updating of, annual communications and stakeholder engagement strategy and work plan	●
» hiring and management of communications support staff	◆
<b>Additional Communications Resources</b>	
» The PRRD is still not adequately resourced to deliver on its communications and stakeholder engagement objectives. Staff have not been hired to support the management of PRRD communications.	◆
<b>Recommended Training and Development</b>	
» Media Awareness and Media Training	●
» Strategic Communications Planning and Implementation	●
» Managing Effective Public Consultation Processes (IAP2 training and certification)	●
» Effective Use of Social Media	●



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