



REGIONAL DISTRICT
NORTH OKANAGAN



COMMUNICATIONS PLAN

REGIONAL DISTRICT OF NORTH OKANAGAN

May 1, 2019

Presented by: Ashley Gregerson, Communications Officer

GOLD MARCOM AWARD



In October of 2019, the RDNO Communications Plan was awarded a gold MarCom award in an international competition. MarCom is one of the oldest, largest, and most prestigious creative competitions in the world. MarCom is sponsored and judged by the Association of Marketing and Communication Professionals, a 25-year-old international organization consisting of several thousand creative professionals.

CORPORATE COMMUNICATIONS DEFINED

“Corporate communications incorporate a range of specialized disciplines, including corporate design, corporate advertising, internal communication to employees, issues and crisis management, media relations, change communication and public affairs. An important characteristic is that it focuses on the organization as a whole and on the important task of how an organization presents itself to all its key stakeholders, both internal and external.”¹



¹J. Cornelissen, BC (Coms), PhD., Professor Leeds University, (2010) *Corporate Communication*

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EXECUTIVE SUMMARY

Communications is a growing and changing field which includes multiple disciplines and roles that complement one another. In local governments, corporate communications perform three essential functions:

- Managing the reputation of the organization
- Informing residents, elected officials, and staff
- Participating in and encouraging two-way engagement with citizens

In government organizations, the challenges and opportunities of corporate communications are different than those of the private sector. A large, diverse audience of citizens has a stake in the operations of the organization and the media actively watches with a critical lens. Additionally, the scope of services and projects is wide and complex. Because of this, the Communications Plan (the Plan) is an important step in ensuring a consistent, professional voice is put forward on behalf of the RDNO.

The position of Communications Officer is new to the RDNO as of 2018. As such, the scope of this plan will focus on building a solid foundation based on policies and procedures, evaluating the current communications practices, and setting the RDNO up for long-term communications success.

The research that formed this Plan includes an internal communications audit, Strengths Weaknesses Opportunities Threats (SWOT) analysis, an analysis of public sentiment and media coverage, a review of best practices for local government communication, and a review of similar plans for industry comparison.

Four distinct areas of communication were identified – External Communication, Internal Communication, Media Relations, and Board Communication. Objectives for each area are included, as well as recommendations, strategies, and tactics. Some strategies and tactics are tangible, achievable actions, and some are intangible principles and strategies to incorporate into the RDNO’s communications best practices. Unless otherwise noted, all tactics and strategies in the Plan will be led by the Communications Officer.

Given current best practices and trends, focus will be given to growing the RDNO’s digital channels, in particular, the “owned” channels. “Owned” communications channels refer to tools that the RDNO has absolute control over, like the website. By focusing on this, the RDNO is not wholly susceptible to policy or algorithm changes by third parties, like social media providers. In acknowledgment of the broader communication spectrum of tools, owned channels will be complemented by the use and participation on other platforms, like social media and e-newsletters. The digital communication field is one that is in constant flux and change, and the RDNO will adapt to serve its audience and stakeholders best.

Two-way communication is a key pillar of the Plan. Two-way communication allows organizations to communicate with their stakeholders directly and replaces the old, one-way “push” communications methods. By encouraging and participating in two-way communication, RDNO will be positioned to be responsive to the information needs of the public, employees, and the Board, and encourage strengthened public engagement.

This is an evolving strategy for the RDNO. Project-based communications plans and communications policies will follow the strategies and principles in this plan. The Plan will help build the RDNO’s communications capacity and allow the RDNO to develop relationships built on trust and authenticity.

SUCCESS OF THE PLAN

Ensuring the success of the Plan will require the support and commitment of the Board of Directors and staff. To provide effective advice and support, information must be promptly shared with the Communications Officer.

The RDNO has a unique structure that creates an environment where multiple, diverse projects and priorities are being worked on consecutively. These initiatives all require communications support, which is why scalability has been included in this plan.

A key factor in the success of the plan is the implementation of the Communications Committee.

Communications Committee

A major issue identified by the Communications Audit is that information does not move freely between departments. Furthermore, bottlenecks have been identified in distribution processes caused by a lack of access to the tools needed to communicate. When internal communication functions well, information moves smoothly out to the Board of Directors and the public, so a key tactic to address these problems is the formation of an internal Communications Committee led by the Communications Officer. Currently, a small number of employees have access to communications software and have to wait for trained staff to distribute information. By offering more training and access to staff that draft materials like media releases and website content, these roadblocks should be dissolved.

The committee will include at least one appointed member of each department who will be given training on communications platforms and best practices. The committee will meet once monthly to share content for the new internal newsletter (see page 10). Per the communications policies (see appendices), the members will be the designated staff for drafting routine, operational information on behalf of their department for channels like the website and social media. Given their current practice as the designated website editors and distributors of their department's information, the members should be clerical or executive assistant staff. Appropriate controls will be put in place to ensure that information aligns with corporate goals and is consistent in tone.

Historically, corporate communications departments have not allowed non-communications staff to access communications tools, but there is a growing trend to loosen the controls to incorporate creativity and content from other staff members. The establishment of the Communications Committee will allow the RDNO to be at the leading edge of inclusion in communications and will utilize the existing resources in an efficient manner.

Communications Staff

As the RDNO adopts the new practices and strategies in this plan, the reach and strength of the RDNO's communications will grow. Along with the reach, the expectations from the public and stakeholders will become more demanding. With a staff complement of one, the improved and accelerated communication function will drive the need for additional resources.

Evaluation Measures

The true impact of this Plan will be seen over the long-term as procedures, tools, and processes become ingrained in the operations of the RDNO. Objectives and key performance indicators (KPI) will be determined for individual campaigns, and analytics will be used as hard metrics. Sentiment, awareness, quality of engagement, and noticeable changes in the reputation of the RDNO will be used as soft metrics.



COMMUNICATIONS VISION

The RDNO is proactive, open, and honest in its communication. The communication with its diverse audiences, partners, and stakeholders is effective and efficient and cultivates a strong reputation for the organization.

CORE VALUES

To communicate genuinely with consistency and accuracy, the RDNO will adhere to these core values to shape messaging. The guiding principle for communications at the RDNO is “to first do the right thing, then be seen doing the right thing”.¹ This means, it is important to first act with integrity, then consider publicizing the positive act.



ACCESSIBLE

The way the RDNO communicates is clear, meaningful, relevant to intended audiences, and in plain language whenever possible.



ACCURATE

As a government body, the RDNO is committed to providing accurate information.



AUTHORITATIVE

Truthful, complete information shared by the appropriate person will strengthen the RDNO’s image as an authority.



CREATIVE

RDNO acknowledges that information needs to be captivating and memorable to be effective and stand out from the crowd.



CONSISTENT

Information issued by the RDNO will be written, designed, and communicated in ways that are aligned with branding, and intentional management of reputation.



MEASURED

Communication will be evaluated for effectiveness and efficiency based on metrics, goals, and best practices.



TIMELY

Information is only relevant and useful when shared promptly.

¹J. Hoggan & R. Littlemore, (2009) *Do the Right Thing*

Objectives

Proactively share information and news with the RDNO's diverse audiences.

Increase awareness and reinforce the value of the RDNO and its services.

Gain more engagement and input from the public in a meaningful way.

Present a consistent image, messaging, and branding.

Share information in a timely, professional manner.

Increase participation in public consultation and dialogue.

Foster an environment which understands the value of Communications.

EXTERNAL COMMUNICATION

Get to know the RDNO - Campaign

- Develop a high-level document explaining the RDNO's purpose, its services and functions.
- Create a targeted communications plan for the campaign and promote the services and purpose of the RDNO whenever appropriate.
- Explore opportunities to distribute the "Get to know the RDNO" document with new residents.
- Work with member municipalities to share information about the RDNO and cross-promote.
- Launch a photo contest open to residents throughout the North Okanagan to increase awareness of the RDNO and its communities, and build the RDNO photo library.

Social Media

- Launch social media site(s) for the RDNO.
- Enact a social media policy with community guidelines and internal procedures.

Visual Standards and Branding

- Adopt the tagline, "One Region, One Future" and incorporate it into branding.
- Create a visual standards guideline to ensure a consistent look and branding throughout the organization.
- Implement the new graphic logo in all locations where the old RDNO logo exists through a phased approach.
- Departments will route all requests for external uses of the RDNO logo to Corporate Services for consideration.
- Identify ways to incorporate multiple forms of media into communications, such as video and images, and adapt to changing environments and audience needs.
- Purchase branded promotional items as giveaways to strengthen brand visibility.
- Build a stock of reusable RDNO branded functional items like a pop-up tent, podium, and banners.
- Departments will utilize photo releases for all submitted images, and model releases when clearly, identifiable people appear in pictures excluding public events.
- Build a library of owned visual assets, including photography and graphics.

AUDIENCE

- Match communication channels to the target audience for each campaign or promotion.

Advertising

- Approve all non-legislative advertisements and manage contracts.
- Analyze RDNO paid advertising and review contracts for efficiency and value.
- Identify ways to improve the design of both promotional and legislated RDNO advertising.

Website

- Establish the www.rdno.ca website as the main communications tool. Whenever possible and appropriate, information should be posted to the RDNO website before being disseminated through additional channels.
- Rebuild the website in a user-focused manner and to bring it in line with modern standards and Web Content Accessibility Guidelines (WCAG) 2.0 compliance. WCAG compliance ensures that the website is accessible to people of all abilities and ages.
- Focus on presenting information as one voice rather than as information from various departments.
- Build in opportunities for users to provide feedback.
- Implement a website policy and procedures.
- Develop a plain language guide to increase understanding and readability of the website.
- Create a library of industry-specific definitions on the website and link to it when it's not possible to avoid a technical term.
- Merge department specific websites, such as the Fire Departments, into www.rdno.ca.

Issues Management/Crisis Communications

- Create and implement an issues management procedure and develop tools to be used across the organization (risk analysis template, crisis communications plan, standby messages, key messaging template, and communications plan template).
- Staff and Directors will notify the Communications Officer immediately of public relations issues. The Communications Officer will work with the affected department to create and implement a response strategy.
- Monitor media and the broader environment for mentions of the RDNO and identify existing and emerging issues.
- Debrief after the issue has been mended to identify tactics that worked well, and opportunities for improvement.
- Attend professional development opportunities.
- Participate in Emergency Operations Centre as the Information Officer, or as needed, given the situation.
- Prepare messaging and templates for use in an Emergency Operations Centre and create an emergency communications strategy.

Digital and Print Publications

- Identify the need or opportunity for ongoing communication publications.
- Collaborate with member municipalities who participate in water services to create consistent bill stuffers and a distribution schedule.
- Design a consistent look for e-newsletters.

Public Engagement

- Create guidelines and resources for staff to plan engagement activities after exploring best practices in public engagement.
- Promote opportunities for feedback with the audience's communication preferences in mind.
- Clearly define local government public engagement activities on the RDNO website, explaining legislated processes (public hearings) and optional/additional processes (open houses/forums).
- Create more informal opportunities for feedback.
- Prominently display options for providing feedback on the RDNO website.
- Research the need for an online community engagement platform.
- Departments will:
 - Take consultation activities outside of the RDNO office to places that are convenient to the public when possible and appropriate.
 - Have staff attend tradeshows/expos and promote awareness of the RDNO's services, functions, and ongoing projects when possible and appropriate.
 - Include opportunities for feedback on communication at all public engagement activities.
 - Identify opportunities to address multiple topics and services during consultation activities.

Major Projects

- Create project based communications plans that follow the values, principles and objectives of this Communications Plan.
- Develop key messages, fact sheets, and background information when appropriate.
- Departments will:
 - Inform the Communications Officer of upcoming projects with as much time as possible to create a communications plan.
 - Seek opportunities to provide updates to the Board throughout a major project. Memorandums are an encouraged method of communication.
 - Include communications implications based on a written communications plan in staff reports to the Board.

Objectives

Break down the internal silo structure that has formed between departments.

Promote internal information flow.

Equip staff with better, timelier, and clearer information about their workplace and the RDNO.

Empower employees by providing opportunities for communication skills growth and enhance the communications capacity of the organization as a whole.

Increase employees' knowledge of departmental functions across the organization and increase opportunities for collaboration.

Make information about the RDNO, its priorities, ongoing projects, and initiatives easy to access.

Strengthen the RDNO's brand by sharing information from all departments through the same communications channels to clearly display the wide array of services that are provided by the RDNO.

INTERNAL COMMUNICATION

Internal Newsletter

- Create a new, internal newsletter that includes a message from the CAO (space and resources permitting), and information from each department as dictated by the Communications Committee in a "Now, Next, Completed" format.
- Distribute ahead of the monthly all staff meetings.

Communications Committee

- General Managers appoint at least one staff member from each department to be a part of this committee
- Set monthly meetings with the Communications Committee to establish information flow between departments, train on communications platforms and best practices, discuss communications ideas or issues, and populate the monthly newsletter.
- Develop a content calendar that identifies major informational and promotional campaigns.

Monthly All Staff Meetings

- Each department will give a short presentation on what they are working on or other topics at the discretion of the General Manager. The presentations can be from any level of staff.
- Establish a period of time to ask questions.

Intranet – the Zone

- Upgrade the intranet platform to a modern version and identify areas of improvement.
- Include timely corporate news alongside custom content for employees.
- Continue to inform employees of matters affecting them before informing the public and identify ways to improve this process.
- Add a communications section with the communications policies and procedures.

Offsite Departments and Employees

- Seek opportunities to share information with employees that work outside of the RDNO Main Office.

Communication Skills Development

- Provide resources and training for employees to improve their communication skills.

Objectives

Foster good working relationships with the media.

Ensure that the RDNO has a consistent image and voice.

Share accurate information with the media.

MEDIA RELATIONS

Proactive Media Relations

- Prepare backgrounders, fact sheets, frequently asked questions, or other appropriate documents for media.
- Identify newsworthy stories and present them to media in a compelling way.
- Amplify select articles about the RDNO by sharing links through the Board Bulletin and social media.
- Encourage staff to share milestones and good news with the Communications Committee members in their department or the Communications Officer in order to share the information with the media.
- Departments will
 - Ensure inquiries from the media are given high priority and responded to as quickly and efficiently as possible.

Media Monitoring

- Utilize media monitoring software to monitor media regarding the RDNO efficiently and respond or notify administration and the Board as necessary to keep them informed of major coverage and trends.
- Promptly address typos, misinformation, and misquotes.

Media Release Template

- Redesign the media release template to better fit with best practices.

Media Interviews

- Establish the Board Chair, or their designate, as the authorized spokesperson to speak with media on behalf of Board-related decisions and outcome of Board business. For media requests on decisions made at the standing committee level, the Chair of the Committee may be the appropriate spokesperson. For an issue that relates to a single electoral area, the Director for that area may be the appropriate spokesperson.
- The Chief Administrative Officer or their designate is the authorized spokesperson on all operational and administrative matters. Designated RDNO employees may be called upon to speak to the media regarding specific areas of responsibility or subject matter.
- Prepare the spokesperson for media interviews. The spokesperson is responsible to notify the Communications Officer of interview requests.

Media Training

- Provide/arrange media training to the Board, key staff spokespeople, and subject matter experts in the organization.
- Create a media standards booklet for all trained spokespeople.

Media Policies

- Distribute media relations policy with staff.

Objectives

Communicate Board decisions with the public and stakeholders.

Ensure the visibility of Directors in the community.

Keep the Board informed of RDNO matters.

BOARD COMMUNICATION

Spokesperson

- Establish the Board Chair, or their designate, as the authorized spokesperson to speak with media on behalf of Board-related decisions and outcome of Board business. For media requests on decisions made at the standing committee level, the Chair of the Committee may be the appropriate spokesperson. For an issue that relates to a single electoral area, the Director for that area may be the appropriate spokesperson.
- Prepare the spokesperson for media interviews. The spokesperson is responsible to notify the Communications Officer of interview requests.

Reports

- Provide communications reports with analytics to the board as required.

Annual Services Document

- Produce a document annually with services listed, summaries, and the past year's budget for the board and public.

Public Events and Speeches

- Write speeches for the Chair and Vice Chair when they represent the RDNO at events to ensure key messages are captured. Speeches in other public events when representing the RDNO will be written at the request of the Director as time permits.
- Encourage the Board to attend and participate in community events as representatives of the RDNO.
- Share pictures and highlights from the events through the RDNO's communications channels as appropriate.

Board Bulletin

- Create and publish the Board Bulletin e-newsletter following Regular Board Meetings. Directors are encouraged to subscribe to this e-newsletter and share with their constituents and networks.
- Send a special edition of the Board Bulletin e-newsletter annually in December to cover the accomplishments and highlights from the year.

Information Sharing

- Corporate Services will share memorandums and media releases with the Board on behalf of the RDNO. Memorandums are an encouraged method to share information with the Board.
- Provide summaries of news covering the RDNO.

TIMELINE AND ACTION PLAN

Many of the actions in this plan relate to ongoing principles and strategies and therefore, will be enacted immediately. Others are tangible projects which will be staggered over the next five years. This timeline includes the tangible projects and actions.

Phase One - Initial Improvements (August 2018 to June 2019)

Conduct Communications Audit

Launch Board Bulletin e-newsletter

Bring website to minimal brand compliance

Begin collecting information and obtaining staff input on website redesign

Utilize media monitoring software

Launch RDNO Photo Library

Provide/arrange media training to appropriate staff and the Board

Phase Two - Building a Foundation (June 2019 to June 2020)

Create and/or Implement the following policies:

- Communications Plan
- Social Media Policy
- Media Relations Policy
- Photo Library Policy
- Logo Use Policy

Create template for backgrounders for staff use

Train staff on Policies

Provide Annual Services Document

Create a media standards booklet for all trained spokespeople

Launch internal newsletter

Build a stock of branded items as giveaways, as well as branded useful items such as tents, a podium, and banners

Launch the tagline “One Region, One Future”

Implement new email signature aligned with brand

Launch Facebook

Launch Website redesign project – issue RFP

Collaborate with member municipalities who participate in water services to create consistent bill stuffers and a distribution schedule

Design a consistent look for e-newsletters

Launch Communications Committee – Internal Program

Create content and campaign calendar

Maintain advertising contracts to collect information on effectiveness

Phase Three - Looking Forward (July 2020 to December 2024)

Create and Implement the following policies:

- Issues Management Policy
- Event Guidelines and Checklist
- Public engagement policy
 - Create internal signout process for public engagement tools, like banners
 - Include consistent survey question “How did you hear about this project/initiative?”

Complete the new website

Implement “Get to know the RDNO” campaign

Create visual identity guide / updated branding guide

Create crisis communications plans and standby messaging

Implement Website Content Editing Standards Policy, including a plain language guide

Launch Intranet redesign

Participate in tradeshow/expos/festivals in partnership with other RDNO departments

Analyze advertising contracts and identify changes

Implement community engagement platform (pending research and budget)

Create communications channels and assets spreadsheet as a resource for staff

Create templates and guidelines for staff

Send special edition of the Board Bulletin e-newsletter

Provide recommendations for adjustments to the Communications Plan



APPENDICES

COMMUNICATIONS AUDIT

In August of 2018, a Communications Officer position was filled at the RDNO. Despite not having a dedicated communications staff member before this, the RDNO had been active in finding ways to share information with the public. Therefore, one of the first tasks of the Communications Officer was to assess the current state of communications in order to inform this comprehensive plan.

The main research tool used was a communications audit. The purpose of the audit was to gather information about existing communications efforts and channels, learn about the effectiveness of those channels and initiatives, gain insight into opportunities for improvements and additions to communications channels, and ultimately write an organization-wide Communications Plan. The methodology consisted of interviews with staff from all departments in the RDNO with consistent questions. In total, 30 staff members, including all General Managers, were interviewed. Furthermore, a SWOT analysis which analyzes the strengths, weaknesses, opportunities, and threats, and a review of media coverage was conducted to form the research for the Communications Plan.

The internal interview questions were as follows:

1. In which ways do you communicate about projects and RDNO business with the community?
2. In which ways do you communicate with staff about projects and RDNO business?
3. Of these, what do you find works well, and how do you measure that success?
4. What are some of the pain points that your department has when it comes to getting information out?
5. Who is your media contact when you issue a media release?
6. Who are the audiences that you try to reach with messaging?
7. What are the main goals/objectives that your department works towards achieving?
8. What communication tools do you think would be useful for RDNO?
9. What is your department's approval process for outgoing communication?
10. Who from your department currently edits the website?
11. Do you have any ideas for how RDNO could communicate more effectively and efficiently?

Many trends and similarities were found through in interview process.

Key Findings:

- At the general management level, the main communication method is discussions at regular senior management team meetings. There is an assumption that discussions at these meetings will trickle down to staff from other departments. In speaking to staff below

the general management level, it is apparent that discussions are not being conveyed to staff, making this system ineffective.

- Staff are generally unaware of what work is taking place in other departments. In many instances, staff are used to reading about an RDNO project or announcement in the newspaper before they learn about it internally.
- Departments work in silos, and the flow of information is not established.
- Staff are eager to have more information so that they can be accurate sources of information.
- There is a lack of formal procedures or policies that govern communication, outreach, and media relations.
- When staff are busy, the focus is on finishing projects without much consideration given to communication. In many cases, communication is an afterthought which leads to a lack of communication. Staff identify this as a key area to make improvements.
- In general, being proactive by sharing good news stories is rare. The typical relationship with media and outreach is reactionary.
- The vast majority of media releases result in coverage in local news.
- Most departments advertise, but departments do not coordinate their advertisements.
- There is a lack of training when new processes are put into place, or when new tools are rolled out.
- Open houses work best when they involve multiple departments. This strategy results in more people attending for a single topic and subsequently learning about additional topics. Attendance is also high when Open Houses are hosted where the public already are, like the mall or community centre, instead of asking people to attend an RDNO event purposefully.
- The staff intranet requires major upgrades. There are ways to improve the intranet in the short-term and training is required.
- There is a lack of debriefing after a situation/project/issue.
- Templates are welcomed by staff, but issues arise when staff save copies onto their computers as they do not receive updates to the templates this way.
- Clerks are essential in all departmental communication. While approval processes differ between departments, Clerks are involved for proofing and dissemination organization-wide.
- The size and diversity of the geographical area of the RDNO create challenges with communication. Some people in rural areas do not have access to internet, and each area has different topics of interest.
- Monthly all staff meetings are generally well received, but there is room for improvement. This venue has been identified as a key place for cross-departmental communication.
- The website is difficult to use and there are not enough staff with training and access to edit the website. Externally, staff note that complaints are received about the usability of

the website from residents and other stakeholders.

- Social media has been identified as a key tool for communication for the RDNO.
- Front-line staff require information on ongoing projects, issues, and general information.
- Technical language is used in place of plain language in instances that are not aligned with the audience.
- Success in communications is measured by attendance at events, coverage by the media, and a noticeable drop in calls and complaints.
- More written updates could be shared with the Board of Directors about ongoing projects.
- Many staff members give interviews and write and send media releases. Most, however, have not had media training.

The findings in the Communications Audit, along with external research, formed the basis for the SWOT analysis. By identifying the unique challenges faced by the RDNO and existing strengths, the objectives, actions, and strategies of the Communications Plan are customized to the needs of the RDNO.

SWOT ANALYSIS

Completed October 2018, by the Communications Officer

STRENGTHS

- The RDNO has many projects underway, meaning that there is no shortage of content for communications channels.
- RDNO has multiple staff members who are experts in their fields with many years of experience at the RDNO.
- Employee retention is high resulting in staff with intricate knowledge of the practices and history of the RDNO.
- Considerable staff willingness and interest in improving communications.
- RDNO staff are eager to build the communications framework and share the work they are doing with the community and the media.
- Comprehensive plans are underway, which can interest residents and stakeholders.
- Improvements in communication have been made in recent years resulting in more media coverage and more information sharing.
- E-newsletters have been established and have steady growth to subscriber lists.
- iCompass agenda and meeting software is relatively new and promotes transparency and access to information.

WEAKNESSES

- Lack of consistent messaging and spokespeople.
- Communications is not established as a priority.
- No social media resulting in a lack of instant communications channels.
- Outdated website and Content Management System.
- Outdated Intranet.
- Lack of shared priorities between departments.
- No Vision, Mission, and Values statement.
- Communications policies are insufficient, outdated, or have not been created.
- The importance of proactive communication is not established in the corporate culture.
- Departments operating in silos without established information sharing methods.

OPPORTUNITIES

- Directors are supportive of communication.
- The majority of media releases result in coverage in local news.
- The RDNO has many services which generate organic interaction. Additionally, the RDNO has many regular public engagement and outreach activities.
- Because of the lack of a Communications position until 2018, there are many areas which can benefit from simple improvements.
- Many creative opportunities exist with the establishment of a Communications Plan that involves the entire organization.
- Social media is an inexpensive tool that can be added as a communications channel.

THREATS

- There is evidence of public having inaccurate information or lack of understanding about the services of the RDNO
- RDNO website has become outdated and contains incorrect information, which makes the RDNO look unprofessional and can add to misinformation.
- Expectations for communications are not clearly defined and may be unrealistic.
- Urgent need for operational communications framework and policies demands short term planning and immediate action on crucial areas.
- Large Board of Directors represent diverse areas and priorities.
- Lack of internal information sharing has led to instances of staff being ill-informed about current issues and RDNO news.
- Rural areas are geographically dispersed and some lack internet and cellular connection.