

**Newfoundland  
and Labrador  
Regional Economic  
Development  
Association Inc.**



**Regional  
Economic  
Development  
Boards**

# **NLREDA/REDB Communications Planning Guide March 2009**

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## Purpose of Planning Guide

Regional Economic Development Boards (REDBs) have consistently identified communications as a significant challenge facing their organizations. REDBs have limited Human Resources and small promotional budgets. In addition, the nature of REDB work often places the organization in a role of supporting other partners or working “behind the scenes”. The purpose of this guide is to provide REDBs with a tool to assist them in their communications planning. The guide is intended to offer a sample look and feel for a communications plan as well as a step by step approach to Plan Development. It outlines various communication tools and processes and offers communication tips and best practices. The guide can assist REDBs in ensuring that key elements of a final communications plan are not overlooked. The guide can also be used to generate discussion around the requirements of a good communications plan. It is a starting point from which individual REDBs can build to produce individualized communication plans consistent with the need of their region. It is not intended to serve as a “fill-in-the-blanks” process. The use of this guide is an input into the communications planning process, not its output.

## 2. Spokespeople

REDBs should identify appropriate spokespersons for all external communication opportunities. These opportunities may range from chairing a news conference, to calling an open-line show, to delivering a presentation to a community group. By utilizing a capable and informed spokesperson, the REDB will ensure that its message is communicated consistently and effectively. Nothing looks worse than two representatives from the same organization contradicting each other! The spokesperson identified should also be available to avoid “\_\_\_\_\_ was unavailable for comment” and ensure commentary is provided while an event is still news.

In most cases, the Chair of the Board and/or the Executive Director will act as spokesperson. However, identify when it would be appropriate for staff and directors representing sectors and stakeholder groups to act as the spokesperson. (*For example, the chair of the REDB’s aquaculture committee might act as the spokesperson on aqua culture issues.*) All REDB representatives dealing with the media will:

- **Be prepared** - even in casual discussions around the table, try to think about or jot down the main points you would like to make before speaking. Consider who your audience is and the factors that might cause your message to be distorted. Never assume anything and try to concisely and clearly define the whole intention of your comments.
- **Use as few words as possible** - and repeat the key concepts and essential aspects of the information. Keep common language in place, don’t use jargon or acronyms. Use common words, i.e. review as opposed to peruse.

- **Be aware of your listener(s)** - use phrases and language that can be easily understood by a broad-based audience. Reinforce why you think the message or opinion is important. Consider how important your message is to the listener(s).
- **Be aware of your thoughts and feelings** - am I calm and under control? Can I manage my emotions? Are my motives sincere? Is subjectivity overriding objectivity? What can the listener(s) do about this issue? Is it relevant?

## 3. Components of a Communication Plan

### 3.1 Overview

Every communications plan should provide the reader with a quick overview of what the document is and what it is intended to do. A sample overview statement is provided below:

*This is the communications plan of the \_\_\_\_\_ Regional Economic Development Board (the Board) in Economic Zone #\_\_\_\_. It covers the timeframe from \_\_\_\_\_ to \_\_\_\_\_-. Good communication, both internal and external, is critical to REDB success. The purpose of this plan is to support the REDB's Strategic Economic Plan (SEP) and its Integrated Business Plan (IBP). This plan will raise awareness of the REDB, increase credibility, promote success and support economic development within the region.*

### 3.2 Background

The background section gives the reader a sense of the context of the communications plan. It introduces the reader to the REDB and what it is attempting to accomplish. Include an introductory background paragraph on the REDB. This would normally include population, location, major industries, and priority sectors. It would also include REDB mission, vision, and mandate. REDB lone functions should also be outlined. A sample mission, vision and mandate are provided below:

***Mission:** To foster economic leadership, stewardship, and partnership in the Zone.*

***Vision:** To create a vibrant economic zone with prosperous people.*

***Mandate:***

- 1. Develop and coordinate the implementation of a strategic economic plan in each zone supported by an integrated business plan.*
- 2. Develop a strong partnership with municipalities in each zone that incorporates the strategies and priorities of municipalities in the economic planning process.*
- 3. Develop partnerships in planning and implementation with Chambers of Commerce, Industry Associations, labour organizations, post secondary institutions, Canadian Business Development Corporations (CBDCs), and other zones that advance and support the economic and entrepreneurial environment of a zone.*
- 4. Undertake capacity building and provide support to stakeholders to strengthen the economic environment of the zone.*
- 5. Coordinate and facilitate linkages with federal /provincial /municipal government departments and agencies in support of the strategic economic plan.*

### **3.3 Statement of Strategic Approach**

The communications plan must be strategic to be effective. You should include a statement respecting the strategic nature of the plan up front to set the tone for the document. A sample statement of strategic approach is provided below:

*This communications plan is intended to be a working document which outlines the organization's communication goals and objectives. It builds on successes of the REDB to date and provides an effective framework for communication planning and activities. The plan will assist the REDB in the coordination of its communication efforts. It will help the REDB to make the best use of limited resources and maintain a strategic focus. The REDB understands that communication efforts will fail if the proper priorities are not established. The REDB is committed to ensuring its resources are utilized to maximum effect.*

### **3.4 Communication Planning Process**

This section describes how the REDB went about developing the communication plan. It lets the reader know that the plan was well thought out, consistent with the REDB strategic focus, and developed with input from the board, staff and key stakeholders. Outline the full communication planning process in your region. For example:

*Stage One: Public Consultations were carried out as part of the SEP development (list locations, attendance and groups represented)*

*Stage Two: Outline of plan requirements developed by REDB Communications sub-committee (what they feel the plan should contain)*

*Stage Three: Confirmation of concepts and direction from REDB Board (Board concept sign-off)*

*Stage Four: Resources, timelines and budget allocated to final proposed communications program*

*Stage Five: REDB staff develop plan and seek clarification from REDB Board and communications sub committee as required.*

*Stage Six: Final plan submitted to REDB Board of Directors for approval*

*Stage Seven: Plan approval*

*Stage Eight: Plan implementation*

## 3.5 Audience Analysis

### Primary Audience

Identify the target audience for Board communications. Describe these groups and note the types of information they would expect from the Board and how they would prefer to receive it. Consider both external and internal audiences. A sample listing of external and internal audiences is provided below:

#### External

- *Media*
- *Businesses in the Zone*
- *Local municipalities*
- *Regional Development Associations(RDAs)*
- *Chambers of Commerce*
- *Community Business Development Corporations*
- *Sector and industry associations*
- *Labour Organizations*
- *Post-secondary Institutions*
- *Federal Government departments and agencies*
- *Provincial Government departments and agencies*

#### Internal

- *Staff*
- *Board directors*
- *Other Board volunteers*

## Secondary Audience

Identify secondary audiences and their information requirements and expected methods of Board communications. Secondary audiences may include some of those organizations listed as primary audiences as well as other groups such as NLREDA, other REDBs and / or the public at large.

As part of the audience analysis, it is helpful to describe your key audiences, note their existing perspectives and indicate what you would hope to achieve as a result of your communication efforts. A sample analysis is provided below:

## External Audience

Audience	Details	▪ Point of View	▪ Desired Results
Area Businesses	Large Employers including ...	<ul style="list-style-type: none"> <li>▪ Understand what REDBs do</li> <li>▪ See as a link to government</li> </ul>	<ul style="list-style-type: none"> <li>▪ Participation in REDB events</li> <li>▪ Service on REDB committees</li> <li>▪ Sponsorship of events</li> <li>▪ Partnership on Key initiatives</li> <li>▪ Drive opportunities coming out of Opportunity Management(O.M.) process</li> </ul>
	Small employers such as ...	<ul style="list-style-type: none"> <li>▪ Varying opinions of REDB effectiveness</li> <li>▪ Feel they are too busy to actively participate</li> </ul>	<ul style="list-style-type: none"> <li>▪ Participation in REDB events</li> <li>▪ Drive opportunities coming out of O.M. process as part of business networks or cooperatives</li> <li>▪ Response to REDB surveys</li> </ul>

Area Rural Development Associations	Three active RDAs in zone and	<ul style="list-style-type: none"> <li>REDBs are competitors for project admin funding</li> </ul>	<ul style="list-style-type: none"> <li>Drive opportunities coming out of O.I. process</li> <li>Greater collaboration and trust</li> <li>Ensure RDAs recognize when they are not appropriate initiative leads</li> <li>Buy in to REDB SEP / IBP</li> </ul>
	Two inactive associations	<ul style="list-style-type: none"> <li>REDBs are the reason they have not been successful</li> </ul>	<ul style="list-style-type: none"> <li>Treat in a professional manner</li> <li>Assist RDAs to become more effective</li> </ul>
Area Municipalities	Town of ... Biggest Municipality in region. Has a planning Dept	<ul style="list-style-type: none"> <li>See REDB as irrelevant to them. Feel they have in-house capacity</li> <li>REDB funding should be transferred directly to them.</li> </ul>	<ul style="list-style-type: none"> <li>Closer partnership</li> <li>Recognition of REDB value supporting smaller communities</li> <li>Recognition of value of regional planning</li> <li>Highlight success stories of REDB / Municipality collaboration</li> </ul>
	Other Municipalities	<ul style="list-style-type: none"> <li>See REDBs as a valuable resource they can utilize</li> </ul>	<ul style="list-style-type: none"> <li>Continued support</li> </ul>
	Local Service Districts	<ul style="list-style-type: none"> <li>Unaware of role and function of REDB</li> </ul>	<ul style="list-style-type: none"> <li>Greater awareness of REDB role</li> <li>Increased support for regionalization</li> </ul>
Partners	Local CBDC	<ul style="list-style-type: none"> <li>Ambivalent about the REDB and its work</li> </ul>	<ul style="list-style-type: none"> <li>Closer Linkage</li> <li>Cross representation on REDB / CBDC boards</li> <li>Greater information sharing</li> </ul>
	...Heritage Association	<ul style="list-style-type: none"> <li>Work closely with REDB on specific initiatives</li> <li>Sees real value</li> </ul>	<ul style="list-style-type: none"> <li>Continued support</li> <li>Greater engagement in SEP process including surveying members for input</li> </ul>
	FFAW Local...	<ul style="list-style-type: none"> <li>Feel REDB should stay away from policy and support the FFAW when possible</li> </ul>	<ul style="list-style-type: none"> <li>Mitigate against FFAW attacks</li> <li>Promote common interests</li> </ul>

### Internal Audience

Audience	Details	Point of View	Desired Results
Volunteers	There are approximately 70 REDB volunteers	<ul style="list-style-type: none"> <li>See real value in REDB process. Feel they are being pulled in many directions as they are asked to volunteer with many organizations.</li> </ul>	<ul style="list-style-type: none"> <li>Continued support and commitment of time</li> <li>Recruitment of friends and family as volunteers</li> <li>Clear understanding of REDB role and expectations of volunteers</li> </ul>
Staff	Three permanent staff	<ul style="list-style-type: none"> <li>Like the REDB but are concerned with lack of opportunity for advancement or wage increases</li> </ul>	<ul style="list-style-type: none"> <li>Employee satisfaction</li> <li>High performance</li> <li>Low turnover</li> </ul>
	Two contractual staff	<ul style="list-style-type: none"> <li>Looking to find employment once the Service Canada funding runs out</li> </ul>	<ul style="list-style-type: none"> <li>Staff leave to become REDB champions in other organizations</li> <li>Staff have enjoyable work experience</li> </ul>
Board	Executive	<ul style="list-style-type: none"> <li>Committed to the REDB process and want to see REDB succeed</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge transfer to new board members</li> <li>Continued commitment of time</li> <li>Accessible to staff</li> </ul>
	Board	<ul style="list-style-type: none"> <li>Committed to the REDB process and want to see REDB succeed</li> </ul>	<ul style="list-style-type: none"> <li>Willingness to step into executive roles</li> <li>Thoughtful deliberation</li> <li>Adoption of a regional respective</li> </ul>

## 3.6 Communications Research

To develop a good communications plan, REDBs must undertake research. This research can be something as simple as searching the yellow pages of the phone book under “Media” to help develop a media list with contact information. The research might be much more involved such as conducting a telephone survey to better understand public perceptions of the REDB.

The information you require for your communications plan can come from both primary and secondary sources.

1. Primary data is new information collected directly by you. Examples could include a survey of area residents, market testing, or interviews with opinion leaders. Primary data is usually the best but is very time consuming and costly to collect.

*For example, primary research activities might include:*

- *The REDB undertook a random selection survey to collect baseline community awareness of the REDB.*
- *The REDB held two focus groups. One group consisted of representatives of eight regional businesses. The second group consisted of eight regional municipalities. These focus groups examined the perceptions these key stakeholders held of the REDB in depth.*
- *REDB staff contacted regional media to ensure contact information was accurate.*

2. Secondary data is information which already exists. Typical sources include the Yellow Pages, government reports, industry association studies, marketing books, periodical articles, website data, etc. If it is available, secondary data is cheaper and easier to use than primary data. It tends, however, to be not as specific to your region and may not directly answer your questions.

*For example, secondary research activities might include:*

- *REDB staff reviewed the NLREDA Communications Plan Development Guide*
- *Staff reviewed the INTRD Communications Plan Development Guide*
- *Staff reviewed the ACOA Marketing Plan Development Guide*
- *Staff utilized Community Capacity Building communications training*
- *Staff obtained a “Guide to Communications Planning” from the Canada Newfoundland and Labrador Business Service Centre*
- *Staff reviewed Yellow pages to update media contact information*
- *Staff reviewed survey data contained in Business Retention and Expansion report*

The information you collect can be classified as qualitative or quantitative.

1. Qualitative information is usually derived from small samples and produces information which is not easily quantifiable. It is not meant to be scientific and its results can not be used for statistical analysis. You can not draw conclusions about the population as a whole from qualitative information. An example might be a focus group of eight

business people to gather their thoughts regarding the effectiveness of the REDB. This data may be very useful in providing insights into how best to communicate with area businesses but you could not extrapolate from this and say all area businesses feel the same as your focus group. Qualitative data is often used to test your assumptions or guide future quantitative research.

2. Quantitative data provides information which can be used for statistical analysis. The results are meant to accurately represent the current situation. Market surveys and public opinion polls are two common quantitative research techniques. Quantitative research answers questions such as “Do residents know what the REDB does?” or “How effective do residents feel the REDB is?” The survey results can be extrapolated to apply to the entire population.

It is a good idea to develop a research plan to support your communications planning. There are usually six stages to developing research plans:

1. Determine what question(s) you want the research to answer. What is the point of the research? What do you need to find out?
2. Identify existing information that is readily available such as reports, surveys, strategies, and studies. You should also determine what sources of information exist which you can utilize. Are there groups you know such as other REDBs or municipalities that have undertaken communication plans? There may also be expertise which you can access at ACOA or INTRD.
3. Layout a research plan. Decide which information sources you will consult and set a research schedule (and budget if appropriate).
4. Collect Data. Consult information sources, carry out the required surveys, etc. Compile data relating to the questions you want to answer.
5. Analyze the Data. Determine what the data tells you about your situation. Look for trends and variances.
6. Review information and incorporate it into your communications plan. Be sure to have someone double check your findings. Once checked, you can integrate the information into your communications plan to support and substantiate your conclusions and plan of action.

## 3.7 PEST Analysis

**PEST analysis** stands for **P**olitical, **E**conomic, **S**ocial, and **T**echnological analysis and describes a framework of macro-environmental factors used in environmental scanning. The PEST analysis is usually undertaken as part of the Strategic Economic Development plan development process. It provides an overview of the different macro-environmental factors that impact communications planning. It is a useful strategic tool for understanding competition, brand position, market segmentation, potential and direction for operations. REDB boards and staff face considerable immediate pressures such as renewal deadlines and financial year ends. It is easy to fall into the trap of doing things as you have done them in the past. The risk of this approach is that things change. A good communications plan must be forward looking. It must be developed with a full understanding of the changes taking place.

*A sample PEST analysis is provided below:*

### ***Political***

- *New privacy legislation impacting what information can be communicated*
- *Political support declining as elected officials not recognizing benefits of REDB facilitation and planning*
- *New road signage regulations*
- *Federal Election expected in near future*
- *Provincial Rural Secretariat visioning process completed*

### ***Economic***

- *Growing disposable income in region growing*
- *Closure of family owned businesses in the area*
- *Decline in employment from traditional industries*
- *High Canadian dollar hurting exports*
- *High gas prices hurting tourism*

### ***Social***

- *Increased use of online gaming*
- *Increased use of online social networking*
- *Average age of regional population growing*
- *Increased demand for environmentally friendly vacations*
- *Greater concern with health and fitness*

- *Immigration to province is increasing*

### **Technological**

- *New Iphone to launch this year*
- *Gov of NL Broadband initiative to extend high-speed*
- *Video conferencing now available through CNA*
- *Smart cars increasing*
- *Bio fuels increasing*

*From this PEST analysis, the REDB might conclude:*

1. *The REDB will develop a Facebook page and explore other social networking options*
2. *The REDB will replace existing signage to bring it inline with new regulations*
3. *The REDB will promote the business opportunity of purchasing a family run business to immigrants*
4. *The REDB will utilize video conferencing where possible to save funds*

## **3.8 Situation Analysis: SWOT**

### **Strengths**

Discuss strengths in relation to communications between the Board and target audiences. These should be considered when setting communications objectives. *For example: there is a high awareness and interest among municipalities of the Board and its activities.*

### **Weaknesses**

Discuss weaknesses in relation to communications between the Board and target audiences. These should be addressed when setting communications objectives. *For example: there is no website maintenance expertise among Board staff.*

### **Opportunities**

Discuss opportunities for better communications between the Board and target audiences. These should be capitalized on when setting communications objectives. *For example: the local newspaper is interested in regularly running news stories on Board activities.*

## Threats

Discuss issues that threaten communications between the Board and target audiences. These should be mitigated when setting communications objectives. *For example: community interest in Board elections is low.*

## 3.9 Key Challenges & Opportunities

Often REDBs will identify a wide-range of potential communication activities. It is sometimes helpful to outline the two key communication challenges faced by the REDB as well as the two key communication opportunities. This will help ensure the focus. Sample challenges and opportunities are provided below:

### Challenges

1. *Funders not seeing REDB value for money*
2. *REDB focus on planning vs. implementation impacting community levels of support*

### Opportunities

1. *The REDB may be able to form partnerships with area Regional Council to gain direct access to senior bureaucrats.*
2. *New Integrated Community Sustainability Plan requirements for the gas tax funding could provide the REDB with an opportunity to renew partnerships with area municipalities and demonstrate REDB value.*

## 3.10 Communications Goals

Communication goals are long-term, desired outcomes which provide focus for the communications planning. Sample communication goals are provided below:

- *To protect and enhance the image of the REDB*
- *To raise REDB profile within the region*
- *To build credibility and trust within key stakeholder groups including municipalities, businesses, and government partners*

### 3.11 Communications Objectives (not in priority order)

Communication objectives are tangible outcomes in the form of qualitative and quantitative statements which serve to support your communication goals. They are specific and measurable. Sample communication objectives are provided below:

- *To promote REDB successes using news releases and the REDB newsletter. The REDB will also document its most successful initiatives for inclusion in NLREDA’s “Top Twenty REDB Success Stories.”*
- *To collaborate with NLREDA and other REDBs in joint communication activities wherever possible. This will include the issuing of joint news releases and the production of special joint newsletters*
- *To adopt the provincial REDB logo us include it in all reports, letterhead, and promotional materials*
- *To raise awareness about the importance of localized regional development planning through REDB committee meetings, public consultations and direct stakeholder engagement*
- *To raise awareness of the REDB and its function amongst regional residents through open-line shows and a direct mail flyer*
- *To ensure that information disseminated to REDB partners is accurate, timely and responsive to the needs of the audience*
- *Establish clear communication priorities for the Board, resulting in targeted use of limited resources*
- *Raise awareness in the local community of the Board’s economic development activities*
- *Encourage participation among community stakeholders in the zone board process*
- *Maintain monthly communications with all local municipalities*
- *Improve website functionality through end of month content updates and the identification of a volunteer to assist with website maintenance*
- *Increase public meeting participation by 20%*
- *Improve communications with SMEs through participation in Chamber of Commerce events and recruit an additional two SMEs representatives for the lean manufacturing subcommittee*

### 3.12 Guiding Communications Principles

Communication principles are concerned with how you will communicate as opposed to what you will communicate. One expert noted, “Facts are seldom allowed to speak for themselves...”<sup>1</sup>. As communicators we select the information to communicate, the language used to describe the information we present, as well as when and how to communicate our messages. Your communication principles should reflect the values of your organization to ensure your communications are ethical, effective, professional and strategic. These principles

guide the REDB in the development of a strong communications plan. Sample communication principles are provided below.

- *Identify and address communication needs and issues routinely in the development, implementation and evaluation of REDB planning, policies, programs, services and initiatives*
- *To use communication strategies to support the REDB's IBP and SEP*
- *To protect and promote the REDB image*
- *To never knowingly communicate false information*
- *Respect privacy and confidentiality*
- *Disclose information in the public interest*

### 3.13 Key Messages

There are key messages that REDBs must communicate to be effective. REDBs are generally presented with too few communication opportunities not to take full advantage to get its message out.

#### Primary Message

Indicate the primary message of all Board communications activities. Consider the mission, vision and mandate of the Board. Also consider your primary audiences and what you hope to achieve. A sample primary message might be:

*The Board is the lead economic development agency in the Zone and coordinates partnerships with local municipalities, chambers of commerce, and development organizations.*

#### Secondary Messages

Indicate other messages to be delivered through REDB communications activities. Secondary messages might include the promotion of events or informing the public of board elections. A sample secondary message might be:

*The REDB is hosting a renewable resources conference on November 27 at Bob's Hotel in Badger Cove. The public is encouraged to participate.*

### 3.14 Organizational Messages

There are organizational messages that support your strategic and tactical messages. These messages enhance the overall image of the REDB as a competent and professional organization.

To convey these messages effectively, you must determine what you want to communicate, how you want to communicate it, and how you will justify your message. Sample organizational messages are provided below:

### ***Tone***

- *Confident*
- *Not defensive or adversarial (willing to accept criticism and feedback)*
- *Positive (not doom and gloom)*
- *Cooperative - Working together with stakeholders*

### ***Content***

- *The REDB is accountable/responsible to the public, its stakeholders and to its employees*
- *Stick to issues consistent with mandate and focus*
- *Highlight tangible successes*
- *Use lay terms for full understanding*

### ***Credibility***

- *Local input is critical to successful economic planning*
- *Planning expertise*
- *Builds community collaboration*
- *Take calculated risks only after full due-diligence*
- *Always trying to improve*
- *Is here to serve our communities and stakeholders*
- *Committed to open, honest communication*
- *Volunteer-driven*

### ***Other Corporate Messages***

- *Fiscal responsibility*

### ***Supporting Facts / Info:***

- *List of REDB successes*
- *REDB SEP and IBP*
- *Partnership agreements*
- *Audited financial statements*

### 3.15 Communications Activities

Identify communications activities based on target audience expectations and communications objectives. Consider key messages and the situational analysis. Some potential communication activities are listed below. These include, but are not limited to:

- *News releases*
- *News conferences*
- *Photo opportunities*
- *Signing ceremonies*
- *Editorial Boards*
- *Media briefings*
- *Interviews*
- *Letters/Memos to targeted publics*
- *Bulletin Boards*
- *Internet sites*
- *Public consultations /forums*
- *Stakeholder meetings*
- *Letters to the editor*
- *Newsletter articles*
- *Speeches*
- *Presentations to stakeholders*
- *Print materials (brochures, posters, business cards)*
- *Special events*
- *Advertising*
- *Call-in shows*

Communication activities can be placed in GANTT Chart format to give the reader a sense of when these activities will take place.

<b><i>Communications Activity</i></b>	<b><i>\$</i></b>	<b><i>J</i></b>	<b><i>F</i></b>	<b><i>M</i></b>	<b><i>A</i></b>	<b><i>M</i></b>	<b><i>J</i></b>	<b><i>J</i></b>	<b><i>A</i></b>	<b><i>S</i></b>	<b><i>O</i></b>	<b><i>N</i></b>	<b><i>D</i></b>
<i>Community bulletin board</i>	<i>0</i>		<i>X</i>							<i>X</i>			
<i>Newsletter</i>	<i>200</i>		<i>X</i>							<i>X</i>			
<i>Advertising</i>	<i>500</i>		<i>X</i>							<i>X</i>			
<i>Public meetings</i>	<i>200</i>			<i>X</i>							<i>X</i>		
<i>Area Enhancement Announcement</i>	<i>0</i>			<i>X</i>									
<i>Website updates</i>	<i>200</i>		<i>X</i>		<i>X</i>					<i>X</i>		<i>X</i>	
<i>News releases</i>	<i>0</i>				<i>X</i>							<i>X</i>	
<b><i>TOTAL</i></b>	<b><i>1,100</i></b>												

Gantt Charts can also be used to further breakdown each individual communication activity to ensure effective execution. For example:

May Area Enhancement Announcement

<i>Activity</i>	<i>15</i>	<i>16</i>	<i>17</i>	<i>18</i>	<i>19</i>	<i>20</i>	<i>21</i>	<i>22</i>	<i>23</i>	<i>24</i>
<i>Write PSA</i>	X									
<i>Issue PSA</i>		X								
<i>Confirm Attendance</i>	X	X								
<i>Confirm Venue</i>	X									
<i>Assemble Media Kits</i>							X	X		
<i>Develop Draft Release</i>				X						
<i>Confirm Quotes</i>					X					
<i>Finalize Release</i>						X				
<i>Media Reminder Call</i>							X	X		
<i>Hold Event</i>									X	
<i>Issue Media Release</i>									X	
<i>CBC Panel about Event</i>										X
<i>Monitor Media</i>										X

## 3.16 Communications Strategies and Tactics

Describe each communications activity in a paragraph or two. Highlight the purpose for the activity, any creative considerations, primary and secondary messages, targeted stakeholders, timelines, media involvement, etc. Indicate how various activities can support each other. *For example: use community bulletin boards and the Board website and newsletter to announce public meetings and Board elections, and then report the results in a news release and website update.*

### Sample Strategy / Tactics

**Strategy:** *Communicate REDB / CBDC partnership*

**Rationale:** *The REDB and CBDC work closely together, their services compliment each other and they serve the same clients. In addition, funding partners are anxious to demonstrate community level partnerships.*

**Tactics:**

1. *The REDB and CBDC will promote each others services using posters and existing promotional material*
2. *The REDB and CBDC will cost share new promotional materials featuring both organizations to reduce cost per unit and increase distribution.*
3. *The REDB and CBDC will offer links to each others websites*

<b>Communication Plan Accountability Framework</b>		
<b>Task</b>	<b>Responsibility</b>	<b>Timeline</b>
<i>REDB supply CBDC with REDB posters and brochures</i>	<i>REDB Admin</i>	<i>Jan 15, 2008</i>
<i>CBDC supply REDB with CBDC posters and brochures</i>	<i>CBDC Admin</i>	<i>Jan 15, 2008</i>
<i>REDB add CBDC link to REDB website</i>	<i>REDB EDO</i>	<i>Jan 15, 2008</i>
<i>CBDC add REDB link to CBDC website</i>	<i>CBDC Manager</i>	<i>Jan 15, 2008</i>
<i>CBDC and REDB form promotional committee</i>	<i>REDB &amp; CBDC Exec Directors</i>	<i>Jan 30, 2008</i>
<i>Develop draft content, look and feel for promotional materials</i>	<i>Promotional committee</i>	<i>Feb 28, 2008</i>
<i>Review draft materials</i>	<i>REDB &amp; CBDC Boards</i>	<i>March 15, 2008</i>

<i>Edit and print materials</i>	<i>Promotional committee</i>	<i>April 15, 2008</i>
<i>Distribute materials</i>	<i>REDB and CBDC Admin</i>	<i>May 1, 2008</i>

### 3.17 Communication / Media Contacts

Develop a contact list for regional and provincial media as well as communication leads with partnering organizations. This information would normally form an appendix to the overall communication plan. A typical layout might include:

NAME OF MEDIA OUTLET

Address:

Switchboard: (709) XXX-XXXX  
 Fax: (709) XXX-XXXX

Contact: Name, title

Telephone: (709) XXX-XXXX  
 Fax: (709) XXX-XXXX  
 E-mail: \_\_\_\_\_

Reporter/Associate Editor: Name

Telephone: (709) XXX-XXXX  
 Fax: (709) XXX-XXXX  
 E-mail: \_\_\_\_\_

Published weekly (?): Insert day of week

Deadline: Day/time, etc

Advertising

Contact: Name

Telephone: (709) XXX-XXXX  
 Fax: (709) XXX-XXXX  
 E-mail: \_\_\_\_\_

Deadline (display): Day/time, etc

### 3.18 Monitoring and Evaluation

It is important that you be in a position to determine if your communications plan is being effective. You should explain how the REDB will monitor and evaluate the communication plan. This could include things like tracking website hits, surveys, and media monitoring. This section should specify what information will be gathered and how. It will also spell out reporting of results. A sample evaluation statement is listed below:

- *The executive director will report on communications activities at each Board meeting*
- *A section will be included in the annual report regarding the communications objectives that were met /unmet during the year*
- *REDB staff will track website hits monthly*
- *A questionnaire will be circulated at each REDB event to determine how people found out about it*

### 3.19 Communication Priorities 2008

Include a section at the end of the document that lists all communication priorities for the REDB. Be sure to note any limitations or factors that should be considered. Sample communication priorities are listed below:

*Maintain existing communications, including the following:*

***Ongoing communication priorities e.g.:***

- *10 board meetings per year*
- *4 newsletters per year*

***New communication priorities e.g.:***

- *New REDB / CBDC promotional materials*
- *Adoption of provincial REDB logo*

***Considerations:***

*Budget: CBDC / REDB Newsletter funding is capped at \$3,000.*

*Time: Board cannot meet Jan – Sept.*

*Quality: All documents must be proofed prior to printing.*

## 4. REDB Good Communication Practices

Each REDB is different and what is effective in one region may not necessarily be effective in another. Good practices in communication, however, can often be adapted to fit local needs. Some communication tips, tools and communication best practices identified by REDBs include:

### 4.1 Communication Tips

- Use a range of communication tools to reach your audience. Tools such as newspapers, special flyers, bulletin boards, and websites have been used effectively depending on the situation. Group faxes, for example, have proven effective in reaching municipalities.
- Use plain language. Plain language is clear, contemporary, unpretentious language carefully written so that it can be easily understood. It avoids legal language, technical terms and does not use unexplained acronyms. The goal of plain language is to communicate information and ideas. The goal is not to impress, confuse or intimidate. Please refer to section *4.3 Plain Language* for further details.
- Don't be frustrated if provincial media such as NTV and CBC prove difficult to engage. It is often a challenge to get these media to cover a "good news" story. Some REDBs feel controversy is required to drive network ratings.
- Book time in your schedule to regularly update your website. You will always be busy and, if you do not book the time, it will not get done.

### 4.2 Communication Tools

#### Community Synergy Sessions

Synergy sessions can be issue specific or function as forums for two-way communication between the zone board and community stakeholders such as municipalities, businesses, regional development associations, community-based organizations, other Community economic development partners, and interested members of the general public. One reason synergy sessions have been effective is that the organizations that participate are themselves looking for opportunities to communicate with stakeholders.

REDBs can coordinate these sessions or provide logistical support to other organizations that choose to lead the sessions. The process followed at the sessions can vary. A typical

session might be structured so that the REDB and development groups get five minutes each to raise issues or update others regarding their activities. Other participants such as businesses, municipalities or other local groups could also request five minutes to raise issues or discuss ongoing issues. Participants are encouraged to follow up and discuss issues further after the session is over. The duration of the synergy session is typically one hour but can go longer if people want to stay. Holding sessions on a regularly scheduled time and day (e.g. every 2nd Tuesday at 10:00 am) permits attendees to better plan their schedules.

### Lunch and Learn

Lunch and Learn topics can vary but the focus is personal, professional and organizational development. A guest speaker is selected who has insight or expertise on a particular topic of interest. Local business people, municipalities, development groups, and other attendees are charged and attendance fee sufficient to cover the cost of lunch (e.g. \$10-\$12). The REDB coordinates the promotion and event logistics. Participants enjoy their meal, network with others and take away useful information.

### E-newsletters

Some REDBs have developed a database to assist with the distribution of e-newsletters. These e-newsletters help drive traffic to the REDB websites. Typical databases list government officials, municipalities, industry associations, interested members of the public, etc.

### Press Releases

A REDB could issue press releases on a regular basis (e.g. every 2-3 weeks) to update the community about REDB activities. This approach may not work in all regions as some media may not consider these updates as real news. In these situations you are better off taking a strategic approach and limiting releases to topics that relates to your work plan that most would consider newsworthy.

Releases can be posted to the REDB website to form a communications archive. In addition, a press release template can be used to save staff time and reduce the risk of omission. The REDB can also generate a list of topics for press releases consistent with the REDB's work plan so that communications can be planned out well in advance.

## Weather Broadcasts

Television and radio stations often broadcast the weather from locations throughout the province. If you have an event or project you wish to draw attention to, you may consider inviting media to broadcast from a site you select. There is no cost for this and it reaches many people. There may also be an opportunity to “brand” a region of the province with your REDBs name. For example, below is a photo on the CBC television evening news broadcast where the south coast of the province is referred to as the “Coast of Bays.”



## Community Youth Network

A REDB can develop a Community Youth Network to engage youth in REDB activities. The network can use "Facebook" to promote youth events. Videos can be posted to YouTube to promote activities and share a visual record of events. The network can also gather cell numbers to communicate by text messaging. An effective network will allow the REDB to learn new marketing / communication approaches and keep current with technology; thus improving the effectiveness of REDB communications with all stakeholder groups.

## Virtual Developers Network

A REDB can develop a network of all persons within the region engaged in economic development. This could include the REDB, CBDCs, relevant government line departments, INTRD, ACOA, EAS offices, HRLE, municipal development departments, the Regional Council of the Rural Secretariat, rural development associations, chambers of commerce and others. The network could maintain contact through an e-mail list-serve with bi-annual face-to-face meetings.

## Project Summary Files

REDB staff could maintain electronic project summary files. These files would be updated with progress reports, meeting notes and action items. These files can then be used to develop monthly staff reports, annual reports or quarterly renewal meetings.

# 4.3 Plain Language

## USING PLAIN LANGUAGE

### Why use plain language?

- More people will understand your message.
- There is less chance that your communication will be misunderstood. This will save you time having to explain it to people, clarifying confusion, and dealing with reactions.
- **What is plain language?**

Plain language is speaking and writing so that it is easy for your intended audience to understand. At the same time, it communicates the message you want. Plain language should:

- Use familiar words
- Use a conversational, personal tone (e.g. personal pronouns: you, we, I)
- Use simple words (everyday language).
- Use short sentences, where possible (under 35 words - 25 words on average)
- Keep the subject and verb close together at the beginning of the sentence.
- Explain only one idea in each sentence.
- Avoid unnecessary formality.
- Avoid jargon
- Avoid acronyms. Where used, spell out acronyms in full on first reference followed by the acronym in brackets
- Use short paragraphs

- Provide concrete examples to illustrate your ideas
- Be direct and eliminate any ambiguity
- Use titles and subtitles that are informative or summarize the text
- Eliminate information that is not essential to your purpose
- Prioritize the information and put the most information at the beginning
- Use graphics, charts, and pictures to reinforce crucial facts and points
- Use a table of contents for longer documents
- Be consistent in what you call something. Two or more names for the same thing can be confusing.

### **Do you have any examples?**

Absolutely! There are many examples. In some cases you may use shorter (or fewer) words:

#### **Before:**

adequate number of  
 after this is accomplished  
 at an early date  
 at this point in time  
 disseminate  
 due to the fact  
 during such time  
 excessive number of  
 in the absence of  
 in the event that  
 in the majority of cases  
 in view of the fact  
 notwithstanding the fact that  
 with regard to

#### **After:**

enough  
 then  
 soon  
 now  
 send out  
 because, since  
 while  
 too many  
 without  
 if  
 usually  
 because  
 although  
 about

In other cases, you will have to work to reduce wordiness.

#### **Before**

If the location of the proposed development is located in jurisdiction other than a jurisdiction which has the appropriate environmental clearances the company's justification of anticipated benefits vs. environmental impacts from the acquisition will be subject to greater REDB scrutiny prior to considering the issue of a letter of support.

#### **After**

If the proposed development does not have environmental clearance, the REDB will review the project thoroughly before supporting it.

### **How do I write in plain language?**

1. Determine who your audience is. Consider their location, experience, education, ethnicity, religion, etc. Customize your message to suit their needs.
2. Know why you are communicating the message. Make sure the communication achieves its purpose.
3. Think about what you want to say and what you want your audience to know.
4. Reflect on what you want the reader to do with the information. Such as, consider on the action(s) that he or she might take.

### **How do I know if I am using plain language?**

1. Use your computer's spelling and grammar checks
2. Read what you have written aloud to hear how it sounds. Do people talk that way?
3. Ask a co-worker or friend to read (or listen to) your message. Then ask them if it was clear and understandable.
4. If possible, try to communicate the message to some of those in the intended audience to get their feedback.
5. Ask yourself the following questions:
  - Will my audience be able to use the document?
  - Will they be interested?
  - Is it well formatted / laid-out?
  - Is it legible?
  - Is it well-organized and comprehensible?
  - Can the reader understand the language and ideas?
  - Is it clear, concise and concrete?
  - Is it personal?
  - Does it answer readers' questions?

## 4.4 Document Formatting

When the title page serves as the cover of the document, it is recommended that you incorporate some color to make it stand out. For external documents such as annual reports and funding proposals it is suggested by many that a relevant photo be included but there is no hard and fast rule. Where the proposal is bound with a non-transparent cover, such as a binder, it is suggested that a title page inside the cover be used in case the document is scanned or copied. The information that is on the title page also needs to be included on the bound cover so others will know what the document is at a glance. The title of the document should also be included in the spine of the document where a binder is used.

### Table of Contents

Your readers are busy. Sometimes they may have to read many documents in a single day. Make it easy for them to find the information they require. Each content heading should be listed along with its corresponding page number. Try to keep the table of contents a reasonable length. Too many headings can make the document unwieldy.

Word processing software packages like MS Word and word perfect have features which allow you to bookmark section headings in the table of contents. This feature ensures that page numbers change as the heading move with the addition or removal of information. If you do not know how to use this feature, it is worthwhile to take the time to learn.

### Length

It is difficult to balance the reader's need for information with the need to keep your document focused and concise. In the case of funding proposals, the size of the document usually depends on the amount of resources being requested, how big the total project is, and the funding sources applied to. There is no hard and fast rule about proposal length but it is usually a given that the greater the level of funding applied for, the more detail that is required.

The person reading your document may not be as familiar with your organization or the document content as you are. You need to include enough details to ensure the document is clear, accurate, and complete. It must make sense on a stand-alone basis.

**Layout** Ensure documents are typed<sup>1</sup> and use a font size that is easy to read. Remember many of your audience may be older and small or colored text may be difficult for them to read. Usually a black font in a size between 12 and 14 is good.

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<sup>1</sup> In those rare cases where a document is not typed, such as an application or nomination form, please ensure writing is legible and do not use pencil. Pencil is too light to read and in some cases funding agencies will not accept applications or proposals unless they are written in ink. Handwritten proposals should use black or blue ink; red can also be very difficult to read.

Single or double spacing of a document is usually a matter of personal preference. The same is true of one-sided or two-sided printing; both are acceptable. Keep in mind that many people are increasingly environmentally conscious and may view single sided printing as wasteful. Be sure not to crowd the page. Leave spaces between paragraphs and ensure paragraphs are indented. Where possible, maintain standard margins of 2.5 cm for the top, bottom, and side margins. This will make it easier to copy and bind the document. Margins also provide the reader with a place to record notes or questions about the proposal contents.

The formatting and numbering of headings and subheadings should be consistent throughout the document. Many document writers use different font sizes, types, or characteristics to make headings stand out. This makes the document easier to follow and allows the reader to quickly reference relevant sections.

Be sure to number the pages of your document. It will make the document easier to follow. It will also help ensure your document remains intact. Documents are often copied or faxed. It is easy for some of the pages to be lost or placed in the wrong order. Headers and Footers can also help ensure that pages of the document do not go missing while giving it a professional look. Most word processing packages have features which can help.

## **Sequence**

The document should tell a story and convey the message you want conveyed. Organize your reports so that the information flows in a logical fashion. If the reader gets confused they may simply stop reading the document. A funding proposal, for example, should be easy to follow and lead the reader through what is to be accomplished, how it is to be done, and why it is important. Do not fall into the trap of matching the sequence of the proposal to application form headings. The headings in the application form can be used as a check list to ensure required elements have not been over-looked; however, they should not simply be replicated. As one account manager said, “You have to take control of the application.”

Ensure that the document is properly organized into appropriate sections and make sure that your content is in the right section. Sections do not need to be in any particular order but they must relate in specific ways to the other sections as well as the document as a whole.

There are some general rules of thumb:

- Start with a Title Page
- Executive Summary should be the first thing to follow the Table of Contents
- For funding proposals, the project description should proceed the project budget
- Appendixes should come at the end of the document

## **Writing Style**

If not entertaining, your document should at least be easy to read. Each sentence should contain only one major idea to prevent confusion. Avoid wordy sentences. Your objective is to clearly and concisely convey your ideas. Make sure your sentences are not overly complex and check for unnecessary words. Use clear, concise and simple language that states exactly what is meant.

### **Example of Unnecessary Wording**

“In view of the preceding information, we feel it is required and necessary for an improved, enhanced museum to be built in Lance Cove.”

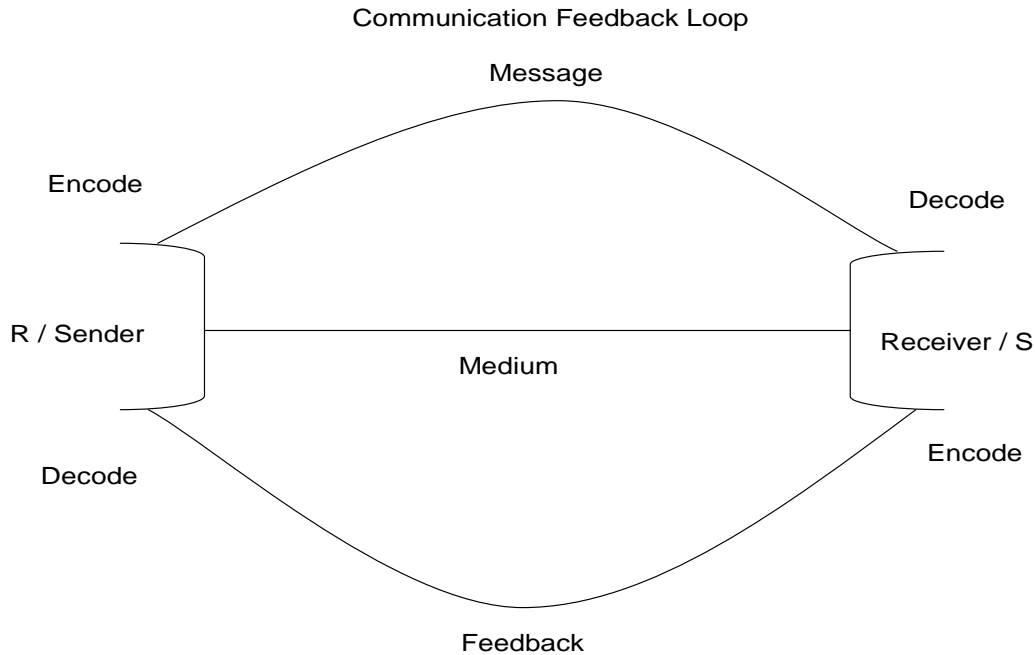
#### **May be changed to:**

“Therefore, a new museum is required for Lance Cove.”

## **Appendix A: Communication Feedback Loop**

Language is essentially individual and no two people speak exactly the same language. The way I understand a word and the meaning I intend with that word are not necessarily the same as the way in which the receiver will understand that same word. Language varies based on profession, organization, gender, age, ethnicity and many other factors. By asking questions and communicating the same message in different ways can increase the likelihood that my message will be understood. I can also examine the loop to see if there are things that will impede good communication. For example:

- Am I using acronyms or words that my audience may not understand?
- Is there anything impacting the way in which the received such as the emotional state of the receiver?
- Is the medium I am using (e-mail, phone, meeting, letter, etc) appropriate for the situation and the audience?
- Is there noise that is inhibiting good communication? This could be physical noise but it could also be seen as conflicting instruction, heavy workloads, distractions, etc.
- Am I being accessible so the receiver can request clarification?
- Is the receiver too scared or embarrassed to seek clarification?



To better understand the basic steps of communication, consider these steps:

- **Develop the Idea:** This is a key step. Unless there is a worthwhile message, all other steps are useless.
- **Encode the message:** If it is a letter or a speech, put the message into suitable words and statements.
- **Transmit:** Choose the method of transmission and consider the most appropriate channels.
- **Receive the message:** In this step the initiative transfers to the receiver. If the receiver does not function, the message is lost.
- **Decode the message:** Interpret what was said or attempt to understand the message.
- **Feedback:** This is what I think you said and my response reflects whether I was correct or not in that regard.

## Appendix B: Communication Device Factors to Consider

**Email** - the transmission of messages over communications networks. They can be typed or simply be the attachment of an existing computer file such as WordPerfect. Non-hierarchical, short life span, high degree of user input available, modifiable, relatively few users, supports small amounts of information, easy to create, fairly intrusive, low cost, may be private.

**Web Site** - a location on the World Wide Web managed by an individual or organization. Hierarchical, long life span, low degree of user input, not modifiable, infinite users, supports large amounts of information, can be easily created (depending on the features desired), not at all intrusive, can be low cost (again depends on features desired), no control over who views the information.

**Electronic Conferencing** - conducting a conference between 2 or more participants at different sites by using computer networks to transmit audio and video data. Non-hierarchical, very short life span, high degree of user input and modifiability, small number of users, supports moderate amounts of information, requires a small amount of technical skill to set up, somewhat intrusive, moderate equipment costs, very private.

**Instant Messaging** - A private chat room with another individual located in the user's contact list. Non-hierarchical, very short life span, high degree of user input, very modifiable, few users, supports small amounts of information, easy to use, extremely intrusive, very low cost, and somewhat private.

**Newsgroup** - an online discussion group usually covering specific topics. Users post information for others to view. Non-hierarchical, moderate life span, high degree of user input, somewhat modifiable, many users, supports moderate amounts of information, requires a small amount of technical skill to set up, not at all intrusive, fairly low cost, somewhat private.

**Intranet** - a web site belonging to an organization that is accessible only by the organization's members, employees, or others with authorization. Hierarchical, long life span, no user input, not modifiable, many users, supports large amounts of information, requires significant technical skill to set up, not at all intrusive, high cost, very private.

**Extranet** - a web site that provides various levels of accessibility to outsiders. Access is provided through use of a valid username and password and your identity determines which parts of the extranet you can view. Hierarchical, long life span, no user input, not modifiable, many users, supports large amounts of information, requires significant technical skill to set up, not at all intrusive, high cost, you control what information is accessible to each individual user.

**Facebook** - Facebook is a social utility that connects people with friends and others who work, study and live around them. People use Facebook to keep up with friends, upload an unlimited number of photos, share links and videos, and learn more about the people they meet. The site

has grown exponentially in popularity since its inception. It offers newsgroups, e-mail and many other ways to keep in contact.

**YouTube** - YouTube is a leader in online video. It is a place where people can watch and share original videos worldwide. The site is easy to use and allows people to upload and share video clips across the Internet through websites, mobile devices, blogs, and email.

Due to the fact that each electronic communication method has mixed advantages and disadvantages, most organizations utilize a combination to suit their communication needs. For example, large corporations with thick policy and procedures manuals usually utilize Intranets because they are extremely secure, provide instant access for employees, and the organization can afford the higher cost. On the other hand, their email system provides interaction amongst individual employees located at various branch locations.

It is important to remember that most electronic communication is without the benefits of personal, visual and voice interaction. As a result, it is extremely vital for users to ensure that information is clear and concise. For example, it is often difficult for the receiver to know whether a sender is joking or serious when sarcasm is used.

## Appendix C: Brainstorming Guidelines

**Brainstorming:** Using groups to solve problems can be very effective if done properly. Brainstorming is a communication tool that facilitates collective decision-making and collaborative action. Each individual has her/his own unique experiences, abilities, skills, and perspectives to bring to any problem. Brainstorming encourages creative problem solving by bringing individuals together as a team to collectively tackle a problem. Some elements of effective brainstorming include:

- **Preparation:** Making sure you have a room big enough for the group to meet. Arranging for someone to take notes. Ensuring you have whiteboards, flip charts, markers, tape and anything else you need to get the creative juices flowing.
- **Diversity:** Having a room full of people cut from the same cloth does a disservice to your organization. It is important to involve people with different backgrounds and attitudes. This will allow you to examine your options from different perspectives and provide a wider range of ideas to choose from.
- **Good facilitation:** This is key! As a leader you will often facilitate these sessions or select who does. A good facilitator will clearly explain the problem to be discussed or decision to be made. They will ensure that all those participating in the process are heard, and that no one dominates the discussion. She or he also keeps the group focused. We have all been at meetings where someone has taken the group completely off topic!
- **Open discussion:** Encourage participants to advance any idea, no matter how off the wall. These suggestions may have merits which are not immediately obvious. Even if an idea is completely impractical, it may trigger a solid idea from someone else. Participants should feel free to ask questions and clarify the problem.
- **Group ideas:** Many of the solutions / ideas advanced by team members will be somewhat similar. Try to group these together to save time later.
- **Restrain criticism:** You must separate the generation of ideas from the evaluation of ideas. The goal is to first identify as many ideas as possible. Only after a full list of options have been presented and grouped do you start to critically evaluate the ideas. You may even appoint a devil's advocate to challenge the suggested solutions to encourage their modification and improvement.
- **Choose the most appropriate solution from the best solutions generated.**

## **Appendix D: Media Relations - 10 Considerations**

- 1. Media: you have to talk to them.**
- 2. There's no such thing as "no comment."**
- 3. There's no such thing as "off the record."**
- 4. Journalists are always on the job. Period.**
- 5. Reporters are simply doing their jobs.**
- 6. You and your company/organization do not determine what constitutes news.**
- 7. You can't guarantee the kind of coverage you want.**
- 8. Don't ostracize a reporter because of the way he/she covers your story.**
- 9. What you perceive as biased reporting is not a hanging offence.**
- 10. Frivolous stories waste reporters' time and impact your credibility.**

## Appendix E: Sample Official Opening Scenario

### OFFICAL OPENING OF ABC Furniture Plant (June 2, 2002) Scenario

<b>Objective</b>	<ul style="list-style-type: none"> <li>• To officially open the Facility</li> <li>• To make explicit the REDBs role in the company's site selection</li> <li>• To thank the funders and investors in this facility for their generous support, in the presence of representatives from the company, CME, government, media and the College of the North Atlantic</li> <li>• To generate provincial and possibly national media coverage for this new facility.</li> </ul>
<b>Guests</b>	<ul style="list-style-type: none"> <li>• Representatives from ABC Furniture Plant, Minister of INTRD, Federal MP, REDB Board of Directors, ACOA, INTRD, CME, CNA. Town of Badger Cove and media.</li> </ul>
<b>Participants and Guests of Honour</b>	<ul style="list-style-type: none"> <li>• Host:             <ul style="list-style-type: none"> <li>○ Bob Barker, REDB Chair</li> </ul> </li> <li>• Participants:             <ul style="list-style-type: none"> <li>○ Mr. C. Twitty, Regional General Manager, ABC Furniture Manufacturing</li> <li>○ Rick Comerford, Regional VP, ACOA</li> <li>○ Rita Malone, ADM Regional Development, INTRD</li> <li>○ Neil Diamond, Mayor of Badger Cove</li> <li>○ Susan White, Training Officer, CNA</li> <li>○ The Hon. Bob Browne, Member of Parliament</li> <li>○ Hon. Trevor Taylor, Minister of INTRD</li> </ul> </li> <li>• Reserved seating for other special guests in Row 1 of the hotel large meeting room             <ul style="list-style-type: none"> <li>○ Ms. Tina Lawlor, Vice-chair REDB Board</li> <li>○ Deputy Mayor, Town of Badger Cove</li> <li>○ Ms. Karen Skinner, ACOA</li> <li>○ Tony Rideout, Plant Manager, ABC Furniture Manufacturing</li> <li>○ John Wickham, Director, INTRD</li> </ul> </li> </ul>

## Appendix F: Sample Media Advisory

Media advisories provide media with a “heads up” that your event will be taking place. They are usually issued somewhere between two days to one week prior to the event. This allows media to plan for your announcement / event and commit resources. As a rule of thumb, media releases are issued earlier in the day to avoid being unnoticed by media outlets and are not issued on Friday’s for the same reason. The media advisory is NOT the news release. It should only state the event, time and location. If too much information is provided, the media advisory will “scoop” the event. Reporters may develop stories based solely on the advisory and not feel a need to attend the event. If this happens the REDB will receive less coverage as the story will contain no photos or attendee reaction. An example media advisory is below.

...Regional Economic Development Board  
May 26, 2008

### **Media Advisory: ....REDB to Announce Opening of ABC Furniture Plant**

On Monday, June 2, Mr. Bob Barker, Chair of the ....REDB will announce the opening of ABC Furniture Plant in Badger Cove, NL. Company and Government Officials will be in attendance.

The announcement will take place at 9:45 a.m. at the main floor meeting room of the Badger Cove Hotel. The Hotel is located at 22 Lake Street, Badger Cove, NL.

- 30 -

Media contact:

Paul Murphy  
Executive Director  
...REDB  
709-XXX-4570, XXX-1500

[paulm@redb.com](mailto:paulm@redb.com)

## Appendix G: News Release Tips

### What is news?

**The following are news values established by reporters to determine the newsworthiness of an event:**

- Impact
- Timeliness
- Prominence of the people involved
- Proximity
- Conflict
- The unusual nature of the event
- Currency

### Reporter's guide to reporting and writing the story:

- Accuracy
- Attributions
- Verification
- Balance
- Fairness
- Objectivity
- Brevity
- Clarity
- Human interest
- Responsibility

### Tips for writing effective news releases

- keep it short: short sentences, quotes, paragraphs
- designed to answer five Ws (who, what, when where and why) and maybe how
- put most important information at the top – inverted pyramid style
- use active verbs
- try to build drama — treat it as a story
- use a catchy headline – this may be the only thing an editor sees
- use descriptive words, everyday language, avoid clichés
- make reference to the human element of the issue. Make the editor care.
- always use at least one quote, preferably not more than two. Use them as expressions of opinion versus presentation of factual information.
- most news releases can be edited to a page

- follow Canadian Press style

**What to include:** release date, the organization's information, place line and contact name and number.

## Appendix H: News Release Template

Organization's address/logo

# NEWS RELEASE

**Headline** (should be catchy, active verbs)

**Date and place line** — Lead in (most important information, the news angle)

- < main information
- < quotes from the organization's key representative to personalize the news
- < background information

– 30 –  
(*signifies the end of the release*)

For more information contact: (Name, title, phone number)

## Appendix I: Sample News Release

A news release provides the reader with the, who, what where, when and why. It should include quotes from key stakeholders and provide contact information for the media. The information in the news release should form that basis of “story” the media will carry. When writing a news release, try to put yourself in the place of a busy reporter. Ask yourself:

- Is the release clear in conveying its message?
- Can the information be “cut & paste” into a news story?
- Does the release look professional (spelling, format, grammar, etc)?

The news release is issued the day of the event. Copies of the release and supporting materials such as full backgrounds on the REDB and announcement should be combined in media kits and presented to the media that attend the event. A sample news release is below:

...REDB  
June 2, 2008

### **Furniture Manufacturing comes to Badger’s Cove**

The ...REDB has attracted a Toronto-based company to establish a furniture manufacturing plant in Badger’s Cove, NL. The plant will manufacture high-end furniture for export using local hardwoods. When construction of the \$2 million plant is completed approximately 30 full-time positions will be created.

"Badger’s Cove is the ideal location for the plant," said Rob Roberts, President of ABC Manufacturing International. "The region offers a stable, skilled workforce, access to raw materials and the marine infrastructure required to get product to market. It also offers a strong community partnership through the ...REDB."

"We are elated with the Company’s decision to locate in our region," said Bob Barber, Chair of the ...REDB. "We believe our region boasts a number of competitive advantages to industry. We are pleased that the REDB’s confidence, planning, and persistence has resulted in such a positive outcome. We feel strongly that by working with partners like the Atlantic Canada Opportunities Agency, the Dept. of Innovation, Trade and Rural Development, the businesses and municipalities of the region, we can achieve many more successes for the region"

Furniture manufactured at the Badger Cove facility will be hand-crafted using traditional woodworking skills. It will be shipped to the New England states where it will be sold through boutique style furniture outlets.

ABC Manufacturing International was started in Rhode Island USA in 1982. Since that time the Company has grown to six manufacturing facilities and over 40 retail outlets located in urban centres throughout Canada, the USA and Europe. Demand for high-end furniture is expected to grow over the next 10 years creating the potential for future expansion.

The ... REDB was formed in 1995 to facilitate local economic planning and decision-making. Since that time the REDB has made a significant impact on the region by facilitating initiatives such as local skilled-trades training, with the Snoopy Cove Marine Park, and the regional organic farming cooperative. The REDB completed its most recent Strategic Economic Plan, which targeted regional opportunities in forestry and manufacturing, in November, 2007. The REDB undertook a rigorous opportunity identification process in partnership with ACOA and INTRD to develop an action plan to advance these initiatives. Following this action plan, the REDB initiated contact with ABC Manufacturing International to sell them on the regions many benefits.

-30-

Media contact:

Mr. Paul Murphy  
Executive Director  
...REDB  
709-XXX-4570, XXX-1500

[paulm@redb.com](mailto:paulm@redb.com)

Mr. Peter Pope  
Director of Communications

ABC Manufacturing International

480-xxx-8887, xxx- 2000

[ppope@ABCMI.com](mailto:ppope@ABCMI.com)

## Appendix J: Guide to Preparing for an Interview

Organizations encounter the media in many different ways:

- < you send out a news release which invites the media to your door;
- < you hold a news conference;
- < you hold an open house;
- < you have a crisis, i.e., senior employee fired, natural or accidental mishap;
- < media are looking for factual information or a source for a story.

What to do when the media call

1. When you get the call make sure you ask the reporter the following:
  - < name and news organization?
  - < subject and particular focus? – not all reporters will want to provide details about the story but it can't hurt to ask the question anyway.
  - < when the story will run?
  - < what the deadline is?
2. Negotiate for time
  - < get all the background information you will need
  - < determine a spokesperson (if your regular person is unavailable)
  - < prepare
3. Formulate the message
  - < formulate your key messages, i.e., why this issue/policy/program is important, what it will accomplish in the real world
  - < frame your message in newsworthy terms. Ask yourself: what is new and significant about this story? Does my issue tie in with a current issue in the news? Is it a spin-off of a larger trend or event? Does it add an interesting wrinkle to a current news story?
  - < ensure your news message is quotable, especially if medium is broadcast
4. Play the journalist
  - < prepare yourself or your spokesperson for the questions the reporter may ask
5. Do the interview

## Appendix K: Sample Project Progress Report

Many of the initiatives your REDB undertakes will be guided by your Board of Directors, a board subcommittee, or a project steering committee. These people are very busy and it is critical that they get the information they need to make informed decisions. They do not have the time to sift through long narratives seeking the information they require. It is considered good practice to use a standard project progress report template. The template has a number of benefits including:

1. It saves you time. You do not need to sit and think about what information to include or how to format it. You simply follow the template
2. The template reduces the risk that you will forget to include important information
3. The report is concise and easy to follow. This is true especially when you have new people join the committee
4. Decision-makers grow comfortable with the report headings and know where to look to find the information they require. This reduces the likelihood that key information will be missed
5. The progress reports form part of the project record and can be reviewed in the future when planning other initiatives

Below is a sample project progress report:

### \_\_\_\_\_REDB Craft Cooperative Development Progress Report

**For the period** From: 07/03/2007 to: 06/06/2007      **Prepared by:** Ted Lomond

**Status Overview:** The group met with representatives of the NLFC and participated in a one-day capacity building session on cooperative development. Session evaluations were very positive. Progress is proceeding well and there are no significant concerns with the initiative. Concerns with strength of two of the potential cooperative members have been identified but are being addressed through supports from INTRD. The steering committee member from Badgers Cove Development Association (BCDA) has recently left due to illness. He will be replaced by Bob Hillier the BCDA vice-chairperson. ACOA has not yet named a committee replacement for their field officer who is on maternity leave.

#### Status Implications:

- **Scope:** It was agreed that the proposed cooperative would be broadened to include visual artists in the region. It is also anticipated that an ACOA Client Advisory Services project will be undertaken to confirm markets.
- **Quality:** The issue of the strength of two of the potential cooperative members remains but is being addressed. No quality issues are outstanding.

- Budget: The project is under budget and \$2,500 savings are anticipated. This will be offset, however, due to a reduced ACOA contribution.
- Schedule: No change. Cooperative formation in September with Public Announcement in October.
- Human Resources: Hiring a facilitator on a three month contract to work with potential members. Reviewing the names of potential CAS consultants for market research.

Milestones Achieved:

- March 15, 2007 Cooperative Membership meeting with NLFC
- April 19, 2007 Capacity Building Session
- May 17, 2007 Steering Committee meeting
- ACOA CAS funding confirmed

Milestones Upcoming:

- June 21, 2007 Steering Committee meeting
- Hiring of Facilitator
- Hiring of Consultant
- August 2007 Development agreement finalized

**Problems Resolved:** No significant problems encountered. Membership capacity being addressed through funder support.

**Problems Outstanding:** None at this time

Concerns:

- Not all potential members are demonstrating the same sense of urgency
- Decision to include visual artists may slow progress
- May be difficult to get a CAS consultant in the region

Key Decisions Made:

- The hiring of a facilitator to assist coop members. (Ted Lomond, Project Manager)
- Broaden scope to include visual artists (vote of potential coop members)
- Hire a marketing consultant to assist with marketing plan (Project Steering Committee)

Key Decisions Outstanding:

- Scale of announcement (Steering Committee)
- Selection of Consultant (Ted Lomond, Project Manager)

Next Steps:

- Hire Facilitator (Ted Lomond, Project Manager)
- Hire Consultant (Ted Lomond, Project Manager)
- Advise ACOA of selected consultant (Ted Lomond, Project Manager)
- Convene meeting of potential members to review draft agreement (Facilitator)

Other Issues / Comments:

- I am pleased with the progress to date

Attachments:

- Draft consultant Terms of Reference
- Minutes - March 15, 2007 Cooperative Membership meeting with NLFC
- Evaluation Results - April 19, 2007 Capacity Building Session
- Minutes - May 17, 2007 Steering Committee meeting

# Appendix L: NLREDA Marketing & Communications Policy / Procedures

## SECTION 5.0 – MARKETING & COMMUNICATIONS

### 5.1 Introduction

The Corporation must actively engage in developing provincial partnerships, such as those with Municipalities Newfoundland and Labrador (MNL), the Newfoundland and Labrador Association or Community Business Development Corporations, and other stakeholders such as industry associations, labour organizations, and educational institutions to ensure the general public is aware of the work and accomplishments of the Corporation. It is recognized that to achieve maximum exposure and effectiveness, marketing, promotion and communication activities must be carried out at the local and provincial levels. The Corporation must be aware of, and plan to tie into, other marketing activities/efforts as they occur in order to realize the greatest return on our marketing investment.

### 5.2 Promotion

The following vehicles of promotion should be considered and used by the Corporation on a regular basis:

- a) NLREDA Logo
- b) Collateral material
- c) Miscellaneous promotional items and giveaways
- d) Signage
- e) Community relations
- f) Networking
- g) Media

#### 5.2.1 *NLREDA Logo*

A logo should project the proper image for the organization, generate customer interest and generally reflect who you are. A common logo was developed for NLREDA and the REDBs in order to identify with and benefit from local and provincial marketing activities. It is important to remember that logo recognition is the first step in the successful promotion of NLREDA.

#### 5.2.2 *Collateral Material*

- a) Business cards should be professionally printed and developed utilizing the standards put forth in the NLREDA Graphic Standards Manual. The business card is one promotional tool that is widely distributed and used on a daily basis. It is also usually kept by the receiver for future reference.
- b) Letterhead should be professionally printed and developed utilizing the standards put forth in the NLREDA Graphic Standards Manual. Letterhead is another form of promotional material that is widely distributed.
- c) To project a professional image, NLREDA is encouraged to use kit folders bearing the NLREDA logo to organize and package information provided to clients, government agencies/departments, and others.

### **5.2.3 *Miscellaneous Promotional Items and Giveaways***

Promotional items such as pens, lapel pins, mugs, notepads, calendars, clothing, etc. may be purchased and distributed to clients, colleagues, co-workers, and friends to promote the Corporation.

Again, consideration should be given to maintaining the marketing standards. Also, when able to do so, group buying among provincial members is encouraged.

### **5.2.4 *Signage***

NLREDA should have exterior and interior signs which adequately inform and direct the public or client to the Corporation's office. Signs should be developed using the common logo, colors, and other graphic standards.

### **5.2.5 *Trade Shows***

The Corporation will be invited from time-to-time to participate in trade shows and will determine the relevance of each and whether or not to participate.

### **5.2.6 *Community Relations***

- a) NLREDA, as a good corporate citizen, will seek membership on, or participate in, those provincial organizations/projects which are in a position to help further the objectives of NLREDA. Groups such as the Municipalities of Newfoundland and Labrador, NLACBDCs, Hospitality Newfoundland and Labrador and other industry organizations are prime examples. NLREDA representatives will endeavor to keep these groups informed and aware of NLREDA's activities. Expenses related to membership or participation such as meals, travel, dues, etc. should be covered by NLREDA.
- b) At times requests are received from schools and other organizations for NLREDA's representatives to participate in panel discussions, public forums, educational seminars, class presentations, etc. NLREDA will, when appropriate, accept these requests with a view of informing the public of the aims and objectives of NLREDA, as well as, addressing any particular topic as requested.
- c) Staff of NLREDA will maintain an ongoing relationship with pertinent government departments, agencies, municipalities/communities/local service districts, crown corporations, CBDCs, educational institutions, and other business/community groups. Personal visits will be made from time-to-time by the staff of NLREDA with the view of promoting the aims and objectives of NLREDA, soliciting cooperation and assistance, and creating/maintaining a rapport among staff.

### **5.2.7 *Media***

- a) Newspaper ads can be effective marketing tools. When planning newspaper ads, consideration should be given to placement on page, section, graphics, repetition, cost, and content. Many community newspapers are eager to receive items of local community interest and NLREDA will, whenever possible and appropriate, provide articles and press releases. Written properly these articles can be of valuable assistance in getting NLREDA's message out. As well, local reporters may be contacted from time-to-time to solicit their cooperation.

- b) Magazines may have special sections or features which can be connected in some way with the services of NLREDA. These magazines may be published by independent publishers, towns, development organizations, industry organizations, or other groups.
- c) Radio may be another method for NLREDA to reach its intended audience. It can reach a large number of people, available market research allows one to zero in on the target market, it is flexible, and can be quickly modified and changed. As with newspapers, radio reporters may be contacted from time-to-time to solicit their cooperation.
- d) Depending on budgetary constraints and joint activities with the REDBs, television campaigns will be an avenue for promotion.
- e) NLREDA will maintain a mailing list of the business community, service clubs, CBDC's, Municipal and community councils, development organizations, and other interested groups. Relevant information will be sent to these organizations when the opportunity exists and is appropriate. This information may take the form of notice of meetings, highlighting success stories, new businesses, new projects, etc. These newsletters may be produced in-house or may be a joint project in conjunction with other agencies.

## **Appendix M: International Association of Business Communicators**

Because hundreds of thousands of business communicators worldwide engage in activities that affect the lives of millions of people, and because this power carries with it significant social responsibilities, the International Association of Business Communicators developed the Code of Ethics for Professional Communicators.

The Code is based on three different yet interrelated principles of professional communication that apply throughout the world.

These principles assume that just societies are governed by a profound respect for human rights and the rule of law; that ethics, the criteria for determining what is right and wrong, can be agreed upon by members of an organization; and, that understanding matters of taste requires sensitivity to cultural norms.

These principles are essential:

Professional communication is legal.

Professional communication is ethical.

Professional communication is in good taste.

Recognizing these principles, members of IABC will:

Engage in communication that is not only legal but also ethical and sensitive to cultural values and beliefs;

Engage in truthful, accurate and fair communication that facilitates respect and mutual understanding;

Adhere to the following articles of the IABC Code of Ethics for Professional Communicators.

Because conditions in the world are constantly changing, members of IABC will work to improve their individual competence and to increase the body of knowledge in the field with research and education.

## ARTICLES

1. Professional communicators uphold the credibility and dignity of their profession by practicing honest, candid and timely communication and by fostering the free flow of essential information in accord with the public interest.
2. Professional communicators disseminate accurate information and promptly correct any erroneous communication for which they may be responsible.
3. Professional communicators understand and support the principles of free speech, freedom of assembly, and access to an open marketplace of ideas and act accordingly.
4. Professional communicators are sensitive to cultural values and beliefs and engage in fair and balanced communication activities that foster and encourage mutual understanding.
5. Professional communicators refrain from taking part in any undertaking which the communicator considers to be unethical.
6. Professional communicators obey laws and public policies governing their professional activities and are sensitive to the spirit of all laws and regulations and, should any law or public policy be violated, for whatever reason, act promptly to correct the situation.
7. Professional communicators give credit for unique expressions borrowed from others and identify the sources and purposes of all information disseminated to the public.
8. Professional communicators protect confidential information and, at the same time, comply with all legal requirements for the disclosure of information affecting the welfare of others.
9. Professional communicators do not use confidential information gained as a result of professional activities for personal benefit and do not represent conflicting or competing interests without written consent of those involved.
10. Professional communicators do not accept undisclosed gifts or payments for professional services from anyone other than a client or employer.
11. Professional communicators do not guarantee results that are beyond the power of the practitioner to deliver.
12. Professional communicators are honest not only with others but also, and most importantly, with themselves as individuals; for a professional communicator seeks the truth and speaks that truth first to the self.

## ENFORCEMENT AND COMMUNICATION OF THE IABC CODE OF ETHICS

IABC fosters compliance with its Code by engaging in global communication campaigns rather than through negative sanctions. However, in keeping with the sixth article of the IABC Code,

members of IABC who are found guilty by an appropriate governmental agency or judicial body of violating laws and public policies governing their professional activities may have their membership terminated by the IABC executive board following procedures set forth in the association's bylaws.

IABC encourages the widest possible communication about its Code.

The IABC Code of Ethics for Professional Communicators is published in several languages and is freely available to all: Permission is hereby granted to any individual or organization wishing to copy and incorporate all or part of the IABC Code into personal and corporate codes, with the understanding that appropriate credit be given to IABC in any publication of such codes.

The IABC Code is published on the association's web site. The association's bimonthly magazine, *Communication World*, publishes periodic articles dealing with ethical issues. At least one session at the association's annual conference is devoted to ethics. The international headquarters of IABC, through its professional development activities, encourages and supports efforts by IABC student chapters, professional chapters, and regions to conduct meetings and workshops devoted to the topic of ethics and the IABC Code. New and renewing members of IABC sign the following statement as part of their application: "I have reviewed and understand the IABC Code of Ethics for Professional Communicators."

As a service to communicators worldwide, inquiries about ethics and questions or comments about the IABC Code may be addressed to members of the IABC Ethics Committee. The IABC Ethics Committee is composed of at least three accredited members of IABC who serve staggered three-year terms. Other IABC members may serve on the committee with the approval of the IABC executive committee. The functions of the Ethics Committee are to assist with professional development activities dealing with ethics and to offer advice and assistance to individual communicators regarding specific ethical situations.

While discretion will be used in handling all inquiries about ethics, absolute confidentiality cannot be guaranteed. Those wishing more information about the IABC Code or specific advice about ethics are encouraged to contact IABC World Headquarters (One Hallidie Plaza, Suite 600, San Francisco, CA 94102 USA; phone, +1 415.544.4700; fax, +1 415.544.4747).

# Appendix N: Sample REDB Communication Strategy 1

## Irish Loop Regional Economic Development Board

### I PURPOSE

The purpose of this strategy is to ensure consistency and continuity within the Irish Loop Development Board's communications and stakeholder relations activities. The strategy has been prepared in response to the defined need arising from the region's Monitoring and Evaluation (M&E) Program which identified weaknesses among key stakeholders in their awareness of the Board, its role in development and their relationship to it. It addresses the current core functions of the Board in relation to public education and partnership. In addition, it will satisfy the requirement for the Board to prepare a three-year communications strategy within its current year work plan. It follows on a successful communications planning session held by the Board in December 2005 and the establishment of the Board's Communications Sub-Committee in February 2006.

### II SCOPE

The scope of this strategy includes internal and external stakeholders and encompasses all activities of the Board. The audiences toward which messages will be directed, the key messages to be conveyed, the activities to be undertaken and the resources required to do so will be defined in subsequent sections.

### III OBJECTIVES

There are several objectives in stakeholder relations for the Irish Loop Development Board:

- ensure key stakeholders are informed on progress/activities;
- build and maintain support for the Irish Loop Development Board and regional economic development in general;
- seek input from stakeholders on development priorities and considerations;
- provide a basis for transparency and accountability in relation to Board activities;

### IV COMMUNICATIONS PRINCIPLES

The following principles will guide the implementation of the communications plan for the Irish Loop Development Board:

- Timely, ongoing and accurate information to key stakeholders and target audiences;
- Ongoing opportunities for formal/informal input from stakeholders and the broader community;
- Empowerment of lead spokespersons within organization at the table as primary communications tool;
- Evaluation and adjustment of communications strategies over time;

## V TARGET AUDIENCES

Key target audiences may be defined as being either internal or external to the Board. Activities must be tailored to meet the varied requirements of each target audience in terms of needs, messages and methodologies. The target audiences are identified in Tables 1 and 2 below.

**Table 1 – Internal Target Audiences**

<b>Target Priority</b>	<b>INTERNAL</b>
I1	Directors including ex-officio representatives of agencies
I2	Management/Staff
I3	Information/Knowledge Management System

**Table 2 – External Target Audiences**

<b>Target Priority</b>	<b>EXTERNAL</b>
E1	Stakeholders/partners with direct representation on the Board including ex-officio representation
E2	Other government/funding partners
E3	Elected representatives within region
E4	Media
E5	General public within the Irish Loop region
E6	Other stakeholders within the region without representation on the Board
E7	Other development/industry organizations on Avalon and provincially
E8	Elected representatives outside of region

## VI MESSAGES

The requirements in relation to messages (or communications objectives) for these target audiences may be general or specific depending on the overall objective. In some cases, the objective may be to inform while in others it may be to seek input, change attitudes or achieve a desired result i.e. partnership/buy-in on a particular initiative. In many instances, each individual target audience may require general or specific messages.

Overall, the general messages for the Irish Loop Development Board are:

*The Irish Loop Development Board is the lead, grassroots economic development organization in the Irish Loop region – Zone 20 (Bay Bulls to Mall Bay).*

*Our mission is to create a stronger region by investing in people, building communities and supporting new growth and development.*

*We are a not-for-profit organization comprised of volunteer representatives from key stakeholder groups in business, communities, economic development and labour.*

*We have a successful track record of nearly 10 years in regional economic development and are considered one of the most successful Zone Boards in the province.*

*We accomplish what we do through partnership with key stakeholders in developing and coordinating a regional economic plan and by building capacity among community and regional groups and organizations.*

*We are aided in this mission by both levels of government who provide core operational support for the Board and development support on a project-by-project basis.*

These messages constitute the basic facts of who we are, what we do and why we do it. As outlined above, more targeted messages may be required depending on the objective or the stakeholder group toward which the message is directed. More specific requirements will be discussed in Sections VII, VIII and IX below.

## **VII STAKEHOLDER RELATIONS ACTIVITIES (INTERNAL)**

**TARGET 1** Directors of the Irish Loop Development Board including all stakeholder and ex-officio government representatives of the Board.

**GOAL(s)** Maintain an awareness of development priorities and activities to enable directors to make more informed decisions and build capacity among directors in communications.

<i>Objective/Message</i>	<i>Action(s)</i>	<i>Completion</i>	<i>Resources</i>
Use Internet as Communications Tool	Prepare and distribute survey to directors to review accessibility/capacity of directors to Internet/computer use	Dec. 1 <sup>st</sup> , 2006	Manager of Operations
	Budget within Innovation Irish Loop resources to provide Internet capacity for those directors who do not currently have it both in relation to access and training	Mar. 31 <sup>st</sup> , 2007	<b>Executive Director and MRON-IT</b>
	Provide training to those directors who do not presently use Internet/computers	May 31 <sup>st</sup> , 2007	<b>Innovation Irish Loop</b>
	Provide computers and Internet connectivity to those directors who currently do not have it	May 31 <sup>st</sup> , 2007	<b>Innovation Irish Loop</b>
	Phase in e-based material distribution system for directors	June 1 <sup>st</sup> , 2007	Executive Director and Manager of Operations

Timely Information	Prepare monthly report template based on Integrated Business Plan activities for distribution one week in <u>advance</u> of Board meetings	Dec. 1 <sup>st</sup> , 2006	Executive Director and Manager of Operations
	Prepare/maintain up to date biographies and pictures of directors and staff and distribute to all directors	Dec. 1 <sup>st</sup> , 2006	Manager of Operations
	Update/maintain Board contact list and distribute to all directors and staff	Dec. 1 <sup>st</sup> , 2006	Manager of Operations
	Update/contact staff list and distribute to all directors and staff	Dec. 1 <sup>st</sup> , 2006	Manager of Operations
Awareness of Communications	Add communications as standard agenda item of each Board meeting	Dec. 1 <sup>st</sup> , 2006	Executive Director, President and Chairperson of Communications Committee
	Provide training to directors on communications planning	Nov. 30 <sup>th</sup> , 2006	<b>Executive Director and CCB Program</b>
Evaluation	Evaluate Board meetings and information processes with directors	Dec. 1 <sup>st</sup> , 2006 and quarterly	<b>Executive Director</b>
Business Cards	Prepare business cards for all directors utilizing new logo	March 31 <sup>st</sup> , 2007	<b>Manager of Operations</b>

**TARGET 2 Staff of the Irish Loop Development Board.**

**GOAL(s)** Provide timely updates and direction to staff on activities

<i>Objective/Message</i>	<i>Action(s)</i>	<i>Completion</i>	<i>Resources</i>
<b>Staff meetings</b>	<b>Develop schedule for and host weekly staff meetings to review activities and initiatives.</b>	<b>Dec. 1<sup>st</sup>, 2006</b>	<b>Executive Director</b>
	<b>Include review of monthly report template as basic agenda for staff meetings</b>	<b>Dec. 1<sup>st</sup>, 2006</b>	<b>Executive Director</b>
	<b>Maintain minutes of staff meetings for distribution to staff</b>	<b>Dec. 1<sup>st</sup>, 2006</b>	<b>Manager of Operations</b>
<b>Evaluation</b>	Evaluate staff meetings	Dec. 1 <sup>st</sup> , 2006	<i>Executive Director</i>
<b>Timely Information</b>	Prepare/maintain up to date biographies and pictures of directors and staff and distribute to all staff	Dec. 1 <sup>st</sup> , 2006	Manager of Operations

**TARGET 3 Information/Knowledge Management Systems for Irish Loop Development Board**

**GOAL(s)** Provide access to and a means of exchange for information and enhanced capacity for managing information/knowledge among staff.

<i>Objective/Message</i>	<i>Action(s)</i>	<i>Completion</i>	<i>Resources</i>
<b>Information Management</b>	<b>Budget within Innovation Irish Loop resources to undertake review of all Board material, prepare index and make accessible in digital format for use by staff</b>	<b>March 31<sup>st</sup>, 2006</b>	<b>Executive Director and Manager of Operations</b>
	Provide resources to support information management system including technology and training to staff	May 31 <sup>st</sup> , 2007	Innovation Irish Loop
<b>Evaluation</b>	Evaluate effectiveness of information management system and staff usage of system	Nov. 30 <sup>th</sup> , 2007	Executive Director

### VIII STAKEHOLDER RELATIONS ACTIVITIES (EXTERNAL)

**TARGET** Stakeholders with representation on the Board, including ex-officio representatives

**GOAL(s)** Inform the membership of key stakeholder groups of Board/Integrated Business Plan initiatives in relation to their sector and to strengthen the role of the stakeholder representative as the primary point of contact between the Board and the stakeholder group.

<i>Objective/Message</i>	<i>Action(s)</i>	<i>Completion</i>	<i>Resources</i>
Municipalities and Local Service Districts	Maintain contact information for all councilors and members of local service district committees/update annually	Dec. 1 <sup>st</sup> , 2006	Manager of Operations
	Send letter to all on list notifying them of their representatives on the Board, including biography and contact information	Dec. 1 <sup>st</sup> , 2006	President of ILDB
	Send minutes of Southern Shore and St. Mary's Bay Joint Council meetings to all councilors on a monthly basis (or after each Joint Council meeting)	Dec. 1 <sup>st</sup> , 2006	Manager of Operations
	Table minutes of Southern Shore and St. Mary's Bay Joint Council meetings at monthly meetings of the Irish Loop Development Board	Dec. 1 <sup>st</sup> , 2006	Municipal Representatives Manager of Operations
	Convene annual meeting of the communities within each sub-region, to be chaired by the area representative, to discuss issues	Nov. 30, 2007	Municipal Representatives Executive Director
	Develop municipal newsletter to be sent to all councilors and members of local service district committees on a quarterly basis	March 31 <sup>st</sup> , 2007	Executive Director Municipal Representatives Chairs of Joint Councils Manager of Operations
	Maintain Integrated Business Plan as standard agenda item at meetings of the Joint Councils	Dec. 1 <sup>st</sup> , 2006	Chairpersons of Joint Councils Relevant staff lead for each Council
Irish Loop Tourism	Maintain contact information for all	Dec. 1 <sup>st</sup> , 2006	Manager of Operations

Association	members of the Irish Loop Tourism Association divided by type of membership i.e. business or not-for-profit		Chairperson of Tourism Association
	Send letter to all on lists notifying them of their representatives on the Board including biography and contact information	Dec. 1 <sup>st</sup> , 2006	President of ILDB
	Table minutes of Irish Loop Tourism Association meetings at monthly meetings of the Irish Loop Development Board	Dec. 1 <sup>st</sup> , 2006	Tourism Association Representatives Manager of Operations
	Maintain Integrated Business Plan as a standard agenda item at meetings of the Irish Loop Tourism Association	Dec. 1 <sup>st</sup> , 2006	Chairperson of Tourism Association Relevant staff lead for Association
	Develop tourism newsletter to be sent to all members on a quarterly basis	March 31 <sup>st</sup> , 2007	Executive Director Tourism Association Representatives Manager of Operations Chairperson of Tourism Association
Irish Loop Chamber of Commerce	Maintain contact information for all members of the Irish Loop Chamber of Commerce	Dec.1 <sup>st</sup> , 2006	Manager of Operations Chairperson of Chamber
	Send letter to all on list notifying them of their representatives on the Board including biography and contact information	Dec. 1 <sup>st</sup> , 2006	President of ILDB
	Table minutes of Irish Loop Chamber of Commerce meetings at monthly meetings of the Irish Loop Development Board	Dec. 1 <sup>st</sup> , 2006	Chamber Representatives Manager of Operations
	Maintain Integrated Business Plan as a standard agenda item at meetings of the Irish Loop Chamber of Commerce	Dec. 1 <sup>st</sup> , 2006	Chairperson of Chamber Relevant staff lead for Chamber
	Develop Chamber newsletter to be sent to all members and non-members on a quarterly basis	March 31 <sup>st</sup> , 2007	Executive Director Chamber Representative Manager of Operations Chairperson of Chamber
Irish Loop 50+ Association	Maintain contact information for all members of the Irish Loop 50+ Association (Note – the Irish Loop 50+ Association must undertake a review of its by-laws to determine membership – for the time being, the membership will be key contacts at each local 50+ club)	Dec. 1 <sup>st</sup> , 2006	Manager of Operations
	Send letter to all on list notifying them of their representatives on the Board including biography and contact information	Dec. 1 <sup>st</sup> , 2006	President of ILDB
	Table minutes of Irish Loop 50+ Association meetings at monthly meetings of the Irish Loop Development Board	Dec. 1 <sup>st</sup> , 2006	Association Representative Manager of Operations
	Maintain Integrated Business Plan as a standard agenda item at meetings of the Irish Loop 50+ Association	Dec. 1 <sup>st</sup> , 2006	Chairperson of Association Relevant staff lead for Association

	Develop seniors newsletter to be sent to all members on a quarterly basis	March 31 <sup>st</sup> , 2007	Executive Director Association Representative Manager of Operations Chairperson of Association
Celtic Business Development Corporation	Maintain contact information for all directors of the Celtic Business Development Corporation	Dec. 1 <sup>st</sup> , 2006	Manager of Operations
	Maintain Integrated Business Plan as a standard agenda item at meetings of the Celtic Business Development Corporation	Dec. 1 <sup>st</sup> , 2006	Chairperson of CBDC CBDC Representative
Southern Avalon Development Association	Maintain contact information for all directors of the Southern Avalon Development Association	Dec. 1 <sup>st</sup> , 2006	Manager of Operations
	Maintain Integrated Business Plan as a standard agenda item at meetings of the Southern Avalon Development Association	Dec. 1 <sup>st</sup> , 2006	Chairperson of SADA SADA Representative
Fishing Industry Workers	Develop contact information for membership of this sector including all under 35' vessel owners, crew and processing workers	March 31 <sup>st</sup> , 2007	Manager of Operations Relevant staff lead for fisheries
	Once established, table minutes of the Fisheries Development Task Force and/or Irish Loop Inshore Fishers Committee meetings at meetings of the Irish Loop Development Board	March 31 <sup>st</sup> , 2007	Fisheries Representative Manager of Operations
	Maintain Integrated Business Plan as a standard agenda item at meetings of the above organizations	Jan. 1 <sup>st</sup> , 2007	Chairpersons of organizations Fisheries Representative
	Develop fisheries insert to be distributed within regional newsletter on a quarterly basis	March 31 <sup>st</sup> , 2007	Manager of Operations Fisheries Representative
Ex-Officio Representatives	Maintain distribution of all material to Board to ex-officio representatives	Dec. 1 <sup>st</sup> , 2006	Manager of operations
All Task Forces	Maintain contact information for all members of Task Forces	Dec. 1 <sup>st</sup> , 2006	Manager of Operations
	Distribute minutes of all Task Force meetings to membership of each Task Force	Dec. 1 <sup>st</sup> , 2006	Manager of Operations
	Table minutes of all Task Force meetings at meetings of the Irish Loop Development Board and relevant organizations	Dec. 1 <sup>st</sup> , 2006	Task Force representatives who sit on Board Manager of Operations
	Maintain Integrated Business Plan as a standard agenda item at meetings of Task Forces	Dec. 1 <sup>st</sup> , 2006	Board representatives on Task Force Staff lead on task forces Chairperson of Task Forces

**TARGET** Government/funding partners

**GOAL(s)** Keep government agencies and funding partners up to date on Board/regional initiatives and as well to ensure that the Board and staff are up to date on key government programs and services.

<i>Objective/Message</i>	<i>Action(s)</i>	<i>Completion</i>	<i>Resources</i>
Integrated Business Plan	ACOA and DINTRD partners to convene annual meeting of their respective staff for an overview of activities outlined within the Integrated Business Plan	March 31 <sup>st</sup> , 2007	Ex-officio representatives on Board Executive Director
	ACOA and DINTRD partners to provide annual overview of programs and services to staff of Board and other regional development organizations	March 31 <sup>st</sup> , 2007	Ex-officio representatives on Board Executive Director
	ACOA and DINTRD to facilitate annual meetings of other Federal and Provincial departments/agencies for an overview of the Integrated Business Plan	March 31 <sup>st</sup> , 2007	Ex-officio representatives on Board Executive Director
Key Contacts	Update/maintain directory of key contact information for government departments and agencies	March 31 <sup>st</sup> , 2007	Manager of Operations Relevant staff
Awareness	Distribute newsletter to all on contact list	March 31 <sup>st</sup> , 2007	Manager of Operations
	Distribute bundles of newsletters for placement in reception area at the following locations – DINTRD Main Office, DINTRD Regional Office, ACOA Main Office, TCR Main Office	March 31 <sup>st</sup> , 2007	Manager of Operations

**TARGET** Elected representatives

**GOAL(s)** Inform elected representatives of activities within the Integrated Business Plan and secure support for these initiatives.

<i>Objective/Message</i>	<i>Action(s)</i>	<i>Completion</i>	<i>Resources</i>
Integrated Business Plan and Priority Initiatives	Forward copy of the Integrated Business Plan and list of priority initiatives to elected representatives for review and comments	Dec. 1 <sup>st</sup> , 2006	President
	Hold meeting with elected representatives on an annual basis to review activities and initiatives	March 31 <sup>st</sup> , 2007	President Executive Director
Awareness	Invite elected representatives to all formal activities of the Board i.e. AGM, Directions Conferences etc.	Dec. 1 <sup>st</sup> , 2006	Manager of Operations
	Distribute newsletter to all elected representatives	Dec. 1 <sup>st</sup> , 2006	Manager of Operations
Advocacy	Copy proposals for all Integrated Business Plan activities to elected representatives seeking letters of support	Dec. 1 <sup>st</sup> , 2006	President Relevant staff Manager of Operations

**TARGET** Media

**GOAL(s)** Increase awareness among media of regional economic development and the role of the Irish Loop Development Board and utilize the media in promoting activities and accomplishments of the Board.

<i>Objective/Message</i>	<i>Action(s)</i>	<i>Completion</i>	<i>Resources</i>
Key contacts	Maintain directory of all key media contacts within all media outlets including e-mail and fax distribution lists	Dec. 1 <sup>st</sup> , 2006	Manager of Operations
Integrated Business Plan	Distribute Integrated Business Plan to all media requesting an opportunity to review with them/arrange meetings as required	Dec. 1 <sup>st</sup> , 2006	President Executive Director
Special Events	Prepare media notification of all special events and invite all media	Dec. 1 <sup>st</sup> , 2006	Manager of Operations
Success Stories/Accomplishments	Prepare press releases on all significant events and activities and distribute	Dec. 1 <sup>st</sup> , 2006	Executive Director Manager of Operations

**TARGET** General Public within region

**GOAL(s)** Increase awareness among general public of regional economic development and the role of the Irish Loop Development Board while building support for development initiatives

<i>Objective/Message</i>	<i>Action(s)</i>	<i>Completion</i>	<i>Resources</i>
Newsletter	Produce and distribute regional newsletter to all homes and businesses in the Irish Loop region on a quarterly basis	Dec. 1 <sup>st</sup> , 2006	Manager of Operations All staff
Advertising	Utilize advertising to promote key events and initiatives i.e. election of the new Board of Directors/Irish Loop Fall Fair, Annual General Meeting	Dec. 1 <sup>st</sup> , 2006	Executive Director Manager of Operations
Media	As above in "Media"	Dec. 1 <sup>st</sup> , 2006	Executive Director Manager of Operations

**TARGET** Other stakeholders within the region without representation on the Board

**GOAL(s)** Engage other stakeholders within region in activities arising from the Integrated Business Plan.

<i>Objective/Message</i>	<i>Action(s)</i>	<i>Completion</i>	<i>Resources</i>
Contact list	Update/maintain contact list of voluntary organizations and key stakeholders within or affecting the region including education, health, civic organizations, youth	Dec. 1 <sup>st</sup> , 2006	Manager of Operations All staff
Integrated Business Plan	Where necessary, target communications to key stakeholders in relation to the Integrated Business Plan – i.e. youth for youth employment initiatives	Dec. 1 <sup>st</sup> , 2006	Relevant staff Manager of Operations

**TARGET** Other development/industry organizations on Avalon and provincially

**GOAL(s)** Engage other stakeholders outside region in activities arising from the Integrated Business Plan.

<i>Objective/Message</i>	<i>Action(s)</i>	<i>Completion</i>	<i>Resources</i>
Contact list	Update/maintain contact list of other partners including REDBs, educational institutions and industry associations	Dec. 1 <sup>st</sup> , 2006	Manager of Operations All staff
Integrated Business Plan	Where necessary, target communications to key stakeholders in relation to the Integrated Business Plan – i.e. Harris Center for regional forum/MUN Presents	Dec. 1 <sup>st</sup> , 2006	Relevant staff Manager of Operations
Awareness	Distribute newsletter to contact list	Dec. 1 <sup>st</sup> , 2006	Manager of Operations

**TARGET** Elected representatives outside of region

**GOAL(s)** Increase awareness of regional economic development and the role of regional economic development boards and share success stories with key representatives

<i>Objective/Message</i>	<i>Action(s)</i>	<i>Completion</i>	<i>Resources</i>
Contact list	Update/maintain contact list of all elected representatives including all Cabinet Ministers, MHAs, Members of Parliament and Senators	Dec. 1 <sup>st</sup> , 2006	Manager of Operations
Awareness	Distribute newsletter to contact list	Dec. 1 <sup>st</sup> , 2006	Manager of Operations

## **IX COMMUNICATION RESOURCES/MATERIALS**

To address the activities outlined in Sections VII and VIII above, the Board requires a dedicated commitment to communications and stakeholder relations from both a financial and human resource perspective. Leadership in relation to program implementation shall be provided by the Stakeholder Relations Committee (formerly known as the Communications Committee). The terms of reference of this Committee is outlined below in Section X. In addition, staff resources for each of the activities above have been defined. With leadership for strategy implementation identified and staff and volunteer resources considered, there are several further requirements necessary that will enable the implementation of the Board's stakeholder relations strategy. These requirements are outlined below.

### ***Staffing***

Lead responsibility for implementation of the Board's Stakeholder Relations Strategy rests with the Executive Director and this will be reflected within his duties and responsibilities. From a day to day perspective however, much of the task of implementation will fall to the newly created position of Manager of Operations and again, the Strategy will be reflected within their duties and responsibilities. Other staff have a fundamental role to play in overall implementation and again, this will be reflected within their duties and responsibilities.

**Action(s)** Include stakeholder relations strategy within duties and responsibilities of all staff.

## ***Branding***

The Board has invested considerably in preparing brand identity based around the “shamrock” logo and more recently this has been incorporated into a broader theme based on lighthouse imagery and the “wheel” featuring various development activities. This imagery runs across all aspects of Board materials including trade show booths, our web page presence, letterhead, business cards and report covers.

In 2003 there was considerable investment in developing a provincial logo for regional economic development boards. To date this logo has been adopted by the Newfoundland and Labrador Regional Economic Development Association (NLREDA) and several other boards however the Board has not incorporated this logo into its own promotional materials. The intent of the log was to build a stronger provincial brand for regional economic development – an objective that is consistent with our own. It is recommended that the Board commence the adoption of the provincial logo for regional economic development boards as its own logo and begin phasing out use of the “shamrock” logo as our main identify. This process should be completed by November 30<sup>th</sup>, 2007 allowing enough time for the provincial logo to be modified to our needs, to make changes necessary to the Board’s web site and to use up any remaining collateral materials. At the same time, the Board should commence the development of new collateral materials based on the provincial logo.

**Actions(s)**     Initiate the phasing out of the “shamrock logo” and replacing it with new provincial logo by November 30<sup>th</sup>, 2007.  
Initiate the preparation of new collateral material utilizing the new logo in relation to business cards, letterhead, fax cover sheets, advertising templates, report covers, press kits and other current associated materials for the Board.  
Initiate modifications to the regional web page incorporating the new logo.  
Prepare a graphic standards manual that incorporates all uses of the new logo/brand.

## ***Other Collateral Material Required***

The Board has not invested in further collateral material that would reinforce the Board’s brand. The opportunity to undertake this in the context of modifying our logo is present and should be acted upon.

**Action(s)**     Initiate the design of new collateral materials including:  
  
Compliments Of/From the Desk Of cards  
Board brochure  
“A Renewed Vision for Development in the Irish Loop” poster/placard

## **X     STAKEHOLDER RELATIONS (COMMUNICATIONS) COMMITTEE**

Primary responsibility for managing the implementation the stakeholder relations strategy shall be the Stakeholder Relations Committee (formerly known as the Communications Committee). The terms of reference of this committee is:

### **Purpose**

The purpose of the Committee will be to oversee the development and implementation of a communications strategy for the Irish Loop Development Board. This is consistent with the Board's core function in relation to public education and awareness and as well the commitment made within the Board's business plan submission to ACOA to develop a new communications strategy for the Irish Loop Development Board.

### **Scope of Work**

- Prepare a three-year communications plan for the Irish Loop Development Board. This plan will include identifying strategies to reach key stakeholders within the region, government as well as other partners and the general public. The objective of the communications plan will be to promote the Board, the region's strategic plan and the notion of integrated approaches to development.
- Oversee the administration of the Board's marketing and promotions budget(s) and make recommendations to the Board with respect to activities and expenditures.
- Evaluate the effectiveness of communications activities by establishing initial benchmarks in relation to public awareness and reviewing the effectiveness of activities in shifting public awareness/attitudes over time.
- Other duties which may be assigned from time to time by the Board of Directors.

### **Composition**

The Committee shall be chaired by a director of the Irish Loop Development Board and shall include representation from at least three directors of the Board. External members may be invited to join the committee should a particular expertise be required in relation to the Committee's work. The Executive Director, or his staff designate, shall be an ex-officio member of the Committee.

### **Reporting**

The Committee shall be obliged to report to the Board on a monthly basis regarding its activities.

### **Frequency of Meetings**

The Committee shall meet on a quarterly basis and on other occasions as needed.

## XI EVALUATION OF COMMUNICATIONS ACTIVITIES

To monitor the effectiveness of the communications activities, an evaluation framework is required. The objective of the communications strategies are to inform, build support and consult. The following actions are recommended:

**Actions(s)** In relation to stakeholder groups, utilize the results of the monitoring and evaluation (M&E) survey of 2004 as a benchmark/baseline. Within one year of the commencement of the strategy, conduct a follow-up survey to determine whether attitudes and awareness has shifted.

In relation to the general public, initiate as soon as resource permit, a survey to determine attitudes toward the board and regional development.

Have “Communications Strategy” as a standard agenda item on all meetings of the Product Development Committee.

Continuously evaluate all communications activities including those relating to events and activities to determine the effectiveness of the methods used.

## Appendix O: Sample REDB Communication Strategy 2

### Schooner Regional Economic Development Board

The Communications and Membership Services Plan outlines the communications and membership services activities of the Schooner Regional Development Corporation (SRDC) for its three-year business plan. It is the objective of the Communication and Membership Services Committee (CMSC) to; develop a plan that is within the budget guidelines of the Corporations Operational Budget, outline the internal and external lines of communication including mechanisms for feedback and timelines. The plan will incorporate several methods of communications, assisting the Corporation in achieving its mandate. These include but are not limited to:

- Corporate Website
- Media (Good News Stories)
  - Southern Gazette
  - The Telegram
  - Steel Communications Radio Ads
- The Schooner Quarterly
- Community Meetings/Outreach
- Business Attraction
- Industry Specific Advertising
- Board/Director Orientation
- Executive Meetings
- Regular Board Meetings
- Quarterly Meetings
- Annual General Meeting

The activities identified by the CMSC and approved by the Board of Directors will provide SRDC with the means to effectively inform directors, local stakeholders, partners and the general public of the regional economic opportunities/issues and the services offered by the Corporation. The plan provides the venue to assist in creating an entrepreneurial climate, foster the awareness of the economic opportunities and challenges within the region as well as keeping the general membership, partners and the general public informed of regional and provincial economic changes that impact our economy.

The Communications and Membership Services Plan provides a two-way communication strategy, which will allow residents of the region to provide feedback to the Corporation on the economic opportunities and challenges identified throughout the Zone. The strategy will allow the Corporation to address issues/concerns of residents in a timely fashion.

## **Corporate Website**

The Corporation's website will be redesigned and updated to reflect the new priorities and direction of the board. The redesign and updates will be formulated to provide trained staff with effective mechanisms to upgrade new information to the Board of Directors and stakeholders in a timely manner. The site will contain PDF Format and links to:

- The Corporations Logo and/or the Provincial Logo
- The Corporations Strategic Plan
- Corporation's Integrated Business Plan
- Overview of the Zone (communities, infrastructure, stakeholders, partners, demographics, etc.)
- Regional Overview (What we have to offer-Why you should bring your business to the Burin Peninsula).
- Staff and Board of Director Profiles
- The Schooner Quarterly
- Federal/Provincial Agencies
- Key Regional Stakeholders
- Priority Sector Updates
- Sector Specific Updates
- SRDC Reports
- Ministerial Report
- Forum for Board of Directors
- News Releases

The website will provide SRDC with an online tool to be utilized in providing a two-way line of communication for directors, local stakeholders, partners and the general public to communicate with the Corporation.

## **Media**

The SRDC will utilize the following media to assist in creating an entrepreneurial climate, foster the awareness of the economic opportunities and challenges within the region as well as keeping the general membership, partners and the general public informed of regional and provincial economic changes that impact our economy.

- Southern Gazette
- The Telegram
- Steel Communications
- NTV

The SRDC will utilize the Southern Gazette and The Telegram as an advertising tool for economic opportunities in the region; the Southern Gazette will also be utilized to publish Good News Stories relevant to economic development in the region as required.

SRDC will continue to purchase advertising space with Steele Communications on an annual basis while it is within the operational budget of the Board. Steel Communications is the tool

utilized by SRDC, on a daily basis, to promote the mandate of the Corporation, increase awareness of events with relevance to economic development, and also provides SRDC with a mechanism to promote regional events in partnership industry, potential investors and organizations.

### The Schooner Quarterly

The Schooner Quarterly will be produced on a quarterly basis as its name suggests. Its content will include such items as; message from the chair, project updates, commercial and non-commercial client success stories, sector specific updates on new opportunities and challenges identified in economic diversification in the region. The Quarterly will also contain the name and contact information of the Directors of the Board.

The Schooner Quarterly will be distributed throughout the Zone in both hard copy and electronically to stakeholders, partners and the general public. The document will be a tool to be utilized by the Directors of the Board to communicate with their constituent groups on a quarterly basis. Directors will be provided with additional copies of the Schooner Quarterly to distribute to the local business community within their sub-zonal area.

### **Community Meetings**

The SRDC will hold three sub-zonal meetings and a regional forum each year. The meetings will be held with the stakeholder groups and organizations in the sub-zones followed by a regional forum in the central area. These meetings will provide a venue for the Corporation to strengthen relationships with key stakeholders and create an opportunity for stakeholders to have input into the regional economic opportunities/issues. These meetings will also provide the stakeholder groups with the opportunity to present feedback to the Corporation on its performance and update the SRDC on the potential economic initiatives relevant to each area.

Community meetings will be held respectively on a quarterly in a central location in each sub-zone. The information gathered as a result of these meetings will form the basis for a regional forum, which will be held March of each year. Following the regional forum a report will be compiled by SRDC and forward to stakeholders for review and feedback.

These meeting will also provide directors with a venue to meet with their constituents. Members of the Corporation expected to attend these meetings would include the appropriate director(s), a member of the Executive Committee, the Executive Director and Economic Development Officer. Other board members or partners may also be present if required or requested.

### Outreach Meetings

SRDC in partnership with the support agencies and stakeholders groups will organize meetings with the local business community to assist the agencies in promoting the resource programs of the respective agency. These meetings will also provide a means to identify the opportunities/issues with relevance to economic development in the region, also assist the stakeholder groups and the general public to identify the resources available to assist in business start-up and/or expansion, business plan development and proposal writing.

These meetings will be organized in a timely manner by SRDC as required by the agencies and or the stakeholder groups/general public.

### **Industry Specific Advertising**

The Corporation will also endeavor to identify and purchase industry specific advertising in relation to its priority sectors to ensure that it maintains a presence with the organizations, businesses and individuals in these respective sectors while it is within the operational budget of the Board. The industry specific advertising will continue to develop and maintain an awareness of the Corporation and the services it offers in Zone 16.

- Board/Director Orientation
- Executive Meetings
- Regular Board Meetings
- Quarterly Meetings
- Annual General Meeting

### Membership Services

The Corporation through the Communications and Membership Services Committee will review specific membership requirements of the board. Ensuring the composition of the board reflects the economic realities of the zone. The committee will identify and recommend individuals to participate on the board in competency-based seats. Through the various methods of communication identified previously in this document, individuals with relevance to economic growth and diversification will be recruited to become directors of the Board.

### Board Recruitment/Succession Planning/Terms

In the Fall of 2005, the Corporation adopted a Board of Governance Policy stating Directors of the Corporation will be elected for a (3) three-year term and a director can only serve a maximum of (2) two consecutive terms with a mandatory one year off. Each year the board will have at least three new directors based on the rotation process.

The Corporation will support the stakeholder groups with the election process to ensure wherever possible; the seat is filled with a representative that has a business background relevant to economic development in the region.

The Corporation will consider recommendations of the Directors, the local business community and support agencies when recruiting for new directors. New memberships will be recruited through public awareness initiatives such as forums, workshops and presentations. Membership with the Corporation is renewed on an annual basis.

The Corporation will maintain a registry listing the name, address, and effective date of

Membership approval by the Board. Organizations are required to submit the names of their executive and contact person annually or as changes occur.

Candidates for Directors will only be considered from those eligible groups/organizations that have active membership in the Corporation.

### **Board Orientation**

The Corporation will provide directors with Community Capacity Building sessions. These sessions will help to build awareness, provide guidance and education to directors and the community on; the local economy, the roles and responsibilities, including accountability of a volunteer and other areas of interest identified by the Directors.

An orientation session will be held with all new board members. The session will be conducted by the Chairperson and the Executive Director of the Corporation. Orientation will include meeting with the Directors to discuss the following;

- Explanation & Signing of a confidentiality agreement
- History/Purpose of SRDC
- List of sub committees and terms of reference of sub-committees/working groups of the board.
- Policy & Procedures Manual
- Minutes of the previous three regular board meetings
- List of Board of Directors with contact information
- Travel Claim

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<sup>i</sup> Teach Yourself Ethics p 216