

Northwest Territories Power Corporation

2016-2020
Communications Strategy





Communications is everyone's business.

Table of contents

Table of contents.....	3
Executive summary	1
NTPC's communications strategy at a glance	2
Purpose.....	3
Background	4
Foundations for communications.....	5
Environmental scan	6
Internal environment.....	6
External/public environment	7
Strategic goals	10
Target audiences	13
Five-year implementation priorities.....	15
Tools and activities	16
Overarching.....	16
Internal.....	16
External	17
Roles and responsibilities	19
Resource considerations.....	20
Evaluation	21

Appendix 1: *Internal environmental scan (page 23)*

Appendix 2: *Traditional, online and social media analysis (page 29)*

Appendix 3: *Customer survey summary (page 33)*

Appendix 4: *Roles and responsibilities matrix (page 35)*



Executive summary

This strategy was developed to support the overall NTPC mission, vision and values and to enable the successful achievement of the overall corporate objectives laid out in the NTPC Strategic Plan. It looks at NTPC's communications needs at an organizational level, assesses the internal and external communications environments and lays out the mission, vision, goals and priorities for the next five years.

The strategy is holistic in that it deals with how NTPC communicates as a corporation and examines the roles of all parts of the organization in achieving communications goals and sharing responsibility for communications outcomes. It reaches far beyond the responsibility of the Communications Manager.

The strategy deals with both internal and external communications. A single, integrated strategy ensures that all communications activities support the overall strategic direction of the corporation and recognizes the interconnectedness of how we communicate internally and how we communicate with our customers and the public. It also ensures realistic planning for the human and financial resources available.

The strategy is based on information gathered from customers and employees at all levels of the organization. Senior management has provided input and approved the final version of this strategy.

Key findings from research

- NTPC must meet the same communications requirements as a much larger utility.
- Although NTPC is not the end provider of electricity in Yellowknife or Hay River, it is widely believed to be true among the public.
- NTPC has most of the tools it needs to communicate with key audiences and should focus on streamlining.
- Employees are looking for more and better communications on a range of issues.
- Employees want more authentic and two-way communications channels.
- Managers have a key role to play in communications with staff.
- Public and customer perception of NTPC is neutral to positive in many cases, with negative coverage arising on a few key issues.
- NTPC is often absent or low-profile in public and social media discussions about energy in the NWT.
- There is currently a perception within NTPC that responsibility for communications rests primarily with the Communications Manager.

Key opportunities identified

- Consolidate communications resources and activities and use the right tool, at the right time for the right purpose
- Make communications a shared corporate responsibility
- Emphasize and support communications competencies development throughout the organisation
- Be more proactive in public communications
- Build on recent successes
- Expand use of social media tools
- Close the loop on NTPC-related stories
- Build on partnerships to extend the reach of communications

The following page is an at-a-glance summary of the Communications Strategy.

NTPC's communications strategy at a glance

Our communications MISSION

- Promote, protect and manage NTPC's reputation
- Strengthen and increase awareness of the brand. Promote our efforts to be the utility of choice in the NWT
- Ensure clear, consistent and engaging strategies that enhance public understanding of NTPC, its people and its value to the territories
- Promote and foster strong internal communications culture
- Support the corporation by developing, creating and publishing materials vital to its mission

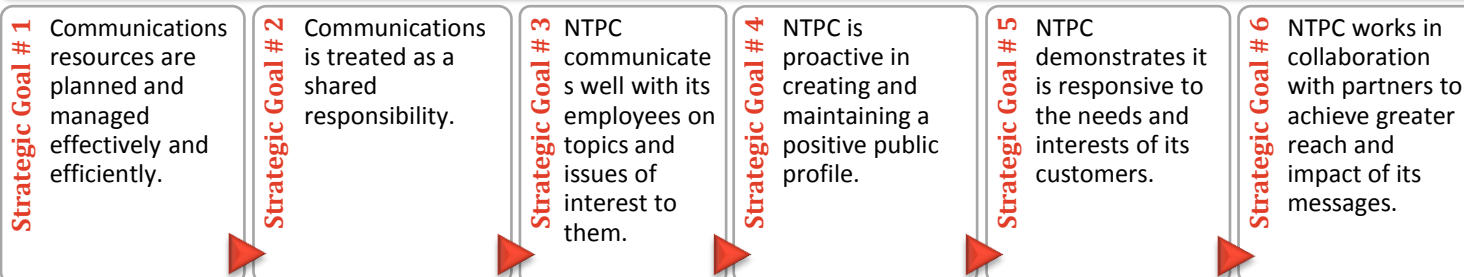
Our communications PRINCIPLES

- NTPC is open and transparent
- NTPC communicates proactively
- NTPC is responsive
- NTPC values quality over quantity
- NTPC's approach is inclusive and participatory
- Communications is everyone's business

Our VISION for communications

All NTPC customers and employees feel informed and engaged. NTPC is seen by all stakeholders as an open and transparent company that provides value for money while providing safe and reliable power to the people of the NWT.

STRATEGIC GOALS



IMPLEMENTATION PRIORITIES

Year 1	Enhance current lines of communication while developing new tools
Year 2	Consolidate communications channels and roll out new initiatives
Year 3/4	Hit our stride and look for new opportunities
Year 5	Re-align communications with Corporate direction as needed

KEY TOOLS and ACTIVITIES

Internal priorities

- PowerBox revamp
- PowerLine Plus issues
- Standardize templates
- Launch and promote PowerBox
- Communications training needs assessment

External priorities

- Develop NTPC Storyline
- Conservation campaign (PowerWise)
- Social media
- Media relations training
- Staff involvement in corporate communications
- Nurture partnerships
- Identify options for next major campaign

- Work with senior management to incorporate communications planning and resourcing in every project work plan
- Evaluate success of first half of strategy implementation and adjust
- Develop next five-year strategy

Purpose

It has been a number of years since NTPC has had a comprehensive communications strategy to provide overall focus, guidance and structure to the Corporation's communications activities. The purpose of this strategy is to:

- Describe current NTPC communications processes, tools and activities
- Review and assess the current internal and external communications environment and how NTPC is perceived by its key audiences
- Identify the needs and interests of key audiences and how these align with the priorities of NTPC
- Clarify the communications mission, vision, principles and goals of the organization
- Lay out a high-level goals and objectives for communications over the next five years and how success will be measured

This strategy was developed to support the overall NTPC mission, vision and values and to enable the successful achievement of the overall corporate objectives laid out in the NTPC Strategic Plan.

Communications strategy

A **high-level corporate document** that is prepared by the Communications Manager, with input from all levels of the organization and, once endorsed by the senior management team, ***applies to the entire organization***.

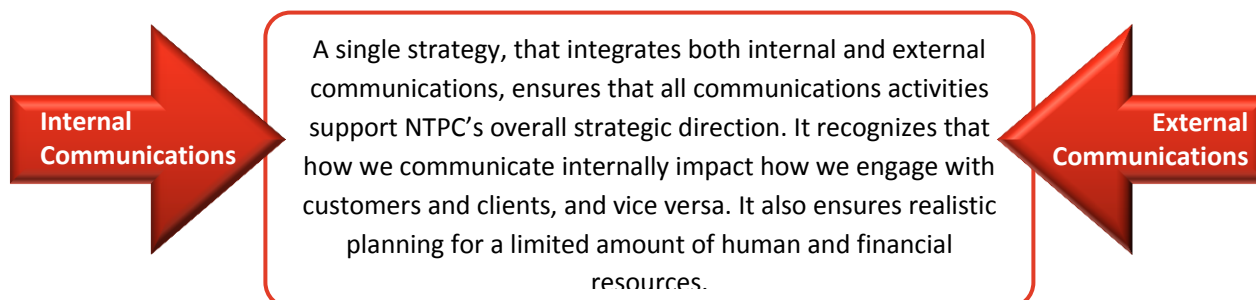
It speaks not only to the role the Communications function in supporting corporate objectives, but also to how communications objectives are integrated into the business of every part of the corporation. This strategy will serve to inform decision-making at many levels over the next five-years.

Implementation

Communications plan

An **operational tool** prepared by the Communications Manager ***for the communications function*** that describes the tools and activities that will be carried out on an annual basis to meet strategic goals and objectives.

By engaging and informing stakeholders in support of our corporate strategy, communications helps strengthen employee, operational, customer service and financial excellence. Being **reliable**, **cost effective** and **meeting commitments** are pillars of the organization that must be regularly demonstrated and communicated. This documents sets out how communications can support these pillars in the most effective way.



Background

Communications is an evolving function at NTPC. The role of Communications Manager had been vacant since August 2013 when the current Manager took on the role in February 2014. This has provided more stability and focus for communications across the organisation, has increased the media presence of NTPC, has allowed us to enhance our web and social media presence and has provided more consistent communications support and advice to management and others within the organisation.

Rather than simply focusing on managing the day-to-day flow of communications requests and requirements, there is an opportunity to lay out a more intentional, strategic role for the Communications function and an opportunity to look at what NTPC, as a whole, wants to achieve through its communications activities.

The Communications function at NTPC is currently staffed by one Communications Manager. The Manager reports to the Chief Financial Officer and is supported by the CFO's assistant for administrative tasks such as the administration of community investment and placement of advertising. While not a senior manager, the Communications Manager sits at the senior management table and provides information and advice to the CEO and other senior managers on communications and related issues.

Currently, the Communications Manager's time is allocated to the following activities in order of priority:

1. External communications and issues management
2. Internal (staff) communications
3. Management of the community investment portfolio

The Communications Manager has reinvigorated a number of tools and activities, including NTPC's website, the internal PowerLine Plus newsletter and media relations. The Communications Manager is working to communicate and enforce NTPC's corporate visual identity standards and will be taking on responsibility for the corporate intranet site (PowerBox) in April 2015.

In addition to corporate communications deliverables, the Communications Manager provides communications advice and support to a range of internal clients, notably: the CEO, Customer Service, Budget and Regulatory Affairs, Health, Safety and Environment, Human Resources, Transmission and Distribution. Ideally, the Communications Manager would also play a role in providing advice and support to project managers.

It is neither realistic, nor desirable for a single resource to serve all the communications needs of the organisation. Rather, there is an opportunity to clarify communications priorities and look at ways to distribute responsibility for communications activities and outcomes appropriately across the organisation. This is not simply a question of adding more resources, but rather a commitment to be creative and collaborative in meeting the communications goals of NTPC.

From a financial perspective, the current communications budget is sufficient to fund core corporate external and external communications activities. However, a gap does exist in communications resourcing at the planning stage of major projects, where too often communications needs and requirements are not taken into account or integrated into budget projections or schedules.

Foundations for communications

NTPC's communications MISSION

- Promote, protect and manage NTPC's reputation
- Strengthen and increase awareness of the brand. Promote our efforts to be the utility of choice in the NWT
- Ensure clear, consistent and engaging strategies that enhance public understanding of NTPC, its people and its value to the territories
- Promote and foster strong internal communications culture
- Support the corporation by developing, creating and publishing materials vital to its mission

NTPC's VISION for communications

All NTPC customers and employees feel informed and engaged. NTPC is seen by all stakeholders as an open and transparent company that provides value for money while providing safe and reliable power to the people of the NWT.

NTPC's communications PRINCIPLES

- **NTPC is open and transparent**, with employees, the public, customers and other stakeholders. It proactively provides information that is relevant and important to them. NTPC is genuinely interested in feedback and answers questions in a timely and substantive manner. NTPC acknowledges shortcomings as a way to continually improve its service and operations.
- **NTPC communicates proactively**. Employees and customers hear about things from us first. They know about our big picture and what it means for them. NTPC actively promotes its plans, successes and contributions and actively engages in discussions about the future of energy in the NWT. When challenges arise, NTPC takes the lead on communicating about them.
- **NTPC is responsive**. We don't let issues and questions sit. When people ask for information, we treat it as a priority to get back to them and to share the information for the benefit of others.
- **NTPC values quality over quantity**. We choose internal and external communications tools and activities that count. We choose communications initiatives that respond to a need and add value to our business, then allocate the time and resources to do them right.
- **NTPC's approach to communications is inclusive and participatory**. We strive to provide information in language and formats people will understand. We are interested in feedback and use it to improve our communications.
- **Communications is everyone's business**. At NTPC everyone is expected to play a role in communicating, with customers, with colleagues and with partners. We support our staff in becoming better communicators.

Environmental scan

NTPC is fortunate to be able to draw on customer and employee satisfaction data starting as far back as November 2000. These surveys provide useful insight into how target audiences perceive NTPC and help us to understand their communications needs and preferences. To complete the picture and inform this strategy, NTPC's Communications Manager conducted additional staff interviews and met with middle managers. A consultant also provided a detailed one-year traditional media and social media retrospective analysis.

The following is a high-level summary of the key findings from this research. A more detailed summary of findings is provided in Appendix A (*Internal environment scan*), Appendix B (*Traditional, online and social media analysis*) and Appendix C (*Customer survey summary*).

Internal environment

- Employees are more satisfied this year compared to last year with respect to how NTPC provides information to them and communicates with them. Since 2008 there was almost a 50% decline in employee's perception of how well the corporation communicated with them.
- There has also been a decline in how well staff say they understand messages from senior management (from 76% to 54%) and they express concern with the quality of communication they are getting from senior and middle management.
- While in the last survey more employees feel NTPC demonstrates that it cares for its employees there was a large drop with respect to believing and understanding the messages that the Senior Management of NTPC communicates to employees.
- Employees consistently cite a desire to get timely information on future direction of NTPC, goals and objectives, and what is going on within the corporation.
- The following considerations emerged with respect to which methods of communication are best used and for what types of information:
 - **Email** is a preferred form of communication, but email should be used judiciously. **Meetings** are seen as very useful for two-way dialogue, information sharing and learning, particularly at the working unit level. There is an interest in **senior management briefings** when there are major developments or to better understand big pictures issues.
 - **PowerLine Plus** is best used for sharing information about the people who are part of NTPC and creating a "family" feeling.
 - There is a lot of interest in accessing corporate templates, information and resources via the intranet.
- In general, employees want to hear about: future direction of NTPC, what is happening within the organization, goals and objectives, expectations, timelines, structures, processes, current and future projects, challenges and milestones. When asked about content for PowerLine Plus, they also suggested human-interest stories and information about new employees.

External/public environment

Residential and commercial customer survey data

- Satisfaction with NTPC's customer service remains positive overall among both residential and commercial customers. Survey respondents generally agreed that NTPC is committed to providing good service, however satisfaction with the *cost* of service is poor and getting poorer. Notably, only 26% of commercial respondents agreed NTPC is keeping prices as low as possible.
- Most residential and commercial respondents agreed that NTPC responds promptly to outages and provides reliable power supply.
- Both residential and commercial customers rated NTPC's communications as good overall. Both expressed a preference for communications through bill inserts, direct mail pieces and email notices.
- Given the number of residential customers with Internet access (82%), the NTPC website appears underused as a source of information, with only 22% of those people visiting the site for information. Interestingly, 60% residential and 83% of commercial customers who did visit the site indicated they found the information they were looking for.
- In general, residents indicated they want information that could help them save money by being more energy-efficient. Commercial clients were mostly interested (73%) in having NTPC provide information to help their business save money by being more energy-efficient.

Traditional and social media analysis

- Mentions of NTPC in traditional and social media are driven by major energy-related events.
 - There was a noticeable increase in coverage around the summer months across all media. This was mainly due to the power outages caused by lightning, and the forest fires.
 - The request for a fuel rider in March also increased NTPC-related coverage.
 - High coverage in the months of September and October were related to the proposed 13% increase in power bills, the GNWT \$20M subsidy, and the energy Charrette.
- The main topics in traditional media coverage over the last year were:
 - power outages
 - conservation measures recommended during outages
 - rate increase discontent
 - GNWT "bailout"
 - pressure for direction/investments in long-term solutions
 - high cost of living and high costs of fuel
 - some NTPC renewable energy projects
- Overall, the tone of coverage in traditional media was neutral to positive, though there were still a number of negative NTPC related stories over the past year.
- There were a number of positive energy-related events in various communities where NTPC was absent from the event and/or from the related coverage.
- NTPC's entry into social media has been highly successful overall. On average, @NTPC_News receives 132 new followers every month. However, NTPC has little or no virtual relationship with some of the discussion leaders on energy.
- NTPC's Facebook page has not yet developed as strong a following (480 likes as of early December), but has the potential to help create a stronger presence for NTPC in the community.

Overall key findings

- NTPC must meet the same communications requirements as a much larger utility, but has a smaller audience and fewer resources to dedicate to communications.
- Although NTPC is not the end provider of electricity in Yellowknife or Hay River, it is widely believed to be true among the public.
- NTPC already has most of the tools it needs to communicate with key audiences and there are good opportunities to streamline and focus existing tools do so more effectively and efficiently.
- Employees are looking for more and better communications on a range of issues, from big picture direction, to updates on organisation happenings and matters of human interest.
- Staff want more authentic and two-way communications channels and want to feel engaged and “in the loop”. Managers have a key role to play in communications with staff.
- The public and customer perception of NTPC is neutral to positive in many cases, with the notable exception of any issues pertaining to power rates and, in some cases, power outages.
- NTPC is often absent or low-profile in public and social media discussions about energy in the NWT. It is also missing opportunities to engage on important stories or to promote the role it plays in communities through its projects and community investment program.
- There is currently a perception that responsibility for communications rests primarily with the Communications Manager, which is neither sustainable nor desirable. There is a need to better integrate communications across the management of the organization.

Key opportunities

Based on an assessment of the communications needs and preferences of target audiences and the “current state” of the communications function and activities, the following opportunities were identified.

Consolidate communications resources and activities and use the right tool, at the right time for the right purpose

NTPC has similar communication requirements as much larger power companies in other jurisdictions, but has more limited human and financial resources. NTPC must be strategic in determining what channels to use to achieve its goals.

Decide which tools will meet the identified needs of key audiences and invest time and resources in establishing or bolstering them. Streamline or combine activities that have overlapping objectives.

Internally, NTPC should have one main “go to” communications tool for staff. The corporate intranet should be developed and promoted over the coming years and become for the focus for all internal communications.

Externally, certain tools, such as Facebook can be used to help create and sustain the “personality” of NTPC as a company, as an employer and as a corporate citizen, whereas Twitter is a perfect tool for timely updates and responses to hot issues. It can help drive traffic to the website, Facebook and complement traditional media relations activities.

Make communications a shared corporate responsibility

To be successful, internal and external communications considerations must be integrated into the planning activities of all parts of the organization. This requires a culture shift within our organisation from “what will Communications do about...” to “what can I do to communicate about...”.

This strategy provides an opportunity to engage other parts of the organization in planning and implementing communications activities that will support the overall corporate objectives of NTPC.

Emphasize and support communications competencies development throughout the organisation

There is an identified need to better equip managers throughout the organization to play an effective role as communicators. This can be achieved through clear performance expectations, provision of training and a clear emphasis on communications as a priority in management discussions.

Many employees have noted a desire to obtain additional customer relations training and resources.

Be more proactive in public communications

There are numerous opportunities to increase the profile of NTPC, particularly through the use of social media tools. Examples include:

- Participating in community events and energy-related conversations
- Leveraging more value out of NTPC community investments and donations
- Promoting NTPC community projects and current initiatives
- Sharing tips on Twitter and creating a new hashtag (e.g. #PowerwiseNWT)
- Working with partners to expand the reach of key messages
- Soliciting more overall coverage in NWT media

Build on recent successes, anchor communications on key campaigns

NTPC’s investment in the communications function, a proactive media relations approach, a renewed web presence and the implementation of new tools such as Twitter and Facebook are showing positive results and create new opportunities.

The PowerWise campaign is a great way to improve access target audiences.

Expand use of social media tools

NTPC’s use of social media activity has been very effective so far. Social media tools are low-cost and high impact if used effectively. The human resource commitment for a social media strategy should not be under-estimated, however. Other staff can be trained to conduct ongoing monitoring and send replies.

Close the loop on NTPC-related stories

After an outage/issue is restored/resolved, there are opportunities to provide follow-up to close the issue on a positive note. This can include explaining how the issue was fixed, featuring the crew who worked on it or sharing lessons learned.

Build on partnerships to extend the reach of communications

Maximize online relationships to extend the reach of communications messages.

Build, maintain and strengthen relationships that add value to our business and support NTPC’s corporate objectives.

Strategic goals

This strategy lays out six strategic goals and supporting objectives for NTPC communications over the next five years. Goals are long term and ongoing, objectives are specific and measurable and will be addressed in more detail in annual communications plans over the course of five years.

Strategic Goal # 1

Communications resources are planned and managed effectively and efficiently based on a shared understanding of how communications supports the overall goals of the organization.

Supporting objectives

- Implement an annual communications planning cycle that sets out the activities that will be undertaken in support of that year's direction within existing resources and evaluates them at the end of the year
- Develop an evaluation tool that will measure communications outcomes and ensure activities add value to our organization and/or support our overall goals and mission
- Engage all directors in identifying anticipated communications needs and reflect in the annual communications plan as appropriate
- Establish communications as a standing agenda item at senior management to increase identification of, and planning for, upcoming projects, events, and issues

Strategic Goal # 2

Communications is treated as a shared responsibility at NTPC.

Supporting objectives

- Develop education tools and learning activities for middle-management to increase understanding of their role and responsibilities with respect communications and to develop their skills
- Create communications tools and processes that integrate communications considerations into existing corporate processes, such as project plans or standing agenda item.
- Integrate communications activities/responsibilities into job descriptions and performance evaluations

Strategic Goal # 3

Employees feel NTPC communicates well with its employees on topics and issues of interest to them.

Supporting objectives

- Achieve a year-over-year incremental increase in employee satisfaction rates on communications questions in the annual survey.
- Provide regular messaging updates to managers and employees so they have corporate key messages as well as messages on potential issues.

- Regularly provide updates to staff via PowerBox, email or team meetings on corporate direction, upcoming projects or changes and potential issues.
- Implement an “employees first” protocol on emerging issues so staff are made aware of corporate news before it is made public, whenever possible.
- Establish a network of contributors to PowerLine Plus (and PowerBox) so that these internal tools have many different contributors from throughout the organization sharing information about projects, employees, changes and community events.
- Move PowerLine Plus to an intranet-based platform over time.

Strategic Goal # 4

NTPC is proactive in creating and maintaining a positive public profile among customers and in the communities it serves.

Supporting objectives

- Provide key messages to board members, president/CEO, senior management and corporate spokespeople on regular corporate business, as well as any arising, new or potentially critical issues, in advance of media coverage.
- Increase public awareness and understanding of the challenges of power generation and distribution by developing materials that paint an accurate picture of NTPC, and disseminating those materials at the community level and through media regularly
- Build strong relationships with members of the media by being accessibly, accurate and timely, so we become 'the' resource for information on power generation and distribution in NWT
- Identify community-based energy events that align with NTPC's goals and seek opportunities to participate

Strategic Goal # 5

NTPC demonstrates it is responsive to the needs and interests of its customers through consistent, timely communications.

Supporting objectives

- Increase engagement in social media conversations through Twitter, Facebook and other vehicles as a way to meet the immediate information needs of customers and the public, and to respond to concerns and comments about the organization in a timely, positive way.
- Respond to customer preference by increasing the number of bill inserts and ensuring customers get the information they need/request on a regular basis
- Increase awareness of, and traffic to the NTPC website as a comprehensive and easy-to-use one-stop source for information
- Increase awareness and knowledge of conservation information and best practices through traditional media and social media promotion

Strategic Goal # 6

NTPC works in collaboration with partners to achieve greater reach and impact of its messages.

Supporting objectives

- Reach out to community leaders, decision-makers and influencers
- Increase awareness and understanding of NTPC's role with residents/businesses in communities served by third-party suppliers through targeted communications activities
- Be recognized as a resource for information and partners in sharing information
- Increase customer knowledge about the corporation by meeting regularly with our partners and making presentations to communities
- Work with conservation partners to identify opportunities to collaborate on conservation communications

Target audiences

Audience	NTPC communications objective	Audience need/interest	Key vehicles
Internal audiences			
Shareholder (GNWT)	- Maintain confidence in NTPC management - Create strong partnership - Be seen as efficient, strategic and working in best interest of resident of NWT	- Transparency, responsiveness - NTPC is acting on Shareholder's priorities and direction	- Key messages - Briefing notes - Papers
Minister	- Maintain confidence in NTPC management - Create strong partnership - See NTPC as efficient, strategic and working in best interest of resident of NWT	- No surprises - Transparency and responsiveness - NTPC is acting on Minister's priorities and direction - Clear, concise, current information	- Key messages - MBNs - Minister's statements
Board of Directors	- They feel engaged, informed - Create confidence in our ability to manage an efficient and strategic organization on their behalf	- No surprises - Current info - Transparency and responsiveness - NTPC is acting on Board's priorities and direction - Clear, concise, current information	- Key messages - Board papers - BNs - Presentations at meetings
Employees (Management)	- Have them play a stronger role in communications - Increase commitment to communicate with their teams - Share info out to staff, to other managers - Share info up from staff (two-way role) - Feel part of the process	- Tools to support them in their communications role - Upfront, genuine messages from senior levels - Corporate information before it is public - What is going on in other areas of the organization	- Key messages - Power Line - PowerBox - Emails - Meetings - Employee survey - Training tools and courses - Messages from

Audience	NTPC communications objective	Audience need/interest	Key vehicles
Employees (All)	- Increased commitment to NTPC and corporate objectives - Feel supported in their role at NTPC, create a positive customer interface - Pride in NTPC - Good morale	- Big picture - Feel “in the loop” hear from us first - Where/how they fit in - Recognition	- CEO - Posters - Events - Recognition program
External audiences			
Residential customers	- Confidence NTPC has a plan - Feel that NTPC cares about its customers and that we make decisions with them in mind - See us as experts in conservation - See us as innovative, efficient and reliable - Feel engaged in power decisions that impact them and the territory	- Openness and transparency - Easy access to the information they need - Advice on energy-efficiency - Timely information on outages and other issues relevant to them - To know what we are doing to lower the cost of power and that we care about doing this	- Bill stuffers and messaging on bills - Survey - Website - Media relations - Facebook - Twitter - Public engagement - Annual or bi-annual newsletter
Commercial customers	(As above)	(as above) More information / engagement on planned outages	(as above) - Letters - Public engagement - One-on-one meetings
Conservation partners	- Be seen as a good partner - Demonstrate genuine interest in conservation - Be seen as reliable and efficient in use of funds	- Ongoing Tips - Genuine interest in conservation - Shared responsibility/resourcing of communications goals	- Personal interaction - MOUs
Other partners (NWTAC, Community leaders)	Be seen as efficient, strategic and working in the best interest of resident of the NWT and their particular group/community	- What is the plan for power in the NWT - Info on community projects and plans - Community efficiency and reliability - How to conserve energy (save money)	- Personal interaction - Meetings - Presentations - Community newsletter - Web content for communities

Five-year implementation priorities

YEAR 1: Enhance current lines of communication while developing new tools	
Internal priorities	External priorities
- Power Box revamp completed by end of year 10 issues of PowerLine - Standardize templates and branding of documents across organization	- Develop NTPC storyline, “elevator speech” and key messages. Incorporate in all communications products and share with staff for them to use in communications with public - Conservation campaign (PowerWise) - Maintain current social media activity and look for opportunities to increase where possible - Identify and train subject matter experts for increased role in media relations and community relations
YEAR 2: Consolidate communications channels and roll out new initiatives	
Internal priorities	External priorities
- Work with senior management to develop a way to incorporate communications planning and resourcing in every project work plan - Launch and promote PowerBox - PowerLine Plus content migrated to PowerBox and posted on a more frequent schedule	- Create opportunities for others in the organization to get involved in corporate communications activities - Identify and nurture key partnerships (ENR, AEA, community leaders and other opinion leaders) - Build capacity for increased social media and online communications activities
YEAR 3/4: Hitting our stride and looking for new opportunities	
Internal priorities	External priorities
- Evaluate success of first half of strategy implementation and adjust - Complete communication training needs assessment for the organisation (including customer service) - Basic communications training available to all managers	Identify options for next major campaign and present to senior management
YEAR 5: Re-align communications with corporate direction as needed	
Internal priorities	External priorities
Develop next five-year strategy	

Tools and activities

Overarching

Senior management meeting: Add communications as a standing item on agenda.

Support to managers: Communications to develop templates and tools to allow managers to plan and execute certain communications activities.

Integrated communications planning: Ensure that all major initiatives or projects include communications considerations in front-end planning and budgeting. (Project managers to involve the Communications Manager early to ensure they are aware of needs and expectations and can provide advice.)

Key message tools:

- Develop and maintain messaging tools that can be shared with internal audiences and used as go-to resource for media relations and other public materials.
- Create “At a glance” information sheets for major projects and issues that are shared with all staff and public as needed.

Internal

PowerBox

- Communications to revamp re-launch and promote as one stop information source.
- It is anticipated that **Power Line Plus** will eventually be integrated as content for PowerBox.
- Managers, project leads and staff will provide content

PowerLine Plus

- 10 issues per year
- Integrate content to respond to interests expressed by employees: company goals and direction, challenges and solutions; senior management notes; current and upcoming projects; employee news and recognition
- Increase contributions from managers and staff with human interest articles, senior management Q&A, news from the regions, etc.

Email

- Communications to provide email guidelines and tips for managers
- Communications to propose email schedule to support consistent flow of key information

Senior management briefings

- For big picture information, major changes, key initiatives
- Communications to support CEO video messages

Support to managers

- Communications to draft speaking points for managers on key or recurring topics
- Provide communications tips and resources provided
- Communications to develop templates for common communications requirements

Posters in common areas

- To promote PowerBox and other internal communications initiatives

Employee events

Training

- Communications to work with human resources and customer service to provide training tools and resources for staff interested in improving their communications skills

Employee recognition program

- Communications to work with human resources to support and promote the new employee recognition program (i.e. Kudos)
- Encourage staff to use internal and external communications vehicles to recognize employees as appropriate for both work and non-work related successes
- Consider a “recognition toolbox” for manager with various tips and tools for recognizing staff

Survey

- Communications to participate in preparation and analysis of annual survey

External

Media relations

- Pro-active role for Communications Manager
- Identify and train subject matter experts for increased role in media relations and community relations
- Maintain and expand media monitoring program (internal and quarterly analysis)

Social media

- Build on success of new tools. Examples of potential activities include:
 - Use other social media such as Instagram and YouTube to promote the PowerWise conservation campaign
 - Provide instructions/tutorials for how to navigate the new NTPC website and all its functions
 - Thank new Twitter followers and engage with them
- Actively engage in energy related conversations happening on social media
 - Use Hootsuite to monitor and manage mentions of @NTPC_News
 - Use your “most authoritative” or “top sources” on Twitter as brand ambassadors
 - Collaborate with current partners to promote each other messages online
 - Use online analysis to draft messages that reflect the conversations people are having
- Develop a pro-active schedule of Facebook posts and tweets
- Increase educational content and live-updates tools
- Contract quarterly social media monitoring and analysis reports to assess social media performance and to identify conversations NTPC should be joining

Website

- Monitor usage, make improvements as required
- Update on a regular schedule

Direct customer communications

- Bill messaging
- Bill inserts
- Annual or bi-annual newsletter

Community relations

- Review and update sponsorship approach and develop communications approaches to promote
- Identify and participate in energy-related events in communities whenever possible
- Develop community newsletter (targeted to community governments)
- “At a glance” sheets for regions and communities (posted to website)

Partnerships

- Maximize online relationships to extend the reach of communications messages
- Build, maintain and strengthen relationships that add value to our business and support NTPC’s corporate objectives

Roles and responsibilities

The Communication Manager supports all aspects of NTPC's business; however the communications needs of the organisation are met through collaboration between the Communications manager and numerous other people within the corporation.

It is important to clarify the various roles people play in fulfilling the communications responsibilities laid out in this strategy and in supporting the overall goals of NTPC.

A detailed list of roles and responsibilities can be found in Appendix C. The following is a summary of the activities and tasks lead by the Communications Manager and the activities and tasks lead by others where communications will have an advisory or support role.

Communications leads or manages

- Public and media relations
- Visual identity standards
- PowerLine Plus
- PowerBox (as of April 2015)
- Email standards, best practices
- Website
- Social media
- Community Investment
- Develop public relations tools for staff/CSRs (*disseminated by others)

Communications advises or supports

- Customer relations
- Community relations
- Employee recognition
- Staff training

Resource considerations

It has been noted previously in this strategy that there are limited resources within the communications function to support the goals and objectives of the organization. Even as we strive to streamline communications tools and activities, the demand on the function is anticipated to continue to increase. In particular, online and social media tools create expectations for the organization to be increasingly timely and responsive and require daily monitoring and content development.

In order to provide both the strategic advice required by senior managers and project managers and meet daily operational needs, the communications function will seek to shore up resources in the following ways:

- Planned corporate communications activities are the priority of the Communications Manager. All managers within the organization are encouraged to assess and plan for communications needs in advance and discuss these with communications. Last minute “urgent” communications needs impact the efficiency and effectiveness of communications and draw resources away from strategic priorities.
- Managers are encouraged to consider in their planning what internal resources they can use to support their communications needs. This may include tasking internal resources to undertake some communications activities, developing more internal capacity, or using contracted resources.
- The more proactive managers and staff are in contributing content for corporate communications vehicles such as PowerBox or Facebook, the richer the content of these vehicles will be and the more time the Communications Manager will have to support other communications needs.
- Where required, the Communications Manager may choose to use communications contracts to bridge gaps in in-house capacity due to timelines or workload pressures.

Evaluation

NTPC has a number of evaluation tools at its disposal that will be used to evaluate progress on the strategic goals.

Bi-annual employee survey

Progress will be measured by:

- An overall increase in positive responses to communications-based questions
- A decrease in negative responses to communications-based questions
- New or improved tools identified as 'best ways to communicate'
- An increase in the number of people who feel the corporation communicates well

Bi-annual customer survey

Progress will be measured by:

- An increase in positive responses to communications-based questions
- A decrease in negative responses to communications-based questions
- Current or new communications methods are identified as 'best ways to communicate'
- There is an increase in the number of people using the website
- There is a decrease in the number of people asking for conservation information.

Key Performance Indicators (KPIs) for communications

Reporting against communications KPIs will provide detail on:

- Effective and quality NTPC information/communication as determined by the accuracy of traditional media coverage
- Effective Social Media footprint determining NTPC 'goodwill' with the public as determined by both the number of people reached (following/likes) and the comparison of the number and severity of positive and negative comments/posts
- Corporate newsletter is produced and distributed 10 times a year

Other methods

- The **number of stories, pictures, suggestions being provided** for PowerLine Plus, at-a-glance fact sheets, and intranet, etc. will allow us to gauge how much communications content is reaching the staff across the organization and how engaged they are feeling.
- Day-to-day **monitoring of traditional and social media** by the communications team will provide punctual evaluation of communications activities and responsiveness.
- **Quarterly media monitoring reports (traditional and social media sources)** will provide quantitative and qualitative information about the number and tone of stories that mention NTPC and related topics.



Appendix A

Internal environmental scan

NTPC is fortunate to be able to draw on longitudinal employee satisfaction research results starting as far back as November 2000. The survey provides useful insight into how employees perceive communications within the corporation and well as their communications needs and preferences. In addition to the survey data, NTPC conducted an organizational culture survey in 2014 which can further inform communications approaches. Finally, in preparation of this strategy, a small number of staff interviews were conducted to complement and complete the picture created by the quantitative findings.

The following summarizes insights gained from all sources.

Communications – general

- **Survey highlights:**
 - Employees are more satisfied this year compared to last year with respect to how NTPC provides information to them. Nonetheless, there has been a notable decrease in satisfaction since 2008. After 2008 there was almost a 50% decline in employee's perception of how well the corporation communicated with them. There has been a slight increase from 2103 to 2014.
 - Want to hear about: future direction, what is going on with the company, goals and objectives, expectations, timelines, structure process, direction, current and future projects, challenges and milestones, open communication
 - Preferred method: Email (62%), staff meetings (21%), senior management briefings (9%) and PowerLine (7%)
 - How well does NTPC communicate: After 2008 there was almost a 50% decline (slight increase from 2013 to 2014)
- **Survey and other input:**
 - Employees repeatedly expressed their desire for more open communication and to be “kept in the loop” with NTPC plans and happenings. They noted an interest in getting more information on: expectations, timelines, structure process, direction, current and future projects, challenges and milestones.
 - Do not feel we are clear with public about what we do
 - No face for customer service in small communities
 - Encourage employees to ask questions and share information
 - Subject matter experts are encouraged to share their knowledge
 - Questions/concerns should be addressed and communicated
 - Everyone should contribute to corporate resources files
 - Release KPI reports
 - Want to hear from NTPC first before media
 - Need a communications plan for project teams
 - Introduce new staff
 - Everyone is responsible for communications
 - Clarify rumours and speculation
 - Communicate best practices and lessons learned

- Want more cross-pollination between teams
- Tools, methods and practices we use to communicate need to change
- In most cases, employees preferred an instant/as it happens/when it changes/monthly update on NTPC goals, milestones, questions to Senior Management, Thank Yous, interdepartmental information, professional development and events.
- Some would like to have PR tools to encourage NTPC and energy conversations at work and outside
- Need more peer-to-peer acknowledgement

Communications – management

- **Survey:** Understanding messages from Senior Management has dropped from 76% to 54%.
- **Comments from survey and other input:**
 - Comments related to poor communication between Senior Managers and employees and lack of coordination with middle management.
 - Managers are responsible for making sure internal communications happens across all departments
 - Communications needs to be less directive and more two-way
 - Managers and staff want to be “in the know” before they hear things from other sources
 - Requests from more information from president, CEO and other managers. More senior management briefings needed.
 - Perceived hierarchies, dominance of Yellowknife and Hay River in decision-making
 - Lack of mandate communication between NTPC, GNWT and NT Energy
 - Strategic objectives pushed without full employee buy-in
 - Periodic Manager-employee check-ins needed
 - Current organizational culture is Passive/Defensive. Ideal culture is Constructive.
 - Personal expectations goals and direction are unclear
 - Need regular communications and check-ins to ensure everyone understood
 - Produce/circulate summary/minutes of meetings
 - Morale boosters needed
 - Managers need talking points

Preferred methods of communication

General Information		Issues related to the future direction of NTPC (i.e. its performance and financial results)	
Email	62%	Email	46%
Staff meetings	21%	Staff meetings	28%
Senior Management Briefings	9%	Senior Management Briefings	17%
PowerLine Newsletter	7%	PowerLine Newsletter	7%

- **Survey** showed that only 32% of staff regularly read PowerLine Plus (44% read it occasionally and 23% almost never read it).
 - The following were listed as subjects for inclusion in PowerLine Plus (could be applied to other internal communications tools): achievements and change of status, paint an overall

picture of how NTPC is doing that employees can understand, NTPC news as it relates to employees and customers, employee profiles, messages from the president, human interest articles, input from field offices, fun items, performance metrics (outage reports), project plans and updates, safety information, opportunities for professional development and answers to questions asked.

- The information most would like to see included us: general information or interest; such as human-interest stories, new employees, and updates on the corporation in general.
- Employees provided a number of suggestions as to how NTPC could provide its customers with excellent service. Some, of these were relevant to communications, including: giving all staff public relation communication tools, doing a job educating customers, improving management skills, more involvement in the community level, informing customers about the real cause of outages, tell people what we do in all the regions, and a bi-annual newsletter to all customers.

Employee satisfaction

- **Survey highlights:**
 - In the past survey, there was an increase from 61% to 73% in that NTPC demonstrates that it cares for its employees.
 - Most liked aspects of working at NTPC: the pay, people, co-workers, security and teamwork.
 - The least liked aspects: frustration with management, travelling or being away from home.
 - Energy and morale different across departments
 - How NPTC should recognize its employees: gifts, personal thank you or letters, publication of employee/team success, tokens of appreciation, PowerStore gifts, staff gatherings, awards, recognition programs, bonuses, coaching and training, positive feedback, procedure to evaluate employees performance, periodic manager-employee check-ins, allow staff to recognize each other and recognition lunches
- General observations from **survey and other input:**
 - Overall employees like their job
 - Want to know more about NTPC history
 - Busy and can't try new things
 - Looking for more involvement
 - More social events
 - Desire for sense of unity
 - Fear of being pointed at for mistakes
 - Willing to help each other out when asked
 - Appreciate PowerStore, but not all are sure how to use it
 - Professional development: more informal education opportunities - mentoring, cross training, peer-to-peer training, and clarification on opportunities, funding, etc.
 - Milestones need to be equally acknowledged

NTPC direction

- Employees who said NTPC is heading in the right direction provided these examples of why: better communication with employees, the use of Twitter and Facebook, providing bill payment online, timely outage updates, transparency with the public and employees, safety culture, website, customer access, full time Communications Manager, acknowledging employees achievements.
- Conversely, employees who said NTPC is heading in the wrong direction cited the following examples: poor communication between Senior Managers and employees and lack of coordination with middle management, front line workers and experience not utilized enough, not as much emphasis on “internal customer service” as much as external, micro management, no face for customer service in the small communities, rumours, changes in direction, disconnections, hierarchies, low levels of energy in some departments, lack of direction from supervisors, imbalance of influence in Yellowknife and Hay River, not being clear with the public about what we do, lack of communication between NTPC, GNWT, NT Energy and our mandate, too many strategic objectives pushed without full employee buy-in.

Communications recommendations

The following summarizes suggestions provided by employees through the survey and other input.

Most important types of information

- Changes in policies, politics, finance and project status, new initiatives
- Benefits and perks
- Clear understanding of expectations
- Deadlines and timelines
- Corporate knowledge archive
- Structure, who to ask questions
- Some of the perks – what are they
- NTPC “elevator speech”
- Info about other employees: their projects, who’s new, who’s leaving
- NOT strategic planning “stuff”
- Strategic direction and how it affects employees and departments
- How to help NTPC be the best
- Need clearer processes
- Communications team responsibilities
- Corporate image
- Engaging staff
- Providing feedback
- Mentoring managers
- Communicating direction
- Developing talking points
- External communications
- Communicating survey results
- Understanding what customers want
- Gathering subject matter expert input
- More people to assist Communications Manager
- Provide PR tools (e.g. “elevator speech, fun facts, etc.”)

Email

- Don't always have time to read them, but resource to check later
- Shorter content and less quantity
- More (but shorter) emails from President
- Need a personal face
- Attachments are helpful when there's too much information
- Not for feedback or managing people
- Keeps record and accountability
- Good for immediate messages
- Need a classification system to prioritize/categorize emails
- Create templates and share email etiquette
- Information about NTPC
- IT section

PowerLine Plus

- Good way of keeping a "family"
- Not all employees get the newsletter
- Want to read more about people
- Encourage more employees to send submissions or provide content
- Useful, good place for information
- Not timely for "fast-breaking news"
- Should be fun
- Promote monthly events
- "Get to know" section with interesting
- Needs resource section to share lessons learned

PowerBox

- Somewhat cumbersome and difficult to use
- Good for specific information: phone numbers, resources, templates, fillable forms, digital signatures, etc.
- Needs to be updated more frequently and there needs to be an easier process to do so
- Corporate practices are not documented here
- Plants use it a lot
- Collect/share corporate knowledge through centralized interfaces
- More CEO interaction

Staff meetings

- Good to hear about the latest information
- Needs stronger facilitators
- Opportunity to ask questions of senior managers
- More useful in smaller groups with specific agenda items
- Large groups should be saved for announcements only
- Need more interactive meetings with brainstorming (not just listening)
- More frequent (quarterly)
- More people need to take the stand so it's not just one person
- Fear of reprimand if staff ask the wrong question
- Need handouts of presentations

Appendix B

Traditional media, online & social media analysis

A 10-month retrospective analysis of media, online and social media sources was conducted (January 1, 2014 to October 31, 2014) and produced both quantitative and qualitative analysis. Traditional media included: *NWT News North, Yellowknifer, Hay River Hub, Inuvik Drum, Deh Cho Drum, CBC and Northern Journal*. Online and social media included blogs, forums, Twitter as well as the NTPC Twitter and Facebook accounts.

Trends

- There was a noticeable increase in coverage around the summer months across all media (June-August). This was mainly due to the power outages caused by lighting, and the forest fires.
 - Most traditional media articles were from CBC, followed by the Yellowknifer and Inuvik Drum
 - Most re-tweets happened between June 13 and Sep. 8 and the top sources were @northern_clips, @cam_canada1 and @ykchamber
 - @NTPC_News followers increased from 300 to 800, particularly on July 16, July 23 and August 6
 - The number of neutral and negative articles and online mentions were higher
- The second noticeable increase in coverage and mentions was around the rate increases in March and September and GNWT subsidy in the fall.
- The main topics across all media were: power outages, conservation measures recommended during outages, rate increase discontent, GNWT “bailout”, pressure for direction/investments in long-term solutions, high cost of living and high costs of fuel, some NTPC renewable energy projects.

Summary of traditional media analysis findings

- There were **88** articles on traditional media.
- The top three publications were: **CBC** (26), the Yellowknifer (17), and NWT News/North (14).
- On most instances (29) the tone and context were **neutral/neutral**. Followed by 21 positive/positive, and 21 neutral/negative. Only 12 articles were negative/negative and 5 were neutral/positive.
- March seemed be a month of high NTPC-related coverage, mainly related to the requested fuel rider of 1-per-cent-KW/hr.
- High coverage in the months of September and October were related to the 13% increase in power bills, the GNWT \$20M subsidy, and the energy Charrette.
- There were some energy-related events in various communities that NTPC was both absent from the event and the related coverage.

- Emerging themes:
 - Current NTPC renewable energy projects (LED street light program and solar panels in Colville Lake)
 - Public discontent with the power hikes and diesel subsidies
 - Power outages and reliability of energy supplied by NTPC
 - Commitment from GNWT and NTPC to research/invest in alternative and renewable energy sources

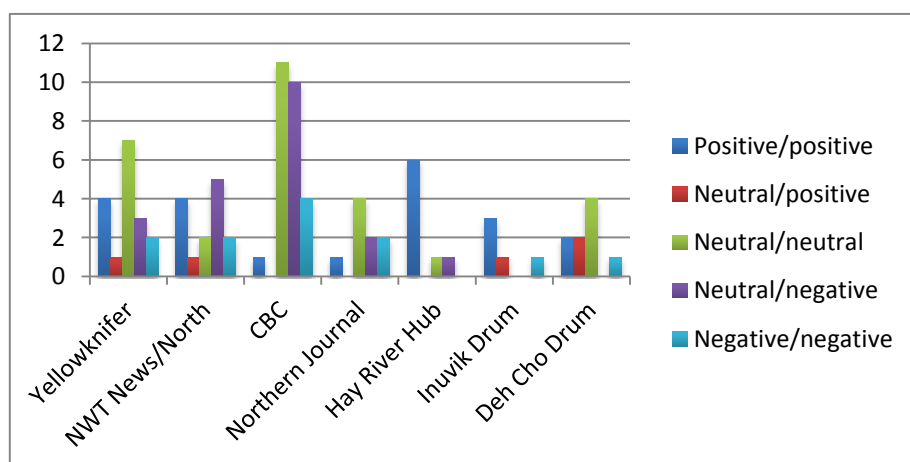
Tone/context summary

Publication	Positive/ positive	Neutral/ positive	Neutral/ neutral	Neutral/ negative	Negative/ negative	Total per publication
Yellowknifer	4	1	7	3	2	17
NWT News/North	4	1	2	5	2	14
CBC	1		11	10	4	26
Northern Journal	1		4	2	2	9
Hay River Hub*	6		1	1		8
Inuvik Drum*	3	1			1	5
Deh Cho Drum*	2	2	4		1	9
TOTAL	21	5	29	21	12	88

** The second level of search was employed because the first level didn't capture as many articles with the NTPC-related search terms. The second level of search allowed us to capture energy-related topics in relation to NTPC that were phrased differently.*

What this tells us:

- The top three publications for NTPC coverage were: CBC (26), the Yellowknifer (17), and NWT News/North (14).
- On most instances (29) the tone and context were neutral/neutral. Followed by 21 positive/positive, and 21 neutral/negative. Only 12 articles were negative/negative and 5 were neutral/positive.
- Three (3) of the neutral/neutral articles didn't mention NTPC, but they were included for the purpose of making the suggestion that NTPC should have been part of these conversations.



Topic frequency

Nine topics were identified as major topic areas in the coverage of NTPC. The following provides a breakdown of the frequency of these topics, out of a total frequency of 113. **Note:** *There were 88 articles but some were identified as having 1, 2 or 3 topics.*

1. Outage effects: **26**
2. Energy costs: **21**
3. Alternative energy: **14**
4. Outage response: **12**
5. NTPC Projects: **10**
6. Actions against NTPC: **9**
7. Conservation: **8**
8. Community: **8**
9. LNG: **5**

Summary of online and social media findings

An extensive and detailed social media report is available, but was too lengthy to include in this report.

- There were **569** mentions on online and social media mentions.
- On average, @NTPC_News receives 132 new followers every month, which is very positive.
- The top three Twitter sources (besides @NTPC_News, eluta and the RT bot) were: @Northern_cilps, @mrhooie and @nnsloonline.
- “Yellowknife”/”yzf” and “outages” are strongly associated and “power” is often used in relation to NTPC.
- There were 3,603 energy-related conversations (out of 3,911) that didn’t reference/include NTPC.
- NTPC had more mentions (569) than Northland Utilities (26 mentions) using the first level of search.
- Emerging themes based on top 22 tweets re-tweeted:
 - Outages (11): restoration and maintenance and communities affected by outages
 - Rate increases (4): discontent
 - NTPC joining social media (2): NTPC needing to join, NTPC joining social media
 - Conservation (2): as a result of outages, as a proactive reminder

Appendix C

Customer survey summary

Highlights: 2014 residential customer survey

- Satisfaction with service: Mostly total good: 59% (last 3 years); Total poor: 17% (up from 13%)
- Satisfaction with the cost: Mostly poor: 37% (up from 27%); Total good: 34% (down from 40%)
- Residents understand the value that NTPC provides given our remote and difficult conditions: 56% (down from 60%)
- Most residents agree that NTPC is committed to providing a good service, but disagree that costs are as low as possible.
- Prompt responses to outages and reliability of power supply are largely positive (76% and 74%)
- 56% rated Communications as good.
- Preferred communications tools:
 - **Bill inserts: 28%**
 - Direct mail: 27%
 - Email notice: 16%
 - Newsletter: 5%
 - Website: 4%
 - TV: 3%
 - Newspapers/radio: 2%
 - Telephone: 1%
 - Unsure: 6%
- Internet access: 82%
- Website visits: 22%; looking for:
 - **Account information: 43%**
 - Energy conservation: 23%
 - Rates and fees: 20%
 - News/developments: 8%
 - Corporate info: 5%
 - Environment/safety info: 1%
- Found what they were looking for on website: 60%
- Residents want info that helps them save money by being energy-efficient

Highlights: 2014 commercial customer survey

- Satisfaction with NTPC as provider: 70% (highest since 2000)
- Satisfaction in relation to other service providers:
 - Mostly total good: 67%
 - Total poor: 10% (up from 7%)
- Satisfaction with cost:
 - Mostly total poor: 33% (consistent)
 - Total good: 29% (down from 34%)
- Commercial clients understand the value that NTPC provides given our remote and difficult conditions: 56% (down from 67%)
- Most agree that NTPC is committed to providing a good service, but disagree that costs are as low as possible
- Clients agree with NTPC's prompt outage response (76%) & reliability of supply (69%)
- 62% rate Communications as good:
 - **Emails: 33%**
 - Bill inserts: 29%
 - Direct mail: 21%
 - Newspaper ads: 3%
 - Newsletter (3%)
 - Website: 3%
- Website visits: 20%
- Looking for:
 - **Rates and fees: 37%**
 - Account info: 20%
 - Corporate info: 20%
 - Outages: 17%
 - Energy efficiency: 3%
 - Environment/safety: 3%
- Found what they were looking for on website: 83%
- Want info to save money by being energy-efficient (73%)
- 45% agreed with having an account representative visit

Appendix D

Roles and responsibilities matrix

Type of communication	Role of Communication	Role of others
MBNs	Edit new ones for plain language and understandability (Quality Control (QC))	- Write draft - Approve edits for accuracy
Board Papers	Review and edit as required (QC)	- Write - Edit - Approve
Crisis Situation	- Coordinate crisis communications activities (more details available) - Provide strategic advice	- Provide info that is: - Accurate, Timely, Current - Interviews as needed
Outage Communications	- Leadership on large scale - Advise on medium scale - Monitor on small scale - Web/social media support - Manage media	- Local coordination - Local leadership - Maintain outage web info - Provide accurate, timely, and current info
Corporate Strategy/Direction	- Develop messaging for dissemination - Strategic Advice - Create material as needed	- Disseminate throughout organization - Ensure message received
Media Requests	- Leadership - Strategic Advice - Ensure QC - Interviews	- Contact communications prior to doing media interviews - Provide info that is: - Accurate, Timely, Current
Responses to media coverage	- Leadership - Strategic Advice - Interviews	- Provide info that is: - Accurate, Timely, Current
GRA / Rate Changes	- Communications leadership - Develop public messaging - Disseminate information	- Provide info that is: - Accurate, Timely, Current
Annual Reports	Communications leadership	- Provide info that is: - Accurate, Timely, Current
Policy Changes	- Ensure vehicle for sharing is available (website, newsletter, email) - QC	- Develop messaging - Dissemination
Customer Service Messaging	- Strategic Advice - Develop key messaging around crisis/info/events - QC	- Disseminate information - Ensure training is current - Ensure communications plan in place
Internet	- Leadership - Strategic advice - software - Overall quality control	- Provide info that is accurate, timely, current - Update area of responsibility regularly

Type of communication	Role of Communication	Role of others
	Update corporate info	Keep trained on current software
Intranet	- Leadership & quality control - Strategic advice - software - Overall design/architecture - Update corporate info	- Provide info that is accurate, timely, current - Update area of responsibility regularly - Keep trained on current software
Conservation	- Leadership - Manage partnerships	- Provide information - Support efforts - Spread the word
Recruitment	- Advise - Ensure connection w corporate messaging - Quality control	- Manage marketing plan - Leadership on NTPC careers - Collect staff profiles
Employee Recognition	- Advise - Ensure collaborative approach	- Leadership - Manage program online/offline
Corporate Events	- Strategic advice for regional/local events - Leadership on Corporate events	- Leadership for regional/local events - Support Corporate events
Community Investment	- Leadership - Disseminate information - Promote community value	- Bring forward local opportunities for corporate donations/sponsorships - Provide guidance on value/importance/reach - Make local presentations
Project Plans	Work with project manager to ensure communication needs are addressed and embedded in plan	- Develop project plans that include a communications section. - Share/disseminate information in a timely manner
Project Information	- Strategic advice - Quality control - Assist with planning	- Identify requirements and audiences - Provide key messages
PowerLine Plus	- Leadership - Coordination - Dissemination - Support if delegated	- Provide copy/text/photos - Ideas - Direction
Program Materials	- Advise - Quality control - Create/design as needed	- Key messages - Audience(s) - Accurate, timely, current info
Corporate Correspondence	Quality control as required	Leadership / development
Public Relations	- Leadership - Quality control - Advise	- Support efforts - Support local initiatives - Identify/guide local initiatives
Community Relations	- Strategic advice - Assist w/ materials	- Leadership - Coordinate meetings

Type of communication	Role of Communication	Role of others
	• Presentations	• Liaise with local governments
Branding	• Leadership • Monitoring/evaluate • Maintain current templates	• Use Visual Identity Standards
Social Media	• Leadership • Maintain image	• Provide accurate, timely, current information