



## G2-2 CRISIS COMMUNICATIONS PLAN

This plan outlines the roles, responsibilities and protocols that will guide the Take a Hike Youth at Risk Foundation in promptly sharing information with our stakeholders during an emergency or crisis. This plan outlines the flow of information, both internally (e.g. board, staff) and externally (legal, media, investors, stakeholders).

A crisis is defined as a significant event that has the potential to damage the organization’s reputation, image or financial stability. A crisis could be caused by an emergency, such as injury, or by controversy, such as employee misconduct.

### OBJECTIVES

1. Assess the situation to determine if a communications response is warranted.
2. Communicate information to stakeholders, accurately and timely, updating information regularly as circumstances change.
3. Implement immediate action to inform stakeholder, communication facts, minimize rumours and restore confidence in the organization.

### CRISIS COMMUNICATIONS TEAM

Member	Role	Contact information
TBD CEO	<ul style="list-style-type: none"> <li>- Spokesperson (media)</li> <li>- Internal communication (Board President)</li> <li>- External communications (partners, top donors)</li> <li>- Decision-maker</li> </ul>	TBD
Sheila Biggers Board President	<ul style="list-style-type: none"> <li>- Spokesperson (media)</li> <li>- Internal communication (Board of Directors)</li> </ul>	<a href="mailto:sheila.biggers@sauder.ubc.ca">sheila.biggers@sauder.ubc.ca</a> (c) 604-616-4460 (w) 604-822-0192
Jaydeen Williams Executive Director	<ul style="list-style-type: none"> <li>- Internal communications (staff, volunteers)</li> </ul>	<a href="mailto:jaydeen@takeahikefoundation.org">jaydeen@takeahikefoundation.org</a> (w) 604-638-3385 (c) 604-710-1677
John Hall Chair, Communications Committee	<ul style="list-style-type: none"> <li>- Draft responses</li> <li>- Media contact</li> <li>- Response coordination</li> </ul>	<a href="mailto:john.hall@maclaren.com">john.hall@maclaren.com</a> (w) 604-601-8555 (c) 778-628-5025



## OTHER CONTACTS

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Contact	Role	Contact information
Chris Speakman Board Member	- Legal counsel (Lawyer, Bull Houser)	<a href="mailto:cgs@bht.com">cgs@bht.com</a> (w) 604-641-4835 (c) 604-786-4827 (h) 604-641-4835
Ryan Longoz Volunteer	- Writing support	<a href="mailto:rlongoz@gmail.com">rlongoz@gmail.com</a> (c) 604-999-9294

## RESPONSE PROCESS

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This section outlines how the Take a Hike Youth at Risk Foundation will respond to a crisis.

Crisis communication is of upmost priority and should take precedence over any other tasks.

1. Understand the crisis
  - First point of response informs CEO
  - Review the situation, facts, timeline, people involved
  - Begin media and social media monitoring
2. Activate Crisis Communications Team
  - Emergency conference call for Crisis Communications Team
3. Assess the situation (on conference call)
  - Confirm all information gathered so far (who, what, when, where, why, timing, impacts, etc.)
  - Identify gaps in information and delegate information collection tasks to team members
4. Reconvene - Develop response (on conference call)
  - Confirm team roles
  - Develop key messages (express concern, take responsibility for solving the issue, outline the process taken and steps to prevent reoccurrence)
  - Designate spokesperson(s)
  - Engage outside support (ie. Writer)
5. Communicate with audiences
  - Communicate honesty, accurately and timely
  - Provide updated information as circumstances change
6. Re-evaluate situation



- As new information emerges, update your response and communications with audiences

7. Define recovery

- Analyze situation and update procedures accordingly
- Provide follow-up information, address media, distribute thank you letters, etc.

## AUDIENCE MATRIX

Stakeholder	Communications method	Messages	Lead
Board Chair	- Email - Phone (as needed)	- What happened? - How are we responding? - What is expected of them?	CEO
Board of Directors	- Email - Phone (as needed)	- What happened? - How are we responding? - What is expected of them?	Sheila
Staff	- Email - Phone (as needed)	- What happened? - How are we responding? - What is expected of them?	Jaydeen
Partners (School Boards, LIFT)	- Email - Phone (as needed)	- What happened? - How are we responding? - What is expected of them?	CEO
Top Donors	- Email - Phone (as needed)	- What happened? - How are we responding? - How will we prevent it from reoccurring	CEO
Volunteers	- Email - Phone (as needed)	- What happened? - How are we responding? - How will we prevent it from reoccurring	Jaydeen
Parents	- Email - Phone (as needed)	- What happened? - How are we responding? - How will we prevent it from reoccurring	Therapist
Social media networks	- Facebook - Twitter	- What happened? - How are we responding? - How will we prevent it from reoccurring	Jaydeen
Media	- Email - Phone (as needed) - Newswire - Social media	- What happened? - How are we responding? - How will we prevent it from reoccurring	John



## POTENTIAL CRISES AND RESPONSES

Crisis	Impact	Response
Adventure-Based Learning accident causing serious injury or death	<ul style="list-style-type: none"> <li>- Hit to credibility and reputation</li> <li>- Unease</li> </ul>	<ul style="list-style-type: none"> <li>- Respond to direct media and social media inquires</li> <li>- Social media listening/monitoring</li> <li>- Internal communications</li> <li>- Proactive outreach to partners, donors, volunteers, parents</li> </ul>
Volunteer/Staff misconduct (involving students or finances)	<ul style="list-style-type: none"> <li>- Hit to credibility and reputation</li> <li>- Unease</li> </ul>	<ul style="list-style-type: none"> <li>- Respond to direct media and social media inquires</li> <li>- Social media listening/monitoring</li> <li>- Internal communications</li> <li>- Proactive outreach to partners, donors, volunteers, parents</li> </ul>
Partner crisis	<ul style="list-style-type: none"> <li>- Hit to credibility and reputation</li> <li>- Unease</li> </ul>	<ul style="list-style-type: none"> <li>- Respond to direct media and social media inquires</li> <li>- Social media listening/monitoring</li> <li>- Internal communications</li> <li>- Proactive outreach to partners, donors</li> <li>- Revisit MOU</li> </ul>
Student/Alumni misconduct	<ul style="list-style-type: none"> <li>- Hit to credibility and reputation</li> <li>- Unease</li> </ul>	<ul style="list-style-type: none"> <li>- Respond to direct media and social media inquires</li> <li>- Social media listening/monitoring</li> <li>- Internal communications</li> <li>- Proactive outreach to partners, donors, volunteers, parents</li> </ul>
Transportation accident	<ul style="list-style-type: none"> <li>- Hit to credibility and reputation</li> <li>- Unease</li> </ul>	<ul style="list-style-type: none"> <li>- Respond to direct media and social media inquires</li> <li>- Social media listening/monitoring</li> <li>- Internal communications</li> <li>- Proactive outreach to partners, donors, volunteers, parents</li> </ul>
Natural disaster (not impacting program)	<ul style="list-style-type: none"> <li>- Unease</li> </ul>	<ul style="list-style-type: none"> <li>- Respond to direct media and social media inquires</li> <li>- Social media listening/monitoring</li> <li>- Internal communications</li> <li>- Proactive outreach to partners, donors, volunteers, parents</li> </ul>