

# Strategic Communications Plan

Village of Pemberton



2016-2018

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*The Strategic Communications Plan will deliver a roadmap of communications strategies and tactics that can be evaluated according to performance indicators in service of the Village of Pemberton's values, vision, mission and strategic priorities.*

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## Strategic Communications Plan

2016-2018

**Vision:** Committed and responsive employees who collaborate effectively with aware and engaged citizens to foster participation and trust in municipal processes, and positively shape our community.

**Purpose:** To provide a strategic framework and action plan for: enhancing the Village's communications capacity; deepening internal and external engagement methods and outcomes; improving responsiveness to issues and customer enquiries; strengthening relationships with key stakeholders and constituents; and, ultimately making the entire organization more cohesive and better able to serve the community.

### Guiding Principles:

- 1) Provide relevant and accurate information in a manner that is consistent, clear, transparent, timely and accessible to all.
- 2) Strive for collaborative planning and decision-making within our organization and with the community.
- 3) Respect for FIOPPA and the privacy of employees and citizens.
- 4) Use communications channels and tools that are most appropriate for the audience and message(s) disseminated.
- 5) Strive to create feedback loops that support continual improvement of services and operations, enabling our organization to be responsive and accountable to tax payers.
- 6) Aim to develop a culture of engagement within the organization and community to enable a free flow of information.
- 7) Strive for service excellence by fostering a culture of being personable, approachable and trust-worthy.



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**Goal 1:** Build capacity within the organization for clear, consistent and collaborative communications in support of the Village’s vision, strategic priorities and goals.

**Objective 1.1:** Increase the percentage of staff using communications tools designed for improving the quality and consistency of all communications products created and disseminated by the Village of Pemberton.

**Indicators:** Percentage of staff using communications tools frequently (measured annually).

Analyse a cross-section of traditional and social media content and review against Village of Pemberton communications guidelines (measured annually).

**Strategy 1.1.1:** Develop guidelines and procedures for integrating communications planning into Village operations and projects, streamlining content, strengthening messages, and optimizing the function of the Communications Coordinator.

Proposed Actions	Lead / Support	Targeted Delivery Date
Ensure all departments use the communications planning template for new projects. Add to organization-wide calendar of events.	<b>Lead:</b> Office of the CAO <b>Support:</b> All Departments	<b>Year:</b> 2016 <b>Quarter:</b> 2 <sup>nd</sup>
Develop an employee communications manual containing written and visual style guidelines, as well as all communications related policies (existing and in development). Ensure manual is a frequently checked living document.	<b>Lead:</b> Office of the CAO <b>Support:</b> All Departments	<b>Year:</b> 2017 <b>Quarter:</b> 1 <sup>st</sup> (and ongoing)
Utilize free project management software to make project planning and execution more efficient, effective and transparent across the organization.	<b>Lead:</b> Office of the CAO <b>Support:</b> All Departments	<b>Year:</b> 2018 <b>Quarter:</b> 1 <sup>st</sup>

**Objective 2:** Increase the percentage of employees who consider themselves well-informed about Village policies, projects, initiatives and issues, and feel they are listened to and have opportunities to participate in decision-making processes.

**Indicator:** Percentage of staff members who indicate that they consider themselves well-informed, listened to, and engaged on the staff satisfaction survey (measured annually).





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**Strategy 1.2.1:** Enhance two-way communication between Council and CAO, between managers and employees, and between departments by increasing number of online updates, face-to-face meetings, as well as communications training and feedback opportunities.

Proposed Actions	Lead / Support	Targeted Delivery Date
Hold an annual strategic planning session to reassert vision, values, and priorities with regular check-ins to evaluate progress with Council and senior management.	<b>Lead:</b> Council <b>Support:</b> Office of the CAO	<b>Year:</b> 2016 <b>Quarter:</b> 1 <sup>st</sup>
Hold quarterly staff meetings to reinforce organization's core values and vision, and to focus on priorities and goals.	<b>Lead:</b> Office of the CAO <b>Support:</b> All Departments	<b>Year:</b> 2016 <b>Quarter:</b> 1 <sup>st</sup>
Hold 2-4 meetings/month between staff and managers to review individual and organizational work plan progress.	<b>Lead:</b> Managers <b>Support:</b> Staff	<b>Year:</b> 2016 <b>Quarter:</b> 1 <sup>st</sup>
Use the Staff eNews to inform staff about important initiatives and issues in a timely manner (print copies for staff members who work in the field and don't have access to a computer and/or place on notice boards in the Public Works shop and at the Wastewater Treatment Plan).	<b>Lead:</b> Office of the CAO <b>Support:</b> All Departments	<b>Year:</b> 2016 <b>Quarter:</b> 1 <sup>st</sup>
Ensure vision, mission, values are prominently displayed on the Village website, in the employee manual, in the reception area, and in Council Chambers.	<b>Lead:</b> Office of the CAO <b>Support:</b> Council, Finance & Administration	<b>Year:</b> 2016 <b>Quarter:</b> 2 <sup>nd</sup>
Update the Employee Policy and Procedure Manual (underway) containing code of conduct, appropriate language, tools for understanding organizational operations and role of communications department.	<b>Lead:</b> Office of the CAO <b>Support:</b> All Departments	<b>Year:</b> 2016 <b>Quarter:</b> 3 <sup>rd</sup>
Issue an annual employee satisfaction survey (identify an appropriate format for an organization of this size).	<b>Lead:</b> Office of the CAO <b>Support:</b> Council, All Departments	<b>Year:</b> 2017 <b>Quarter:</b> 1 <sup>st</sup>
Complete annual performance reviews aligned with work plans.	<b>Lead:</b> Office of the CAO <b>Support:</b> All Departments	<b>Year:</b> 2017 <b>Quarter:</b> 2 <sup>nd</sup>
Create and disseminate project backgrounders / summaries to all departments to ensure everyone is adequately informed and up-to-date.	<b>Lead:</b> Office of the CAO <b>Support:</b> Development Services, Finance & Administration	<b>Year:</b> 2017 <b>Quarter:</b> 3 <sup>rd</sup>
Offer training opportunities to staff and employees for improving key communications skills sets, especially for managers and frontward facing employees.	<b>Lead:</b> Office of the CAO <b>Support:</b> All Departments	<b>Year:</b> 2018 <b>Quarter:</b> 1 <sup>st</sup>
Develop standard identifiers (e.g. uniform or pin) for frontward facing employees (e.g. Public Works staff).	<b>Lead:</b> Office of the CAO <b>Support:</b> Public Works	<b>Year:</b> 2018 <b>Quarter:</b> 2 <sup>nd</sup>



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**Goal 2:** Enhance two-way communication between the Village and the community to build trust, strengthen relationships and support service excellence.

**Objective 2.1:** Increase participation in Village-led processes, projects, and initiatives involving public consultation and dialogue.

**Indicator:** Number of residents attending Council meetings, VoP-led events and public information sessions (measured annually).

**Objective 2.2:** Increase the percentage of community members who consider themselves well-informed about our services, processes, and projects.

**Indicators:** Number of Community Satisfaction Surveys completed as a percentage of community (measured annually).

Percentage of surveys indicating citizens feel well-informed.

**Objective 2.3:** Increase the percentage of community members who feel they have sufficient opportunities to provide feedback, which enables continual improvement of our services, processes, and projects.

**Indicator:** Number of customers indicating they are satisfied with opportunities for providing feedback via customer feedback forms (checked quarterly, measured annually).

**Strategy 2.1.1:** Explore a comprehensive public engagement campaign that leverages networks of community champions; communicates key messages and information to the public in a timely and consistent manner; and garners feedback from citizens.

Proposed Actions	Lead / Support	Targeted Delivery Date
Continually research innovative methods for engagement and creative communications.	<b>Lead:</b> Office of the CAO <b>Support:</b> All Departments	<b>Year:</b> 2016 <b>Quarter:</b> 1 <sup>st</sup> (and ongoing)
Develop a calendar of initiatives and events to strategically coordinate and participate in awareness raising campaigns that celebrate and inform the public about Village services (e.g. Public Works Week, Drinking Water Week, and Fire Prevention Week).	<b>Lead:</b> Office of the CAO <b>Support:</b> Council & All Departments	<b>Year:</b> 2016 <b>Quarter:</b> 2 <sup>nd</sup>



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<p>Create a Public Engagement Strategy that offers a framework for engaging the community and provides staff with tools for leading effective engagement processes (addressing planning, execution and follow-up). Opportunities for consulting members of the public in places and at events that are convenient for them (e.g. Town Hall meetings), and utilizing public opinion polls should be explored.</p>	<p><b>Lead:</b> Office of the CAO <b>Support:</b> Council, Development Services, Finance &amp; Administration, Pemberton Fire Rescue</p>	<p><b>Year:</b> 2016 <b>Quarter:</b> 3<sup>rd</sup> (to be initiated immediately following adoption of this Plan).</p>
<p>Explore opportunities for creating a Community Champion Program (details in appendices).</p>	<p><b>Lead:</b> Office of the CAO <b>Support:</b> Corporate &amp; Legislative Services</p>	<p><b>Year:</b> 2017 <b>Quarter:</b> 1<sup>st</sup></p>
<p>Create more opportunities for the public to visit Village facilities (tours of the fire hall, wastewater treatment facility, and municipal hall) and get to know Village employees.</p>	<p><b>Lead:</b> Office of the CAO <b>Support:</b> Public Works, Pemberton Fire Rescue</p>	<p><b>Year:</b> 2017 <b>Quarter:</b> 2<sup>nd</sup></p>
<p>Review and update as needed Customer Service Policy that offers timelines and procedures for customer service delivery. Ensure new and existing employees implement it. Ensure feedback loops are strengthened by developing procedures for following up on input from staff and the community (e.g. summaries of actions taken following customer enquiries / complaints), and ensuring information is communicated effectively throughout organization. Develop tools and/or offer training for frontward facing staff to capture public input and respond promptly and appropriately to enquiries (e.g. "How are we doing?" customer service polls).</p>	<p><b>Lead:</b> Office of the CAO <b>Support:</b> Council, All Front Facing Staff</p>	<p><b>Year:</b> 2017 <b>Quarter:</b> 3<sup>rd</sup></p>
<p>Explore and create more opportunities for feedback (Community Satisfaction Survey, feedback box located at reception and Council meetings, create a feedback and public engagement section on the website).</p>	<p><b>Lead:</b> Office of the CAO <b>Support:</b> Council, All Departments</p>	<p><b>Year:</b> 2017 <b>Quarter:</b> 4<sup>th</sup></p>
<p>Develop an Ambassador Program whereby front facing staff members communicate key messages to the community.</p>	<p><b>Lead:</b> Office of the CAO <b>Support:</b> Council, All Front Facing Staff</p>	<p><b>Year:</b> 2017 <b>Quarter:</b> 4<sup>th</sup></p>
<p>Ensure managers, planners, and communications personnel receive community consultation training.</p>	<p><b>Lead:</b> Office of the CAO <b>Support:</b> Council &amp; All Departments</p>	<p><b>Year:</b> 2018 <b>Quarter:</b> 1<sup>st</sup></p>

**Strategy 2.1.2:** Engage the public using traditional and online media in creative and innovative ways that strengthen the Village brand.

Proposed Actions	Lead / Support	Targeted Delivered Date
Where appropriate, add value to existing communications products and activities through - cross-promotion of initiatives and messages.	<b>Lead:</b> Office of the CAO <b>Support:</b> All Departments	<b>Year:</b> 2016 <b>Quarter:</b> 1 <sup>st</sup>
Print a poster version of the eNews for businesses to display in their respective establishments.	<b>Lead:</b> Office of the CAO <b>Support:</b> Finance & Administration	<b>Year:</b> 2016 <b>Quarter:</b> 2 <sup>nd</sup>
Undertake a branding workshop with Council and management.	<b>Lead:</b> Office of the CAO <b>Support:</b> Council, Managers	<b>Year:</b> 2016 <b>Quarter:</b> 3 <sup>rd</sup>
Update the sign inventory and retire old signs.	<b>Lead:</b> Office of the CAO <b>Support:</b> Development Services	<b>Year:</b> 2016 <b>Quarter:</b> 4 <sup>th</sup>
Develop a new website with analytics, reorganization of content with aim of making it more intuitive, responsive (mobile-device friendly) and user-friendly (e.g. build FAQ feature into homepage "I want to..." that guides website visitors to key Village services).	<b>Lead:</b> Office of the CAO <b>Support:</b> All Departments	<b>Year:</b> 2016 <b>Quarter:</b> 4 <sup>th</sup>
Use incentives to promote engagement opportunities (contests, prizes, recognition).	<b>Lead:</b> Office of the CAO <b>Support:</b> Finance & Administration	<b>Year:</b> 2017 <b>Quarter:</b> 2 <sup>nd</sup>
Offer graphic design and web design training to build Communications Coordinator's capacity for delivering visually engaging communications pieces, and managing the website and any future rebuilds.	<b>Lead:</b> Office of the CAO	<b>Year:</b> 2017 <b>Quarter:</b> 3 <sup>rd</sup>
Explore opportunity for additional signage (e.g. near roundabout or community centre).	<b>Lead:</b> Office of the CAO <b>Support:</b> All Departments	<b>Year:</b> 2018 <b>Quarter:</b> 1 <sup>st</sup>
Create more reminder style signs for the roundabout (e.g. utility / tax payment deadlines).	<b>Lead:</b> Office of the CAO <b>Support:</b> Finance & Administration, Development Services	<b>Year:</b> 2018 <b>Quarter:</b> 2 <sup>nd</sup>
YouTube videos (e.g. how to claim your homeowner grant, tax payment breakdown).	<b>Lead:</b> Office of the CAO <b>Support:</b> Council, All Departments, Schools	<b>Year:</b> 2018 <b>Quarter:</b> 4 <sup>th</sup>

**Goal 3:** Be proactive in identifying issues and responding to them in a thoughtful, coordinated, and timely fashion.

**Objective 3.1:** Improve the Village’s ability to anticipate and respond to issues.

**Indicators:** Emergency events are communicated out to the public within 2 hours of having occurred during work hours, and within 12 hours of occurring on weekends (minimum 90% of events per year).

Reduction in customer complaints by 10% per year.

Customers receive follow-up within 48 hours of their enquiry (minimum 90% of the time, measured annually).

News releases disseminated to media within 48 hours of news item/event (minimum percentage per year).

**Strategy 3.1.1:** Develop protocols for issues management that enable staff and Council to effectively identify, monitor and respond to issues.

<b>Proposed Actions</b>	<b>Lead / Support</b>	<b>Targeted Delivered Date</b>
Develop an Emergency Communications protocol (see definition in appendices), with plans for flood and fire events. Key actions include creating an intra / inter-agency directory and phone tree between agencies.	<b>Lead:</b> Office of the CAO, Pemberton Fire Rescue <b>Support:</b> Other emergency response agencies and jurisdictions	<b>Year:</b> 2016 <b>Quarter:</b> 3 <sup>rd</sup>
Create a Crisis Communication protocol (see definition in appendices).	<b>Lead:</b> Office of the CAO <b>Support:</b> Council & All Departments	<b>Year:</b> 2017 <b>Quarter:</b> 2 <sup>nd</sup>
Media training for organization’s spokespeople.	<b>Lead:</b> Office of the CAO <b>Support:</b> Council, Office of the CAO, Pemberton Fire Rescue	<b>Year:</b> 2017 <b>Quarter:</b> 3 <sup>rd</sup>
Develop tools to be used throughout organization for assessing communications risks and opportunities (risk analysis template and key message template). Work with Council and staff early on in planning processes (e.g. strategic planning, major project planning, and with emerging contentious issues) to ensure a proactive approach is taken.	<b>Lead:</b> Office of the CAO <b>Support:</b> All Departments	<b>Year:</b> 2018 <b>Quarter:</b> 1 <sup>st</sup>



**Goal 4:** Leverage and build on mutually-beneficial relationships with key stakeholders toward achieving the Village’s strategic priorities and improving service delivery.

**Objective 4.1:** Improve relationships with existing partners and stakeholders.

**Indicator:** 20% increase of partners and stakeholders attending Village gatherings.

**Strategy 4.1.1:** Strengthen ties with community groups and neighbouring jurisdictions.

Proposed Actions	Lead / Support	Targeted Delivered Date
Continue to attend events and sit on decision-making bodies of other groups. Develop a template for note taking and timely reporting.	<b>Lead:</b> Office of the CAO <b>Support:</b> Council & Managers	<b>Year:</b> 2016 <b>Quarter:</b> 1 <sup>st</sup>
Communicate gratitude to partners for their involvement in Village initiatives and demonstrate awareness of their issues and priorities.	<b>Lead:</b> Office of the CAO <b>Support:</b> All Departments	<b>Year:</b> 2016 <b>Quarter:</b> 4 <sup>th</sup>
Re-establish the Community Calendar to promote community events (with website update).	<b>Lead:</b> Office of the CAO <b>Support:</b> Community	<b>Year:</b> 2017 <b>Quarter:</b> 1 <sup>st</sup>
Council and Senior Management should continue to receive ongoing cultural-sensitivity training to improve capacity for working with First Nations.	<b>Lead:</b> Office of the CAO, Third Party to conduct training <b>Support:</b> All Departments	<b>Year:</b> 2018 <b>Quarter:</b> 1 <sup>st</sup>
Host an annual “Get to Know Your Neighbour” session with key groups to discuss opportunities for project collaboration, fundraising, shared service delivery etc. Align it with the budget process.	<b>Lead:</b> Office of the CAO <b>Support:</b> Council	<b>Year:</b> 2018 <b>Quarter:</b> 2 <sup>nd</sup>

**Objective 4.2:** Actively seek out potential partners and stakeholders and identifying opportunities for collaboration around shared interests.

**Indicator:** Increase number of new partners by 5%.

**Strategy 4.2.1:** Undertake stakeholder research annually and on a project-specific basis.

Proposed Actions	Lead / Support	Targeted Delivered Date
Develop an annual Customer Satisfaction Survey(s) to seek feedback on customers’ experiences related to permit applications and development permits.	<b>Lead:</b> Office of the CAO <b>Support:</b> Finance, Development Services	<b>Year:</b> 2017 <b>Quarter:</b> 1 <sup>st</sup>
Develop programming to engage and support key sectors (e.g. Business Walks)	<b>Lead:</b> Office of the CAO <b>Support:</b> Development Services	<b>Year:</b> 2018 <b>Quarter:</b> 1 <sup>st</sup>



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**Summary:** This Strategic Communications Plan describes in detail eighteen (18) actions for 2016, fifteen (15) for 2017, and ten (10) for 2018. Some of the recommended actions, notably the development of a Public Engagement Strategy, an update of the Customer Service Policy, creation of a Communications Manual for staff, and a website rebuild will result in additional actions that may need to be integrated into this plan at a later date. The aforementioned actions will also likely require an investment of resources that should be considered in appropriate budget cycles.

The majority of the actions will fall to the Communications Coordinator (Office of the CAO) to complete, with the rest of the organization (all departments) playing an important, but supportive role. Regular check-ins (aligned with work plan check-ins) will ensure the recommended actions are implemented and the Plan stays on track.

**APPENDICES**

**Definitions:**

Crisis Communications: Efforts to communicate with the public and stakeholders when an unexpected event occurs that could have a negative impact on an organization's reputation.

Emergency Communications: The communication of messages to the public in response to an emergency situation, such as a natural disaster. Communications systems employed include telephone networks, broadcast and cable television, radio, satellite systems and the Internet.

Two-way Communication Two-way communication is about communicating in a reciprocal way. It brings organizations and stakeholders closer together by allowing them to negotiate with one another to reach mutually satisfactory outcomes. It relies on effective and ongoing dialogue with stakeholders. The model looks like this:

