

YOUR COMMUNITY, YOUR VOICE.

COMMUNICATIONS STRATEGY

2021-2025



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MESSAGE FROM THE MAYOR



Communication is a vital part of government and a rapidly evolving field. On behalf of Council, I am proud to introduce our first formal communications strategy. In the past there were local newspapers, often more than one, in every community, with reporters and editors that insured accurate and timely information was disseminated to residents.

Today, we have fewer professional media, and many people seek their news and information through digital platforms and social media. Unfortunately, on social media, disinformation can be as common as information. It is therefore more important than ever that the Town have a robust communications strategy to ensure all residents get timely and accurate information.

The 2021-2025 Communications Strategy is a living document which employs a number of creative and innovative communication tactics to provide the highest quality of timely and accurate information to all of our residents. The Town is a true community of communities, consisting of both rural and urban residents, with 60 per cent serving as full-time residents, and an additional 40 per cent of residents calling The Blue Mountains their second home. This poses communications challenges in reaching all areas of our community, which this communications strategy attempts to address by incorporating innovative approaches including the employment of online digital platforms.

This strategy is a living and breathing document that will adapt as communication needs change and evolve, with its progress being maintained through collaboration between Town Staff, the Community Communications Advisory Committee, and Council, and its success continually monitored to ensure it serves our community well.

Mayor
Alar Soever

MESSAGE FROM THE CAO

On behalf of the Town, I am thrilled that Council has approved the 2021-2025 Communications Strategy. As Chief Administrative Officer, we are entering exciting times as we move forward in implementing our 2020-2024 Corporate Strategic Plan. Within the Corporate Strategic Plan, we outlined our top strategic priorities to assist with our efforts of creating a unified community vision and building excellence in the services we provide, including our commitment to offering high-quality customer service.

This mission remains steadfast through this first formalized communications strategy as we strive to provide exceptional and transparent communication to the members of our community through a creative and innovative approach.

Throughout this strategic document, you will see our reinforced commitment to strengthening trust with our audiences and stakeholders through effective and robust communication tactics and an “early and often” approach. This strategy provides the framework and guidance for staff and will serve as a benchmark to our accountability to the members of our community.

As a true community of communities, the Town must remain relevant and cut through the communication noise as we move into a digital era of communications and understand the complex challenges of communicating with our diverse audiences. This strategy will serve as a living and breathing document, and we will continue to engage and seek feedback with members of our community to ensure we continue to communicate both creatively and effectively.

We sincerely appreciate our community’s commitment to engagement, and we look forward to building a bright and well-informed future, together.

Chief Administrative Officer
Shawn Everitt



MESSAGE FROM THE COMMUNICATIONS ADVISORY COMMITTEE

On behalf of the Community Communications Advisory Committee (CCAC), I’m pleased to present the Town of The Blue Mountains’ 2021-2025 Communications Strategy. This plan was a collaborative effort of Town staff and CCAC members and included a survey of residents. It was approved by Council on June 1, 2021.

Like many Advisory Committees of the Town, the Community Communications Advisory Committee is made up of five volunteers from the community appointed by Council, as well as two Council members. The wide-ranging expertise of members encompasses a published author, corporate communications, journalism, non-profit organizations and roles in municipal, provincial and federal governments. As well as their active community involvement, the skills and experience of committee members help them analyse, critique, and make recommendations to Council on a number of issues. Examples include the new website, social media strategy, customer service standards as well as communications for various Town initiatives.

But one of the most important initiatives the committee has been working on since its inception in 2018, is the development of the 2021-2025 Communications Strategy as well as its continuing implementation.

Communicating with and listening to the community is fundamental to open and transparent governance. This plan is important because it lays out how the Town will communicate with the community in a consistent, thorough, and clear manner. Equally important is the commitment of the Town to engage the community in a way that ensures every voice is heard.

I want to thank all members of the Committee as well as staff who spent many long hours on the drafting of this plan. A special mention should also be given to the CCAC’s Strategic Communications Plan sub-committee members, John Milne, Lyn Logan and Councillor Paula Hope for their substantial contribution to these efforts. On behalf of the committee, I would also like to express our deep sadness on the passing of Deputy Mayor Rob Potter. As a member of our committee, he brought his depth of knowledge, shrewd perspective and dry wit to all our meetings. He will be missed.

Chair of the Communications Advisory Committee
Jayne Sutherland



INTRODUCTION

The Town of The Blue Mountains is committed to engaging and listening to all residents and stakeholders, including full-time, part-time, seasonal, rural and urban, through a respectful, informed and ongoing dialogue. Business owners and visitors are important contributors to the conversation as well. This Communications Strategy lays the foundation for community engagement over the next five years.

With the assistance of the Community Communications Advisory Committee (CCAC), a public survey and online engagement session was conducted to help guide and inform this actionable Strategy that will encourage and strengthen communication amongst the Town of The Blue Mountains’ many communities and staff.

The Strategy is a roadmap. Progress will be tracked and evaluated as each goal is achieved. Best practices embedded in the process will be applied to the next. Thus, the Strategy will provide a solid foundation for all future communication initiatives as it addresses a number of key challenges and opportunities, including:

- ✓

Establish a standard and monitor compliance for responding to inquiries
- ✓

Rebuilding the Town’s website with a new and improved user experience
- ✓

Enhancing the public survey process and experience
- ✓

Increasing Council and Staff face-to-face engagement with residents
- ✓

Launching a quarterly, print and digital Town newsletter
- ✓

Prioritizing AODA Accessibility Compliance
- ✓

Simplifying content and focus on writing in plain language
- ✓

Communicating early and often with a proactive approach
- ✓

Building a comprehensive email database
- ✓

Leveraging social media with an actionable and robust plan
- ✓

Clearly communicating Town priorities

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The Town of The Blue Mountains is committed to engaging and listening to all residents & stakeholders.

The Strategy’s four key objectives will be met through a variety of clearly mapped-out tactics. Together, the objectives and tactics will create a more meaningful and open relationship between residents, stakeholders and the Town – a relationship built on a foundation of respect, listening and active engagement.

In alignment with the 2020-2024 Corporate Strategic Plan, the Communications Strategy follows the Town’s core operating values of achieving full transparency and accountability while aiming to support the communications goal set out by the Community Communications Advisory Committee, which is to foster **‘an engaged community in which every voice is heard’**.

ALIGNMENT WITH THE CORPORATE STRATEGIC PLAN



The 2020-2024 Corporate Strategic Plan outlines four strategic priorities, which included a priority specific to communications and engagement. The Corporate Strategic Plan highlights the importance of enhancing communication efforts through a variety of tactics.

Corporate Strategic Plan Vision Statement:

An approachable Council and Staff serving an engaged and well-informed community

1. Communication & Engagement

We will enhance communication and engagement between Town Staff, Town residents and stakeholders.

2. Organizational Excellence

We will continually seek out ways to improve the internal organization of Town Staff and the management of Town assets.

3. Community

We will protect and enhance the community feel and the character of the Town, while ensuring the responsible use of resources and restoration of nature.

4. Quality of Life

We will foster a high quality of life for full-time and part-time residents of all ages and stages, while welcoming visitors.

COMMUNICATION GOAL



The Communications Strategy is aligned with the Corporate Strategic Plan. The Strategy has a single goal that underscores the importance of listening and proactive communication that includes all residents and stakeholders in The Blue Mountains community.

An engaged community in which every voice is heard.

COMMUNICATION OBJECTIVES

The Communications Strategy is based on four objectives. The objectives are interdependent and linked to the Corporate Strategic Plan and its vision. The objectives were derived from the SWOT Analysis detailed on the next page.

As the Strategy is implemented and the objectives are realized, they will strengthen one another and collectively help achieve the communication goal.

Through establishing a strong communication baseline, the Town will enhance its presence and authority as being the primary source for information on Town news, which will help to address the spread and concern of misinformation. In addition, through strategic communication efforts that values and prioritizes flexibility, courtesy, and respect, the Town will foster a true culture of active listening and two-way engagement with the community.

The following chart details the objectives and how they will be realized:

Objectives	Means of Achievement
#1: Establish a communication baseline	Define standards against which progress will be measured
#2: Cultivate communication excellence	Consistently deliver all Town communication in a factual, transparent, relevant and timely manner.
#3: Develop creative and multi-platform content that enhances all communication activities	Bring creativity and innovation to all aspects of how the Town engages residents across all media platforms
#4: Foster engagement and uphold public trust	Actively listen and engage residents to instill public trust and confidence

SWOT ANALYSIS



As a primary step, the Town and the Community Communications Advisory Committee conducted a SWOT analysis to evaluate strengths, weaknesses, opportunities, and threats related to the state of the Town’s current communications efforts. Conducting a SWOT Analysis allows Town staff to consider factors from both an internal and external perspective and aims to provide valuable insight and reflection into the formation of the Strategy as well as assist in identifying the tactics necessary to improve the Town’s efforts.

Strengths	Action Items
Council and Staff dedicated to strengthening communication and public engagement	<ul style="list-style-type: none">Increase visibilityEnhance response times and standardsContinually improve and be proactive
Clearly identified communication standards, protocols and workflow processes	<ul style="list-style-type: none">Share with publicEnsure staff trained
Engaged Community Communications Advisory Committee	<ul style="list-style-type: none">Leverage skills and experienceDeploy internally as neededSeek out and act on advice
Engaged media and community email distribution lists	<ul style="list-style-type: none">Continue to develop partnershipsLeverage with breaking news or times of crisis

Weakness	Action Items
Lack of engagement and participation amongst hard-to-reach residents	<ul style="list-style-type: none">Increase visibilityEnhance response times and standardsContinually improve and be proactive
Selective resident engagement with participation focused on specific topics of interest	<ul style="list-style-type: none">Share with publicEnsure staff trained
Reliance on surveys as an engagement tool	<ul style="list-style-type: none">Leverage skills and experienceDeploy internally as neededSeek out and act on advice
Lack of face-to-face engagement with residents	<ul style="list-style-type: none">Continue Town Hall meetings and community engagement sessions
Low number of email addresses	<ul style="list-style-type: none">Launch email address collection campaignImprove email system

Opportunities	Action Items
Improve and strengthen the Town Corporate Website	<ul style="list-style-type: none"> • Improve design and layout • Focus on the end user experience • Ensure full accessibility compliance
Increase community engagement to foster transparency and public trust	<ul style="list-style-type: none"> • Work with local ski clubs, groups and associations to improve outreach
Increase community involvement by engaging hard-to-reach residents	<ul style="list-style-type: none"> • Leverage skills and experience • Deploy internally as needed • Seek out and act on advice
Make Communications Division part of all Town project and initiative planning	<ul style="list-style-type: none"> • Strengthen project planning and workplans • Provide communications training to all Town staff • Proactive budgeting and resource allocation
Leverage local knowledge and resident engagement to increase transparency	<ul style="list-style-type: none"> • Seek feedback • Encourage resident participation at Town gatherings
Increase communication with tourists and visitors	<ul style="list-style-type: none"> • News boxes / Suggestion boxes • Municipal podcast • Text messaging tool • Digital Screens in Municipal Facilities
Explore new methods of public engagement	<ul style="list-style-type: none"> • News boxes / Suggestion boxes • Municipal podcast • Text messaging tool • Digital Screens in Municipal Facilities
Leverage social media	<ul style="list-style-type: none"> • Draft and execute detailed strategy • Leverage high level of community usage • Encourage ongoing feedback
Strengthen youth engagement	<ul style="list-style-type: none"> • “Work at Town Hall for a day” • In-school presentations by Council and Staff • Encourage participation from other levels of government

Threats	Action Items
Audiences are inundated with communications and marketing from other organizations resulting in engagement fatigue	<ul style="list-style-type: none"> • Make Town story more compelling • Demonstrate commitment • Encourage feedback
Misinformation on social media	<ul style="list-style-type: none"> • Focus on the Town’s story • Be forthright and respond quickly • Focus on facts
Lack of understanding between different levels of government and their priorities and mandates	<ul style="list-style-type: none"> • Leverage skills and experience • Deploy internally as needed • Seek out and act on advice
Unforeseen issues that impact project timelines and resources	<ul style="list-style-type: none"> • Continue Town Hall meetings and community engagement sessions



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The Town will foster a true culture of active listening and two-way engagement with the community.

Through establishing a strong communication baseline, the Town will enhance its presence and authority as being the primary source for information on Town news.

RESIDENTS & COMMUNITIES



The Town of The Blue Mountains is well-known as a community of communities that includes large rural areas, hamlets, agricultural villages and towns. Each community is home to a variety of residents from diverse backgrounds:

- ✓ Permanent Full-Time Residents
- ✓ Seasonal Residents
- ✓ Business Owners & Employees
- ✓ Year-Round Part-Time Residents
- ✓ Tourists and Visitors
- ✓ Groups, Associations and Service Clubs

The Town of The Blue Mountains is expected to see steady growth. In addition, there has been an unanticipated influx of new residents and visitors brought on from the COVID-19 pandemic. Through significant growth, understanding how various audiences receive and engage with information is even more critical in developing and delivering the Town’s message and connecting with hard-to-reach audiences.



In addition, the Town communicates regularly with a variety of media outlets and government agencies.

Thus, the Town employs multiple tools and channels to deliver its messages and news. In the first year of the Strategy, research will be undertaken to provide insights into the best means of engaging each of the groups outlined above. Over the term of the Strategy, the learnings will be refined and built upon.



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Understanding how various audiences receive & engage with information is critical in developing the Town’s message.

OUR ACCESSIBILITY COMMITMENT



The Town of The Blue Mountains is committed to building an inclusive community, with all of its communication and engagement deliverables accessible to all residents. The Town also aims to ensure that all individuals have access to programs and services in a way that respects the dignity and independence of persons.

The Communication Division strives to ensure that accessibility standards are achieved in all communication material through ongoing staff training, proactive monitoring and scheduled evaluation and review.

The Town supports the goals of the Accessibility for Ontarians with Disabilities Act (AODA) and has in place established policies, practices and procedures that are consistent with AODA standards. These include accessible customer service, information and communication; employment; transportation and the design of public spaces, that are consistent with the core principles as outlined in the AODA- Dignity, Independence, Integration and Equal Opportunity.



The Town is committed to building an inclusive community, with all of its communication & engagement deliverables accessible to all residents.

COMMUNICATION DEPARTMENT

ROLES & RESPONSIBILITIES


The Communication Division currently consists of three full-time staff members, with two additional full-time positions scheduled to start in July 2021. The Division reports to the Chief Administrative Officer and is responsible for leading the Town’s communication efforts while supporting department-specific communication projects and activities.


Staff Position	Key Responsibilities
Manager of Communications & Economic Development	<ul style="list-style-type: none"> Leads the management of all external and internal communication efforts; seeks new means of community engagement; keeps the Strategic Plan up to date; leads the Town’s Economic Development activities.
Communications & Economic Development Coordinator	<ul style="list-style-type: none"> Plans and implements external and internal communication efforts and supports the Town’s Economic Development activities.
Communications Coordinator	<ul style="list-style-type: none"> Plans and implements external and internal communication efforts related to capital and municipal infrastructure projects.
Communications Coordinator	<ul style="list-style-type: none"> Plans and implements external and internal communication efforts related to planning and development projects.
Communications Assistant	<ul style="list-style-type: none"> Supports external and internal communication efforts.


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The Communication Division plays the central role in the Town’s communication efforts while supporting department-specific communication.


The Communication Division plays the central role in the Town’s communication efforts. The Division acts as the ‘internal specialist’ that helps various departments create and implement communication campaigns to engage and share news and information with residents and stakeholders. The Division is also responsible for supporting Town Departments with public engagement efforts, including surveys and public engagement sessions to ensure consistency of standard deliverables.


Day-to-Day Communication Activities Include:



Strategic Communications



Media Relations



Issues Management and Crisis Communications


Community Engagement, including staging Public Sessions and Town hall Meetings


Website Management


Advertising & Promotional Material


Social Media Management


Town Brand Standards



THE COMMUNICATIONS DIVISION TOOLKIT



To meet the diverse needs of residents and stakeholders, the Town employs a number of communication tools and platforms. The list is subject to constant review and is modified as circumstances change or dictate.

The breadth of tools encourages flexibility. The tools can be used in a multitude of combinations – spontaneously or in a measured manner, depending on the need and to whom the message is being targeted. The list of tools currently being employed includes:

- ✓

Newspaper Advertisements
- ✓

Municipal Information Guide
- ✓

Tax Bill Newsletter
- ✓

Email & Print Newsletters
- ✓

Hand Delivered Notices
- ✓

Focus Groups & Workshops
- ✓

Press Releases
- ✓

TV Screens
- ✓

Digital Advertising
- ✓

Direct Mail
- ✓

Public Information Centres & Public Meetings
- ✓

Roadside Signage
- ✓

Town Website
- ✓

Social Media
- ✓

Surveys & Polls
- ✓

Town Hall Meetings

Town Website:

The Town’s website (www.thebluemountains.ca) serves as its primary communication tool and is often the first touchpoint for residents and stakeholders. The website is in the process of being rebuilt. The CCAC – and through it, the community at large – will be integral to the buildout as it takes place through 2021.

Upon relaunch, the website will:

- Improve the end-user experience
- Improved content searchability
- Feature a new and improved design and functionality
- Full AODA accessibility and security compliance
- Employ streamlined and simplified site navigation
- Enhanced and simplified staff processes

Email Newsletters and E-Services

As the Town’s website is under development, plans to improve the email newsletter and communication services will be implemented. Central to this is a professionally led campaign to build and maintain the Town’s email address database. This is key to driving the traffic to the Town website.



STEPS TO SUCCESS



The Strategy’s objectives will be achieved by following a number of clearly defined tactics over its five-year term. While the tactics are presented on a year-by-year basis, the Town recognizes the need for flexibility within the implementation of the plan.

2021 - Year One

- 1. Research and define resident/stakeholder personas to enable targeted engagement plans
- 2. Develop and implement Social Media strategy
- 3. Implement email address collection campaign
- 4. Launch quarterly, printed and mailed Town newsletter focused on storytelling
- 5. Launch new corporate Town website
- 6. Evaluate public survey tool and engagement website
- 7. Establish standards for customer service
- 8. Develop communication work plans and review

2022 - Year Two

- 1. Hire research firm to assist with all Town surveys
- 2. Develop communication orientation package to onboard new staff and Council members
- 3. Launch monthly e-newsletter
- 4. Develop issues management communications plan
- 5. Conduct Citizen Satisfaction survey as identified in the Corporate Strategic Plan
- 6. Create new resident welcome package

2023 - Year Three

- 1. Develop department-specific explainer content (How To, Did You Know, Infographics, Videos)
- 2. Conduct media relations training for leadership & Council
- 3. Establish youth engagement opportunities through partnerships with local schools and other levels of government
- 4. Launch resident text message communications and emergency alert tool

2024 - Year Four

- 1. Launch municipal podcast to share news and information with residents
- 2. Launch pilot project with Town ‘news boxes’ located in high-traffic areas to assist with newsletter and Town survey distribution

2025 - Year Five

- 1. Purchase and improve use of digital screens/signage

FINANCIAL OPERATING CONTINGENCY



The following chart outlines the financial operating contingency that is required to implement the tactics outlined within the Strategy. The detailed financial breakdown of each tactic is included starting on page 18 within Appendix A: 2021 – 2025 Tactics and Deliverables.

It is important to highlight that many of the tactics contain ongoing costs that will be carried forward into future years to continue the delivery of the service. The cost of implementing each tactic was calculated based on the experience and understanding of staff and CCAC members, and through reviewing comparative projects and information provided by municipal partners.

These costs only represent a small percentage of the total annual communications budget for the Town. Consolidated communications costs are contained in the Town’s annual budget. Changes are being implemented to improve the tracking and reporting of communications operating expenses and advertising expenses across Town departments.

Year-Over-Year Financial Requirement:

	2021	2022	2023	2024	2025	
Tactics Requiring a One Time Cost	\$4,500	\$5,500	\$2,500	\$8,500	\$8,700	
Tactics Requiring Annual Carry Forward Cost	\$16,000	\$15,000	\$8,500	\$0	\$0	
Carry Forward Cost from Previous Years	\$0	\$16,000	\$31,000	\$39,500	\$39,500	
Total	\$20,500	\$36,500	\$42,000	\$42,000	\$48,200	\$195,200

MEASURING SUCCESS

To ensure the effectiveness of the Communications Strategy, each tactic will be tracked using the metrics below. At the end of the first year, results will be used to set a benchmark to track the success of communication efforts over the balance of the Strategy, assisting with the annual budget process and resource allocation.

Objective	Metrics
Establish a communications baseline	<ul style="list-style-type: none">Email analytics (open rate and conversion rate)Number of email subscribers and average open/engagement ratesResponse time to resident inquiriesWebsite analyticsSocial media analytics (i.e. engagement rate, impressions, likes/favourites, comments, shares/retweets, video views, optimal post times, number of followers/subscribers, traffic to website)Council/Committee/Meeting attendanceSurvey participation rateIdentify opportunities for feedbackDistribution of communication material/informationOverall number of customer service inquiriesNumber of media releasesQuantity of media coverage (i.e. number of news articles, radio segments, interviews, etc.)Number of phone inquiries to Town StaffNumber of Town Hall in-person visits
Cultivate corporate communications excellence	
Develop creative content and enhance strategic communication efforts	
Foster engagement and uphold public trust	



MAINTAINING PROGRESS



The following chart details how the Communication Department will work on its core responsibilities while assisting the other Town departments over the course of each year covered by this Strategy.

Timing	Action
Daily	<ul style="list-style-type: none">Scan local media outlets for potential issues and coverage of Town happenings/ events and send high-level update to members of SMT and Council (Daily News & Issues Scan) as necessaryMonitor social media accounts for resident inquiries/engagement and to ensure that the platforms are reaching target audiences effectively
Weekly	<ul style="list-style-type: none">Provide a high-level update on Town happenings through the weekly recap email subscribersStaff website monitoring and updating information (i.e. top website pages, items prioritized on the homepage, urgent communication needs, etc.)Communication Staff meetings to analyze the effectiveness of communication tools and strategic planning
Monthly	<ul style="list-style-type: none">Communication Staff to meet with service area managers to ensure needs are being met and determine needs for improvementParticipating in monthly Community Communication Advisory Committee meeting to ensure communication needs are being metReview Q&A document to assist staff in responding to public inquiriesReview website content, features and functionality, and menu navigation
Quarterly	<ul style="list-style-type: none">Meeting with Senior Management Team to provide an update on the progress of the Communication StrategyMeeting with Town departments to ensure respective communication needs are being metUpdate media and community distribution lists
Annually	<ul style="list-style-type: none">Host annual meetings with each Town department to develop communication work plansReview Town Notice PolicyReview use of online engagement toolsLocal Media ReviewAnnual Communications SurveyReview Communications Strategy

APPENDIX A: 2021 - 2025 TACTICS & DELIVERABLES



The following section contains a detailed summary of each tactic. Using a variation of the RACI project management system (Responsible, Accountable, Consulting, Informing), each tactic details a specific deliverable date and estimated financial cost. In addition, each tactic details the department, division, committee or individual that is accountable, responsible or in a supporting role to oversee and guide the implementation of the tactic.

Legend

- CAO:** Chief Administrative Officer
- CED:** Communications and Economic Development Division
- CS:** Community Services Department
- COUNCIL:** Town of The Blue Mountains Council
- CCAC:** Community Communications Advisory Committee
- AAC:** Agricultural Advisory Committee

2021 Tactics

1. Research and define resident/stakeholder personas to enable targeted engagement plans		
Accountable: CED	Responsible: CAO	Supporting: CCAC
Estimated Cost	Date Initiated	Date Achieved
\$2,500	Q3 2021	Q4 2021

2. Develop and implement social media strategy		
Accountable: CED	Responsible: CAO	Supporting: CCAC
Estimated Cost	Date Initiated	Date Achieved
\$2,000	Q1 2021	Q4 2021

3. Implement email address collection campaign		
Accountable: CED	Responsible: CAO	Supporting: CCAC
Estimated Cost	Date Initiated	Date Achieved
Covered within the 2020 CCAC Budget rolled into 2021 (\$25,000)	Q2 2021	Q4 2021

4. Launch quarterly, printed and mailed Town newsletter focused on storytelling		
Accountable: CED	Responsible: CAO	Supporting: CCAC
Estimated Cost	Date Initiated	Date Achieved
\$16,000 annually	Q3 2021	Quarterly

5. Launch new corporate Town website		
Accountable: CED	Responsible: CAO	Supporting: CCAC
Estimated Cost	Date Initiated	Date Achieved
\$110,000 approved in 2020 budget	Q1 2021	Q4 2021

6. Evaluate public survey tool and engagement website		
Accountable: CED	Responsible: CAO	Supporting: CCAC
Estimated Cost	Date Initiated	Date Achieved
\$0	Q2 2021	Q3 2021

7. Establish standards for customer service		
Accountable: CAO	Responsible: COUNCIL	Supporting: SMT & CED
Estimated Cost	Date Initiated	Date Achieved
\$0	Q2 2021	Q3 2021

8. Develop communication workplans and review		
Accountable: CED	Responsible: CAO	Supporting: SMT
Estimated Cost	Date Initiated	Date Achieved
\$0	Q2 2021	Q3 2021

2022 Tactics

1. Hire research firm to assist with all Town surveys		
Accountable: CED	Responsible: CAO	Supporting: CCAC
Estimated Cost	Date Initiated	Date Achieved
\$15,000 annually	Q2 2022	Q3 2022

2. Develop communications orientation package to onboard new staff and Council members		
Accountable: CED	Responsible: CAO	Supporting: CCAC
Estimated Cost	Date Initiated	Date Achieved
\$0	Q1 2022	Q3 2022

3. Launch monthly e-newsletter		
Accountable: CED	Responsible: CAO	Supporting: CCAC
Estimated Cost	Date Initiated	Date Achieved
Software cost will be covered within the website budget	Q1 2022	Q3 2022

4. Develop issues management communications plan		
Accountable: CED	Responsible: CAO	Supporting: CCAC
Estimated Cost	Date Initiated	Date Achieved
\$3,000	Q2 2022	Q3 2022

5. Conduct Citizen Satisfaction survey as identified in the Corporate Strategic Plan		
Accountable: CED	Responsible: CAO	Supporting: CCAC
Estimated Cost	Date Initiated	Date Achieved
Covered within the Corporate Strategic Plan Budget	Q1 2022	Q1 2022

6. Create new resident welcome package		
Accountable: CED	Responsible: CAO	Supporting: CCAC & AAC
Estimated Cost	Date Initiated	Date Achieved
\$2,500	Q1 2022	Q3 2022

2023 Tactics

1. Conduct media relations training for Senior Management Team and Council		
Accountable: CED	Responsible: CAO	Supporting: CCAC
Estimated Cost	Date Initiated	Date Achieved
\$2,500	Q1 2023	Every term of Council

2. Establish youth engagement opportunities through partnerships with local schools and other levels of government		
Accountable: CED	Responsible: CAO	Supporting: CCAC
Estimated Cost	Date Initiated	Date Achieved
\$0	Q1 2023	Q4 2023

3. Launch resident text message communications and emergency alert tool		
Accountable: CED	Responsible: CAO	Supporting: CCAC
Estimated Cost	Date Initiated	Date Achieved
\$3,500 annually	Q2 2023	Q4 2023

4. Develop general Town and department specific explainer content (ex- How to, Did you Know, Infographics, Videos, etc.)		
Accountable: CED	Responsible: CAO	Supporting: CCAC
Estimated Cost	Date Initiated	Date Achieved
\$5,000 annually	Q1 2023	Ongoing

2024 Tactics

1. Launch municipal podcast to share news and information with residents		
Accountable: CED	Responsible: CAO	Supporting: CCAC
Estimated Cost	Date Initiated	Date Achieved
\$5,000	Q1 2024	Q4 2024

2. Launch pilot project with Town ‘news boxes’ located in high-traffic areas to assist with newsletter and Town survey distribution		
Accountable: CED	Responsible: CAO	Supporting: CCAC
Estimated Cost	Date Initiated	Date Achieved
\$3,500	Q1 2024	Q4 2024

2025 Tactics

1. Purchase and improve use of digital screens in Town facilities		
Accountable: CED	Responsible: CAO	Supporting: CCAC & CS
Estimated Cost	Date Initiated	Date Achieved
\$8,700	Q1 2025	Q4 2025