

Service Plan for Corporate Communications, Executive Services

2016 – 2019
(2018)

Capital Regional District

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1 Overview

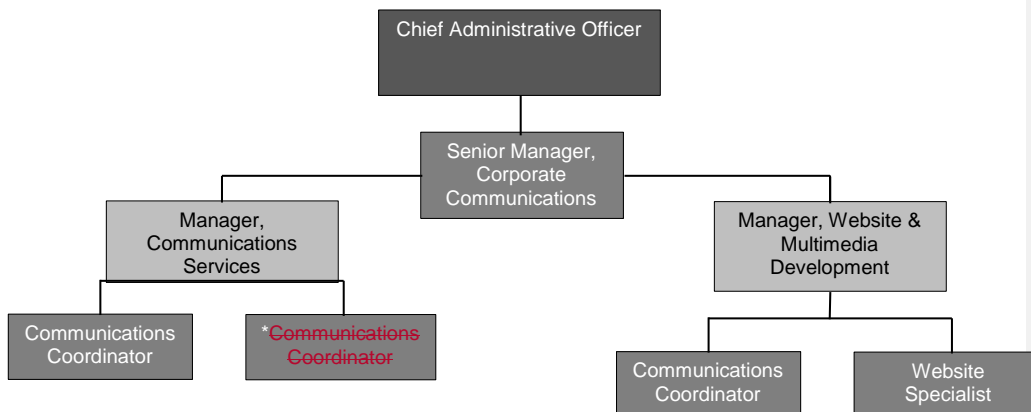
1.1 Division & Service Summary

Corporate Communications assists the Board and the organization in communicating the CRD's priorities, major decisions and program information. Corporate Communications ensures the organization adopts and uses industry best practices in its communication activities. This is accomplished through the development and application of communication guidelines and tools, and providing strategy and advice on communications activities with a goal of consistent alignment of the CRD's [mandate and service objectives](#) [Board, corporate and core service priorities](#). Corporate Communications develops tools and techniques that foster engagement, ensuring that the public has access to accurate, timely and consistent information.

Service Purpose , Role or Overview	Participants (for example: all municipalities, electoral areas, First Nations)	Funding Sources (for example: requisition, internal recoveries, grants)	CRD Board Committee and/or Commission Reporting Structure
Protocols and Toolkit Development: Prepare and provide appropriate strategies and tools (along with support and/or training) to ensure organizational alignment and improved education, participation and awareness	The Board, CRD Staff , Municipal partners and other organizations	Requisition and internal recovery	Board or Delegated Commission, such as the Core Area Commission or Panorama Rec through the CAO
Information Delivery and Governance: Facilitate the collection of and provide strategies for delivery of information through CRD communications tools and processes in a meaningful, rapidly timely, and accessible and consumable manner	The Board, Municipal partners, and other organizations	Requisition and internal recovery	Board or Delegated Commission through CAO
Communications Materials and Assets: Prepare, develop, maintain and manage communications assets and processes that enhance the visibility of the CRD	The Board, CAO and ELT, and CRD Staff	Requisition and internal recovery	Board or Delegated Commission through the CAO
Internal Communications: Develop and deliver internal communications through the intranet and Inside CRD (staff newsletter), and developing an internal communications framework employee hotline Internal Communications Framework	The CAO and ELT, and CRD Staff	Requisition and internal recovery	CAO and ELT

Core Communications Services: Maintain effective media relations, emergency communications management, business continuity, website and social media content , online surveys , and media buys and placements	The Board, CAO and ELT, and CRD Staff	Requisition and internal recovery	Board or Delegated Commission through the CAO
Corporate Initiatives: Facilitate and prepare corporate strategic initiatives and projects.	The Board, and CAO and ELT	Requisition and internal recovery	CAO and ELT
Strategic Communications: Facilitate the development and ongoing evolution of strategies that inform and enhance engagement with public	The Board, and CAO and ELT	Requisition and internal recovery	Board or Delegated Commission through the CAO

1.2 Organization Chart*



**One-The Communications Coordinator position for wastewater planning is currently housed in Corporate Communications, costs are covered by the planning budget for wastewater, and the position will likely has been re-integrated into implementation of the wastewater planning the wastewater project over future years as of March 2017.*

1.3 Key Trends, Issues & Risks – Service Specific

- Increased public demand for transparency in how decisions are made, how services operate, and how citizens can impact decision-making is a trend that we need to recognize and respond to by constantly re-evaluating our strategies and approach.

- Increasing demand for accessible, timely and consumable-meaningful information (such as infographics, proactive social media, and video) may change delivery mechanisms and/or require shifts in the organization's communications styles in order to meet the diverse needs of our varied audiences.
- Increased need and demand for communications strategies as part of education initiatives may require adjustments in service delivery model and/or resources.
- Increased demand to be flexible and adapt to changing priorities, such as the need for an Internal Communications Framework.
- The General public increasingly consumes news and information online via social networks, with the use of video trending upward across social media platforms.
- While Facebook usage is high, its algorithm has limits the number of posts that followers see. As a result, brands are increasingly using paid advertising to reach audiences.
- Online and digital advertising are increasingly viable channels for reaching broad audiences - in addition to traditional print and radio.

1.4 Link to Priorities

The Division Corporate Communications will provide support to all departments across a variety of services on corporate projects and in support of core service delivery, and as such may have a role in supporting numerous priorities. Specifically the division Corporate Communications has a direct link to the following priorities:

PUBLIC ENGAGEMENT & COMMUNICATIONS

- develop public participation strategies, including implications and performance metrics, as part of all major initiatives and implement more options for two-way dialogue and engagement
- share stories of collaboration and accomplishments

CORPORATE DEVELOPMENT

- evaluate the use of innovative technologies and corporate support systems for continuous improvement and effective service delivery
- ensure CRD service delivery is effectively supported through the development of best practices
- enhance and ensure effective financial and audit reporting practices

EDUCATION, INFORMATION & OUTREACH

- expand on successful education partnerships and program delivery to include innovative in-person outreach and educational programs
- demonstrate transparency and increase visibility through the provision of accessible, relevant, timely and usable data and information

GOVERNANCE

- enable regular, proactive dialogue on regional and sub-regional issues

2 Services

2.1 Service Levels

Service	Service Level Adjustments in Role/Scope				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Protocols and Toolkit Development	Ensure accountability for and consistency of communications activities across the organization.	Establish strategies, processes and tools to enhance education, participation and awareness.	Review, assess and refine strategies, tools and processes, including training and support.	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.
Information Delivery and Governance	Provide policy policies and guidelines for information delivery.	Update and develop policy and guidelines for enhanced information delivery. In 2016 including emergency guidelines, social media strategy and online registration	Review, assess, refine and develop policy policies and guidelines.	Adjust to meet service delivery needs, as required. Investigate use of Instagram and LinkedIn uses for strategic communication and recruitment Create production standards for video and photography specific to social media	Adjust to meet service delivery needs, as required.
Communications Materials and Assets	Establish clear lines of accountability for managing corporately developed communications materials and assets.	Establish tools and processes for developing, collecting, managing and disseminating items such as photos, graphics, education and	Maintain variety of communications materials and assets.	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.

		display materials, and promotional items. This year included, including more graphics, icons and dashboards.			
Internal Communications	Continue to produce an internal newsletter (min 4x per year), maintain an emergency staff line to advise of closures and maintain the intranet home page.	Review and refine strategies for internal communications.	Adjust to meet service delivery needs, as required. <u>Develop an Internal Communications Framework and implement phase one tactics as actioned in the Organizational Development Plan</u>	Adjust to meet service delivery needs, as required. <u>Implement phase two of the Continue to implement and support the Internal Communications Framework.</u> <u>Work with Human Resources & Organizational Development include updated social media materials in staff orientation</u>	Adjust to meet service delivery needs, as required.
Core Communications Services	Maintain effective media relations, website (updates, maintenance, training and testing), social media (global reporting, strategy and metrics), advertising, business continuity, and emergency communications.	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required. <u>Tabletop exercise and training refresh for emergency response</u> <u>Ongoing website content reviews - key areas of focus:</u> <u>Waste & recycling</u> <u>Parks & trails</u> <u>Drinking water</u> <u>Careers</u> <u>About Us</u>	Adjust to meet service delivery needs, as required.
Corporate Initiatives	Facilitate the development and preparation of corporate projects, including the annual report and the corporate plan, and provide direct	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.

	support to the CAO and ELT members for similar corporate projects.				
Strategic Communications	Update, develop and implement strategies that inform and enhance communications and engagement with the public.	Review, assess and refine strategies.	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.

2.2 Workforce Considerations

	Workforce (FTEs)				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Corporate Communications	67.0*	67.0*	67.0*	67.0*	67.0*
Total	67.0*	67.0*	67.0*	67.0*	67.0*

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3 Divisional Initiatives & Budget Implications

This section highlights important divisional initiatives over the next four years, including those initiatives related to the delivery of the 2015 – 2018 Board Strategic Priorities.

Title & Estimated Completion Date	Description	Priority (if applicable)	Budget Implications
2016			
Communications Toolkit	Develop and establish consistent, processes and tools for communications services.	Public Engagement and Communications Corporate Development Education, Outreach & Information	Core Budget
Social Media Enhancement	Conduct review of the organizations social media strategy and reevaluate existing and recommended platforms.	Public Engagement & Communications Education, Outreach & Information	Core Budget
Enhanced Online Communications	Develop strategies and tools that improve the accessibility and consumability effectiveness	Public Engagement & Communications	Core Budget

Title & Estimated Completion Date	Description	Priority (if applicable)	Budget Implications
	of information, including evolving the use of web and social media and leveraging modern visual based communications practices, such as infographics.	Corporate Development Education, Outreach & Information Governance	
Review of Communications Protocols	Collect, review, refine, update and/or develop communications protocols, policy as required.	Public Engagement and Communications Corporate Development	Core Budget
Organizational Support	Support for the 50 th anniversary of CRD, wastewater planning and implementation, Integrated Solid Waste Management Plan, and Sea to Sea Regional Park.	Public Engagement and Communications Outreach, Education & Information Governance	Core Budget
Communications Calendar	Develop a rolling calendar of major activities that require production.	Public Engagement and Communications Corporate Development	Core Budget
Advance Media Relations support Support	Implement tools and resources for media and web monitoring services.	Public Engagement and Communications	Core Budget
Internal Communications – Review of Newsletter	Review and refine InsideCRD purpose, approach and efficacy.	Corporate Development	Core Budget
2017			
<u>Internal Communications Framework</u>	<u>Design, develop and implement an internal communications framework-Internal Communications Framework and implement tactics, including intranet changes, establishing protocols for staff email communications, and reviewing and restructuring the internal newsletter</u>	<u>Corporate Development</u>	<u>Core Budget</u>
<u>Development of a Corporate Style Guide</u> Identity Manual Workshop process	<u>Develop a Unified-unified</u> approach to CRD materials, language use and approaches.	Public Engagement and Communications	Core Budget
<u>Centre for Engagement</u>	<u>Develop and launch the Centre for Engagement venue, located at CRD Headquarters, for public consultation and engagement</u>	<u>Public Engagement and Communications</u>	<u>Core Budget</u>

Title & Estimated Completion Date	Description	Priority (if applicable)	Budget Implications
Website Principles and Guidelines Update on Refresh Strategy and Planning for Future Upgrades.	Review of overarching approach, working guidelines and plan for how long to archive content, <u>Key with key areas of focus on:</u> <u>Agendas & minutes section</u> <u>Mobile template and design</u> <u>"What We Do" service profiles</u> <u>Capital projects</u> <u>News & events</u>	Public Engagement and Communications	Core Budget
<u>Uniforms, Nametags & ID Tags</u>	<u>Design templates and implement systems for procurement</u>	<u>Corporate Development</u>	<u>Core Budget</u>
<u>Paid Advertising System Development</u>	<u>Streamline and enhance the requesting, booking and records management system for paid advertising and piloting of ad placement in new digital and social channels</u>	<u>Public Engagement and Communications</u>	<u>Core Budget</u>
Social Media Strategy Update	Review of principles, current outcome and new emerging trends	Public Engagement and Communications	Core Budget
Website Infographics	Create and pilot "CRD Fast Facts" infographic that is optimized for web and social media (accessible, mobile <u>and</u> interactive)	Public Engagement and Communications	Core Budget
Image Library Development	Based on 2016 review, implement library resources. Develop plan for categorizing, filing and searching	Public Engagement and Communications Corporate Development	Core Budget
Resident satisfaction survey	Develop and conduct survey to identify baseline level of satisfaction among residents with CRD services.	Corporate Development	Single supplemental TBD
2018			
<u>Multimedia Resource Review Digital Asset Management System Development (DAM)</u>	Evaluation of organizational multimedia resources and requirements. Develop a <u>corporate DAM system that will include image library, video and other multi-media tool filing and sharing systems, in conjunction with IT around appropriate tools data security and storage, and Leg Services in terms of records management and privacy</u>	Public Engagement and Communications Education, Outreach & Information	Core budget
<u>Resident Satisfaction Survey – moved from 2017 to 2018 to align with strategic planning process, Reframed to service</u>	<u>Develop and conduct survey to identify baseline level of satisfaction among residents with CRD services. Conduct online and print survey surveys</u>	<u>Corporate Development</u>	<u>Core Budget</u>

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Title & Estimated Completion Date	Description	Priority (if applicable)	Budget Implications
satisfaction survey process Service Satisfaction Survey Process	and promote participation through service touchpoints, outreach events and website/social media to capture satisfaction with current CRD services		
Intranet Refresh	Improve use of CRD Central as a key component of the Internal Communications Framework and Organizational Development Plan	Corporate Development	Core Budget

4 Goals & Performance Indicators

Service Goals	Indicators or Measures
Provide specialized support to Board and CRD departments in their communication of decisions and information	<ul style="list-style-type: none"> Respond to 95% of media inquiries within two hours of receipt. Percentage of news releases that result in earned media annually. Increase web page views by 5% annually (2016 baseline) with average time on page ≤ 90 seconds and bounce rates for key initiatives ≤ 50% KPI change: Year over year increase in number of sessions (visits), new users (visitors) and unique page views (5% annual target). KPI change: Average time on page ≥ 90 seconds KPI addition: Average pages/session 2.5 Percentage of residents stating satisfaction with CRD services (baseline 2017)
Ensure consistency of messaging and visual brand across all communications channels and mediums	<ul style="list-style-type: none"> Completion of brand identity manual by 2017 Usage rates of CRD brand templates (PPT, memo, etc.) Development of Briefing Notes available for media inquiries (2017 baseline) 95% of all major activities that require production support are registered in Corporate Communications calendar (2016 baseline)
Increase opportunities for two-way engagement	<ul style="list-style-type: none"> Participation rates of residents in two-way dialogue and engagement opportunities* Global and divisional social media engagement statistics, including likes, shares, comments, and sentiment reactions* Increase the number of followers and likes on CRD social media channels by 10% annually (2015 baseline) KPI change: 95% of planned major capital projects and strategic initiatives featured on the website Number of projects and initiatives listed Number of Checkbox surveys published Number of engagement sessions held in the Centre for Engagement* (2017 baseline)
Develop and implement Internal Communications Framework	<ul style="list-style-type: none"> Establish baseline measures for continually improving internal communications

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Corporate indicator – multiple divisions contribute to this measure

Contact

Name: Andy Orr
Title: Senior Manager, Corporate Communications
Contact information: 250.360.3229, 250.216.5492