Service Plan for Corporate Communications, Executive Services

2016 – 2019
(2019)

Capital Regional District

Date Revised: July 24, 2018

CRD

Making a difference...together

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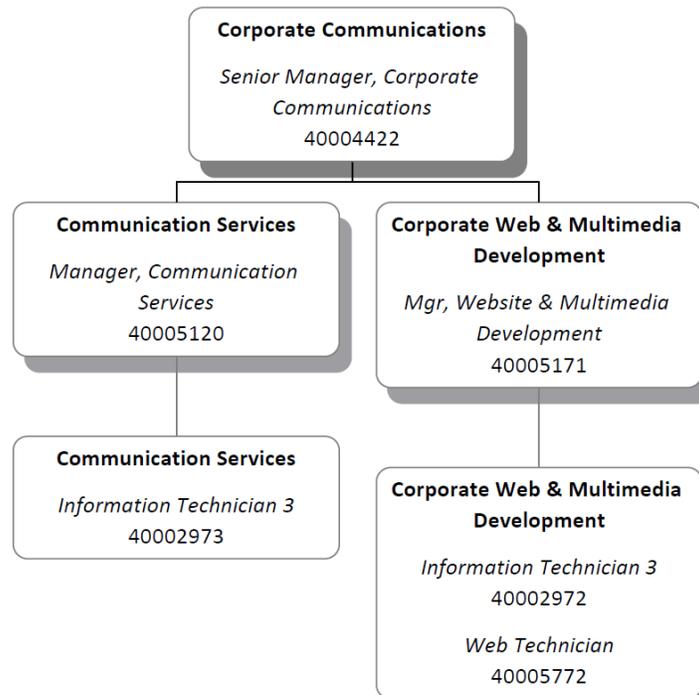# 1 Overview

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 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, timely, and accessible 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 Communication Consistent with the internal communications framework, support organizational needs by maintaining CRD Central and continue to enhance internal communications	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, 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

Corporate Communications

Corporate Communications

Senior Manager, Corporate Communications
40004422

Communication Services

Manager, Communication Services
40005120

Corporate Web & Multimedia Development

Mgr, Website & Multimedia Development
40005171

Communication Services

Information Technician 3
40002973

Corporate Web & Multimedia Development

Information Technician 3
40002972

Web Technician
40005772

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 meaningful information (such as infographics, proactive social media, and video) may change delivery mechanisms and/or require shifts in the organization's communications styles and resources in order to meet the diverse needs of our varied audiences.
- Increased need and demand for communications strategies and campaign performance evaluation as part of education initiatives may require adjustments in service delivery model and/or resources.
- Increased demand to adapt to changing corporate priorities, such as the need for an Internal Communications Framework, award submissions and corporate reporting.
- Citizens increasingly access information online, with the majority of Canadians owning a social media account and/or mobile device.*
- Online and digital advertising are increasingly viable channels for reaching broad audiences - in addition to traditional print and radio.
- Online and digital advertising are increasingly viable channels for reaching broad audiences - in addition to traditional print and radio. In 2017, the average media consumption for ages 35 -54 in Victoria shows 97% of people connecting online and spending 22 hours per week on the internet (vs. 1 hour per week reading newspapers).Social media as a source of news information and advertising has introduced new challenges in terms of public trust, credibility and civil discourse. * *94% of Canadians own at least one social media account ([Ryerson University - 2018](#)) and 76% of Canadians own a mobile device ([Statistics Canada - 2017](#))*

1.4 Link to Priorities

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, 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
- Enhance brand execution and annual reporting and signage production through template creation

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 Level Adjustments in Role/Scope		
Service	**Base Year**	**Year 4 (2019)**
Protocols and Toolkit Development	Ensure accountability for and consistency of communications activities across the organization	Enhance online toolkits resources to assist staff by providing info clear process for CC requests, and updating communication s plan templates
Information Delivery and Governance	Provide policies and guidelines for information delivery	Enhance internal communications regarding social media policy & guidelines Create production standards for video and photography and specific to social media video production workflow, templates and toolkits
Communications Materials and Assets	Establish clear lines of accountability for managing corporately developed communications materials and assets	Update signage materials for events and construction signage, to provide better profile for regional dollars spent Ensure signage terms and access to capital project images are included in terms of awarded contracts
Internal Communications	Continue to implement internal communications framework and new approaches with clear information for staff	Continue to implement internal communications framework and new approaches with clear information for staff
Core Communications Services	Maintain effective media relations, website (updates, maintenance, training and testing), social media (global reporting, strategy and metrics), advertising, business continuity, campaign strategy consulting, and emergency communications	Pilot new updates and fact based information on front website for easy access on emerging topics. Evaluate and adjust public website home page layout Provide EOC training for all CC staff with regular updates
Corporate Initiatives	Facilitate the development and preparation of corporate projects, including the annual report and the corporate plan, and provide direct support to the CAO and ELT members for similar corporate projects	Support development of new corporate plan, corporate document reporting tools and templates for Board reporting
Strategic Communications	Update, develop and implement strategies that inform and enhance communications and engagement with the public	Integration with ELT on strategic communication

2.2 Workforce Considerations

Workforce (FTEs)					
Service	Base Year	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Corporate Communications	6.0*	6.0*	6.0*	6.0*	6.0*
Total	6.0*	6.0*	6.0*	6.0*	6.0*

The Communications Coordinator position for wastewater planning has been re-integrated into the wastewater project as of March 2017.

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority	Budget Implications
2019			
Continue to enhance internal comms strategy framework and systems	Communicate to staff when, why and how to utilize internal communications	ODP	Core budget
Increase external profile with enhanced signs and construction signage	Overall signage strategy incorporated in work planning for projects	Corporate Development	Core budget
Deliver new Board corporate documents and reporting materials/tools for quarterly reporting	Production of new corporate plan. Enhance reporting tools such as dashboards	Corporate Development	Core budget
Update social media policy and practices to be consistent with latest digital changes and trends	Internal communications regarding policy & guidelines Create video production workflow, templates and toolkits Reevaluate and refresh social media approach as required	Engagement	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	• Respond to 95% of media inquiries within two hours of receipt. • Percentage of news releases that result in earned media annually to be72% Website use: Year-over-year increase in number of sessions (visits), users (visitors) and unique page views (5% annual target). New

	measure: % sessions/visits from mobile device. Average time on page ≥ 90 seconds Average pages/session 2.5
Ensure consistency of messaging and visual brand across all communications channels and mediums	• 95% of all major activities that require production support are registered in Corporate Communications calendar (2016 baseline)
Increase Opportunities for Two-Way Engagement	• Participation rates of residents in two-way dialogue and engagement opportunities* • Global social media engagement statistics, including likes, shares, comments and 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 Checkbox surveys published. Number of engagement sessions held in the Centre for Engagement* (2017 baseline)
Maintain and Enhance Internal Communications Framework	• Establish baseline measures for continually improving internal communications.

* Corporate indicator – multiple divisions contribute to this measure

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