Municipality of North Perth

Corporate Communications Plan

Final Report

November 2018

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Municipality of North Perth
Corporate Communications Plan

1.0   PURPOSE

The purpose of the Corporate Communications Plan is to provide a guiding document to support corporate communications practices, as well as identify, develop and implement communications-related policies and procedures.

The Corporate Communications Plan will ensure that the Municipality of North Perth's communications practices are consistent, transparent, effective, coordinated, well managed and meet the needs of the community.

Our residents, staff, volunteers, businesses and visitors have different communication needs and it is the intent of the Plan to make information more accessible in order to meet these needs. The Plan reviews the Municipality's previous communications planning projects, current communication initiatives, and provides a vision, goals, strategic objectives and actions to guide and enhance future communications.

2.0   SCOPE

This plan applies to all forms of communications to and from the Municipality with the public, as well as internal communications within the Municipality. The plan applies to electronic, printed and verbal communications.

3.0   DEFINITIONS

External Communication: the transmission of information between an organization and another person or entity in the Municipality's external environment.

Internal Communication: the transmission of information between organizational members or parts of the organization. It takes place across all levels and units of a Municipality.

Media: includes traditional news media (print, radio and television), online (websites) and social media (blogs, Facebook, Twitter, YouTube, LinkedIn and other sites where content is generated by users).

Social Media: online communication channels in which the objective is to publicly share information and create interaction between two parties (e.g., the corporation and a citizen, or a councillor and a constituent). These channels can include Twitter, Facebook, YouTube, LinkedIn, as well as blogs, mobile applications, websites, photo boards, discussion boards or any other online location where commentary is publicly shared.

Stakeholder: an individual, organization or group that has interest in an issue, will be or is likely to be affected, or has the ability to affect a decision or outcome. Organizations include non-governmental organizations, government, institutions and businesses.

Public Engagement: an ongoing process involving communication and interaction between the Municipality of North Perth and its residents. Public engagement facilitates information exchange, discussion, debate and decision-making.

4.0 CONTENT

4.1 Introduction

The Municipality of North Perth is growing. New residential, commercial, industrial, infrastructure and community development has greatly increased the need for enhanced communications within the Municipality and between the Municipality and the public. Effective communications, both internal and external, is important for effective and efficient municipal operations and relations.

4.2 Background

The Municipality of North Perth Communications Plan was developed by conducting a scan of communications plans in other municipalities. These plans were identified by availability.

The previous Municipality of North Perth Communications Plan (2014) was also reviewed. The current Communications Plan builds off the previous plan, which was approved by North Perth Council in 2014, to maintain consistency in communications goals between the County of Perth and its member municipalities.

In 2012, Perth County and the four lower tier municipalities formed a Joint Communications Working Group. The group's mandate was to implement communications-related goals in the 2012-2017 Corporate Strategic Plan.

Municipal comparators, best practices, and input from a staff survey were used to develop a joint communications plan.

North Perth survey results were shared with Council in July 2013. Key themes evident in the results included:

- Face to face meetings are an important form of communication.
- Multiple forms of communication should be used (e.g., newsletters, email, intranet).
- Staff feel uninformed of the happenings outside of their department, facility and at Council.
- Strong desire to see overall communications improved.
- Media training, including the development of tools (e.g., templates for press releases, guidelines for speaking with the media through a corporate policy).
- Consistent, timely internal communications through the intranet or individual emails.
- Develop a strategic and consistent approach for the use of social media.
- Proactive rather than reactive communication.
- Seek feedback from the public; ensure and promote two-way communication.

North Perth also conducted an external survey of the public. Overall, survey feedback indicated that the Municipality does well to moderately well at informing and making efforts to engage the public in decision-making and a continued focus on public engagement is needed. Key results of the external survey were:

- Local newspaper and radio stations, North Perth's website, word of mouth and the Community Connection Newsletter were the top sources used to receive municipal information.
- North Perth's website, Facebook and Twitter accounts, and email distributions were the top sources that respondents would prefer to receive municipal information from.

The North Perth Communications Plan was brought to North Perth Council for approval in April 2014. Council approved the plan and directed staff to proceed with the implementation schedule.

The majority of the North Perth Communications Plan and Implementation Schedule has not been put into effect due to staff and resource constraints.

4.3   Customer Service Excellence

The Municipality of North Perth provides a range of services to the public and its aim is to provide a high level of quality service to meet the needs of its customers. It is policy that all Municipal employees will strive to provide Customer Service Excellence to all internal and external customers that we serve. Customer Service Excellence leads to a more effective workforce, an enhanced public image and improved relationships with residents, taxpayers and visitors.

Customer Service Excellence can be provided in a number of ways (in-person, by phone, in writing) and by using a number of tools (voicemail, e-mail, social media). See the Municipality's Customer Service Policy A – 1.8 for a detailed description of the most common approaches and tools in the context of customer service excellence.

As per section 7.1 of the Municipality's Customer Service Policy, in order to ensure that information can be exchanged readily with the customer and the Municipality of North Perth, customers requesting a response to a non-routine inquiry will be required to provide name, home address, telephone number and email address to municipal staff. Failure to provide the requested contact information shall result in the request not being processed.

4.4 Current Initiatives

The following chart summarizes the communication initiatives/tools currently used by the Municipality of North Perth:

External Communications Summary Table

Communications Method	Details
Newspaper	Advertisements placed in local newspaper to announce PIC's, open houses, public notices, employment opportunities, etc. Newspaper reporters commonly attend Council meetings and other Municipal events and report to the public. It was identified in the previous public survey that residents value municipal communications through local newspapers.
Letters	Issued as needed by departments to address various issues. Also used by Council to communicate with upper tiers of government.
E-mails	Issued as needed in response to information requests, complaints, etc.
Municipal Newsletter	Community Connection Newsletter mailed bi-monthly to all households in the municipality and the tax bill newsletter mailed with interim tax bills. Newsletters have also been used to provide updates on special municipal projects (e.g., construction newsletter).
Press Releases & Public Notices	Brief articles/announcements released for media to pick up. Press releases and public notices are also posted to the Municipal website and social media accounts.
Municipal website	The main source for information on Municipal departments, services and programs. Includes landing Pages for the North Perth Public Library, North Perth Daycare and the Listowel Business Improvement Area (BIA).
Social Media	North Perth has a Corporate Facebook page, Twitter account, Instagram account and YouTube channel. Used to get information out to the public quickly and to a wide population. Also used to respond to resident questions/inquires. North Perth's YouTube channel has had minimal use in the past but there are opportunities to take further advantage of the YouTube channel. The North Perth Public Library has a separate Facebook, Twitter and Instagram account. The North Perth Fire Department has a separate Twitter Account. The Listowel BIA has a separate Facebook, Instagram and YouTube Account (referred to as "Discover Listowel") and the North Perth Daycare has a separate Facebook account.

Communications Method	Details
Your Say North Perth	Your Say North Perth is the Municipality's online public engagement platform (www.yoursaynorthperth.ca). Municipal projects, initiatives and issues are posted to the site for the purpose of engaging the public through discussion, comments and feedback. Data collected through the site will be considered in municipal decision-making.
Contact at Municipal Office and other Municipal facilities	Daily in-person contact with members of the public and other stakeholders.
On site inspections, meetings, daily interactions, by-law enforcement	Building inspectors visits sites as requested to inspect permit projects. Public Works dept. staff on site to perform construction work/maintenance. By-law Enforcement Officer visits residences/businesses to address complaints. Meetings with different members of the public and community groups/organizations.
Telephone interaction	Call comes into the Municipality for different purposes/departments.
Committee/Board meetings	Various committees involve staff and council members. Committee/Board members also engage with the community through events and management of municipal facilities. Staff may also have contact with committee members.

Internal Communications Summary Table

Communications Methods	Details
Staff Meetings	Staff Meetings held morning after Council Meetings. Used to discuss Council decisions, new initiatives/projects, health and safety updates, etc.
Management Meetings	Provide managers opportunity to share information on department activities and allow the CAO to provide information on meeting organizational goals/council directives.
Department Meetings	Department Heads organize their own meetings with their staff.
Council Meetings	Department Heads present reports to Council and answer questions from Council. Council requests updates and reports on different issues from Department Heads.
Daily Staff Interaction	Open concept Municipal Office allows staff to easily communicate daily. There are challenges with communication between Municipal Office staff and offsite staff, as well as staff who are not on email.
E-mails	Internal emails critical for effective information sharing. Staff share information via email frequently and work to cc all impacted individuals.
Information Boards	Health and Safety Board, Community Board

Communications Methods	Details
Staff Newsletters	Monthly staff newsletter to keep staff informed on what is happening in the Municipality, Council, individual departments and the community.

4.5   Communications Target Audiences

This communications plan and future communications policies, initiatives and practices of the Municipality should consider both internal and external target audiences. Examples of key target audiences of the Municipality and their communications needs are identified below:

Internal Target Audiences Summary Table

Target Audience	Key Communication Needs
Members of Council	Timely, two-way communication with constituents, as well as Municipal Senior Management. Council needs to be kept aware on the status of municipal initiatives, projects and emerging issues.
Senior Management Team	Two-way communication with CAO, Supervisors and Staff.
Municipal Employees, including: • Out-of-Office employees (Public Works, Fire, Parks and Recreation, Library and Daycare • Volunteer Fire Fighters	Organizational and departmental information exchange; respond to stakeholder and resident inquiries.

External Target Audiences Summary Table

Target Audience	Key Communication Needs
Residents	Provide accountability for Council; tax and water/sewer inquiries; by-law enforcement complaints; building inspection inquiries; planning interests; recreation programs and services; public engagement/input opportunities, etc.
Businesses	Information exchange on business-related issues.
Property Owners	Development and planning services; tax and water/sewer inquiries; property standards.
Organizations and Community Groups	Dialogue/engagement on Municipal initiatives and projects that affect these groups; collaboration/partnership on service delivery.
Media	Clarification on Council/Municipal activities, initiatives/projects and processes.

Target Audience	Key Communication Needs
Developers/Builders/Investors	Availability of residential/industrial lands; infrastructure; tax rates and development charges; zoning and planning issues; economic development initiatives.
Community Facility Users/Committees	Opportunities for involvement/visits; rates and fees/operating hours of facilities and programs.
Visitors/Tourists	Information on attractions, activities, events, transportation, mapping, and accommodations. Promoting the Municipality as a place to visit.
Consultants/Contractors/Service Providers	Support, collaboration and/or information sharing on projects and services; information on procurement policy and processes.
Upper Tier Governments (County, Prov., Fed.)	Support/collaboration on joint initiatives and shared services; information sharing; requests for information; grant and funding applications and status.
Perth County Member Municipalities	Support/collaboration on joint initiatives and shared services; information sharing.

4.6   Communications Vision and Guiding Principles

The North Perth Communications Plan (2014) established a vision and guiding principles for communications in the Municipality of North Perth, as well as Perth County and the other lower tier municipalities.

Vision: To provide effective, open communications that fosters a positive public profile, through engaged dialogue and education using multiple communications methods.

Communications Guiding Principles:

- Provide information in a clear, accessible and responsive manner.
- Use a variety of ways and means to communicate and provide information in multiple formats to respond to diverse needs.
- Ensure all departments work collaboratively to achieve effective communications with the public about policies, programs, services and initiatives.
- Support opportunities to engage the public and strive to achieve a culture of open and engaged communications that values two-way communications.
- Respect the access to information and privacy rights of citizens and employees.

4.7   Communications Goals and Objectives

The communications goals, strategic objectives and actions in this Communications Plan have been modelled on those from the previous North Perth Communications Plan (2014) and updated to reflect the current communications environment and needs of the municipality. The goals, strategic objectives and actions are intended to improve the way that the Municipality communicates with its various target audiences.

Goal 1: Improve the quality of internal communications.

Strategic Objective 1.1

Make information about corporate priorities, initiatives, department functions, programs and responsibilities easily accessible to ensure all members of the organization have the information needed to succeed in their role and that accurate information is conveyed to the public and stakeholders.

Actions:
a) Continue to promote and leverage the existing North Perth intranet (WIN) and the Electronic Records Database as common and consistent places for information.
b) Enhance and update the employee intranet to establish it as a place for employees to get important information. Develop an Employee Intranet Policy that establishes roles and responsibilities for the management and maintenance of the WIN.
c) Continue to host regular staff meetings to keep employees informed about priorities, initiatives, etc.

Strategic Objective 1.2

Ensure employees across the organization, including off-site employees, feel a strong connection to the organization.

Actions:
a) Encourage senior staff and/or supervisors to personally engage their employees on important issues and make use of multiple communication methods.
b) Establish a staff newsletter with the purpose to share information with all employees across the organization and highlight the various projects, initiatives and roles of different departments and divisions.

Strategic Objective 1.3

Increase employee communication skills in an effort to enhance the Municipality's communications capacity as a whole.

Actions:
a) Seek out beneficial training opportunities and provide resources for employees to improve communication skills and understanding of communications roles in the organization based on their responsibilities.
b) Develop a corporate Media Relations Policy that provides the foundation for effective communication with the media. Policy should Identify spokespeople and subject matter experts in the organization and provide training where needed (i.e., media relations, social media, crisis/emergency information management, council decisions, etc.).

Strategic Objective 1.4

Build understanding of the organization's communications function.

Actions:
a) Inform Council, senior staff and employees of the municipal communications role, functions and resources.
b) Develop Policies and/or Standard Operating Procedures (SOPs) for communications-related functions.

Goal 2: Improve the quality of external communications in an effort to support and encourage an engaged and informed community.

Strategic Objective 2.1

Use multiple tools and avenues to communicate positive messaging about the Municipality and disseminate information to multiple demographics in the community.

Actions:
a) Develop templates for routine communications to maximize efficiency and consistency (e.g, policies, by-laws, reports, SOPs, public notices, press releases, PIC notices, etc.).
b) Continue to use local print and radio media outlets to communicate municipal messaging, as well as online and social media, to reach the diverse demographic population of the municipality.
c) Identify opportunities to commonly disseminate and share information with member municipalities and other community organizations (i.e., social media, newsletters, etc.).
d) Continue to effectively implement the Municipality of North Perth Customer Service Policy A – 1.8.

Strategic Objective 2.2

Participate in public outreach and speaking engagements to increase the profile of the Municipality.

Actions:
a) Continue to host in-person public engagement events, including open houses and public information centres (PICs).
b) Continue to participate in community events that are compatible with the Municipality's corporate vision and goals (e.g., Home & Lifestyle Show, Breakfast with the Mayor).

Strategic Objective 2.3

Promote the website as the key resource to access information about the Municipality, while integrating and promoting social media as a tool to quickly convey messaging to the public.

Actions:
a) Increase website function and access through new template, modules and structure, as well as making the website mobile friendly.
b) Develop & implement Municipal Website Policy that establish staff roles, responsibilities, and approval processes in order to ensure that the website remains up-to-date.
c) Develop Residential and Business Welcome Packages and post to website.
d) Develop a Social Media Policy and Guidelines based on best practices identified by other municipalities.
e) Employ social media measurements and produce analytic reports to gauge effectiveness.
f) Research the advantages/disadvantages of social media platforms that the Municipality has not yet used, or used minimally (e.g., YouTube, Instagram, etc.)
g) Include Employee Use of Social Media component in the HR Policy Manual.

Strategic Objective 2.4

Ensure employees have the skills and information needed to proactively identify, respond to and anticipate issues, decreasing the likelihood of escalation.

Actions:
a) See Strategic Objectives 1.1-1.3.
b) Regularly monitor media and social media for emerging issues. Develop Standard Operating Procedures to guide monitoring and reporting.

Strategic Objective 2.5

Develop and nurture ongoing positive media relations in an effort to increase media coverage of municipal news/events and ensure that media coverage is accurate.

Actions:

a) Consistently identify newsworthy stories and present them in a compelling way (e.g., timing, significance, proximity, prominence and human interest).
b) Develop a Media Relations Policy (including templates and tools to be used by staff).
c) Develop and maintain a key stakeholder and media contact list.
d) Provide media packages/briefing notes to the media on critical or complex issues.
e) Ensure inquires from the media are given a high priority and responded to as quickly and efficiently as possible.
f) Crisis media training for new Council and appropriate staff.

Strategic Objective 2.6

Make municipal information and opportunities for public input more accessible, ample and diverse by maintaining accessibility requirements in compliance with AODA and corporate policy.

Actions:

a) Provide accessible formats and communications supports to the public and staff (e.g., accessible document training, fillable PDF forms, etc.).
b) Ensure that information about accessible services and features is available on the website.
c) Consider the accessibility of emergency procedures, plan or public safety information. Develop templates for emergency communications that are AODA compliant.
d) Ensure staff have appropriate training and guidelines to ensure AODA compliance.

Goal 3: Support and encourage an engaged community that is aware of, and participates in, local government and recognizes its role in addressing issues and contributing to municipal policy and solutions through enhanced two-way communication.

Strategic Objective 3.1

Increase public engagement opportunities and dialogue with key community and stakeholder groups.

Actions:
a) Develop and implement Public Engagement Policy/Guidelines based on best practices from other municipalities.
b) Ensure multiple channels, formats, locations and opportunities for the public to engage and provide feedback are available and promoted, including online and informal opportunities.
c) Create a directory of key community and stakeholder groups (e.g., media, business, community organizations, service clubs), including contact information and general services/interests.
d) Continue to schedule frequent and timely meetings with facility/program users and other appropriate community groups.
e) Schedule and advertise public consultation opportunities as Council and Senior Managers see fit.

Strategic Objective 3.2

Leverage Your Say North Perth to provide opportunities for public input; utilize the Municipal website and social media as avenues for information sharing and promotion of public input opportunities through Your Say North Perth.

Actions:

a) Continue to promote opportunities for public input and community engagement on the Municipality's website, Your Say North Perth and social media accounts.
b) Develop and implement Social Media Policy that establishes roles and responsibilities for social media accounts as well as public commenting guidelines.
c) Implement and promote the Municipality's online engagement platform Your Say North Perth.

Strategic Objective 3.3

Establish and build mutually beneficial relationships with stakeholders that value cooperation and collaboration, including building relations with boards, committees, agencies and associations.

Actions:

a) Explore the possibility of leveraging existing advisory committees and special interest groups to identify key issues and pulse checking.

b) Work with advisory committees/special interest groups to host public events at which Municipal Staff/Council can address Municipal issues.

c) Establish communications channels with local organizations to reach a number of stakeholders in a targeted and cost-efficient approach.

4.8   Implementation

To ensure the North Perth Communications Plan is a living document that guides the communications activities of the Municipality, a detailed implementation plan is necessary.

The intent of the implementation plan is to set out the general timeline and priority for which key actions will be initiated. Timelines are not static and may change based on competing priorities. The implementation plan also identifies the department/staff lead and resources needed to contribute to the success of the key action items and overall communications goals. As identified in the Implementation Plan, some actions have already been implemented and/or initiated.

Appropriate reporting will occur when significant actions are completed.

See Appendix A for the full North Perth Communications Plan – Implementation Plan.

5.0   COMMUNICATION

This plan will be communicated to the Council and staff of the Municipality of North Perth and posted to the North Perth WIN for staff reference. The plan will be communicated to the public through the Municipality of North Perth website.

6.0   LINKAGES

Municipality of North Perth Corporate Accessibility Policy & Procedures (2014)

Municipality of North Perth Customer Service Policy A – 1.8

Municipality of North Perth Municipal Website Policy (2018)

Municipality of North Perth Social Media Policy (2018)

7.0   REVIEW

This Communications Plan will be reviewed once per Council term or more often as needed.

Municipality of North Perth Corporate Communications Plan – Implementation Plan

Goal 1: Improve the quality of internal communications.

Strategic Objective	Action	Lead	Timeline	Resources
1.1 – Make information about corporate priorities, initiatives, department functions, programs and responsibilities easily accessible to ensure all members of the organization have the information needed to succeed in their role and that accurate information is conveyed to the public and stakeholders.	Continue to promote and leverage the existing North Perth intranet (WIN) and the Electronic Records Database as common and consistent places for information.	Communications; Human Resources; Clerk's Office	Ongoing	Staff time
	Enhance and update the employee intranet to establish it as a place for employees to get important information. Develop an Employee Intranet Policy that establishes roles and responsibilities for the management and maintenance of the WIN.	Communications; Human Resources	Update of North Perth Intranet approved in the 2018 General Admin. Capital Budget. Project commencement planned for Fall 2018.	Staff time\n\nProject funding (approved in 2018 Capital Budget)
	Continue to host regular staff meetings to keep employees informed about priorities, initiatives, etc.	CAO	Ongoing	Staff time
1.2 – Ensure employees across the organization, including off-site employees, feel a strong connection to the organization.	Encourage senior staff and/or supervisors to personally engage their employees on important issues and make use of multiple communication methods.	CAO	Ongoing	Staff time
	Establish a staff newsletter with the purpose to share	Communications	**Complete** – Newsletter	Staff time

Strategic Objective	Action	Lead	Timeline	Resources
	information with all employees across the organization and highlight the various projects, initiatives and roles of different departments and divisions.		established. Typically issued on monthly or bi-monthly basis.	
1.3 – Increase employee communication skills in an effort to enhance the Municipality's communications capacity as a whole.	Seek out beneficial training opportunities and provide resources for employees to improve communication skills and understanding of communications roles in the organization based on their responsibilities.	CAO, Human Resources	Ongoing	Training budget Staff time
	Develop a corporate Media Relations Policy that provides the foundation for effective communication with the media. Policy should Identify spokespeople and subject matter experts in the organization and provide training where needed (i.e., media relations, social media, crisis/emergency information management, council decisions, etc.).	Communications	Policy development process has begun. Anticipated completion date of Fall 2018/Winter 2019.	Staff time
1.4 – Build understanding of the organization's communications function.	Inform Council, senior staff and employees of the municipal communications role, functions and resources.	CAO; Communications	Ongoing	Staff time
	Develop Policies and/or Standard Operating	Communications	Winter 2019 and as new	Staff time

Strategic Objective	Action	Lead	Timeline	Resources
	Procedures (SOPs) for communications-related functions.		practices/issues identified	

Goal 2: Improve the quality of external communications in an effort to support and encourage an engaged and informed community.

Strategic Objective	Action	Lead	Timeline	Resources
2.1 – Use multiple tools and avenues to communicate positive messaging about the Municipality and disseminate information to multiple demographics in the community.	Develop templates for routine communications to maximize efficiency and consistency (e.g., policies, public notices, press releases, PIC notices, etc.).	Communications	**Complete** – templates added to WIN.	Staff time
	Continue to use local print and radio media outlets to communicate municipal messaging, as well as online and social media, to reach the diverse demographic population of the municipality.	Communications	Ongoing	Budget for advertising costs Staff time
	Identify opportunities to commonly disseminate and share information with member municipalities and other community organizations (i.e., social media, newsletters, etc.).	CAO; Communications	Ongoing	Budget for advertising/publishing costs Staff time
	Continue to effectively implement the Municipality of North Perth Customer Service Policy A – 1.8.	CAO; Human Resources; All Staff	Ongoing	Staff time and knowledge of policy

Strategic Objective	Action	Lead	Timeline	Resources
2.2 – Participate in public outreach and speaking engagements to increase the profile of the Municipality.	Continue to host in-person public engagement events, including open houses and public information centres (PICs).	Senior Management; Project Leads	Ongoing	Staff time

Budget for advertising and materials |
| | Continue to participate in community events that are compatible with the Municipality's corporate vision and goals (e.g., Home & Lifestyle Show, Breakfast with the Mayor). | Council; CAO; Communications | Ongoing | Staff time

Budget for registration fees |
2.3 – Promote the website as the key resource to access information about the Municipality, while integrating and promoting social media as a tool to quickly convey messaging to the public.	Increase website function and access through new template, modules and structure, as well as making the website mobile friendly.	Communications	**Complete** – website template/structure updated in April 2018	
	Develop & implement Municipal Website Policy that establish staff roles, responsibilities, and approval processes in order to ensure that the website remains up-to-date.	Communications	**Complete** – to be presented to Council for final approval.	
	Develop Residential and Business Welcome Packages and post to website.	Communications	**Complete** – package is now available through the website or at Municipal Office.	
	Develop a Social Media Policy and Guidelines based on best	Communications	**Complete** – to be presented to	

Strategic Objective	Action	Lead	Timeline	Resources
	practices identified by other municipalities.		Council for final approval.	
	Employ social media measurement procedures and produce analytic reports to gauge effectiveness.	Communications	Fall 2018/Winter 2019	Staff time
	Research the advantages/disadvantages of social media platforms that the Municipality has not yet used, or used minimally (e.g., YouTube, Instagram, etc.)	Communications	Ongoing North Perth Instagram account created in Summer 2018.	Staff time
	Include Employee Use of Social Media component in the HR Policy Manual.	Human Resources	To be add when Social Media Policy is approved.	Staff time
2.4 – Ensure employees have the skills and information needed to proactively identify, respond to and anticipate issues, decreasing the likelihood of escalation.	See Strategic Objectives 1.1-1.3.	CAO; Human Resources; Communications	See Strategic Objectives 1.1-1.3 timelines	See Strategic Objectives 1.1-1.3 resources
	Regularly monitor media and social media for emerging issues. Develop Standard Operating Procedures to guide monitoring and reporting.	Communications	Ongoing	Staff time
2.5 – Develop and nurture ongoing positive media relations in an effort to increase media coverage of municipal news/events and ensure that media coverage is accurate.	Consistently identify newsworthy stories and present them in a compelling way (e.g., timing, significance, proximity, prominence and human interest).	Communications	Ongoing	Staff time
	Develop a Media Relations Policy (including templates and tools to be used by staff).	Communications	Policy development process has	Staff time

Strategic Objective	Action	Lead	Timeline	Resources
			begun. Anticipated completion date of Fall 2018.	
	Develop and maintain a key stakeholder and media contact list.	Communications	Fall 2018	Staff time
	Provide media packages/briefing notes to the media on critical or complex issues.	Communications	Ongoing	Staff time
	Ensure inquires from the media are given a high priority and responded to as quickly and efficiently as possible.	CAO; Senior Managers; Communications	Ongoing	Staff time
	Crisis media training for new Council and appropriate staff.	CAO; Human Resources	As deemed necessary based on Council terms and staff hires.	Staff time Training funds
2.6 – Make municipal information and opportunities for public input more accessible, ample and diverse by maintaining accessibility requirements in compliance with AODA and corporate policy.	Provide accessible formats and communications supports to the public and staff (e.g., accessible document training, fillable PDF forms, etc.).	Communications; Clerk's Office	Ongoing and on a request basis.	Staff time Funds associated with translating documents into accessible formats (e.g., braille)
	Ensure that information about accessible services and features is available on the website.	Communications; Clerk's Office	**Complete**	
	Consider the accessibility of emergency procedures, plan or public safety information.	Communications; Clerk's Office		

Strategic Objective	Action	Lead	Timeline	Resources
	Develop templates for emergency communications that are AODA compliant.			
	Ensure staff have appropriate training and guidelines to ensure AODA compliance.	Human Resources	Ongoing	Staff time Training funds

Goal 3: Support and encourage an engaged community that is aware of, and participates in, local government and recognizes its role in addressing issues and contributing to municipal policy and solutions through enhanced two-way communication.

Strategic Objective	Action	Lead	Timeline	Resources
3.1 – Increase public engagement opportunities and dialogue with key community and stakeholder groups.	Develop and implement Public Engagement Policy/Guidelines based on best practices from other municipalities.	Communications	Winter 2019	Staff time
	Ensure multiple channels, formats, locations and opportunities for the public to engage and provide feedback are available and promoted, including online and informal opportunities.	Communications	Ongoing	Staff time Budget for advertising, materials, etc.
	Create a directory of key community and stakeholder groups (e.g., media, business, community organizations, service clubs), including contact information and general services/interests.	Communications; Program Coordinator; BIA Coordinator	Winter 2019	Staff time
	Continue to schedule frequent and timely meetings with	Program Coordinator	Ongoing	Staff time

	facility/program users and other appropriate community groups.			Budget for meeting costs
	Schedule and advertise public consultation opportunities as Council and Senior Managers see fit.	Communications	Ongoing	Staff time Budget for advertising and materials
3.2 – Leverage Your Say North Perth to provide opportunities for public input; utilize the Municipal website and social media as avenues for information sharing and promotion of public input opportunities through Your Say North Perth.	Continue to promote opportunities for public input and community engagement on the Municipality's website and social media accounts.	Communications	Ongoing	Staff time
	Develop and implement Social Media Policy that establishes roles and responsibilities for social media accounts as well as public commenting guidelines.	Communications	**Complete**	
	Implement and promote the Municipality's online engagement platform Your Say North Perth.	Communications	**Complete** – Your Say North Perth launched August 2018 Ongoing promotion	Staff time
3.3 – Establish and build mutually beneficial relationships with stakeholders that value cooperation and collaboration, including building relations with	Explore the possibility of leveraging existing advisory committees and special interest groups to identify key issues and pulse checking.	Further Discussion	Ongoing	Staff Time
	Work with advisory committees/special interest groups to host public events at	Further Discussion	Ongoing	Staff Time

boards, committees, agencies and associations.	which Municipal Staff/Council can address Municipal issues.			Associated event costs
	Establish communications channels with local organizations to reach a number of stakeholders in a targeted and cost-efficient approach.	Further Discussion	Ongoing	Staff Time Fees associated with communication channels