

Communication Training for Municipalities

AUMA

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A different perspective.



PART 1 Organizational Strategy

What is it?

- About Action
- Positive and purposeful
- A vision about the future
- A science
- A learned skill

A proactive approach to achieving long-term goals



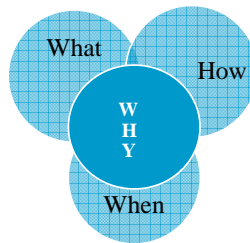
PART 1 Strategic Communication

WHY: vision, result, reasons, rationale, objectives

WHAT: messages, tone, personality, call-to-action

WHEN: timing, frequency

HOW: face-to-face, social media, presentation, poster, email, brochure, website, etc.



PART 1 Communication Planning

To define strategic, actionable goals and objectives, and outline an implementation approach and plan.

Must be linked to your organizational strategy



PART 1 Why plan?

- The role of communication and marketing in a municipality
- Benefits
- Barriers



Role of communication

- Increase employee understanding of initiatives and issues
 - Bridge gaps between work groups
- Increase employee understanding of their role in helping their municipality achieve success
- Position municipality as a progressive organization soundly delivering on its priorities
- Increase resident understanding of initiatives and the issues
 - Public consultation/input
- Behavior change



Role of communications continued...

- Ahead of the curve on issues...watching online news trends, government Hansard or ministerial coverage to anticipate changes and work with administration on a proactive approach or advance positioning
- Intergovernmental relations



Role of marketing

- Create a movement
- Behavior change (social)
- Promote new programs and services
- Grow participation in existing programs
- Attract residents/businesses/business to community
- Support economic development
- Support tourism marketing



Benefits

- Planning forces you to think through the challenge and solution
- Clear focus/goals/objectives
- Your approach will be on strategy
- You'll know if you succeeded



Barriers

- Lack of understanding about communications
- No support
- No time
- No budget



PART 1

When to plan

- When you have an idea of what needs to be achieved
- When justification is required
- When there could be implementation challenges (many stakeholders involved in execution)
- When an issue is controversial
- Timing
- Organic (when not to plan)



PART 2

HOW TO PLAN THE WORK



PART 2

Challenge/opportunity

- Link to municipal strategy or priorities
- Reinforce the organization need
- Identify the issues the communications/marketing plan will address



PART 2

Planning Considerations

- Identify the things that will affect your communications approach



PART 2

Audience

- Primary & secondary audience
- Their relevant characteristics
- Needs, habits, preferences, opinions, mindset, etc
- How these characteristics affect their understanding of the issue
- How to reach them
- Vehicle, message, timing, etc.



PART 2

Audience – Research

Informal Research

- The “word on the street” / gossip
- Ask questions (phone 10 people)
- Monitor social media
- Review existing research



PART 2

Audience – Research

Formal Research

- Statistics / Population Research
- Communications Audit
- Resident satisfaction surveys
- Employee surveys
- Public opinion / polls
- Focus groups



Part 2

Goals

- They are lofty
- Not specific
- They are about what you want to accomplish in the big picture sense
 - Broad
 - Futuristic
 - Directional
 - Long-term



Big lofty goals

- Run more/begin to run
- Eat healthy/look great in a bathing suit
- Visit the wonders of the world

Shift

Municipal goals

- Get more people using public transit
- Get the community voting
- Offer more recreational options
- Economic diversity

Shift

Goals vs objectives

- Goal: Get more people using public transit
- Objective: Increase transit ridership by 15% before summer 2012

Shift

PART 2 Objectives

- Why are they important?
 - They explain and define how goals will be met
 - They are measurable...so we can determine if we achieved our goal

Shift

SMART Objectives

- Specific
- Measurable
- Achievable
- Relevant
- Timely

Shift

PART 2 Measurement

- **What can you measure?**
 - Opinion
 - Awareness
 - Participation
 - Reach
 - Perception
 - Recall
 - Behaviour change

Shift

PART 2

Measurement

- **How can you measure?**
 - Web stats/analytics
 - Surveys/polls
 - Attendance
 - Phone calls
 - Focus groups
 - Anecdotal feedback
 - Media coverage
 - Social media participation



PART 2

Goals & Objectives Case Study

Municipal Priority:

Update the 1995 Banff Community Plan

Communication Goals for phase 1:

- Raise awareness of the purpose of the Community Plan
- Raise awareness of the process to update the plan

Communication Objectives:

- 85% awareness the community plan process is underway
- Audience understands their participation in the process is critical to planning success
- Good community participation at launch event (100+)



PART 2

Creative Solution /Approach

- Planning considerations drive strategy
- How are you going to achieve your goals and objectives



PART 2

Creating the Solution

Objective	Planning consideration	Solution/approach	Best tactic(s) for solution
Increase voting by 5% in next municipal election	community apathy (low turnout)	Make it relevant	Social media
		Reward: explain the benefits of being an engaged community member	Community champions F2F Media stories/testimonials on voting



PART 2

Solution/Approach - Case Study

Objectives:	Considerations	Solution/Approach	Reward	Best Tactics
increase awareness among visitors of transit service ▪increase ridership by 20% ▪decrease automobile traffic	So many bus types in town – how to create unique brand Pricing, groups of 3+ may find the transit expensive Parking is limited	Leverage park values to position transit in a unique way Find a unique way to position public transit Create an experience as opposed to a service	Inexpensive Stress free travel around town Good for environment View multiple attractions in just one ride	Traditional advertising Media relations Social media



PART 2

Marketing Comms Tools

Tried and True

- Face-to-face / Presentations / Info Sessions
- Advertising
- Annual Reports
- Signage, Billboards, Way-finding
- Collateral (Flyers, Brochures, Rack cards,)
- Direct Mail, email, Canada Post
- ...and many more!



PART 2
Marketing Comms Tools
Social Media Landscape

FredCavazza.net

Shift

PART 2
Marketing Comms Tools

New

- Blogging and Micro-blogging
- Social Networking
- Photo / Video Sharing
- Collaboration
- Mobile

Shift

PART 2
Social Media Cautions

1. Exit Strategy
2. It's not "free"
3. Risk in Messages
4. Archived on Internet

Shift

PART 2
Social Media Best Practices

1. Start with Strategy, not Tactics
2. Commit Resources
3. Listen First
4. Provide Value (conversation, feedback, relevance)
5. Integrate with Consistency
6. Monitor Regularly

Shift

PART 3

HOW TO WORK THE PLAN

Shift

PART 3
Message Development

- The four C's of good messages:
 - Context
 - Compelling (sticky)
 - Credible (convincing/authentic)
 - Consistent

Shift

PART 3

Implementation of Plan

Create a Roadmap

Who does what?

When?

For how long?

How much will it cost?

Who needs to approve?

How will you track results?



PART 3

Evaluation of Plan

- Go back to your objectives
- Was it successful?
- If it wasn't...it's okay but what did you learn that helped you adjust your strategy
- Evaluation is ongoing

