

COMMUNICATIONS STRATEGY

2025



Municipal District of
GREENVIEW



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GREENVIEW

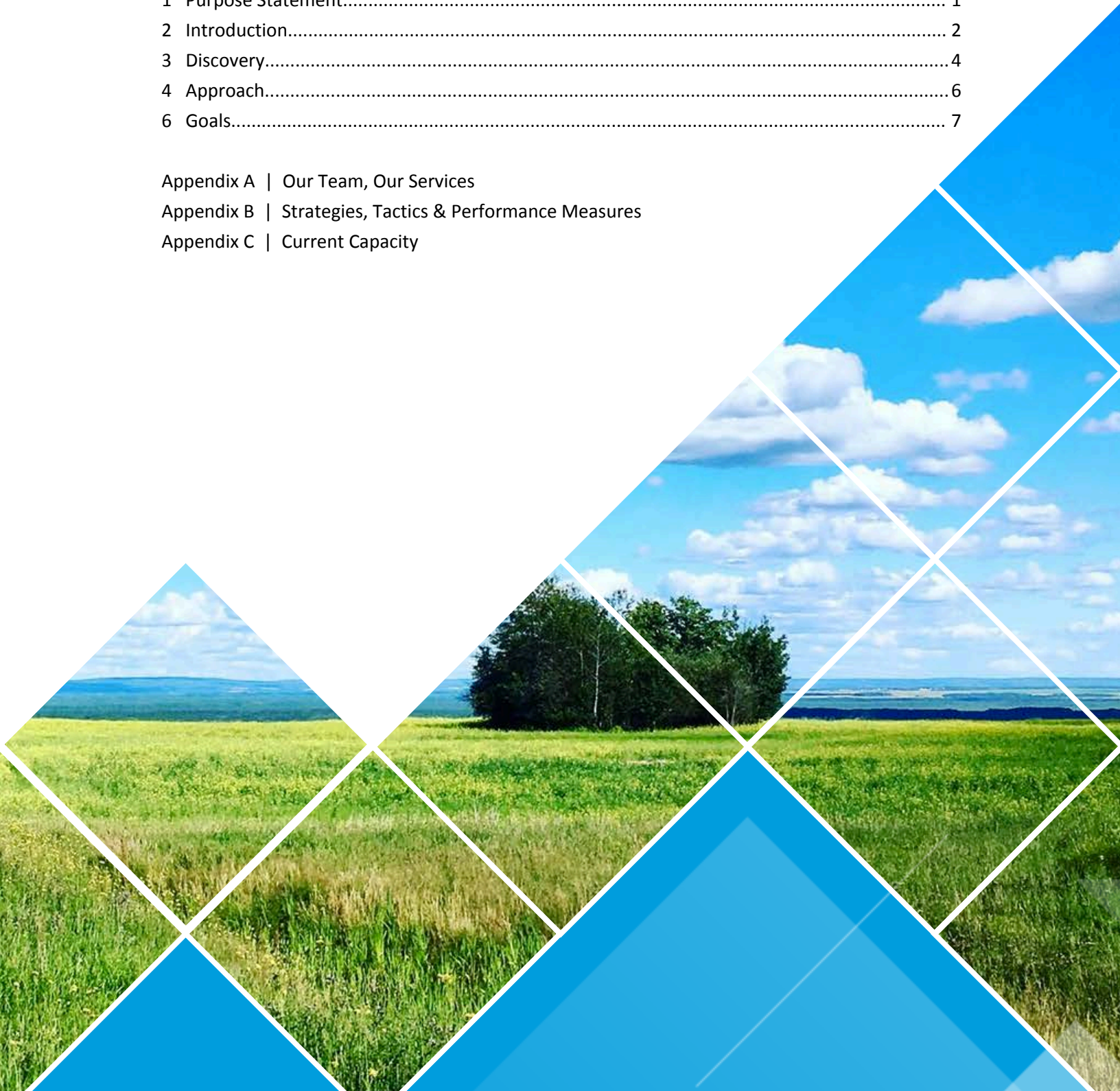
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1 Purpose Statement

The Municipal District of Greenview No. 16 serves an immense large and widespread geographic area, lovingly called home by numerous hamlets and rural communities with varying communications needs, providing us with diverse audiences. Public communications efforts must be proactive, with an eye on transparency and open dialogue between Greenview and its residents where trust is established and upheld by a consistent and reliably high standard of communication. Associated outputs must be ample and strategic, with a clear intent to reach residents in an effective manner, where they are. The strategies and goals outlined in this plan tackle current challenges that span the gamut of communications, including public communications, public engagement, crisis communications, and internal communications. By approaching communications in wholesome fashion, Greenview's Communications and Marketing Team is committing to being a solutions-focused, forward-thinking, open, connected, and collaborative element of the Greenview organization.

This Communications Strategy takes steps to realign and revitalize Greenview's communications and engagement efforts. This process begins with a commitment from all levels of staff to a higher standard of organizational communications and engagement practices. This is a necessary component of realizing results in today's complex communications environment and levels of service expectations.

Further, there is a key value expressed in the goals which focus on building the relationship between Greenview and its residents, including strengthening trust in local government in an organic way, truly earned and respected. Across Canada, there has been a call for solutions to varying levels of public discourse, with a challenging landscape impacted significantly by influences such as misinformation/disinformation, the abuse of municipal officials, both elected and hired, ideological division becoming ingrained at the local level, and more. These challenges will only worsen if gone unaddressed. It is our firm belief that communications and meaningful public engagement play a key role in beginning to combat some of these issues, building true connections with residents, business owners, municipal partners, and other local and regional members of relevance.

Complemented by a skilled and dedicated Communications Team, this Communications Strategy sets the stage for a carefully planned, implemented, and monitored approach to strategic government communications. This plan facilitates the continued success, growth, and sustainability of all municipal operations, anchored by effective communications and public engagement.

Upon adopting this Communications Strategy, Administration will use the first year's matrix to establish a baseline for evaluation. From there, we will implement the targeted performance measures outlined in Appendix B to assess and refine our progress against this baseline as needed. This plan will be reviewed and updated following any review or revision of the Greenview Strategic Plan by Greenview Council.



2 Introduction

The Municipal District of Greenview Communications Strategy outlines goals, objectives, and specific actions that will be introduced, maintained, or otherwise explored and executed upon in connecting with local residents, business owners, and other members of the public who hold a stake in Greenview's success.

This plan is designed to steer Greenview's high-level communication strategies effectively moving forward while building off current and past successes and learning from past experiences. This plan highlights key areas for enhancement in current communications practices and methodology, with a goal of **boosting information dissemination, engaging our communities through interactive dialogue, and promoting a positive image of Greenview with proactive and uplifting news**, while also refining internal communications practices and streamlining communications processes for greater efficiency.

Care has been taken to recognize the growing demand for open, proactive and two-way communication, particularly as it pertains to listening to local residents, gathering feedback, and the expanding influence of technology in accessing information.

In as many areas as possible, this plan aligns with Council's overall strategic direction for the community, as outlined in [Greenview's 2022-2026 Strategic Plan](#) and will adjust with further strategic plans set by Council.



VISION

The Municipal District of Greenview strives to be a healthy, safe, and sustainable community that values the stewardship of its diverse resources.



MISSION

Providing strong, accountable leadership and quality services that are responsive to our diverse communities.



VALUES

The values expressed here are guiding principles that help determine how Greenview will operate:

CULTURE

We will honour the diversities of our communities and residents.

LEADERSHIP

We will lead by example to maintain trust between Council, Administration, and the members of our community.

ACCOUNTABILITY

We will be responsible and accountable for our decisions.

SUSTAINABILITY

We will manage our natural and financial resources to meet current needs while ensuring that adequate resources are available for the future.

PARTNERSHIPS

We will build upon current and create new partnerships that support the region.

COMMITMENT

We will remain dedicated to working hard for our citizens and our community.

The strategy, in its entirety, is a reflection of both current and anticipated future needs for Greenview, recognizing that we cannot rest on our laurels in communications. Success should be built upon to ensure that we are meeting residents ‘where they are,’ so to speak, bringing the communications to them, rather than forcing them to seek out the information they’re after, as much as possible. As such, we have aligned efforts with second and third goal under the pillar of “Culture, Social & Emergency Services.”

GOAL 2: Enhance communication to our public.		
Strategies (we will...)	Desired result(s) or achievement(s)	Measure
 Continually improve our social media and digital platforms	▶ Enhance Greenview's use of social media ▶ Increase community awareness	▶ Track users
 Council and Administration engage the community through public engagement forums	▶ Increased use and public engagement	▶ Public participation numbers
 Maintain our quarterly newsletter for our public	▶ Provide timely, readily available information	▶ Four newsletters issued yearly
 Continue to use & expand the use of digital & non-digital bulletin boards	▶ Increase usage	▶ Increased use and public engagement
 Identify & prioritize opportunities for connectivity across Greenview	▶ Establishment of connectivity in prioritized areas	▶ Availability of services to ratepayers

GOAL 3: Improve public perception of Greenview.		
Strategies (we will...)	Desired result(s) or achievement(s)	Measure
 Implement a communication strategy	▶ Increase public awareness of Council's goals	▶ Target decrease the number of ratepayer complaints
 Actively participate in community events	▶ Provide current and direct information to the public	▶ Track event attendance

As a dynamic roadmap, this plan is a living document. It will be referenced continuously, ensuring that our efforts and outputs align with the strategic goals driving our public communications. This will help ensure both accountability and clear direction, setting a path for how Greenview will continue to build its relationship with local residents. This plan will be reviewed and updated annually to align with Greenview’s evolving strategic goals and priorities, in alignment with broader corporate goals and Council priorities, while adapting to the changing needs of Greenview residents and communities. This is part of Greenview’s ongoing commitment to continuously improve service.

Service levels, departmental expectations, Communications Department availability, and minimum required timeframes to execute on specific initiatives/projects have been included as an appendix to this Communications Strategy ([Appendix A | Our Team, Our Services](#)).

3 Discovery

This Communications Strategy and its goals were developed based on insights gained from:

- **Comprehensive Review of existing services:** An analysis of existing communications services, corporate strategies, adopted policies, and current publications and materials produced by the Communications Department.
- **Leadership Input and Alignment:** Greenview Communications built the Communications Strategy around Council's 2022-2026 Strategic Plan and sought insight from the Senior Leadership Team so key considerations and objectives would be accurately addressed when building service level expectations.
- **Comparative Analysis:** A review of practices in similar communities to ensure incorporation of evolving best practices and current trends in municipal communications and engagement.

These insights collectively form the foundation for Greenview's Communications Plan—one designed to meet the expectations of residents, Council, and Administration while fostering an organizational culture of open, proactive, and collaborative communication.



SWOT Analysis

A Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis was undertaken through the initial half of 2024 by Communications Administration

Strengths

- Communications are clear and concise.
- Strong presence in a predominantly positive social media, website, and traditional media environment.
- Actively uphold and promote Greenview's brand reputation.
- Enhanced digital communications.
- Strong organizational commitment to the importance of strong public engagement and communications.

Weaknesses

- Responsiveness Capacity: Supporting internal demands in areas with restricted timelines or limited lead time for services.
- Capacity is dependent on level of service expectations.
- Fully allocated workforce: Professional resources have capacity constraints during peak periods.
- Availability of skilled workforce.
- Strategic oversight.
- Corporate integration.

Opportunities

- Engage residents in meaningful ways (ex. potential project specific surveys).
- Strong internal supports for staff training and capacity building.
- Build a consistent inventory of common communications materials/products.
- Skilled workforce provides access to municipal networks.
- Untapped potential for expanded media (ex. Regional economic partnership platform opportunities).

Threats

- Increasing costs associated with communications outputs not completed in-house
- Increasingly skeptical public and distrust of government
- Distributed Population: prevents single location event engagements
- Increasing expectations for public notification and speed of notification/modality
- Substantial variation in target audience groups and expectations.

4 Approach

The Municipal District of Greenview's Communications Strategy has been designed with organizational goals and strategies in mind. As such, the goals of this plan are framed through the following principles:



INFORMATIVE

We share Greenview information and content which is of interest to residents and the community, while helping audiences become better invested and informed about their municipality.



STRATEGIC

We consider the range of communication tools at our disposal, and use the most appropriate method to address the needs associated with each circumstance or campaign considering a target audience.



TIMELY

We recognize the quick pace of today's information cycle and associated expectations placed upon Greenview, and endeavour to make relevant information available quickly and proactively.



CLEAR

Recognizing that information related to local government can be confusing, we seek opportunities to simplify language surrounding the work being undertaken by Greenview in a concise manner.



COLLABORATIVE

We work with Council and Greenview departments to ensure equitable distribution of information.



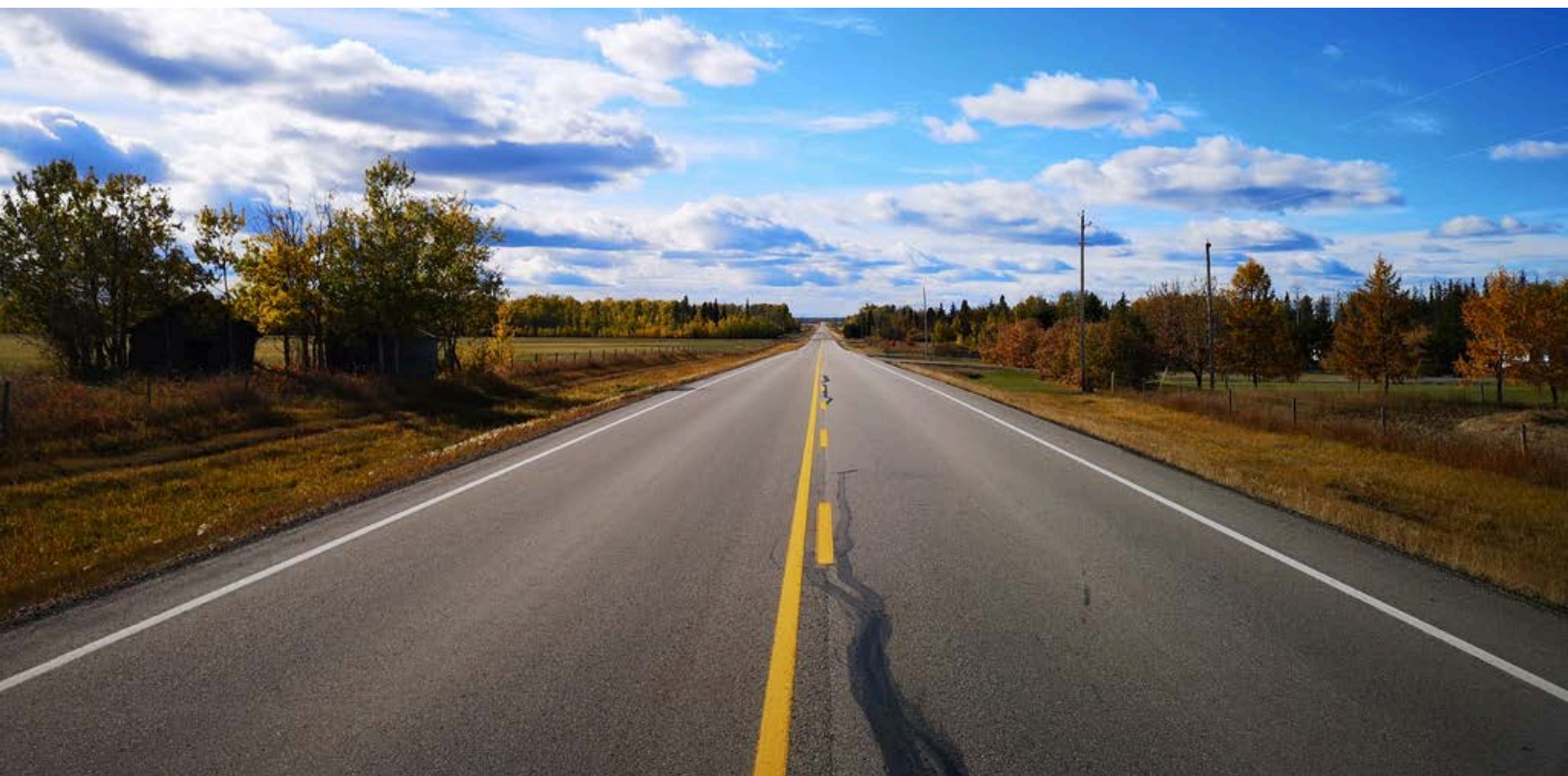
RESPONSIVE

Understanding that residents want to be part of the conversation, we support opportunities for residents to provide their input, and we acknowledge their feedback.



MEASURED

We ensure Greenview resources are used effectively and appropriately, by regularly evaluating and adapting our approach to communications.



4 Goals

The Communication & Engagement Goals outlined below are set out as a pathway to meeting Council's Strategic Objectives. Communications is an organization-wide service which is foundational to the success of Greenview's mission to support our residents. Performance measures tied to specific tactics to execute these goals are included as an appendix to this Communications Plan ([Appendix B | Strategies, Tactics and Performance Measures](#)).



GOAL ONE

Encourage well-informed communities.

Objective 1.1

Provide timely, accurate, clear, and responsive information to residents on an ongoing basis.

1.1.1 Improve Greenview's Media Relations Strategy

- Provide information on issues through media packages, media briefings, and more face-to-face time with key members of the media.
- Consistently identify newsworthy stories and present them in a compelling manner.
- Ensure inquiries from the media are given high priority, and that they are responded to in a timely and efficient manner.

1.1.2 Undertake a review of Greenview's website

- Explore the potential of centralized content around recognizable user themes, and user-focused content categories.
- Update forms to provide a simplified and streamlined user experience.
- Improve ease of website use by conducting a study focused on providing direction into a potential redesign and/or navigation and language updates.

Objective 1.2

Use full range of communication tools at our disposal to meet the needs of specific situations.

1.2.1 Create opportunities for residents to find content on their own

- Build the newsletter subscription distribution numbers for opt-in subscribers for both digital and direct mail, through continued promotion on all traditional print and digital mediums.
- Ensure the newsletter format is dynamic and easy to navigate.
- Reduce copy-heavy communications in favour of visual content.
- Use infographics and explainers to share important information and engage.
- Prioritize video use to connect with a wider audience funnel.
- Communicate in layers, providing multiple opportunities for information consumption.
- Expand distribution of high-impact advertisement and marketing efforts.
- Create or expand a direct mail program for specific projects.
- Encourage audiences to understand and implement information provided

GOAL TWO

Foster community engagement.

Objective 2.1

Move beyond informing residents, with the intent of actively listening to residents and business owners.

2.1.1 Develop a Public Engagement Strategy

- Undertake a review of Greenview's current methods for public engagement, including the planning process and execution.
- Develop a consistent process for the identification of engagement needs and process.
- Determine and align potential engagement output based on current capacity.
- Develop a public-facing Public Engagement Framework that emphasizes the importance of public engagement to the MD, and how engagement results are used in broad terms.

2.1.2 Increase the public's trust in Greenview engagement efforts

- Create dedicated website, or a dedicated space on the existing Greenview website.
- List all current and upcoming public engagement opportunities.
- Provide a summary of feedback received on current and past engagement efforts, and how feedback is/was used.
- Promote engagement opportunities, and associated elements such as the website, generating awareness and encouraging future participation.

Objective 2.2

Support opportunities for public engagement creating a feedback loop on information collected.

2.2.1 Develop ongoing opportunities for informal engagement

- Develop content in a manner that invites productive conversation on municipal issues.
- Review residents' comments and feedback as part of an effort to gauge public perceptions on relevant topics, allowing us to adjust messaging or to proactively bring concerns to Greenview leadership for discussion.

2.2.2 Incorporate Public Engagement Policy

- Utilize Greenview's Public Engagement Toolkit to ensure relevant public feedback is considered in the decision-making process (ex. What We Heard Report, survey results)

2.2.3 Increase public participation in engagement processes

- Circle back to engagement participants to show value of public input provided and outcomes of associated decisions.
- Develop opt-in resident registration for participation in future public engagement processes.
- Develop incentives program to reward residents for participating in engagement processes over an extended period of time.

GOAL THREE

Celebrate Greenview success stories

Objective 3.1

Create goodwill in the community, and positivity towards Greenview, by actively and consistently sharing information related to the good work being undertaken by Greenview.

3.1.1 Engage in strategic, positive storytelling

- Identify and proactively promote good news stories emerging from Greenview, its residents, and its businesses.
- Engage in storytelling that emphasizes Greenview's accomplishments and positive news stories, including those which relate to Greenview initiatives and service delivery, staff accomplishments, residents, individual communities within Greenview, and Greenview's partners.
- Explore additional opportunities to recognize the accomplishments of Greenview contributors, including residents and businesses, through formal Greenview efforts.



GOAL FOUR

Enhance internal communications.

Objective 4.1

Break down internal silos to make Greenview a more cohesive organization, towards improved service delivery to residents.

4.1.1 Support the Communication of Council and corporate decisions to staff

- Collaborate with the CAO, as appropriate, to ensure that staff are provided pertinent information resulting from Council Meetings and Senior Leadership Team decisions across the organization.

GOAL FIVE

Build communications processes.

Objective 5.1

Allocate time to develop foundational communications and marketing practices and processes.

5.1.1 Strengthen evaluation of communications and engagement outputs

- Facilitate debriefs specific to major communications efforts and engagement processes to identify what worked, what didn't, and what can be improved upon in the future.
- Whenever possible, hold internal communications roundtables with rotating interdepartmental participants to learn directly from staff on what they're hearing from residents and others about Greenview communications efforts.
- Conduct sentiment analyses on communications outputs tied to topics deemed controversial or contentious within Greenview or any of its communities.

5.1.2 Standardize common operational procedures for communicating Greenview messages and receiving resident feedback

- Create consistent operating procedures in communications outputs tied to:
 - listening to residents
 - sending out public communications
 - issuing media alerts
 - hosting events
 - updating the website
 - providing staff with pertinent Greenview information
 - other communications-focused efforts

5.1.3 Build Crisis Communications Capacity

- Develop a Greenview-specific Crisis Communications Plan.
- Build the capacity of relevant staff to increase the effectiveness of the Crisis Communications Plan and the communications process.
- Engage a qualified party to provide a Crisis Communications Workshop to Greenview's Senior Leadership Team, and all members of the Communications and Marketing Team.
- Engage intermunicipal partners to discuss a regional approach to crisis communications support and collaboration if and when appropriate.

Objective 5.2

Update policies, elevate strategies, and promote an environment of continuous growth and development.

5.2.1 Review governance documents associated with communications

- Review and update Greenview's policies pertinent to communications and marketing.
- Ensure alignment in the development of project specific Communication and Marketing Strategies with Council's Strategic Plan.

5.2.2 Bolster communications capacity through professional development

- Ensure Administration – inside the Communications & Marketing Department are provided with necessary ongoing formal education and skills training.
- Ensure identified Administration outside of Communications are given appropriate training to effectively coordinate department-level information to the public consistently.

Appendix A | Our Team, Our Service Levels

Greenview's Communications and Marketing team currently offers a robust, dynamic suite of services to all Greenview departments. Dedicated resources at the time of this report includes 4 FTEs, comprising a manager, communications officer, marketing officer, and marketing coordinator. While everyone plays a role in communications, it is important to emphasize the important role being fulfilled by this communications team, including an overview of core services and responsibilities, as governed by all applicable policies.

Core Services	Communication & Marketing Service Level	Other Greenview Department Roles & Responsibilities
Advertising	• Book ad space. • Design and finalize ad(s).	• Provide required content and invoice coding for special projects and initiatives.
Communications Planning	Plans may include formal document(s) or informal verbal planning. • Driving the process of Communications planning with all departments	• Plan for and review all initiatives for the coming year, with the communications team, and provide essential project details. • Convey measures for evaluation of campaign/initiative success specific to communications efforts. • Review and approve plans within specific timelines. • Promptly notify the communications team of any updates/revisions to the plan resulting from unforeseen circumstances.
Community Engagement	• Create public engagement plan(s) for applicable projects. • Coordinate the execution of engagement plans with relevant department(s). • Support departments in interpreting and incorporating public input into leadership recommendations.	• Participate in determining the level of public participation required for various Greenview initiatives, including identifying audience(s). • Attend and participate in relevant in-person engagement efforts, as appropriate. • Provide information on how public input was incorporated in the decision-making process, and a rationale surrounding any final decision(s) made.
Corporate Identity & Branding	• Establish and update brand guidelines. • Advertising, writing, social media, marketing, promotional products and other communications materials.	• Provide information to ensure applicable staff are aware of corporate identity and brand guidelines to be used across the organization. • Follow all brand guidelines at all times. • Consult with Communications & Marketing as required.

Our Teams, Our Services (Cont.)

Core Services	Communication & Marketing Service Level	Other Greenview Department Roles & Responsibilities
Graphic Design	• Design advertisements, publications, signage, infographics, website, and other digital and hard-copy materials and content, and all other visuals, required. • Ensure that graphic design execution aligns with Greenview's corporate identity and brand.	• Provide communications team with initial content, and any and all applicable G/L for invoice coding, where applicable.
Issues Management	• Prepare key messages and briefing notes for members of Administration and/or Council, as appropriate. • Execute media monitoring, and monitor public sentiment, while providing appropriate updates to Greenview leadership. • Provide strategic advice on issues pertinent to Greenview through issues management, including on potential, real or perceived reputational harm.	• Alert communications to potential or emerging issues.
Media Relations	• Arrange media interviews, and provide media preparation and coaching for those interviews, as appropriate. • Develop and provide key messages and backgrounders, as required, prior to media interviews. • Prepare news releases, and distribute to local, regional, provincial, national and global media outlets, as required and appropriate.	• The Reeve, or otherwise designated representative of Council, is the official spokesperson for Greenview in responding to media inquiries. • Department subject matter experts (SME's) may be consulted in the development of key messaging. • All Greenview leadership, including Council and department SMEs, are expected to respond to all media-related inquiries and requests when required. • Provide relevant information to the communications team, upon request. • Confirm the accuracy of draft releases, when required.
News	• Develop news items. • Review, edit, and proof content. • Electronically distribute news through various avenues, including but not necessarily limited to email, social media, and website(s).	• Consider and submit newsworthy topics to the communications team. • Inform the communications team of upcoming news items. • Provide draft, or point-form, content for consideration by the communications team.

Our Teams, Our Services (Cont.)

Core Services	Communication & Marketing Service Level	Other Greenview Department Roles & Responsibilities
Photography/Video	• Maintain photo, image, video, and audio library and licensing. • Subscribe to stock photo services.	• Provide budget for additional photography as required for special and/or capital projects and initiatives.
Promotional Materials	• Review and provide approval of logo use on promotional materials of relevance, as appropriate. • Maintain an inventory of Greenview-branded promotional items (SWAG).	• Identify and purchase, within departmental G/L codes, promotional items for specific initiatives and projects.
Public Alerts	• Create, update and maintain emergency notifications through the Alberta Emergency Alerts (AEA), with targeted and concise messaging specific to an emergent event underway and of impact to Greenview residents, with approval by the Director of Emergency Management. • Create, update and maintain notifications through Voyent Alert, which may be critical or informational in nature, as appropriate.	• Provide information surrounding emergency events and/or service level interruptions.
Reports & Publications	• Collect information for, and create and lay out, annual reports. • Collect information for, and create and lay out, other external Greenview publications for print. • Provide cover pages, and recommendations for minor formatting changes, to reports, including following Greenview brand guidelines.	• Provide information of relevance to the communications team within specified timelines. • Incorporate Greenview branding into the initial draft of reports, and review those first drafts, to the greatest extent possible prior to submission to the communications team.
Social Media	• Authority and management of all social media platforms and channels that represent the Municipal District of Greenview organization. • Write, design, and schedule social media content and posts for all Greenview corporate social media channels. • Write/advise, design visuals upon request, and schedule social media posts for departmental social channels, as appropriate and required.	• Submit requests, and provide content and any other details for social media posts within specified timelines. • Monitor applicable social media pages and channels of relevance to Greenview, including comments and questions. • Provide appropriate responses to resident questions, when required.

Our Teams, Our Services (Cont.)

Core Services	Communication & Marketing Service Level	Other Greenview Department Roles & Responsibilities
Speeches & Presentations	• Prepare draft and revised speeches and presentations, as requested and appropriate. • Provide presentation and public speaking coaching and feedback.	• Provide background information related and pertinent to the event in question. • Prepare the initial draft presentation, or draft content for the presentation. • Be receptive to the opportunity for presentation/speech rehearsal(s) and incorporate feedback.
Strategic Communications	• Provide strategic advice and insights on current trends and emerging issues of pertinence to Greenview. • Identify potential opportunities and pitfalls specific to areas including communications and engagement, resident feedback and reactions, reputation management, and more, as deemed required and appropriate. • Attend Senior Leadership Team and department meetings, offering a relevant perspective, and providing proactive advice on upcoming initiatives.	• Include the communications team in relevant planning meetings to ensure full details on campaigns and initiatives are shared and understood from the early stages of an initiative. • Avoid rogue/unplanned initiatives not reviewed and/or approved by the communications team. • Be receptive to insights and feedback from the communications team on Greenview initiatives and projects. • Ensure that initiatives are planned in collaboration with Communications.
Website	• Create and manage page layout and content, including sourcing and updating photos, managing menus and organizing webpages, unpublishing outdated content, deleting and/or moving pages, and more. • Create pertinent and timely information specific to issues, crisis or emergencies of impact to Greenview residents, in a prominent format. • Maintain knowledge of industry best practice and trends to ensure the Greenview website remains relevant, modern and user-friendly. • Bi-annual review of website content.	• Identify if web content is outdated in collaboration with each department during a bi-annual review. • Suggest changes for minor website content updates, or work with the communications team for more complex website content updates. • Develop first draft of, or provide appropriate and complete information for, new content to be posted the website.

Our Teams, Our Services (Cont.)

Core Services	Communication & Marketing Service Level	Other Greenview Department Roles & Responsibilities
Partner Collaboration	• Work collaboratively with communications team members from the City of Grande Prairie and County of Grande Prairie, and potentially with other intermunicipal partners, in planning or participating in joint regional events, and shared marketing initiatives. • Collaborate with neighboring municipalities, as appropriate, to promote Provincial and Federal programs to which Greenview is a partner as required.	• Provide the communications team with information of relevance to any regional or partner-driven initiatives.

Department Availability	Targeted Timeframes
The Communications Department is available from 8:00am to 4:30pm, Monday to Friday (excluding holidays), and responds to enquiries submitted by email, phone, or personal contact. Unanticipated requests submitted to the general communications inbox will be responded to within the following time frames (within business hours): • 0-8 hours for issues classified as time-sensitive priorities (issues impacting service delivery, unavoidable external deadlines). • Within 24 hours for issues classified as important priorities (correcting information, responding to public inquiries). • Within 1 week for issues classified as moderate priorities (general website updates, new ideas/initiatives)	The following targeted timeframes for project deliverables are applicable at all times, unless there are extenuating circumstances otherwise discussed with the communications team prior to a request being submitted. • 4 weeks for regular/recurring programming (2 weeks for development, 2 weeks for advertising) • 6 weeks for online forms and applications (4 weeks for development, 2 weeks for advertising). • 8 weeks for community engagement (3 weeks for development, 2 weeks for advertising, 2 weeks for collection of information, 1 week for reporting). • 8 weeks for major community-wide events and initiatives (2 weeks for development, 3 weeks for advertising)

The timeframes included above are those associated with regular operations. Emergency communications, including the execution of crisis communications, are beyond the scope of this plan, and are determined in collaboration with the Director of Emergency Management. Any crisis communications efforts may disrupt regular service delivery, including the timelines outlined above, without notice and without timeline.

Appendix B | Strategies, Tactics & Performance Measures

This section ties performance measures to tactics specific to the goals outlined in Section 4 of this strategy. Measurement, evaluation, and reporting on this Communications Plan is required to ensure continued alignment with strategic and corporate goals, and so that community communications and engagement needs are met on an ongoing basis. Each of the tactics and associated evaluation measures outlined in this document are aligned with communications and organizational goals:

- Strengthen the relationship between Greenview and ratepayers.
- Streamline processes.
- Identify, expand and embrace strategic partnerships.
- Enhance transparency and communication.
- Expand community service delivery.
- Citizen expectations and affordability drive services.

Upon adopting this Communications Strategy, we will use the first year's matrix to establish a baseline for evaluation. From there, we will implement the targeted performance measures outlined in Appendix B to assess and refine our progress against this baseline as needed. This plan will be reviewed and updated following any review or revision of the Greenview Strategic Plan by the Council.

GOAL ONE

Encourage well-informed communities

Improve Greenview's public relations strategy	
Tactics	Evaluation
Provide information on critical and/or complex issues through media packages, media briefings, and more face-to-face time with key members of the media.	• 85% of news releases issued are reported on by local media. • Accuracy is improved, with fewer errors and corrections required each year.
Consistently identify newsworthy stories and present them in a compelling manner.	• 3% increase in media requests.
Ensure inquiries from the media are given high priority, and that they are responded to in a timely and efficient manner.	• 100% of media requests are responded to by the Communications & Marketing Manager, or delegate, within 2 business days.

Undertake a review of Greenview's website

Tactics	Evaluation
Work to ensure the website is compliant with accessibility standards.	• Achieve full alignment with accessibility standards through annual review and quarterly website audits. • Improve website accessibility score by 4 points (www.accessible.com). • Implement all improvements required, in a timely manner, as identified through an annual audit of website pages.
Explore the potential of centralized content around recognizable user themes, and user-focused content categories.	• Achieve consistent trend identification and analysis through monthly website monitoring. • 2% decrease in support emails to the webmaster.
Update forms to provide a simplified and streamlined user experience.	• Increase use of online forms by residents by 2% each year. • Achieve positive or neutral staff feedback on departmental forms.
Improve ease of website use by conducting a study focused on providing direction into a potential redesign and/or navigation and language updates.	• Achieve 55% satisfaction level for "ease of finding information on the website" (Potential for bi-annual resident satisfaction survey). • Implement changes recommended through website usability study within 6 months.

Create content that meets residents where they are

Tactics	Evaluation
Build subscription distribution numbers for opt-in subscribers for both digital and direct mail, through consistency and quality of content in addition to continued promotion	• Continue to refine and improve a replicable, user-friendly newsletter template for seasonal distribution. • Develop a content strategy and distribute schedule to departments for topic-specific content. • Distribute newsletter on consistent quarterly basis. • Secure 2% resident opt-in by 2026. • Secure 50% approval rating in the amount of residents who say they receive an adequate amount of information from Greenview (Potential for bi-annual resident satisfaction survey).
Reduce copy-heavy communications in favour of visual content	• Produce visual materials for the top five high-traffic webpages with considerable amounts of text.
Use infographics and explainers to share important information and engage	• Create 3 infographics per year to convey information in a more concise and user-friendly format.
Prioritize video use to connect with a wider audience funnel	• Produce 1 internal video per year. • Produce 3 external videos per year.
Expand distribution of high-impact advertisement and marketing efforts	• Place news information in various print and digital publications and mediums, increasing reach by circulation and targeted audience demographics.
Create or expand a direct mail program for specific projects	• Mail pertinent project specific information when requested.

GOAL TWO

Foster community engagement

Develop a public engagement strategy	
Tactics	Evaluation
Undertake a review of Greenview's current methods for public engagement, including the planning process and execution	- Retain a third party expert to conduct an objective review of current engagement practices. - Conduct a SWOT Analysis on current engagement practices. - Identify opportunities for improved public engagement.
Develop a consistent process for the identification of engagement needs and process	Develop framework to help identify when engagement is appropriate for a Greenview project or initiative.
Determine and align potential engagement output based on current capacity	- Conduct a review of current communications capacity. - Identify gaps in capacity against desired levels of community engagement.
Develop a public-facing Public Engagement Framework that emphasizes the importance of public engagement to Greenview, and how engagement results are used in broad terms	- Create key messages resulting from new multi-year engagement strategy as a public information tool. - Identify public understanding of Greenview community engagement, through bi-annual public satisfaction survey. - Increase engagement participation year-over-year by 5%
Increase the public's trust in Greenview engagement efforts	
Tactics	Evaluation
Create dedicated website, or a dedicated space on the existing Greenview website	- Increase engagement participation by 5% year-over-year. - Secure a 40% satisfaction rate in level of public engagement through the first public satisfaction survey, increasing to 43% in the second bi-annual survey. - Research options for digital engagement platforms, and purchase appropriate software. - Secure neutral to positive sentiment feedback on the new platform.
List all current and upcoming public engagement opportunities	Increase public knowledge of, and transparency related to, public engagement, and how input is used in the decision-making process.
Provide a summary of feedback received on current and past engagement efforts, and how feedback is/was used	- Ensure residents who participate in public engagement see themselves in the decision-making process, as identified in the bi-annual public satisfaction survey. - Increase public knowledge of the public engagement process' incorporation in Greenview decision-making.
Promote engagement opportunities, and associated elements such as the website, generating awareness and encouraging future participation	- Develop 3 social media posts driving engagement participation. - Secure 2 positive media stories on the system. - Secure subscribers to engagement campaigns, increasing year-over-year.

Develop ongoing opportunities for informal engagement

Tactics	Evaluation
Develop content in a manner that invites conversation	• Develop public communications using language consistent with a 4th-6th Grade reading comprehension level. • Secure public engagement training for Administration and Council, to embed the principles of engagement with intent in the Greenview organization. • Respond to all resident questions in less than 24 hours (based on weekday work hours).
Review residents' comments and feedback as part of an effort to gauge public perceptions on a number of topics, allowing us to adjust messaging or to proactively bring concerns to Greenview leadership for discussion	• Develop a schedule of department-specific feedback reviews, tied to programs and initiatives. • Present resident feedback on initiatives and programs in Senior Leadership Team and department meetings. • Provide input and insights in the development of initiatives and programs.

Increase the public's trust in Greenview engagement efforts

Tactics	Evaluation
Increase use of engagement results and public input in the formal decision-making process in a transparent and intentional manner	• Secure 25% resident satisfaction in the sentiment that Greenview communicates to residents how their input was incorporated into the decision-making process, through resident satisfaction surveys. • Present engagement reports and surveys to Council in public session. • Publish engagement reports on engagement platform, and post to social media. • Develop streamlined approach to 'What we Heard' Reports based on the Engagement with Intent Framework.
Adopt the Engagement with Intent Framework, adding intentionality to the design of public engagement processes to ensure relevance of public feedback to decision-making process	• Incorporate Engagement with Intent principles into multi-year engagement plan. • Incorporate Engagement with Intent principles into public-facing engagement framework.

Increase public participation in engagement processes

Tactics	Evaluation
Circle back to engagement participants to show value of public input provided and outcomes of associated decisions	• Secure 25% resident satisfaction in the sentiment that Greenview communicates to residents how their input was incorporated into the decision-making process, through resident feedback surveys. • Post all engagement results, and associated project/initiative decisions, on dedicated engagement platform. • Increase public engagement participation by 5% year-over-year.
Develop opt-in resident registration for participation in future public engagement processes	• Secure baseline participation of 1% of Greenview's population for all engagement efforts. • Retain an increased level of resident participation from one public engagement to the next, with a participation variance of less than 20%.
Develop incentives program to reward residents for participating in engagement processes over an extended period of time	• Develop a financially prudent program to reward resident engagement participation, while cross-promoting Greenview programs and services (ie. free recreation passes). • Announce reward program recipients on social media, including photo.

GOAL THREE

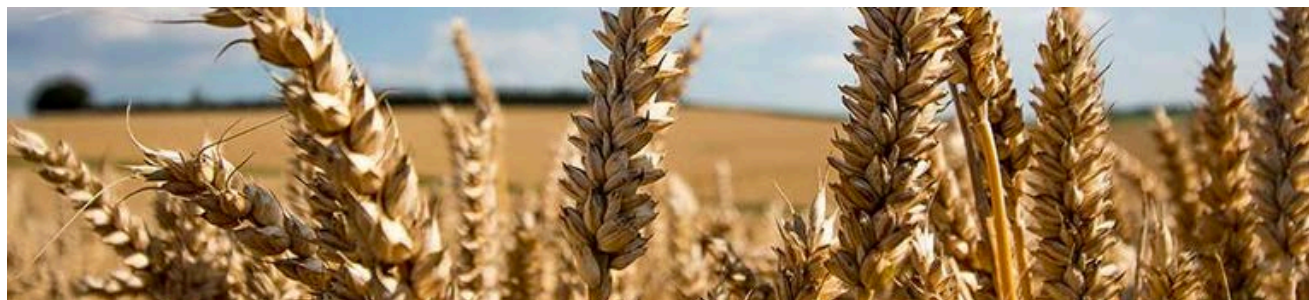
Celebrate Greenview success stories.

Engage in strategic, positive storytelling	
Tactics	Evaluation
Identify and proactively promote good news stories emerging from the MD of Greenview	- Secure a minimum of 1 news story per month that reflects upon Greenview in a positive way. - Ensure a minimum of 2 positive news stories are “fed” to media each year through news releases and other means of communications.
Engage in storytelling that emphasizes Greenview’s accomplishments and positive news stories, including those which relate to Greenview initiatives and service delivery, staff accomplishments, residents, individual communities within Greenview, and Greenview’s partners	- Secure a 50% rate of residents who indicate they “understand the roles and responsibilities of elected Council representatives” through a resident satisfaction survey. - Increase social media following, across platforms/channels, by 2% each year. - Increase social media engagement on Greenview posts by 10%. - Develop a personal connection between residents and Greenview by showcasing human elements of the organization (ie. staff profiles, engaging photos, etc.).
Explore additional opportunities to recognize the accomplishments of Greenview contributors, including residents and businesses, through formal Greenview efforts – <i>capacity constrained</i>.	- Identify on an ongoing basis positive stories about Greenview residents, businesses, etc., and share with the public through social media. - Identify opportunities for collaborative storytelling between the communications and economic development teams.

GOAL FOUR

Enhance internal communications

Support the Communication of Council and corporate decisions to staff	
Tactics	Evaluation
Collaborate with the CAO, as appropriate, to ensure that staff are provided pertinent information resulting from Council Meetings and Senior Leadership Team decisions across the organization – <i>capacity constrained</i>	- Develop processes with the CAO, for the CAO to appropriately update staff on organizational initiatives and Council decisions. - Support the CAO in the creation of materials intended to better inform staff.



GOAL FIVE

Build communications processes

Strengthen evaluation of communications and engagement outputs	
Tactics	Evaluation
Facilitate debriefs specific to major communications efforts and engagement processes to identify what worked, what didn't, and what can be improved upon in the future	• Conduct ongoing media monitoring, communicating pertinent information to the Senior Leadership Team on an ongoing basis. • Facilitate informal discussions with the communications team, and other departments as appropriate, to review communications and engagement efforts, identifying lessons learned for future efforts.
Hold communications roundtables internally, with rotating interdepartmental participants, to learn directly from staff on what they're hearing from residents and others on Greenview communications	• Develop a consistent process by which department staff can provide insights on what residents are saying with regards to Greenview communications. • Develop a schedule, and/or opt-in signup process, through which members throughout the organization will be engaged in this process. • Incorporate staff insights into communications plans, as appropriate, to 'meet residents where they are.' • Incorporate staff insights into ongoing debriefs of communications and engagement efforts. • Use staff insights on resident feedback to better align communications with organizational goals and strategies.
Conduct sentiment analyses on communications outputs tied to topics deemed controversial or contentious within Greenview or any of its communities.	• Develop process through which resident sentiment analysis can occur, identifying positive, neutral and negative feedback tied to specific initiatives/programs of relevance. • Upon identifying negative sentiment, develop a plan to identify and specifically address the root cause of negative sentiment. • Conduct ongoing sentiment tracking throughout mitigation periods to identify shifts in public sentiment. • Include sentiment analyses in debriefs tied to communications related to controversial/contentious issues. • Include sentiment analyses in reports developed for Council on public engagement, including in bi-annual public satisfaction survey reports.
Standardize common operational procedures for communicating Greenview messages and receiving resident feedback	
Tactics	Evaluation
Create consistent operating procedures in communications outputs tied to listening to residents, sending out public communications, issuing media alerts, hosting events, updating the website, providing staff pertinent Greenview information, and other communications-focused efforts.	• Develop templates and resources applicable to members of the communications team, and/or others throughout the organization. • Ensure that systems are reviewed and processes streamlined, as appropriate, on an ongoing basis. • Conduct debriefs on communications processes to identify where operating procedures can be streamlined and made more consistent.

Build Crisis Communications capacity

Tactics	Evaluation
Develop an Greenview-specific Crisis Communications Plan	Engage a third-party specialist to assist in the creation of a Crisis Communications Plan tailored to the needs of Greenview, as an organization and its communities.

Review governance documents associated with communications

Tactics	Evaluation
Review and update, as required, Greenview's Communications Policy, Social Media Policy, Public Participation Policy, Public Notification Policy, Media Relations Policy, Public Engagement Policy, Advertising Policy, and any other policies of pertinence and relevance to communications, engagement, and/or marketing, as appropriate	- Ensure all existing policies are up to date, that they are relevant to current Greenview circumstances and needs, and that there are appropriate timelines in place for policy reviews and updates. - Present the need for off-schedule reviews of any policies deemed to be outdated, or which are otherwise out of alignment with organizational strategy and/or community needs.
Ensure alignment in the development of any new communications-focused plans and strategies with Council's Strategic Plan	- Review Council Strategic Plan for relevance to communications and engagement outputs, and compare communications plans to the intention of those strategic goals and priorities. - Provide all third parties engaged in communications efforts a copy of Council's Strategic Plan to ensure understanding of organizational goals and direction.

Bolster communications capacity through professional development

Tactics	Evaluation
Ensure Administration – inside and outside of those within the Communications and Marketing Department – are provided with ongoing informal development in relevant areas of communications, including public communications, public engagement, and crisis communications, amongst other areas of relevance	- Develop training plans for Administration, whether facilitated by the communications team or a third-party specialist whose expertise is aligned with the intent of professional development being undertaken. - Schedule an Administration workshop specific to public engagement, exploring options for bolstered engagement efforts, emerging trends, with content aligned with the direction being taken by Greenview.

Appendix C | Current Capacity

This Communications Strategy acts as a goal-oriented framework to move forward in effective communications, intended to strengthen the relationship between the Municipal District of Greenview and its community. Tactics associated with these goals are realistic and actionable and include both quantitative and qualitative performance measures, as appropriate. However, the Greenview Communications and Marketing Team faces a notable capacity constraint that may impact the execution of the tactics outlined in this strategy.

At this time, the Communications and Marketing Team is comprised of 4 FTEs.

A Communications Review is planned. It will evaluate current Communications and Marketing resources and the deliverables outlined in Appendix B, as well as the current Communications and Marketing Team capacity and deliverables, and provide potential solutions and recommendations.

A Communications Review will look at areas which are likely to include, but which are not necessarily limited to:

- Strengths in the execution of communications and engagement
- Current gaps in the planning and execution of communications and engagement
- Effectiveness of current tools used by Greenview, including software
- Communications department capacity, resourcing and structure
- Organizational incorporation of communications and engagement
- Communications training and professional development
- Alignment of communications and engagement efforts with current trends and emerging best practice
- Communications department requirements tied to future community projections
- Council communications

Communications Reviews will be completed on an as needed basis and based on subsequent Greenview Strategic Plan Reviews.

