



Lucan Biddulph Communication Plan

MAY 2023



Executive Summary

The purpose of this plan is to assist staff in achieving communication excellence. Communication excellence includes giving and receiving information, it requires nurturing relationships and it forces us to look at communications strategically. By striving for communications excellence, we will achieve much more than a just satisfied constituent base, we will experience increase workplace satiation, greater efficiency when managing projects, a greater success rate when implementing change or new program/services and a more trusted government.

The communications plan is split into two parts. Part 1: Research and Data Collection reviews the data we compiled to build our plan. Part 2: Plan Development outlines what we are trying to achieve with this plan and how we will get there.

By conducting research into best practices and reviewing the data we compiled in Part 1; staff were able to better understand where we are today and what the benchmarks for what communications should be. Included in Part 1 is a review of the communication channels we currently use and who is responsible for them, a review of the internal methods for communicating, a quick overview of the procedure to create communications, a list of our stakeholders and media partners, audience information and an analysis of other communication channels. All of this data was used to create Part 2: Plan Development.

To develop this plan, staff used what we learned from Part 1 to determine what success would look like. Once we understood what success looks like, we could determine how to get there by creating our vision, mission, guiding principles, goals and objectives.

Introduction

In 2022, the Township of Lucan Biddulph began the process of the development of a communications plan as part of the Economic Development & Communications department goals for 2023. The communications plan will review current communication practices and develop a list of recommendations.

The Township of Lucan Biddulph is a thriving community with growth in residential, commercial, industrial developments which has greatly increased the need for enhanced communication 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.

Why are we doing this?

Communication is a key function of municipal government. Staff and Council communicate with residents in many different forms and for many different reasons. This communication plan will provide guidance to staff and Council to ensure that we are effectively communicating with all our residents.

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

This plan will help us identify opportunities to be more efficient with both internal and external communications. By creating more efficient procedures and by looking at communications strategically, we can avoid time-wasting, misunderstandings, capacity issues and questions caused by the lack of clear or timely messaging.

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

The Communications Plan has been established to implement communications related goals that have been identified internally by staff as well as through community feedback/surveys and Council communications to staff. The following are key themes that have been identified that led to the development of this plan:

- Multiple forms of communication should be used (printed and e-newsletters, email, internet platforms such as website and social media)
- Need for staff to communicate updates to other departments in order for staff, Council and residents to be informed of issues/projects/updates
- Standardized press releases, newsletters and guidelines/protocols for speaking with the media
- Consistent, timely internal communications through email or cellular

- Develop a strategic and consistent approach for the use of social media
- Proactive rather than reactive communication
- Face to face meetings are an important form of communication
- Seek feedback from public; ensure and promote two-way communication

Customer Service Excellence

The Township of Lucan Biddulph provides a range of services to the public and its aim is to provide a high level of quality of 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, email, social media, website). Key to the plan is “two-way” communication. Two-way communication brings organizations and stakeholders closer together by allowing them to negotiate with one another to reach mutually satisfactory outcomes.

Rather than a one dimensional plan that prescribes how Lucan Biddulph can best convey information to stakeholders, the Communication Plan is a roadmap for truly effective communications that involves ongoing, direct and timely dialogue with stakeholders. By engaging in two-way communications, Lucan Biddulph will foster effective relationships with the stakeholders and ensure Lucan Biddulph communications are well coordinated, effectively managed and responsive to the information needs of the public, employees/Council and encourage effective public engagement.

It is important to ensure that information can be exchanged readily with the stakeholder/resident. The Township of Lucan Biddulph stakeholders/residents requesting a response to a non-routine inquiry will be required to provide their name, home address and either a telephone number or email address to municipal staff. Failure to provide the requested contact information may result in the request not be processed.



Definitions

Communications: Communications refers to the exchange of information. While it seems a simple concept, communication is very complex. To provide effective communications, the sender must consider: the message, who is receiving the message, the audience, the probability that the message may be misinterpreted, the communication channels available, how the recipient might react to the message, feedback that might be received due to the message and how to respond to that feedback. Communication can be used to persuade, influence, inspire, share and inform.

Marketing: While often confused with communications because they go hand in hand. Marketing focuses on “selling” or advertising a product or service.

Channels, Media or Pieces: Communication Channels, media or pieces refers to the different tools and/or the different types of media used to communicate our message; this includes but is not limited to social media, radio, newsletters, flyers, videos posters, letters, newspapers, etc.

Local Media: Local Media refers to our newspaper, radio, television and other communication partners.

Crisis Communications: Communications required due to an emergency. Crisis communications are handled through the Emergency Management Program and/or communication procedures

Strategic Communications: thoughtful creation of communications that meet a certain need, goal or provide a certain outcome.

Community Engagement: The act of involving members of our community: residents, visitors, business owners, in the process of local decision making.

Constituents/Stakeholders: Constituents refers to all the different groups of people that we communicate with including but not limited to residents, visitors, business owners, community groups, stakeholders, etc.



Part 1: Research and Data Collection

Current Communication Channels

Media Type	Description/Process	Person Responsible	Frequency
Discover Lucan Biddulph	Newsletter – electronic and mail out. Updates on community upcoming events and municipal news	Economic Development & Communications Officer	Bi-monthly
Social Media	Township Account – Twitter & Facebook Discover Lucan Biddulph Twitter, Facebook & Instagram Summerfest Facebook & Instagram Parks & Recreation – Facebook. Provides updates on municipal news, events and programs. Promotes local businesses and community organizations. Granton Fire Department - Biddulph Blanshard Facebook – managed by the Fire Chief	All accounts managed by Economic Development & Communications Officer except for Parks & Recreation. Mayor and Economic Development & Communications Officer have admin rights to all Facebook accounts (minus BB Fire Department Account).	As needed.
Property Tax Bill	Printed twice annually, may include municipal information.	Deputy Treasurer	Bi-annually
Community Guide	Printed annually with update on the recreation programs, community services, promotional items for local businesses, municipal updates and advertising	Recreation Coordinator	Annually
Print Newspapers	Deputy Clerk organizes ads in the local newspapers as needed for planning matters.	Deputy Clerk	As needed.

Print Newspapers	Press Releases for municipal announcements such as funding, elections etc. *Any press releases are to be from the Mayor and vetted by the Mayor, CAO and Economic Development & Communications Officer*	Economic Development & Communications Officer	As needed.
Print Newspapers	Job advertisements and RFPS.	All departments	As needed.
Direct Mail Letters	As needed by all departments	All departments	As needed.
The Villager	Monthly Mayor's Message and opportunities for municipal updates or advertising	Economic Development & Communications Officer	Monthly
Flyers/Brochures	As needed by all departments but mostly for economic development, tourism and recreation needs.	Economic Development & Communications Officer, Recreation Coordinator	As needed
Radio Stations	As needed by all departments but mostly for economic development, tourism and recreation needs.	Economic Development & Communications Officer, Recreation Coordinator	As needed
Website News and Page Updates	As needed by all departments. Updates and news from departments, sent to Economic Development & Communications Officer for updating. Parks & Recreation updates done by the Recreation Coordinator.	Economic Development & Communication Officer, Recreation Coordinator	As needed
Tourism Websites Visit Middlesex	In partnership with Visit Middlesex, the Township can provide updates on	Economic Development & Communication Officer	As needed

	upcoming events and promote local businesses		
Council Meetings – YouTube	Council Meetings are currently streamed live on YouTube.	Economic Development & Communication Officer	Bi-weekly
Youtube Channel	The Township of Lucan Biddulph has a YouTube page which displays Council meetings. Discover Lucan Biddulph has a YouTube page which displays promotional videos.	Economic Development & Communication Officer	Bi-weekly and as needed.
Open Houses	Open houses are scheduled for large projects or planning matters (as dictated by the Municipal Act) or if a department requests to host one.	Organized by the Clerk's department in partnership with the appropriate department head.	As needed
Email, Phone, In Person or Electronic Meeting (zoom)	These are done individually with staff as needed.	All departments.	As needed.
Electronic Sign	The Municipal Office Electronic Sign is managed by the Economic Development & Communications Officer that provides updates on Library programming, Council meetings and community event updates. The Community Centre Sign is managed by Parks & Recreation staff that provides updates on Community Centre programming/events.	Economic Development & Communications Officer, Community Centre staff	As needed.
Image and Video Development	While not a communications channel, it is		

important to note that image and video development is a priority for the creation of engaging communication pieces. We work with videographers and photographers as well as with staff to develop promotional videos, capture pictures annually.



Current Internal Communication Channels

Media Type	Description/Process	Person Responsible	Frequency
Email	Primary form of communication between staff	All departments	Daily
Phone/Cell	Phones remain an important means of communication between staff	All departments	As needed
Zoom	Meeting software used for meetings between co-workers, colleagues, webinars and Council Meetings	All staff	As needed
In person meetings	Meetings are required to discuss municipal affairs. Can include members of the public or stakeholders.	All staff	As needed
Staff Meetings & Agenda Meetings	Held before Council meetings to discuss upcoming Council meeting reports.	All staff	As needed

Communication Target Audiences

This Communication Plan and future communication policies, initiatives and practices for 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 residents as well as municipal senior management. Council needs to be kept aware of the status of municipal initiatives, projects and emerging issues.
Senior Management Team	Two-way communication with CAO, supervisors and staff.
Municipal Employees including public works, volunteer fire, parks & recreation.	Organizational and departmental 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; building inspection; planning; 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.
Developers/Builders/Investors	Availability of residential/industrial lands; infrastructure; tax rates and development charges; zoning and planning issues; economic development initiatives.
Community facility users	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 Lucan Biddulph 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 Government (County/Prov/Fed)	Support/collaboration on joint initiatives and shared services; information sharing; requests for information; grant and funding applications and status.
Middlesex County Lower Tier Municipalities	Support/collaboration on joint initiatives and shared services; information sharing.

Communication Vision, Mission and Guiding Principles

Vision

To provide effective, open communications that fosters a positive public profile, through engaged dialogue and education using multiple communications methods with an involved community, engaged and responsive employees, cable of listening, sharing ideas openly and working collaboratively to shape the future of Lucan Biddulph.

Mission

The Communications Plan will provide a mandate for staff to continue to strengthen the community's trust in local government through strategic and relevant communications. The plan will guide our communications to support our commitment to deliver exceptional service and to be a transparent and accountable local government.

The vision for our communications is straight forward and realistic, it will take a lot of work to get to this point but the future state is clear and easy to commit to. Our mission statement provides more details of what at we need to do to achieve our vision and how we are going to do it. When moving forward with this plan we must also consider our guiding principles, our principles are what we will not compromise to achieve our mission and what we will always keep in mind as we implement this plan and our action plan. Our guiding princes are:

- Resident focused
- Strategic and well-planned
- Two-way Communication (give and receive information)
- Take responsibility and be accountable
- Provide information that 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 by considering the range of communication tools at our disposal and use those most appropriate to address the needs associated with each circumstance
- Work collaboratively across the organization to ensure that information is thorough, factual and timely

Our goals for communication are:



**Build a foundation
for successful
communications.**



**Create a culture
of two-way
communications.**



**Provide clear,
concise, timely and
accurate messaging.**



Part 2: Goals & Objectives

Communication Goals:

Objectives:

- Proactively share information and news with the Township's audiences
- Increase awareness and share information on the Township's services
- Gain increased engagement and input from the public
- Present a consistent image, messaging and branding.
- Share information in a timely, professional manner.
- Increase participation in public consultation and dialogue
- Communicate Council decisions with the public and stakeholders
- Improve quality of the Township's key stakeholder relationships
- Foster an environment where the value of communication is recognized
- Create a flow of communication where departments communicate to the public, with and through the Communications Officer

Goal #1 Create Visual Standards and Branding

- Create new branding for the Township, including new logo
- Adopt a new tagline and incorporate into the branding
- Create a visual standard to ensure a consistent look and branding throughout the organization
- Implement the new logo and branding in all locations where previous logo exists for both promotional and legislated material, through a phased approach
- Identify ways to incorporate multiple forms of media into communications, such as video and images, and adapt to changing environments and audience needs
- Purchase branded promotional items for giveaways to strengthen brand visibility
- Develop and procure reusable Township branded functional items eg. Banners, pins etc.
- Expand the library of owned visual assets
- Develop a high level document explaining the Township's purpose, its services and functions presenting a work-life-play balance, including business opportunities
- Create a targeting plan to promote the services and purpose of the Township to reach new citizens and business opportunities
- Ensure social media channels for the Township are following the graphics guidelines and use consistent messaging
- Create campaigns to education residents about the Township i.e. by-laws, projects, activities, budget etc.

Goal #2 Support and encourage an engaged community that is aware of participates in the public involvement process and recognizes its role in addressing issues and contributing to municipal policy and solutions

- Increase public engagement opportunities and dialogue with key community and stakeholder groups and ensure that the process for receiving and responding to feedback from the public is compliant with AODA Standards
 - Encourage employees to select the best engagement strategies to serve their purpose and continue to schedule frequent and timely meetings with facility/program users and other appropriate community groups

- Develop and implement a public engagement policy/guidelines based on best practices from other municipalities
- Increase awareness of existing opportunities for public engagement and dialogue:
 - Better promote opportunities for the public to get involved and provide feedback
- Identify new/alternative opportunities for engagement that are accessible and convenient to the public
 - Take consultation activities outside of the municipal office to a place that's convenient for the public (when possible)
 - Provide informal opportunities for stakeholders to provide feedback (online polls/forums etc.
 - Hold town hall type of meetings that provide opportunities for the public to ask questions about municipal matters. Continue to participate in community events that are compatible with the Township's corporate vision and goals (eg. Breakfast with the Mayor etc.)
- Promote lucanbiddulph.on.ca and social media as the key resource to access information about the Township while integrating and promoting social media as a tool to quickly convey messaging to the public.
- Increase the public's trust that the Township genuinely wants input and will take various points of view into consideration
 - Create a "How to Get Involved" section on the website that lists engagement opportunities, how to provide feedback. Promote the web page, generating awareness and encouraging future participation
- Establish and build mutually beneficial relationships with stakeholders that value cooperation and collaboration, including building relations with boards, committees, agencies and associations
 - Work with these groups to host public events at which Township staff/council can address municipal issues

Goal #3 Establish and build on mutually beneficial, trustworthy relationship with stakeholders

- Develop and nurture ongoing, positive media relations in an effort to increase media coverage of municipal news/events and ensure that the media coverage is accurate:
 - Provide more information on critical or complex issues through media packages and media briefings
 - Consistently identify newsworthy stories and present them in a way that is compelling
 - Ensure inquiries from the media are given high priority and responded to as quickly as possible. Township media responses should be from Senior Management and/or through the Mayor on behalf of Council.
- Make municipal information and opportunities for the public input more accessible, ample and diverse by maintaining accessibility requirements in compliance with AODA
 - Provide accessible formats and communication supports to the public and staff
 - Balance the use of traditional consultation methods (public meetings, surveys) and emerging methods (online forums) to best suit the situation
- Continue to utilize the corporate customer service plan – ensure that the customer service standards are compliant with the AODA Standards

- Provide appropriate customer service training to staff/committees
- Make the public aware of the Township’s customer service standards including timelines for responding to inquiries, mail, email, social media etc.
- Make regular stakeholder research a cornerstone of municipal activities – regularly endeavor to understand what is important to residents:
 - Conduct citizen satisfaction survey every two years
 - Increase use of research and public opinion polls in municipal decision making
- Develop templates for routine communications to maximize efficiency and consistency (e.g. policies, public notices, press releases, signage etc.)

Goal #4 Increase Stakeholders awareness of municipal programs and initiatives

- Develop a media relations plan
 - Review best practices and media relations from other municipalities
 - Continue to use local print, online, and where warranted, radio media outlets to communicate municipal messaging as well as online and social media to reach the diverse demographic population of the Township
- Continue to rely on the Township’s advertising program to convey important information to residents
- Participate in public outreach and speaking engagements to increase the profile of the Township
 - Continue to participate in community events that are compatible with the Township’s vision and goals. Consider adding new events such as Mayor’s Annual State of Address in addition to Breakfast with the Mayor
 - Continue to host in-person engagement events, including open houses/pubic information meetings
- Develop a Township of Lucan Biddulph brand management program and promise
 - Be consistent with branding internal and external documents and promotional materials
 - Develop and roll out sign guidelines so that all municipal signage is consistently designed and branded
 - Branding to be continued through all departments including municipal vehicles, equipment and signage

Goal #5 Improve the quality of internal communications

- Make information about corporate priorities and initiatives easy to access
 - Create a source for employees to get important updates on “need to know” information (Council decisions, new policies, projects)
 - Schedule quarterly meeting with department managers for updates on their department and determine communication flow
 - Host twice yearly (or more often) information meetings for employees to keep them informed about municipal priorities, initiatives, projects etc.
- Increase employee’s knowledge of departmental function across the organization
- Ensure employees at all locations feel a strong connection to the organization
 - Continue to inform employees of matters before informing the public

- Develop background information and key messages for employees/council for large projects

Goal #6 Improve organizations ability to anticipate and respond to issues

- Ensure employees have the skills and information needed to proactively identify, respond to and anticipate issues, decreasing the likelihood of escalation
 - Develop tools to be used across organization such as key message templates
 - Prepare employees to be ready and accessible to respond to inquiries
 - Incorporate a quick poll feature on social media and/or website to gauge public opinion on municipal issues
- Build an understanding of the organization's communication function (not merely a communication or planning function – it involves everyone) and ensure that the process for receiving and responding to feedback from the public is accessible and compliant with AODA Standards
 - Create more information opportunities for feedback
 - Develop policies and/or standard operating procedure for communication related functions
- Work with employees and council early on to develop key messages, be more proactive

Timelines:

Goals	Proposed Actions	Roles/Responsibility	Timing
<p>Goal #1 Create Visual Standards and Branding (proposed)</p>	<ul style="list-style-type: none"> • Create new branding for the Township, including new logo 	Staff/Council	2024
	<ul style="list-style-type: none"> • Adopt a new tagline and incorporate into the branding 	Staff/Council	2024
	<ul style="list-style-type: none"> • Create a visual standard to ensure a consistent look and branding throughout the organization 	Communications Officer/Clerk’s Department	2024
	<ul style="list-style-type: none"> • Implement the new logo and branding in all locations where previous logo exists for both promotional and legislated material, through a phased approach 	Communications Officer/Clerk’s Department	2024-2025
	<ul style="list-style-type: none"> • Identify ways to incorporate multiple forms of media into communications, such as video and images, and adapt to changing environments and audience needs 	Communications Officer	2024-2025
	<ul style="list-style-type: none"> • Purchase branded promotional items for giveaways to strengthen brand visibility 	Communications Officer	2024-2025
	<ul style="list-style-type: none"> • Develop and procure reusable Township branded functional items eg. Banners, pins etc. 	Communications Officer/Parks & Recreation Department	2024-2026
	<ul style="list-style-type: none"> • Expand the library of owned visual assets 	Communications Officer	2024-2025
	<ul style="list-style-type: none"> • Develop a high level document explaining the Township’s purpose, its services and functions presenting a work-life-play balance, including business opportunities 	Communications Officer/Clerk’s Department	2024-2025
	<ul style="list-style-type: none"> • Create a targeting plan to promote the services and purpose of the Township to reach new citizens and business opportunities 	Communications Officer/Clerk’s Department	2024-2025

	<ul style="list-style-type: none"> • Ensure social media channels for the Township are following the graphics guidelines and use consistent messaging • Create campaigns to education residents about the Township i.e. by-laws, projects, activities, budget etc. 	Communications Officer/Parks & Recreation	2024
<p>Goal #2 Support and encourage an engaged community that is aware of participates in the public involvement process and recognizes its role in addressing issues and contributing to municipal policy and solutions</p>	<ul style="list-style-type: none"> • Increase public engagement opportunities and dialogue with key community and stakeholder groups and ensure that the process for receiving and responding to feedback from the public is compliant with AODA Standards <ul style="list-style-type: none"> ○ Encourage employees to select the best engagement strategies to serve their purpose and continue to schedule frequent and timely meetings with facility/program users and other appropriate community groups ○ Develop and implement a public engagement policy/guidelines based on best practices from other municipalities • Increase awareness of existing opportunities for public engagement and dialogue: <ul style="list-style-type: none"> ○ Better promote opportunities for the public to get involved and provide feedback • Identify new/alternative opportunities for engagement that are accessible and convenient to the public <ul style="list-style-type: none"> ○ Take consultation activities outside of the municipal office to a place that's convenient for the public (when possible) ○ Provide informal opportunities for stakeholders to provide feedback (online polls/forums etc. ○ Hold town hall type of meetings that provide opportunities for the public to ask questions about municipal matters. Continue to participate in community events that are compatible with the Township's corporate vision and goals (eg. Breakfast with the Mayor etc.) • Promote lucanbiddulph.on.ca and social media as the key resource to access information about the Township while integrating and promoting social media as a tool to quickly convey messaging to the public. 	<p>All departments</p> <p>Communications Officer/Clerks Department</p> <p>All departments with Communications Officer</p> <p>All departments with Communications Officer</p> <p>Communications Officer</p>	<p>2023-ongoing</p> <p>2023-2024</p> <p>2023-ongoing</p> <p>2023-ongoing</p> <p>2023-ongoing</p>

	<ul style="list-style-type: none"> • Increase the public’s trust that the Township genuinely wants input and will take various points of view into consideration <ul style="list-style-type: none"> ○ Create a “How to Get Involved” section on the website that lists engagement opportunities, how to provide feedback. Promote the web page, generating awareness and encouraging future participation • Establish and build mutually beneficial relationships with stakeholders that value cooperation and collaboration, including building relations with boards, committees, agencies and associations <ul style="list-style-type: none"> ○ Work with these groups to host public events at which Township staff/council can address municipal issues 	<p>Communications Officer</p> <p>All Departments</p>	<p>2023-2024</p> <p>2023-ongoing</p>
<p>Goal #3 Establish and build on mutually beneficial, trustworthy relationship with stakeholders</p>	<ul style="list-style-type: none"> • Develop and nurture ongoing, positive media relations in an effort to increase media coverage of municipal news/events and ensure that the media coverage is accurate: <ul style="list-style-type: none"> ○ Provide more information on critical or complex issues through media packages and media briefings ○ Consistently identify newsworthy stories and present them in a way that is compelling ○ Ensure inquiries from the media are given high priority and responded to as quickly as possible. Township media responses should be from Senior Management and/or through the Mayor on behalf of Council. • Make municipal information and opportunities for the public input more accessible, ample and diverse by maintaining accessibility requirements in compliance with AODA <ul style="list-style-type: none"> ○ Provide accessible formats and communication supports to the public and staff ○ Balance the use of traditional consultation methods (public meetings, surveys) and emerging methods (online forums) to best suit the situation • Continue to utilize the corporate customer service plan – ensure that the customer service standards are compliant with the AODA Standards <ul style="list-style-type: none"> ○ Provide appropriate customer service training to staff/committees 	<p>Communications Officer lead with Departments Managers</p> <p>Communications Officer lead with Departments Managers</p> <p>Clerks Department and Communications Officer</p>	<p>2023-ongoing</p> <p>2023-ongoing</p> <p>2023-ongoing</p>

	<ul style="list-style-type: none"> ○ Make the public aware of the Township’s customer service standards including timelines for responding to inquiries, mail, email, social media etc. ● Make regular stakeholder research a cornerstone of municipal activities – regularly endeavor to understand what is important to residents: <ul style="list-style-type: none"> ○ Conduct citizen satisfaction survey every two years ○ Increase use of research and public opinion polls in municipal decision making ● Develop templates for routine communications to maximize efficiency and consistency (e.g. policies, public notices, press releases, signage etc.) 	<p>Communications Officer with Department Managers</p> <p>Communications Officer</p>	<p>2023-ongoing</p> <p>2023</p>
<p>Goal #4 Increase Stakeholders awareness of municipal programs and initiatives</p>	<ul style="list-style-type: none"> ● Develop a media relations plan <ul style="list-style-type: none"> ○ Review best practices and media relations from other municipalities ○ Continue to use local print, online, and where warranted, radio media outlets to communicate municipal messaging as well as online and social media to reach the diverse demographic population of the Township ● Continue to rely on the Township’s advertising program to convey important information to residents ● Participate in public outreach and speaking engagements to increase the profile of the Township <ul style="list-style-type: none"> ○ Continue to participate in community events that are compatible with the Township’s vision and goals. Consider adding new events such as Mayor’s Annual State of Address in addition to Breakfast with the Mayor ○ Continue to host in-person engagement events, including open houses/pubic information meetings ● Develop a Township of Lucan Biddulph brand management program and promise <ul style="list-style-type: none"> ○ Be consistent with branding internal and external documents and promotional materials ○ Develop and roll out sign guidelines so that all municipal signage in consistently designed and branded 	<p>Communications Officer</p> <p>All departments</p> <p>All departments</p> <p>Communications Officer with Department Managers</p>	<p>2023-2024</p> <p>2023-ongoing</p> <p>2023-ongoing</p> <p>2023-ongoing</p>

	<ul style="list-style-type: none"> ○ Branding to be continued through all departments including municipal vehicles, equipment and signage 		
Goal #5 Improve the quality of internal communications	<ul style="list-style-type: none"> ● Make information about corporate priorities and initiatives easy to access <ul style="list-style-type: none"> ○ Create a source for employees to get important updates on “need to know” information (Council decisions, new policies, projects) ○ Schedule quarterly meeting with department managers for updates on their department and determine communication flow ○ Host twice yearly (or more often) information meetings for employees to keep them informed about municipal priorities, initiatives, projects etc. 	Clerk’s Department	2023-ongoing
	<ul style="list-style-type: none"> ● Increase employee’s knowledge of departmental function across the organization 	Clerk’s Department	2023-ongoing
	<ul style="list-style-type: none"> ● Ensure employees at all locations feel a strong connection to the organization <ul style="list-style-type: none"> ○ Continue to inform employees of matters before informing the public 	Department Managers	2023-ongoing
	<ul style="list-style-type: none"> ● Develop background information and key messages for employees/council for large projects 	Department Managers	2023-ongoing
Goal #6 Improve organizations ability to anticipate and respond to issues	<ul style="list-style-type: none"> ● Ensure employees have the skills and information needed to proactively identify, respond to and anticipate issues, decreasing the likelihood of escalation <ul style="list-style-type: none"> ○ Develop tools to be used across organization such as key message templates ○ Prepare employees to be ready and accessible to respond to inquiries ○ Incorporate a quick poll feature on social media and/or website to gauge public opinion on municipal issues 	Department Managers	2023-ongoing
		Communications Officer	2023
		Department Managers	2023
		Communications Officer	2023
	<ul style="list-style-type: none"> ● Build an understanding of the organization’s communication function (not merely a communication or planning function – it involves everyone) and ensure that the process for receiving and responding to feedback from the public is accessible and compliant with AODA Standards <ul style="list-style-type: none"> ○ Create more information opportunities for feedback ○ Develop policies and/or standard operating procedure for communication related functions 	All Departments – lead Clerk’s Department with Communications Officer	2023-ongoing

	<ul style="list-style-type: none">• Work with employees and council early on to develop key messages, be more proactive		
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