Town of Kindersley

Strategic Communications Plan UPDATED OCTOBER 26, 2015

A strategic plan of communication to achieve the objectives and priorities identified by the Council of the Town of Kindersley.

Strategic Communications Plan

Introduction

In 2013, as part of a restructuring of Town of Kindersley departments and roles, a full-time Communications position was established with the intent to enhance efficiencies in both internal and external communications of the Town. Initial projects included the development of a new website, streamlining of newspaper advertisements into a Town Page advertorial, and formal implementation of a media protocol with staff.

With the demands of a growing community, the Town of Kindersley has strategically undertaken the development of several major plans to properly identify the needs and objectives required to move Kindersley forward and prepare for success in the future. Communication is a key component both in future planning and in the current provision of programs and services to the citizens of Kindersley.

An Operational Effectiveness Review conducted with Town of Kindersley employees in 2013 indicated that, overall, employees felt improvements need to be made in the internal communications structure of the Town. This includes both inter-departmental and communication between supervisors and staff.

In March 2014, Council of the Town of Kindersley adopted its official Strategic Plan, and identified communications as one of its top five priorities. Within this priority, the objective identified were that of building greater trust, greater information sharing, and policy integration.

The objective of the Communications office has been to improve the processes through which the Town shares information so that it is done routinely, effectively, and reaches target audiences, and also to improve processes by which citizens access information whether independently or through Town customer service. Above all, information that is easily obtained and accurate is of primary importance, and the transfer of knowledge between the Town, media, and the general public must be consistent.

Improvements have been made in the Town's approach to communications, particularly in terms of accessibility, regularity, and transparency. Live-streaming of Council meetings and regular radio spots with the Mayor have increased exposure to the work of the Town. Great effort has been taken to engage citizens in local issues by means of community consultations, public meetings, and online polls; results of which have been mixed.

There is an assortment of communication challenges specific to Kindersley. The Town attracts a high number of transient and short-term residents whose expectations and chosen means of acquiring information and becoming engaged differ from those of long-term established residents. Opportunities also exist to increase the level of positive citizen engagement.

This Communications Plan is a living document that identifies broad objectives and corresponding action items within the resources available to address the increasing demand for communications services and to carry out the priority of Council. While return on investment and quantitative outcomes can be difficult to measure in communications, these initiatives will provide a more comprehensive and rationalized approach to how the Town communicates with the public and within the organization itself.

Guiding Principles

Administration will provide the Mayor and Council with the most relevant and timely information to ensure that they are able to make effective and informed decisions and to provide informed and effective community leadership.

The Town of Kindersley is responsible for communicating its own key messages – consistently, proactively, and accurately.

The Town must take responsibility for its own messages by being the first source to communicate information pertaining to the programs and services that impact citizens.

To make information accessible in multiple formats that are easy to understand and locate.

To communicate in ways that are not only informative but encourage active dialogue and participation from any and all demographics within the community.

Identify and proactively address communication needs in the development, implementation and evaluation of policies, programs, services, and initiatives.

Ensure the Town's corporate identity is recognizable and trusted.

Work collaboratively with all departments to achieve effective internal and external communications.

Provide timely accurate and factual information about Town policies, programs, services, and initiatives.

To pursue strategies efficiently and in a manner that is sustainable, both economically and operationally.

To encourage community engagement through means of communication that, in turn, assist Town Council in making decisions.

Roles and Responsibilities

Mayor, Town Council, and Committees:

Stay aware of news stories that could trigger a need for information from the Town. Familiarize yourself with the Town's Communication Plan, policies, procedures, and key objectives. Clearly identify the protocol of Council and committee members acting and speaking on behalf of the Town. Inform the Manager of Communications of any contact by the media. Utilize individual public contact opportunities to reinforce Council's Strategic Priorities and the role of Administration to fulfill them.

Chief Administrative Officer:

Reinforce the role of Communications within the Town of Kindersley and ensure that adequate equipment, materials, and human resources are provided to accomplish the objectives set out in the Communication Plan. Act as the primary spokesperson on behalf of Town Administration.

Communications Department Staff:

Coordinate communications for consistent, timely, and accurate messages. Plan and implement communications training for Town employees, elected officials, advisory committees, and volunteers.

Plan and implement a crisis and emergency communication plan. Track the performance measures to determine the effectiveness of the Communication Plan. Stay aware of news stories that could trigger a demand for information from the Town. Network with other communications professionals to stay informed of new communication methods and facilitate the use of potential media partners. Act in the capacity of Town spokesperson when required.

Senior Staff, Directors and Managers:

Familiarize yourself with the Town's Communication Plan, policies, procedures, and key objectives. Understand the protocol around acting and speaking on behalf of the Town. Attend communications meetings as required. Communicate key messages to department employees. Act in the capacity of Town spokesperson when required.

Town Employees:

Ensure communications are as effective as possible, whether communicating with the public, with a customer or vendor, or with each other. Know whether you are authorized in any given situation to speak on behalf of the Town and what you are not authorized to speak about. Make it clear whether or not you are speaking on behalf of the Town. Utilize involvement in community organizations as communication opportunities. Employees that present to groups or have facilitation responsibilities should be sure that information is timely and accurate and consistent with information conveyed in an official capacity by the Communications department.

Media:

While the Town is ultimately responsible for communicating its own message, traditional media (newspaper, radio, television) retains an essential role in widely distributing information to the public. Therefore, a positive, ongoing relationship with the press, including proactive approaches to instigating stories, ideas, and opportunities to reinforce Council's Strategic Priorities, is an important component of this Plan.

Communication Models

Decentralized vs. Centralized Model

Until recently, the Town of Kindersley followed a decentralized model of communications, by which members of the administration provided varied levels of communication as part of their role as service delivery. As a result of there being no approved Communication Plan or standards in place to define objectives and measure success, there was inconsistency in the quality, quantity, and methods of delivery between departments communicating on behalf of the Town.

By comparison, a centralized communications model uses a core staff of communications specialists to deliver the communication strategies, projects, and initiatives on behalf of the corporation. Within the past two years, this has become the utilized model of the Town of Kindersley.

Given the size of the community and Town administration, a blending of both models is probably ideal. As such, the role of the Communications Office should be to provide professional support and resources, help identify issues and opportunities, provide communication leadership and management to help the organization as a whole communicate, and ensure that standards and policies are being adhered to. With the exception of corporate-wide strategies, department heads are responsible for determining and budgeting for their communications needs and priorities and consulting with the Communications team as to how these needs and priorities will be realized in an action plan.

Objectives

Objective 1: Improve overall citizen engagement

Residents, business owners and stakeholder groups offer valuable insight and opinions about the community in which they live. Engaging these constituents in the decision-making process in a meaningful way will lead to greater two-way communication and information sharing and ultimately sounder decisions and a more informed public.

Objective 2: Establish consistency in Town communication

When an organization is consistent in its communications, it establishes a sense of reliability and trust with its constituents. Consistency begins with a clear visual identity program, regular and accessible avenues of information output, partnership and cooperation between all Departments, and the establishment of clear internal communications policies and procedures.

Objective 3: Engage Town employees through improved internal communications

Our employees are, in many cases, our first point of contact for residents and a valuable resource for sharing information and front-line service. Efforts to foster consistent and thorough communications strategies with staff, including team building and building trust in our brand and the principles we promote, will reap rewards in terms of our overall success in communicating with the public.

Objective 4: Improve customer service

Customers of the Town of Kindersley, including business owners and residents, should be able to expect good quality of service when interacting with the Town. This does not just mean encountering helpful staff. It also means improving efficiency in how services are delivered to residents, and ensuring that we are constantly striving to improve and make services efficient and accessible.

Objective 5: Educate taxpayers on services offered by Town

The Town is responsible for providing a variety of essential services to residents, as well as additional elective services designed to enhance quality of life. To reduce misperceptions and misunderstandings about the services the Town delivers, accurate and clear information should be offered whenever possible through as many means possible to promote services and provide a greater understanding of how a municipality operates.

Objective 6: Improve access to Town programming information

Kindersley serves as the hub location for a variety of services, programming and business needs for residents throughout West Central Saskatchewan. While residents gain awareness through direct daily contact within the community, it is important to ensure that our communications efforts extend to creating awareness and providing resources to residents, visiting patrons and tourists alike who may be interested in accessing our facilities and programs.

Objective 7: Develop communications policies and protocols

Written policies and procedures provide clear direction for employees as well as support the Town's objective for organizational effectiveness. Enabling the development of clear step-by-step processes will also instill confidence in employees to better acquit themselves to the task at hand. As a result, Town staff can develop consistency in performing core work activities, which also protect against delays and mistakes that might otherwise be made.

Objective 8: Market Kindersley to tourists, investors, and future residents

The Town of Kindersley has a role in marketing the Town to external audiences as part of its economic development responsibilities. This will include initiatives that are specific to the Town of Kindersley, such as marketing land for development, but will also include initiatives done in partnership with economic development organizations such as the Kindersley Chamber of Commerce and Downtown Merchants Association.

Target Audiences

Primary Target:
- Residents of Kindersley and surrounding area
- Business Owners
- Community Stakeholder Groups
- Town Employees
- News Media

Secondary Target:
- External audiences including potential investors and residents.

Methods of Communication

Communication is a an all-encompassing term that includes the day to day interactions between employees and citizens of the Town and Council, between Council and staff, and colleague to colleagues; and the more specifically measurable methods such as publications and promotional material, traditional news and social media, Town-sponsored or hosted events, public and committee meetings, Regular Meetings of Council, the Town of Kindersley website, other advertisements, media outreach and response to media inquiries. The Communication Plan identifies the following modes of output that are currently used and planned for use by the Town of Kindersley:

Website (Kindersley.ca)	Facebook	Downtown Reader Board
Intranet	Twitter	Digital Highway Sign
Newspaper	Livestream (Council	Utility Inserts
Radio	meetings)	Email
Weekly Bean	Posters	Newsletter

Objective 1: Improve overall citizen engagement

Action Item	Status	Goal	Notes
Maintain and Improve Website	Ongoing	Greater accessibility and more fluid navigation; enhanced user-friendliness	Transferring to newer, mobile-friendly platform; additional updates requested, including integration with CityWide
Live Stream Council meetings	Ongoing	Improved accessibility to Council discussions	Improvements to AV equipment and livestreaming software included in 2016 budget
Social media	Ongoing	Greater accessibility to Town information	Completion of Social Media Plan
Website subscribers	Ongoing	Increase subscriber base through Notify Me App	Increased advertising
Youth Council	Ongoing	Engage high school students in the process of municipal governance	Now under direction of Manager of Culture and Heritage
Podcasts	New initative/Not complete	Enhance accessibility to information and exposure of Mayor	

Objective 2: Establish consistency in Town communication

Action Item	Status	Goal	Notes
Branding and Graphics Standards Guideline	Complete	To provide guidelines for use of logo and other Town branding material	Will require update with city status
Standard Templates	Not complete	Do develop a professional and consistent look and brand to be utilized for all Town documentation.	
Media relations training	Ongoing	To equip Council and Administrative Staff with the necessary skills and techniques to confidently address the media in interviews	
Forms and Documents Audit	Not complete	To review all existing forms and documents and implement necessary edits to streamline process and efficiency.	
Communications Support Staff	Ongoing	To enhance the capacity of the Communications department with additional personnel support to further accomplish the objectives set out in the Communications Plan and by Council.	Extension of Communications and Marketing Intern position budgeted in 2015
Weekly front office scrums	New initiative/Not complete	To share information with front-end staff to better equip them in responding to customer inquiries.	

Town Advertorial (newspaper)	Ongoing	To consolidate and maximize exposure of Town-related advertising and news in the newspaper.	
Media communications protocol	Ongoing	To ensure accuracy of information and improve efficiency of staff time when responding to media inquiries.	
Comprehensive Bylaw Review	Not complete/Ongoing	Ensure adequate and accessible publication of all existing Kindersley bylaws and facilitate a thorough review to provide necessary recommendations for revision or rescinding to Council.	
Server File storage	Not complete	To reorganize file storage methods on the shared server for greater clarity and efficiency for staff.	

Objective 3: Engage Town employees through improved internal communications

Action Item	Status	Goal	Notes
Staff Intranet	Complete	To improve inter-departmental communication through a shared content management system that enables news, file storage, calendar events, and request tracking.	
Employee Handbook	Not complete	To enhance the existing HR manual and provide employees with information pertaining to forms, procedures, and Town policies.	
Employee newsletter	Ongoing	To implement a regular newsletter (print or e-newsletter) that keeps employees informed on a regular basis.	

Objective 4: Improve customer service

Action Item	Status	Goal	Notes
Front office brochure racks	Complete/Ongoing	Refurbish the front office with appropriate and appealing promotional and brochure display areas that are regularly monitored.	
Promote website "Report" and "Notify Me" buttons	Ongoing	To enable citizens greater accessibility to share concerns and access information updates.	
Website request tracking	Ongoing	For each concern or online form submitted on the Kindersley website, a request ticket will be created to ensure follow-up and tracking for the resident.	
Front counter computers	Not complete	Equip computers with necessary software and web access to enhance service delivery.	
Online payment	Not complete	Enable the online payment capability of the new website to allow customers to pay their tickets online.	
Online program registration	Not complete	To implement online registration for all programs possible.	

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Action Item	Status	Goal	Notes
Customer Service Audit	Not complete	To review all policies and procedures with regard to dealing with in person request by the public.	

Objective 5: Educate taxpayers on services offered by Town and identify long-term goals of Council and Administration

Action Item	Status	Goal	Notes
RFP for Advertising	Complete	To maximize advertising opportunities on Town property and assets in exchange for additional revenue.	
Utility Bill Inserts	Ongoing	To enhance communications by utilizing a pre-existing mailout.	
Newspaper Advertising	Ongoing	To inform the public.	
Radio Advertising	Ongoing	To inform the public.	
Weekly Bean Advertising	Ongoing	To inform the public.	
Mayor's Message - print and radio	Ongoing	To enhance the Mayor's exposure to residents and provide direct feedback to residents.	
Tax Insert	Ongoing	To enhance communication about the annual budget.	
Services brochures	Not complete	To educate and make information about existing departments and services more accessible to the public.	
Building and Developing handbook	Not complete	To provide builders and developers with a comprehensive, step by step overview of the process of building and developing within the Town of Kindersley.	
Budget Report	Not complete	To provide a comprehensive breakdown of the Budget with explanations of each budget item, capital purchase, and how revenue and expenses are determined.	
Annual State of the Town Address	Not complete	To provide a public forum for the Mayor to address residents on an annual basis to answer questions and provide updates on the progress of long-term plans and objectives of Council and Administration.	

Objective 6: Improve access to Town programming information

Action Item	Status	Goal	Notes
Digital Highway Sign	Ongoing	Increase advertising exposure to motorists driving into Kindersley.	
WCEC monitors	Complete	To provide additional advertising about programming to visitors of the West Central Events Centre.	

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Action Item	Status	Goal	Notes
Community Services Program Guide	Complete	To develop a comprehensive guide of available recreation, culture, and community programs and services available in Kindersley that can double as a resource for residents and visitors.	Outsourced to local design company

Objective 7: Develop communications policies and protocols

Action Item	Status	Goal	Notes
Internal Communications Audit	Not complete	To review all administrative processes in correspondence, reporting to Council, responding to customer requests and inter-departmental communications.	
Social Media Policy	Complete	Establish policies that guide employees in how to appropriately address social media concerns when acting as a representative of the Town.	Internal meetings with staff to take place
Forms Handling Procedures	Not complete	To develop clear processes with regard to forms and permits that will ensure customer service efficiency and accuracy in follow-up and filing.	
IT Policy	Complete	To establish policies to govern the use of information technology and communications resources within the Town of Kindersley and to ensure that the necessary tools and equipment are provided to be successful in achieving the goals and priorities of this and other Town plans.	In consultation with contracted IT Services provider
EMO Communications	Complete	Develop emergency form and news release templates to assist in quicker, more efficient messaging during emergencies.	

Objective 8: Market Kindersley to tourists, investors, and future residents

Action Item	Status	Goal	Notes
Trade Show Participation	Ongoing	Participate in the annual Chamber of Commerce Trade Show as a means of informing and educating the public about Town services.	
Photography	Ongoing	Build a database and archive of Town facilities, infrastructure, and events that is useful for promotion and other departmental needs.	
Investment Attraction Publication (Economic Development)	Not complete	To produce a promotional publication geared toward economic development that will encourage outside investment into the community.	For future budget consideration

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Community Welcome Signs	Complete	Install community signs, a gazebo and picnic area at the corner of Highways 21 and 7 that will provide visitors a place to rest, picnic, and get familiar with Kindersley attractions.	Improved lighting and solar shields to be installed in 2015
Park and Facility Signage	Not complete	Improve visibility and identification of Town facilities and parks with standardized signage.	For future budget consideration

Appendix A: Branding Guidelines

Branding Guidelines

As a fundamental part of the Town of Kindersley's brand identity, it is crucial to express the Town of Kindersley logo in a consistent manner through all communication channels including, but not limited to, print, digital, advertisements, and other correspondences. In addition to the Town of Kindersley communications, the Town of Kindersley works with community groups, businesses, and third party suppliers who use the Town of Kindersley logo. Users must review the Town of Kindersley brand guidelines before publishing any communications on which the Town of Kindersley logo appears.

The Logo

The key elements of the Town of Kindersley visual brand consist of the Town of Kindersley logo, colour, and typeface. The logo consists of the Town of Kindersley brand image and the tagline "Experience Our Energy," which is typed in italicized Times New Roman font and set on a transparent background. The tagline must be written in title case when it does not appear under the logo.

Preferred Version (on white background)

Colour

The logo is comprised of two colours. It is preferred that the logo be reproduced in full colour. When this is not feasible, please use the black and white version. The logo should not be reproduced in shades of grey. Colour recipes are provided below to ensure consistent reproduction of the Town of Kindersley colours in various media. Please refer to the specifications below to ensure precise colour matching.

Pantone – 7731 C, Solid Coated
Colour Code – 098845
RGB – 9, 136, 69
CMYK – 93, 0, 49, 47

Pantone – 7752 C, Solid Coated
Colour Code – D6B22A
RGB – 214, 178, 42
CMYK – 0, 17, 80, 16

Using the Logo

The preferred version of the Town of Kindersley logo is in full colour. The black and white version is also acceptable. The logo must be used against an unblemished background and must be clear of any shapes and patterns that may obstruct the logo graphics or type. The Town of Kindersley Communications Manager or the Chief Administrative Officer must approve all publications on which the Town of Kindersley logo appears.

All forms of Town of Kindersley communications are not to be branded with any other logo or trademark without the expressed consent from the Communications Manager or Chief Administrative Officer.

Additionally, please do not:

- Modify the logo under any circumstances, no matter how small the change.
- Place the logo in a box or any other geometric shape.
- Change the typeface
- Modify the logo colours
- Use the logo without the tagline
- Encroach on the minimum clear space
- Stretch, skew, or distort the logo in any way
- Change the layout of the elements

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Minimum Clear Space

The logo requires a minimum clear space around it so that it can be clearly recognized, no matter what the context. No other visual elements, other than the unblemished background, should encroach on the minimum clear space, including text, imagery, shapes, or texture. Use the height of one "E" character in the word "Experience," as shown below.

Minimum Size

To retain visibility, the Town of Kindersley logo minimum size should be maintained. The minimum width of the logo is 25.4 MM (1") with a minimum height of 20.5 MM (.8"). Make sure to respect the minimum clear space rule, no matter what the size of the logo.
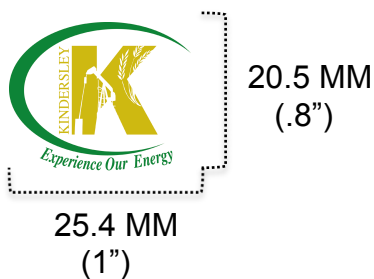
Typeface

Typography plays an important role in bringing a sense of continuity and consistency. Arial font is used for all marketing communications purposes. Do not exceed three font sizes in one document. Arial font may be used in all its forms – Arial Regular (bold, bold italic, regular, italic), Arial Narrow, Arial Black, or Arial Rounded MT Black, for external communications. Arial Regular should be used for internal communications. Font size for internal documents should be between 10-12. Font in advertisements should have a minimum 9-font size.

Existing Branded Material and the Coat of Arms

There is current signage, permanent and semi-permanent, owned by the Town of Kindersley where the Town of Kindersley logo has been altered beyond the guidelines of this document. All signage prior to this date will remain 'as is' until a rebranding plan is in place. Existing stationary and templates can also remain 'as is' until such a time that new copies can be reproduced without a disruption in operations and unnecessary financial costs. Moving forward, beginning September 1, 2015, all communications will follow the new branding guidelines.

Under Bylaw 03-94, the municipality's premier symbol is the coat of arms. Under this Bylaw, the symbol should be frequently used for official and decorative purposes. With the introduction of the Town of Kindersley logo in 2006, the coat of arms symbol has had very limited visibility on the majority of Town of Kindersley communications. It is recommended that Bylaw 03-94 is repealed and re-written to adapt and better reflect the current operations.

Appendix B: Sample Communication Tools

A.1 Press Release

Town of Kindersley
ADMINISTRATION OFFICE

BOX 1269   106 – 5TH AVENUE EAST
KINDERSLEY SK S0L 1S0   CANADA
PHONE (306) 463-2675
FAX (306) 463-4577
EMAIL: office@kindersley.ca
WEBSITE: www.kindersley.ca

September 9, 2015

NEWS RELEASE

<u>Town to Establish New Dog Park</u>

A $25,000 grant is providing funds for the Town of Kindersley to enhance a green space that will also include an off leash dog park.

The Senses Unleashed Park will be developed on land south of the railway line adjacent to Ditson Drive and will incorporate walking paths and a variety of new shrubs, trees, and other flora to make it a beautiful new space for visitors. The perimeter of the park will be fenced to allow dogs to run free in the space without danger of crossing the nearby railroad tracks or Ditson Drive.

The removal of the Rosedale recycle bins this month will allow for a parking lot to be created next to the park.

Funding for the project comes from the CN EcoConnexions' *From the Ground Up* program. The Town of Kindersley was one of 30 recipients chosen in 2014 from among 191 applications.

A desire for a dog park has been expressed by many residents in recent years, including those who submitted the idea to the Town's Great Idea Campaign in 2012.

It is the intention to install a variety of interpretive signs throughout the park as well to educate visitors about the local ecosystem.

The *From the Ground Up* program is intended to promote healthy communities through urban green space and forest creation, water conservation, naturalization and environmental stewardship along the CN network.

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For more information, contact Wayne Gibson, Communications Manager at 306-463-2675 or communications@kindersley.ca.

Town of Kindersley

ADMINISTRATION OFFICE

BOX 1269   106 – 5TH AVENUE EAST
KINDERSLEY SK S0L 1S0   CANADA
PHONE (306) 463-2675
FAX (306) 463-4577
EMAIL: office@kindersley.ca
WEBSITE: www.kindersley.ca

May 26, 2014

Dear Resident:

RE: 2014 INFRASTRUCTURE RECONSTRUCTION

The Town of Kindersley is making significant investments into infrastructure as we plan for the future.

In 2014, your street will be the beneficiary of major improvements valued at $1.91 million.

Replacement of hydrants, valves, and service saddles on Rutley Crescent and Rutley Drive water mains is scheduled to commence the week of June 2, 2014. This work is estimated to take a total of three (3) weeks to complete and will be done in stages. You will be notified by door knocker when your residence will be affected and a temporary water service will be in place. Please read the door knocker thoroughly for important information when your permanent water service resumes.

Sidewalk, curb and gutter work will begin next, tentatively the third week of June. Please allow seven (7) days for your walk to cure before driving on it. Fresh sidewalk can be walked on after 24 hours.

When the construction crews are replacing the sidewalk along your block, please **remove your vehicles from the street and your driveway**. These will be inaccessible during reconstruction. Vehicles left obstructing Town contractors could be subject to towing.

Please **mark any underground sprinklers** on your boulevard, or within two (2) metres from the sidewalk.

Road reconstruction is tentatively scheduled to begin by mid-July. There will be periods during street reconstruction where the access to driveways will be limited. The lanes can be used as access during construction.

Thank you for your cooperation during this time. We apologize for any inconvenience and we thank you for your patience as we put your tax dollars to work with these significant improvements. If you have any questions, please call Kamruz Zaman, Director of Engineering, Planning and Development, or Paul Berry, Engineering and Building Standards Manager, at 306-463-2675.

Sincerely,

Bernie Morton
Chief Administrative Officer

Updated January 2012

Town of Kindersley
Media Information Form

Date: Spokesperson:

Name: Deadline:

Outlet: Date Contacted:

Media Type: Additional Information Required?

Contact Info: Yes ☐   No ☐

Topic/Issue:

Specific Comments/Questions:

TALKING POINTS

Additional Comments:

TOWN OF KINDERSLEY
ADMINISTRATIVE REPORT

TITLE:
DATE OF REPORT:
PREPARED BY:
DIVISION:
DEPARTMENT:

___FOR INFORMATION ONLY   ___FOR COUNCIL DECISION

__ IN CAMERA (Justification for In Camera: _____)

RELATED STRATEGIC PLAN POLICY:

RELATED COUNCIL POLICIES/BYLAWS:	PREVIOUS REPORTS/COUNCIL DECISIONS (IF ANY):

ATTACHMENT(S) (Identify IN CAMERA items)

PROJECT SUMMARY (Detail Background, Comparable Projects, and Outcomes):

BENEFITS:

DISADVANTAGES:

ALTERNATIVES:

FINANCIAL IMPLICATIONS (Projected Revenue/Expenditure) (Source/Account):

PUBLIC NOTICE/COMMUNICATIONS:

RECOMMENDATION:

CHIEF ADMINISTRATIVE OFFICER'S COMMENTS (IF ANY):

APPROVALS:

DEPARTMENT HEAD	CHIEF ADMINISTRATIVE OFFICER

Appendix B: Media Communications Protocol

Town of Kindersley
Media Communications Protocol

Purpose:

The Media Communications Protocol ensures that timely, efficient, factual and on-message communication is executed between Council and Town of Kindersley Administration and members of the media. The protocol enables media personnel to have improved access to the information and personnel they require while providing minimal disruption to the daily duties of staff.

The Media Communications Protocol is overseen by the Communications Manager, under the direct supervision of the Chief Administrative Officer (CAO), and applies to all employees of the Town of Kindersley.

Procedure:

1. All media requests are to be made directly to the Town of Kindersley Communications Manager who then determines if the matter is for Council comment or Administration. Council Matters are referred to the Mayor. The Communications Manager will advise the Mayor of Administration-related requests and recommend an appropriate Administration spokesperson if the Mayor or Communications Manager are not in a position to effectively respond.
2. The Communications Manager documents any pre-interview questions provided by media and contacts relevant Director(s) for further information, if required.
3. Key talking points will be developed based on the information available and in consultation with the Mayor, Members of Council, CAO, and Senior Managers prior to the appointment of a spokesperson or spokepersons who will conduct the interview as requested
4. The Communications Manager submits talking points and interview deadline to the designated spokesperson(s), along with media contact information.
5. The Spokesperson(s) are responsible to contact media for interview and confirm with Communications Manager once complete.
6. The Communications Manager follows up with media to ensure all questions have been answered and to make any necessary suggestions related to message or angle of the story.

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Appendix C: Social Media Policy

Town of Kindersley Social Media Policy

The Town of Kindersley Social Media Policy was developed as a component of the Strategic Communications Plan and is intended to provide both a framework for use of social media as well as guidelines for employees of the Town of Kindersley engaged in online conversations as representatives of the Town.

This Social Media Policy applies to all Departments of the Town of Kindersley (TOK) and all employees therein.

Policy

As a municipal government organization, the Town of Kindersley is held to a higher standard when it comes to online communication. Certain ethics should be followed at all times by all TOK personnel participating in social media.

Most conversations on social media platforms (including but not limited to Facebook, Twitter, Livestream, LinkedIn, and YouTube) are of an informal nature, therefore, a less formal writing style is permissible. However, professional discourse is expected at all times. The main focus of this Social Media Policy is to avoid messaging that will result in misinterpretation of Town policies or Council decisions, the spread of inaccurate information, or in extreme cases, conversations that could result in legal ramifications. Below are suggested guidelines when communicating with the public via any social media outlet.

Scope

The guidelines set forth in this Social Media Policy should be applied to any online medium where information may reflect back on the image of the TOK or Town personnel. This policy applied to all forms of social media including, but not limited to: blogs, Facebook, Twitter, LinkedIn, Livestream, and YouTube. These guidelines also apply to any comments Town of Kindersley personnel may leave on others' blogs or Facebook pages, edits to Wikipedia, responses to tweets, posting on message boards/forums, opinions on online polls or any product/services Town personnel might author.

Guidelines

1. The written conduct of all TOK social media authors should be consistent with the Town's mission, vision, and values.
2. Individuals are personally responsible for the content they post. Remember that posts can be seen by both personal and professional contacts. Posts should be responsible and protect privacy of individuals.
3. Only photos/videos taken by the Town of Kindersley in an official capacity will be posted on social media sites. These may include official award photos, photos/videos taken of speakers during meetings/conferences, event/videos photos with permission of the subject, promotional photos/videos, and official presentations.

4. Posts should not publish any confidential or proprietary information, and should respect copyright and disclosure laws.
5. Posts should be consistently informative in nature and positive in tone.
6. Links to the Town of Kindersley website are to be provided whenever possible.
7. Focus is placed on proactive messaging as opposed to reactionary messaging prompted by comments from the public.
8. All personal messages are to be responded to in a timely manner. Matters requiring follow-up should be forwarded to the appropriate department for additional information or response.
9. Only those personnel who have been given credentials by the Manager of Communications and/or Chief Administrative Officer (CAO) are permitted to post information in an official capacity on behalf of the Town of Kindersley.
10. Employees not posting in an official capacity of the Town of Kindersley are discouraged from, and subject to disciplinary action, for making social media posts or engaging in comments or discussions related to Town matters that could be interpreted as an endorsement or official commentary of the Town of Kindersley.
11. Do not post or link to any materials that are deemed defamatory, harassing, or indecent in nature.
12. Do not promote personal projects or endorse brands, companies, causes, or opinions when posting from a TOK account.

Additional notes:
1. The Internet is not anonymous, nor does it forget.
2. There is no clear line between work and personal life online. Always be honest and respectful in both capacities.

Anti-Bullying Bylaw 21-14

As per the Town of Kindersley's Anti-Bullying Bylaw 21-14, "any repeated or habitual harassment of others, including…taunts, name-calling and put-downs that are verbal, written, or electronically-transmitted" is deemed a bullying behaviour and is subject to enforcement as defined in the bylaw.

1. If an employee feels that he/she is being harassed by a member of the public through social media, either individually or collectively as part of a Town department, it should be reported immediately to his/her supervisor and appropriate action will be taken.

1. Social Media Plan 2015

Introduction

As part of the Strategic Communications Plan, and in alignment with the current Social Media Policy, the development of a Social Media Plan serves as a resource to maximize, integrate, and convert the content in all Town of Kindersley (Town) external communication media into engaging online conversations. In addition, the priorities of the Social Media Plan are to grow the audience reach and drive online traffic to the Town's website. The Town website is currently undergoing upgrades and continual work is being done to make it more user-friendly, aesthetically pleasing, and interactive. As the website improves and online traffic flow increases from Facebook and Twitter, additional possibilities such as Instagram, digital animations, or podcasting can be added to the media mix.

Responsiveness is one of the key attributes of online communications. The Town is less able to post on community groups with an official answer, but information can be provided on the Town's own outlets when clarification is required. Monitoring external conversations and responding openly (where possible) and in a timely fashion builds trust. When the public trusts the Town's online persona, they will address issues directly with the Town and conversations become constructive.

Succinct and accurate content is critical in messaging. Information needs to be delivered as succinctly and factually as possible. Information should be easy to find on all platforms for readers who do not regularly post online and prefer to research on their own. It is important to create attractive and eye-catching content. This is done with professional and attention-grabbing graphics on advertisements with sufficient white space, animated or interactive videos, audio files, and professional quality photos.

As with all Town communications, key messages are to be aligned with the Town Vision, Mission, and Values, as defined in the Strategic Plan.

Vision: To be a positively engaged community building an economically and socially vibrant future

Mission: To have a family friendly multicultural community that is safe.

To be approachable, innovative, and fiscally responsible

To be forward-looking approach to recognizing and fostering opportunities, solutions, and wealth creation

Values: Visionary, influential, inspirational, solution-minded, secure, beautiful, optimistic, strategic, friendly, positive, leadership, courageous, resourceful, principled, learned, driven, knowledgeable, positively engaged, informed, collaborative, healthy, sustainable, growing, inclusive.

Positioning Statement

The Town's online presence is the most proactive and informative resource for Town news. It is the number one platform that effectively facilitates public discourse regarding Town updates and events.

Goals & Objectives

The Town aims to expand its reach and engage its audience. Reach is easily measured with Facebook, Twitter, and Google Analytics. Engagement and behavioural changes are, at this time, measured through conversation analysis, which is qualitative in nature. Online engagement is currently minimal, however, as this increases, benchmarks should be recorded for future quantitative goal setting.

Quantitative measures will be used to help assess the growth of the Town's online presence. These are basic measures that increase post and tweet reach.

1. Establish the Town website and other official online tools (Facebook/Twitter) as the primary source of information for Town news.
    a. Increase website sessions by 3% (from 8500 to 8800 sessions in one month) within 6 months and
    b. Increase social media traffic by 8% (from 1200 to 1300 referrals in one month) within 6 months
2. Increase Facebook "Likes" from 1800 to 2000 within 6 months
3. Increase Twitter "Followers" from 640 to 750 within 6 months

Qualitatively, conversations will be monitored on external Facebook groups and Twitter conversations alongside the Town's communication channels. The Town hopes to change public discourse to reflect a more collaborative mentality. Change can be identified in a shift in language, presentation of information, and tone (i.e. individuals will start using "we" rather than "them" when discussing Town topics), there is a balance of opinions, or individuals are proactive offline because of online activities.

Competing and Collaborative Communication Sources

There is a growing online presence with community groups, local businesses, and local news stations. Some are stronger than others in maintaining a consistent presence online. On occasion, there is overlap of news and event updates. Due to the size of the community, it is beneficial to work collaboratively with other online accounts that have a consistent voice. The Town will be supportive of community groups' initiatives, but will not favour any one group or individual. Below are the main groups that currently have one or more online tools that are often integrated with some form of print media.

- Radio: Mix 104.9 FM, CJYM/CFYM AM stations
- Local Facebook groups – Odds & Sods, Rant N Rave; West Central Events, Kindersley Rental Housing/Apartments
- Weekly Bean
- Mayor's Blog
- Kindersley RCMP
- Weather Network
- Government of Saskatchewan
- Kindersley Chamber of Commerce

Influencers

In addition to the above, building a strong online network requires influencers. Influencers are people or organizations who already have a strong following, meaning they have a foundation of followers who listen to and respect their opinions. Influencers, such as bloggers, professional experts, community leaders, or critics have a strong online presence and their attention and opinion is valuable. Influential bloggers, for example, make up 20% of the audience but contribute 80% of the content. It is important to identify these influencers

regularly, follow them, and mention or tag them when possible, but this must be done tactfully. Pushing content on influencers will push them away. Influencers are content experts and will find the content that interests them.

Action Plan

Educating the Public and Internal Staff

1. The Town's Social Media Policy was published in March 2015 and is a document for staff. Staff education on the details of the Policy is required and new employees should be advised of the Policy upon orientation. The Social Media Policy will be distributed to all departments and should be briefed with department heads and Communications personnel regarding the details of the policy. The document will be converted so that all employees can sign it.

2. The Town has regular fresh content, so it is important for staff to know and understand the content before it is published. Regular meetings with frontline staff should be scheduled, for example, after regular Council Meetings. Frontline staff should be able to answer basic questions regarding Town information and news to alleviate cold call transfers. Having an informed staff reinforces to the public the value of the administration.

3. A Terms of Use disclaimer will be posted on all social media sites and any online source that allows users to comment publicly. This will allow the Town to remove any content that it deems inappropriate. It should be clear that formal complaints or issues should be dealt with individuals' offline and opinions posted on social media sites will not be considered formal statements.

Voice

As part of the Town's brand identity, it is important to maintain a consistent voice. The voice is the style and tone in which the Town communicates and should always read consistently on print and online. To avoid double posts, ensure factual accuracy, and optimize the timing of certain posts, Communications staff should publish all posts on Facebook and Twitter. Communications with the rest of the Town staff is important in maintaining up to date information and current events. Staff members are encouraged to send suggested pictures, along with descriptions, of events to Communications staff for posting.

The Town's online voice is less formal, and spoken in first person (using "we" in discussion rather than "the Town of Kindersley"). It is friendly but credible and messaging is informative and succinct. The visual style should be aligned with the voice. Communications for the Town should be in language that all Kindersley residents can understand.

Content Hierarchy

Due to the amount of content that is connected to the Town, it is important to define the priority of valuable content that is distributed online.

Priority 1 - Town of Kindersley News and Provincial/Federal Advisories from official Government of Saskatchewan and RCMP sources

This includes updates on bylaws, upcoming services that directly affect residents, safety advisories, public health notices, adverse weather and road conditions, and public service announcements.

This information is mostly fluid and should be taken down from all sources when notice or advisory is over.

Priority 2 - Town of Kindersley Events and Procurements

This includes all events that are hosted by the Town and opportunities for procurement posted by the Town

This information is temporary and should be updated on all sources when event is over or procurement opportunity is closed

Priority 3 - Community initiated events and local news and weather

This includes events and programs initiated by community groups and news items that are directly connected to residents

Priority 4 - Town of Kindersley static information

This includes bylaws, committees, tourist information, statistic, ongoing projects, and any other historical information

This information is always readily available - used for referencing and to remind or educate

Facebook and Twitter Management

The Town currently uses Facebook and Twitter as the primary forms of social media. The two accounts should work to complement each other. Twitter posts are more frequent than Facebook posts. Twitter is best used during special events and "as it happens" type of occurrences, as well as provide teasers to more informative links. Facebook is best used to distribute news, post event recaps, and provide informative and interesting updates. To increase reach, use mentions, shared hashtags, and tag other official groups/pages when possible. Retweet or reply to topics related to the Town.

The Town will be the first to post news and updates on the Town website, Facebook, and Twitter accounts. The Town currently uses videos, digital signs, audio, and print advertisement in its communication channels. It is distributed through theatre advertising, digital signs, weekly newsletters and newspapers, websites, the Mayor's blog, and a videotron. Information will be distributed to the secondary sources after the Town has posted on its own communication channels.

Online conversations are meant to encourage open discussion and not meant to be an official community consultation with the public. Users are encouraged to discuss their ideas or concerns online and when questions directed at the Town arise, the Town will respond with information and history. This will often require the Communications staff to discuss internally with the appropriate department to provide an accurate answer.

The Town will move the conversation offline when the situation becomes irrelevant to the general public or is deemed to be more appropriate as a private discussion. This will be assessed on a case-by-case basis.

Reputation and Crisis Management

Negative feedback, hostile criticism, mistakes, and misinformation tend to spread rapidly online. If the issue initiates on the Town's Facebook Page, then the Town will address it on the Page first and traffic will be directed as required. Facebook and Twitter profiles will generally be used to direct traffic to the Town's website when possible. When addressing a hot topic, the voice must remain non-defensive, objective, informative, firm but positive, and welcoming of open discussion. Admit to any wrongdoing, apologize when necessary, and provide the public with a plan for corrective action.

Be cognizant of detractors and online trolls. These individuals often only post negative or aggressive comments and have no other purpose than to aggravate. Detractors and online trolls should be ignored. Identify who is bringing up the issue, why, and assess on a case-by-case basis which comments require a public response.

Appendix A: Facebook & Twitter Analytics

Benchmarks: As of August 10, 2015

Website (July 18, 2015- Aug 17, 2015)

*There was an increase in traffic to the website due to a public survey regarding the aquatic centre in August. This public survey received over 700 responses and 1200 page visits.

Overview

- 8523 sessions, average session 2.5 pages, average duration 2:04
    - Organic Search = 5280
    - Direct = 1385
    - Social = 1233
    - Referral = 625
    - Desktop = 3981
    - Mobile = 3786
    - Tablet = 756

Facebook

- 1799 Likes, 62% Women, Young Adult – Adult
- 4-7 increase/month
- Post Reach - Average 590 people
- Total (Page) Reach - Average 770
- External Referrers: minimal (under 10 referrals/month) – Yahoo, Google, Kindersley.ca
- Page and Tab Visits:
    - Timeline: 5-7 views/month
    - Photos Tab: Nil
    - Info Tab: Nil
    - Reviews: Nil
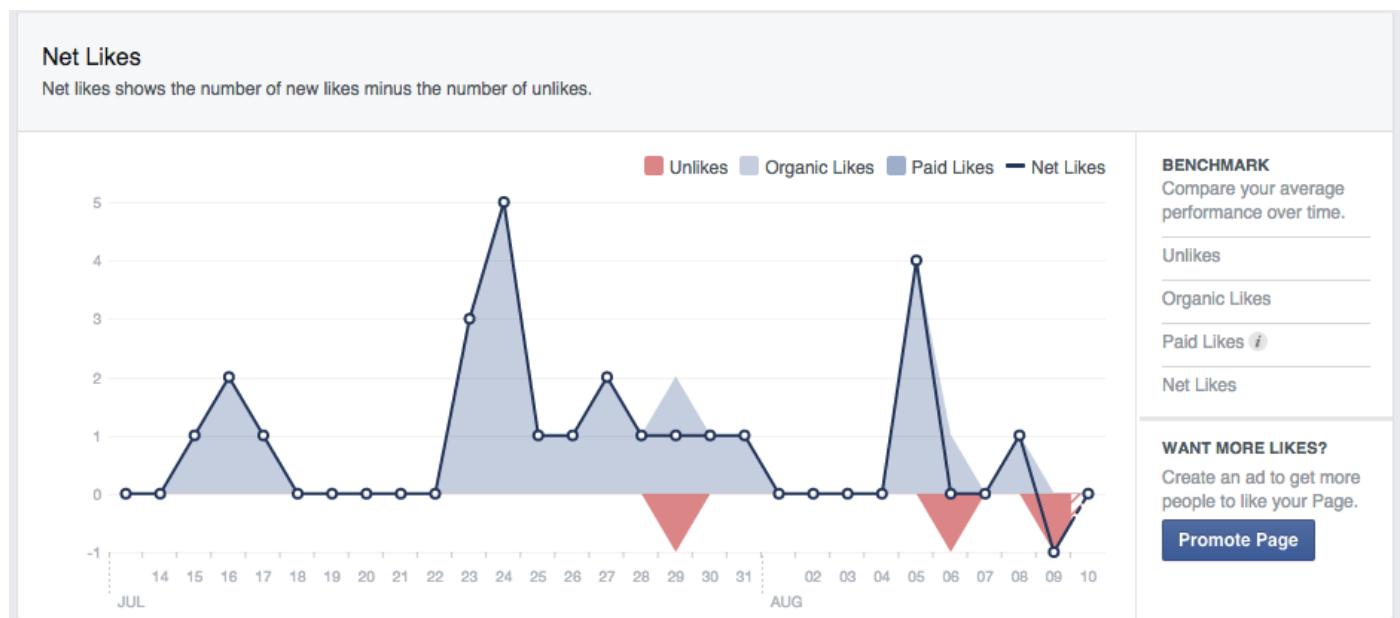
Post Reach

The number of people your post was served to.

Organic　Paid

BENCHMARK
Compare your average performance over time.

Organic

Paid
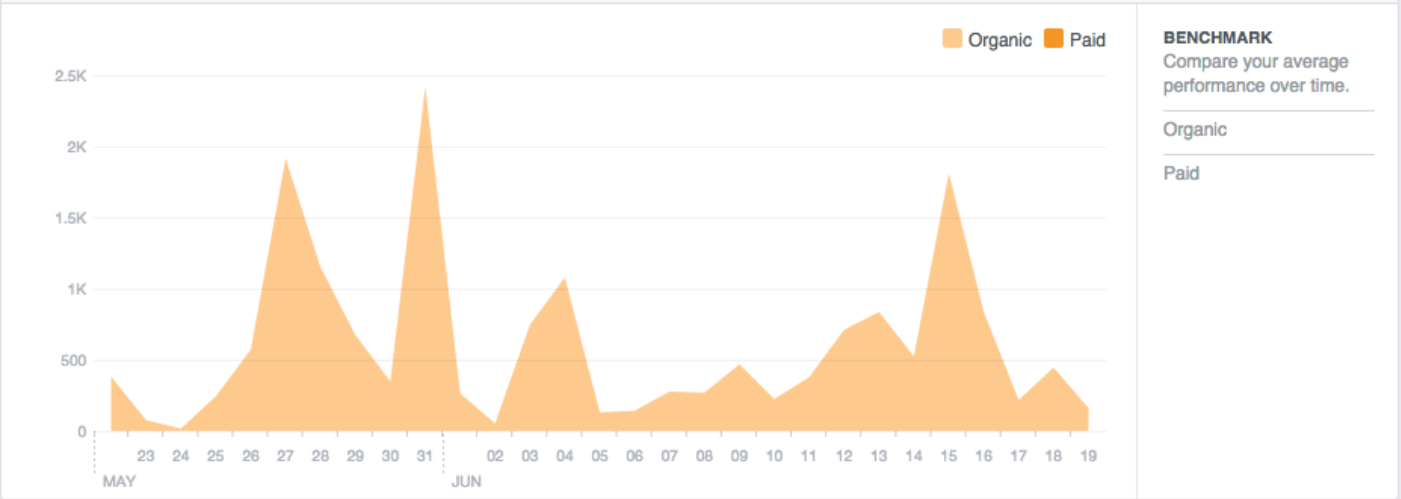
Total Reach

The number of people who were served any activity from your Page including your posts, posts to your Page by other people, Page like ads, mentions and checkins.

Organic　Paid

BENCHMARK
Compare your average performance over time.

Organic

Paid

The people who like your Page

Women

■ **63%** Your Fans

Men

■ **35%** Your Fans

Age	13-17	18-24	25-34	35-44	45-54	55-64	65+
Women	1%	9%	16%	15%	9%	8%	5%
Men	1%	8%	9%	7%	5%	4%	2%

Country	Your Fans	City	Your Fans	Language	Your Fans
Canada	1,719	Kindersley, SK, Canada	819	English (US)	1,619
United States of America	35	Saskatoon, SK, Canada	155	English (UK)	159
Philippines	6	Calgary, AB, Canada	68	Danish	3
United Kingdom	5	Edmonton, AB, Canada	42	Russian	2
Australia	4	Medicine Hat, AB, Canada	42	Spanish	2
Greece	3	Regina, SK, Canada	40	Korean	2
India	2	Coleville, SK, Canada	27	Swedish	2
Costa Rica	2	Eston, SK, Canada	25	Greek	2
Pakistan	2	Red Deer, AB, Canada	25	German	2
Nigeria	2	Eatonia, SK, Canada	18	English (Pirate)	1
Mexico	2	Vancouver, BC, Canada	16	Simplified Chinese (China)	1
Germany	2	Kelowna, BC, Canada	13	French (Canada)	1

Twitter

- 646 Followers
- 60% Male, 40% Female
- Lifestyle – Movies and General News
- Carrier - Sasktel
- Average 1 new follower/day
- 28 Day Trend:
  - 17.5K impressions
  - 1.6% engagement rate
  - 144 link clicks
  - 37 retweets
  - 28 favourites