

Strategic Communications Plan

Municipality of the District of Lunenburg



Our Approach

The Municipality of the District of Lunenburg's Communications Plan is a comprehensive, detailed **strategic plan** designed to guide the organization's high-level communication.

It outlines a strategic approach to communication that requires the alignment of communication activities with the overall strategic goals of the organization through **achievable and measurable** practices.

It is an **evolving** strategy, to build our communication capacity and develop trustworthy relationships and effective public policy.

Stakeholder

In this document, a stakeholder means any group or individual who can affect or is affected by the Municipality's work. This includes residents, business owners, community or government organizations, staff and more.

The Municipality is committed to providing information that is:

Timely. We recognize the quick pace of today's world, and endeavor to make information available quickly and proactively.

Accurate. We strive to produce factual information that is free from bias.

Clear. Municipal information can be confusing—we will look for opportunities to make it easier to understand the work the Municipality is doing.

Measured. Communications activities will be regularly reviewed for effectiveness.

Inclusive. We are committed to making our community more inclusive, diverse, equitable and accessible, including in our communications efforts. We envision—and will cultivate—a community that recognizes equity and diversity as fundamental to achieving inclusive excellence in service and community engagement.



Vision Statement

The breathtaking, natural beauty of the Municipality of the District of Lunenburg is home to thriving communities with unique cultural identities. Growth centres support our diversified economies, driven by our residents' passion for the place they call home.

With our strong economy, we can live, work and raise families here. We are a destination for visitors, attracted to our vibrant parks, beaches, and hiking trails. As leaders in sustainability, we passionately protect our natural environment.

Mission Statement

We are:

- Responsible financial managers
- Strategic planners
- Sustainable community builders
- Collaborative engagers

Values

- **Thriving Communities:** We encourage meaningful connections.
- **Act with Integrity:** We are accountable and strive to provide exceptional leadership within our municipality.
- **Respect and Kindness:** We value the uniqueness and diversity of our communities, welcoming everyone with respect and kindness.
- **Equity and Inclusion:** We take action to change and grow to be a truly diverse, equitable, and inclusive municipality.
- **Ready for Action!:** We are innovators, economic leaders, and collaborative partners.

Communications Vision

The Municipality will be committed to listening, sharing ideas openly, and working collaboratively with a knowledgeable and involved community to shape the Municipality's future.

Guiding Principles

- Use the right communication tools and techniques for the audience and message.
- Acknowledge that listening and receiving information is a vital part of effective communication.
- Develop opportunities for public engagement to inform public policy.
- Provide communications in accessible or alternative formats.



Plan Development

This strategy is the product of research, discovery, public participation efforts and a review of industry best practices, completed in 2017 and 2022 by the Municipality's Communications Officer. It is a shared framework to provide guidance for how the Municipality of the District of Lunenburg communicates with residents, employees, and other stakeholders.

Research and Discovery

- Builds on the strengths of the Municipality's Strategic Plan, Corporate Vision, Mission and Values
- Review of feedback from residents pre-2017
- Communication audit conducted by the Communications Officer in 2017, and 2022
- Scan of social media and traditional media channels
- Juris scan of municipalities Communication Plans (including Guelph, Stratford, Annapolis County, Kings County, Nanaimo and Sudbury)

Public Participation

- Responses from residents responding to the survey in the Summer 2017 issue of Municipal Matters
- Feedback from staff
- Communication discovery session with the Senior Management Team
- Workshops with Council

Industry Best Practice

- Research undertaken through association with the International Association of Business Communicators (IABC). This is a global network of communicators working in diverse industries and disciplines to identify, share, and apply the world's best communication practices. IABC is recognized as the professional association of choice for communicators with a focus on insights and results.
- Concepts developed by the International Association of Public Participation (IAP2). IAP2 is the preeminent international organization advancing the practice of public participation.
- Guidance from the Municipal Joint Services Board Accessibility Coordinator.



1.

Encourage a well-informed community.

2.

Develop an engaged community that participates in the Public Participation process.

3.

Improve the quality of staff and Council communication skills and tools.



Summary of Objectives

Encourage a well-informed community.

Objective 1.0

Improve the quality of communication tools available for stakeholders to become informed about the Municipality's work. To be measured by stakeholder surveys and interviews.

Objective 1.1

Introduce new communication tools in response to the stakeholders' need for information, as identified in the Communication Audit, thereby increasing their overall satisfaction and confidence in their local government. To be measured by stakeholder interviews, and e-newsletter open and click rates.

Develop an engaged community that participates in the Public Participation process.

Objective 2.0

Improve two-way communication. To be measured by stakeholder surveys and interviews.

Objective 2.1

Increase awareness amongst stakeholders of opportunities to participate in municipal decision making. To be measured by stakeholder surveys.

Improve the quality of staff and Council communication skills and tools.

Objective 3.0

Improve internal communications tools.





Encourage a well-informed community.

Objective 1.0: Improve the quality of communication tools available for stakeholders to become informed about the Municipality's work. To be measured by stakeholder surveys and interviews.

Action: Create and keep current an inventory of communication tools and techniques.

Action: Increase print and radio advertising spend

Action: Increase social media content

Action: Increase use of targeted direct mail to inform residents of consultation opportunities

Action: Increase dissemination of Council decisions (through news releases and social media postings)

Objective 1.1: Introduce new communication tools in response to the stakeholders' need for information, as identified in the Communications Audit, thereby increasing their overall satisfaction and confidence in their local government. To be measured by stakeholder interviews, and e-newsletter open and click rates.

Action: Consider accessibility when procuring new technologies and considering new platforms for communications

Action: Formalize process for prioritizing projects and their communications requirements



2.

Develop an engaged community that participates in the Public Participation process.

Objective 2.0: Improve two-way communication. To be measured by stakeholder surveys and interviews.

Action: Improve accessibility of public participation opportunities by utilizing new methods of public engagement

Objective 2.1: Increase awareness amongst stakeholders of opportunities to participate in municipal decision making. To be measured by stakeholder surveys.

Action: Introduce video live streaming of Council and Committee of Council meetings

Action: Add an evening Council meeting each month (to replace a daytime meeting)

Action: Offer residents a means to request accommodation for public engagement meetings.



3.

Improve the quality of staff and Council communications skills and tools.

Objective 3.0: Improve communications skills and tools. To be measured by feedback from staff and Council members.

Action: Launch an employee Intranet

Action: Provide staff with training on creating accessible communications

Action: Create and distribute communications in accessible formats when possible

Action: When requested, provide communications in alternative formats

