

Communications Master Plan 2018

Final Report – June 27, 2018



MISSISSAUGA



Table of Contents

Forward	4
Executive Summary	9
Background.....	17
Overview.....	27
Research, Engagement and Analysis.....	35
Recommendations.....	51
Four-Year Implementation Plan.....	55
Acknowledgements	67
Definition Glossary.....	71
Strategic Documents and Research	74

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Forward



The purpose of creating a Communications Master Plan is two-fold. The first is to provide the organization with an opportunity to evaluate its communications strategy. The second is to set the direction for Strategic Communications as the organization continues to implement its vision as set out in the City's Strategic Plan.

At its core, the 2018 Communications Master Plan seeks to promote, support and nurture a community that is aware, well informed and engaged – ultimately it will contribute to higher citizen satisfaction in how their municipality is managed and governed and will increase civic pride.

“The City of Mississauga’s first Master Plan was introduced in 2012.”

In the five-year implementation of the plan, we successfully completed all 40 of the recommendations and made significant improvements that allowed us to better respond to the needs of our community.

In 2014, we introduced an award-winning brand to tell Mississauga’s story. We created a diverse communities promotions program to better reach newcomers. We also added specialized staff to support growing needs in digital and social media.

The plan not only impacted our own community but also the communications industry. Our plan was recognized by the International Association of Business Communicators (IABC) for exceptional communications planning with their highest international honour, the Gold Quill Award.

The 2018 Communications Master Plan is the result of a collaborative effort. Feedback from the Mayor and Members of Council, our Senior Leadership Team, internal and external stakeholders and the Mississauga community was vital to the creation of the plan.

In 2017, we began our research to update the plan. As a starting point, we looked at future trends. We consulted with thought leaders and strategy experts. We considered factors such as the increased use and complexity of social media and digital marketing, the closure of traditional newsrooms across Canada and the effects on local news, the convergence of marketing, PR and advertising and the potential impact of Artificial Intelligence and other new technologies on our work.

Above all, we reaffirmed our close alignment with the City of Mississauga’s Strategic Plan and Vision. Our communications efforts are inspired and determined by the citizens who choose to make Mississauga their home.

One of the renewed priorities in the 2018 plan is to review how we communicate with our employees. The demographics of our workforce is changing. Our efforts need to respond accordingly to ensure we continue to provide excellent service to citizens.

Another priority that was identified is the importance of events as a communications tactic. Events contribute to improved awareness, higher satisfaction and increased civic pride. It is an interactive way to tell the Mississauga story.

Building on our past success, the 2018 Communications Master Plan demonstrates our focus on informing, engaging and connecting with our community, online and offline, on programs, events and issues.

“Our desire is to ensure that two-way communications between the City and its citizens remain relevant, effective and efficient.”

2017 Communications Division Highlights



279

news releases issued



818,869,870

reach of news releases



3,130

cumulative articles



26

alerts issued



Followers



54,589



29,261



16,078



17

official City openings
and events



CANADA 150

63

Canada 150 Initiatives



414,589

viewings of brand videos



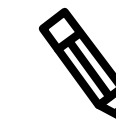
250,286

311 inquiries



44,876

311 online service requests



527

creative projects logged



Executive Summary

As Canada's sixth-largest City, Mississauga is home to 766,000 citizens and more than 86,000 businesses. Mississauga citizens hail from every part of the world, creating a rich mosaic of communities. Global connections and diverse talents create a vitality that helps the city prosper. The city boasts a vibrant waterfront, parks, trails and recreation facilities.

Reaffirm and Renewing the Communications Master Plan

The City of Mississauga's first Communications Master Plan was developed and endorsed by Council in 2012. Over the course of the five-year implementation of the plan, the Strategic Communications Division made significant changes to reflect the needs of the community. This included the introduction of a new and award-winning City brand, a diverse communities promotions program and additional resources to support growth in digital and social media needs.

The Master Plan had significant positive effects on the community, the communications industry and municipalities across Canada. Since 2012, the Strategic Communications Division has been honoured with more than 30 industry awards to recognize exceptional communications management.

The renewed 2018 Communications Master Plan builds on this success and addresses the communications and marketing realities that surround us. In the last five years, we have seen the increased importance on social media, advancements in technology, and the decline of traditional newsrooms. In addition, the demographic of our employees is changing. As more of the "baby boomer" generation employees reach retirement, a larger proportion of our workforce is younger and more mobile.

Vision

The City of Mississauga is a two-way communications organization that is committed to engaging our citizens.

Mission

To enhance citizen self-service and access to local government. To invest in our people and technology to enrich what and how we communicate.

Strategic Communications

Strategic Communications provides Mississauga's citizens, businesses, employees and key stakeholders with the information they need and want. The division delivers governance, guidance and service in four key areas.

1 / Corporate and Department Communications includes:

- Strategic business communications planning
- Public and media relations
- Issues management
- Emergency and crisis communications
- Official events and protocol
- Employee communications

2 / City Marketing and Planning includes:

- City-wide marketing
- Brand alignment and promotions
- Graphic design and creative service
- Advertising, promotional partnerships
- Market research and analytics

3 / Digital Strategy and Experience includes:

- Digital service standards
- Digital content strategies, governance, & operations
- City-wide website operations & governance
- User experience design for websites and applications
- User research, analytics, and testing

4 / 3-1-1 Citizen Contact Centre includes:

- Telephone, email and online customer service
- Monitoring, tracking and issuing service requests
- Call/service request volume analytics and reports





Research Based Planning and Decision Making

Research and consultation formed the basis of the Master Plan renewal process. In addition to benchmarking our plans against other Canadian municipalities, we looked at industry best practices and global standards. We consulted with thought leaders for their insights on future trends. We engaged our stakeholders. Mississauga's Mayor and Members of Council, Senior Leaders, marketing and communications staff, local media and community organizations were all involved. And, above all, we listened to our citizens to identify their needs and interests.

Implementation Plan

The action items outlined in the four-year implementation plan seek to effectively respond to citizens and stakeholder feedback, industry trends and the unique characteristics of the media and communications landscape in Mississauga. Broadly speaking, the action items detailed in the implementation plan centre around the following themes.

- 1 / Measurement and performance management
- 2 / Dissemination of coordinated, integrated and rich content
- 3 / Audience segmentation, research and analytics
- 4 / Employee communications
- 5 / Digital technology and specialized skills
- 6 / Consistent brand voice
- 7 / Customer centric experience
- 8 / Building our communities and neighbourhoods with events

Together the action items will ensure that Strategic Communications team continues to provide excellence in two-way, citizen centric communications to the citizens of Mississauga.

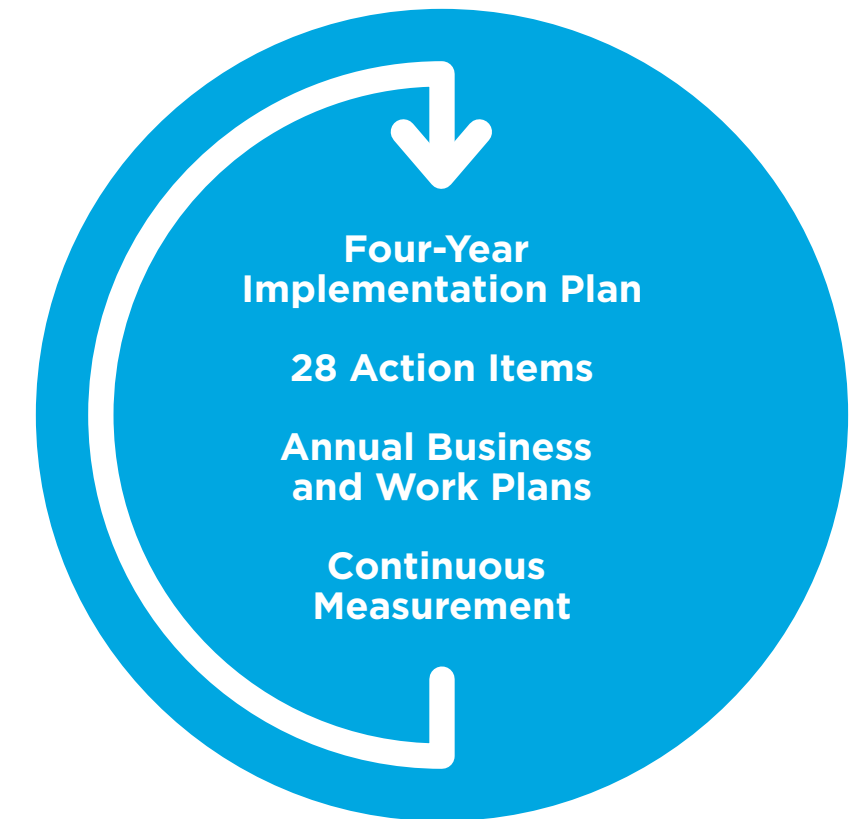
2018 Master Plan Implementation

The 2018 Communications Master Plan identifies 28 key action items over a 4-year implementation period. These action items will update and continue to advance the six key priorities of the original master plan.

The Division will continue to monitor success metrics for existing and new Master Plan action items with an additional lens of performance management analytics.

The Communications Master Plan will be reviewed annually to ensure strategic alignment with annual Business Plan and 18-month Work Plans as well as, the overall City Business planning process.

Together, the action plan initiatives outlined in the renewed plan will create an integrated, focused and targeted approach to two-way citizen centric communications. The plan will provide the City and its partners with the tools and framework to proactively manage and strengthen City communications and ultimately Mississauga's reputation as a great place to live, work and play.



Two-way Citizen Centric Communications

Two-way Citizen Centric communications is achieved through a dynamic continuum of elements that need to be frequently tested, measured and refined for optimal amplification, reach, listening and engagement of City information.

Audience

Understanding who audiences are, what topics they are talking about and who they are listening to is essential for the production and dissemination of City content.

Targeted Content

Audience listening research enables the curation of content that resonates with each of our audiences based on topic preferences. Content should tell a story, be visually engaging and shareable. But above all, content should not be channel agnostic and should be customized for the channel on which it resides for optimal performance.

Preferred Channels

Dissemination of content on the preferred channels of our audiences will help with amplified reach and engagement of City information. Further, providing opportunities for audiences to subscribe to these channels and select preferred City content will help with increased engagement.

Community

Building a trusted, connected and engaged community will help with the reach, listening and amplification of City information. Collaborating with community groups, organizations, leaders, experts, and journalists will help provide not only amplification but also credibility and unbiased trust of City information.

Marketing and Promotion

Promotion of City information, whether paid or unpaid, will be targeted based on campaign goals and objectives. The integrated campaigns will consist of traditional, digital and social tactics.

Measurement

Content performance is key in the amplification of City information. Testing curated content to determine performance and refining content to provide optimal success is paramount. Luke Kinligh, a Global Content and Media Strategist at Intel, states "Ten per cent of content we publish creates 90 per cent of the engagement. Our job is to find that ten per cent early and often" (Ryan Skinner, 2017).



The image features a white background on the right side, which transitions into a large, abstract blue shape on the left. This blue shape is composed of several overlapping, angular sections in different shades of blue: a medium blue at the top, a darker blue in the middle, and a bright cyan at the bottom. The word "Background" is written in a clean, white, sans-serif font, centered within the medium blue section.

Background

The practice of communications has evolved greatly over time – and it continues to rapidly change as advances in technology, demographics and other factors impact how we interact and communicate with each other. Public relations historians trace the start of the industry in Canada to the late 19th century, when the Canadian government, eager to encourage European immigration to settle the West following Confederation, launched a public relations campaign across Europe (Thurlow & Yue, 2010). The government’s efforts as well as those of the Canadian Pacific Railway led to the immigration of millions of new Canadians.

In the last seventy years, the communications industry has become more formalized. The Canadian Public Relations Society (CPRS) was founded in 1948 in Montreal and was followed by the Canadian Chapter of IABC in 1974, the first district chapter outside of the U.S. Education and training programs in communications and public relations soon followed and by 2011, more than 44 post-secondary degree and diploma programs in Canada were available.

Along with the professionalization of the industry and emphasis on education and training, came an increased focus on research. In 1982, IABC established the IABC Research Foundation to sponsor educational research projects that advanced the professional development of organizational communicators. Its largest project to date has been the study Excellence in Public Relations and Communications Management by Maryland University professor Dr. James E. Grunig and was the basis for his ground-breaking book exploring communications theory of the same name.

Excellence in Communications Management

The study conducted by Dr. Grunig and his team posed the central questions – what makes for excellent and effective communications and, accordingly, how should the communications function be organized to maximize this value. (Grunig, 2008)

The study was based upon survey research of heads of public relations, CEOs and employees in 327 organizations (corporations, nonprofit organizations, government agencies, and associations) in the United States, Canada, and the United Kingdom. The survey research was then followed by qualitative interviews with heads of public relations, other public relations practitioners and CEOs in 25 organizations with the highest and lowest scores on a scale of excellence produced by statistical analysis of the survey data.

The result was the identification of key factors which are present in every effective communications division and substantiated the proposal that excellent communications make for excellent organizations. These key factors are featured to the right.

Seven Fundamentals of Effective Communications Divisions

Communications:

- 1 / Plays a strategic managerial role in the organization
- 2 / Is empowered by having access to key organizational decision makers
- 3 / Has an integrated function working together with marketing, advertising, creative, digital
- 4 / Places high importance on ethical standards
- 5 / Increases employees’ satisfaction with their jobs and with the organization through a symmetrical system of internal communication
- 6 / Shares a symmetrical interest in stakeholders and the organization
- 7 / Acknowledges importance of social responsibility

Strategic Communications Division

Many of the findings of Dr. Grunig's study are found in the City's own Strategic Communications Division.

The Division's multi-disciplinary team provides integrated services to the Corporation in areas of: communications, public relations, crisis/issues management, media relations, marketing, digital, customer service, graphic design, protocol and event planning, research, and business insights.

These professionals represent the voice of the corporation as it interacts with citizens, clients, employees, partners and the community.

As trusted and highly valued professionals within the organization, the team is sought upon to provide support to the Corporation with:

- Envisioning and planning ways to inform and engage
- Designing and developing strategies and plans
- Conducting research and preparing recommendations
- Advising on and managing communication channels
- Responding and reacting to issues and crisis situations
- Creating and executing written and graphic materials
- Reviewing and evaluating outputs and outcomes

The Division's newly formed structure allows for nimble and expert response to these requests and positions the Strategic Communications Division well for future communications needs.

Our professional, motivated and award winning team bring their specialized knowledge and skills to the many City communication programs and projects the Division delivers annually.

Industry designations, degrees, and memberships in professional associations such as the International Association of Business Communicators (IABC), Canadian Marketing Association (CMA) and Association of Registered Graphic Designers (RGD) allow our staff to keep abreast of industry trends and technology. In 2017, the Strategic Communications Division committed to the training of all staff to be Lean White Belt certified by January, 2019.

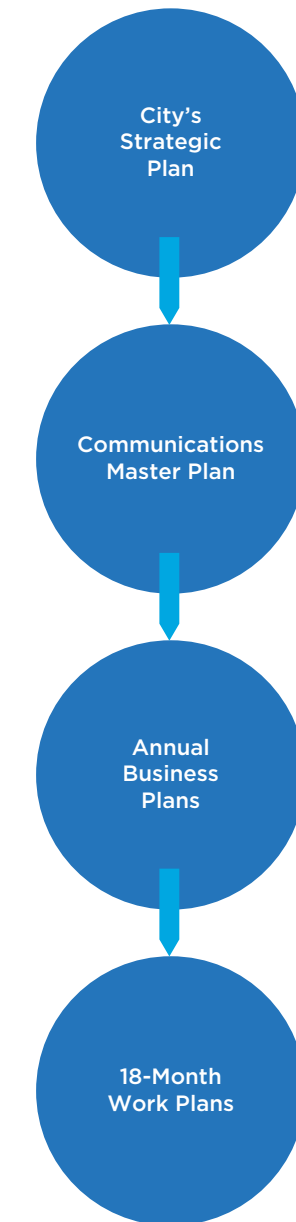
Strategic Communications' staff also provides training to help members of the Corporation develop or enhance their media and communication skills. Media spokesperson training, Plain Language, Social Media and Analytics training, as well as, specialized software training are some of the niche skills training that the Strategic Communications Division offers.

Alignment with the City's Strategic Plan and Business Planning

The City's Business Planning process helps set the course for building our great city. It also brings the City's Strategic Plan to life by allocating finite resources to enable prioritized actions to move forward.

Planning and aligning recommendations and action items from the updated Communications Master Plan with City planning ensures that the Division is delivering communications strategies that align with the City's five strategic pillars of Move, Belong, Connect, Prosper and Green as well as live its Corporate values of Trust, Quality and Excellence.

By applying a strategic communications framework that is forward looking, research and evidenced based, the Strategic Communications Division is able to develop strategic 18-month work plans that deliver audience specific as well as, enterprise-wide communications strategies that ensure Mississauga citizens are well informed and engaged.





Citizen-Centric Communications

The citizen is at the heart of everything we do in Strategic Communications.

Meaningful relationships are built by listening and responding to the needs of our citizens not only today but as well as in the future.

We strive to deliver citizen centric communications by staying true to our goals of service:

- Providing accurate and transparent information, on a timely basis, on the channels, devices and platforms that our citizens prefer
- Creating opportunities for our citizens to become more engaged with topics that are important to them and the community, and creating actionable insights from the learnings
- Delivering high quality and consistent experiences with all citizen touch points to ensure high levels of citizen trust, satisfaction and to promote a positive City reputation

Our Approach is Aligned with our Services

INFORM	ENGAGE	PROMOTE
Public and Media Relations	Social Media & Online Engagement	City-wide Marketing
Internal Staff Communications	Official Events & Protocol	Graphic Design & Creative Services
Emergency & Crisis Communications	Digital Content & Standards	Brand Management & Alignment
Citizen Requests for Information	Digital User Experience	Research and Data Analytics
Issues Management	Intake & Monitor Service Requests	Advertising & Partnerships

Citizen Satisfaction

Citizens continue to say that Mississauga is a great place to call home and results from the 2017 citizen satisfaction survey prove it.

More than 89 per cent of citizens rate the overall quality of life in Mississauga as excellent or good while 84 per cent indicate they are 'Proud to say they are from Mississauga'.

In addition, more than 50 per cent of citizens express satisfaction, while only nine per cent expressed dissatisfaction, with the amount of City communications received and with the opportunities available for meaningful engagement with the City.

89% rate quality of life as excellent or good.

84% of respondents indicated they are proud to say they are from Mississauga.

87% agree that Mississauga is an open and welcoming community.

76% agree that Mississauga is moving in the right direction to ensure it is a dynamic and beautiful global city.

The Importance of Trust

Fake news. Social activism. Rising populist movements. Citizens are expecting more and more from their public institutions and if they are not satisfied trust in those organizations can be eroded.

The 2018 Edelman Trust Barometer, published by the global communications agency Edelman, showed dramatic shifts in trust levels of businesses, media, government and NGOs around the world. The annual trust and credibility study, documented a significant decrease in trust in the United States - the steepest decline recorded in the 18 years of the annual report. Canadian institutions fared much better with only a one-point decline in global trust. However, there is a significant gap in trust in Canada between the informed public and the mass population. In addition, 65 per cent Canadians are concerned over false information or "fake news" being used as a weapon (Edelman Canada, 2018).

The role of Communications as the relationship builder between an organization and its publics has never been more critical. As Mount Royal University professor Allison MacKenzie explains, "Given the definition of public relations is to create mutually beneficial relationships between organizations and stakeholders upon whom the organization's success depends - mutual trust and credibility is vital" (MacKenzie, 2015).

Trust forms one of the City of Mississauga's three corporate values of Trust, Quality and Excellence. This trust is delivered to citizens and employees by adhering to the highest ethical standards based on honesty, accountability, integrity and transparency.

Our work in Strategic Communications is guided by the codes of professional standards by industry organizations including;

- *IABC*: International Association of Business Communicators
- *CPRS*: Canadian Public Relations Society
- *CMA*: Canadian Marketing Association
- *IAP2*: International Association for Public Participation
- *RGD*: Association of Registered Graphic Designers

"The role of Communications as the relationship builder between an organization and its publics has never been more critical."

- Allison Mackenzie,
Professor Mount Royal University

Overview

The City of Mississauga's first Communications Master Plan was endorsed in 2012. The award-winning plan served as a leading municipal model of how best to support the delivery of two-way communications between the City of Mississauga and its citizens.

The 2012 Communications Master Plan outlined six key priorities, which today, remain as fundamentally valid as they did five years ago.

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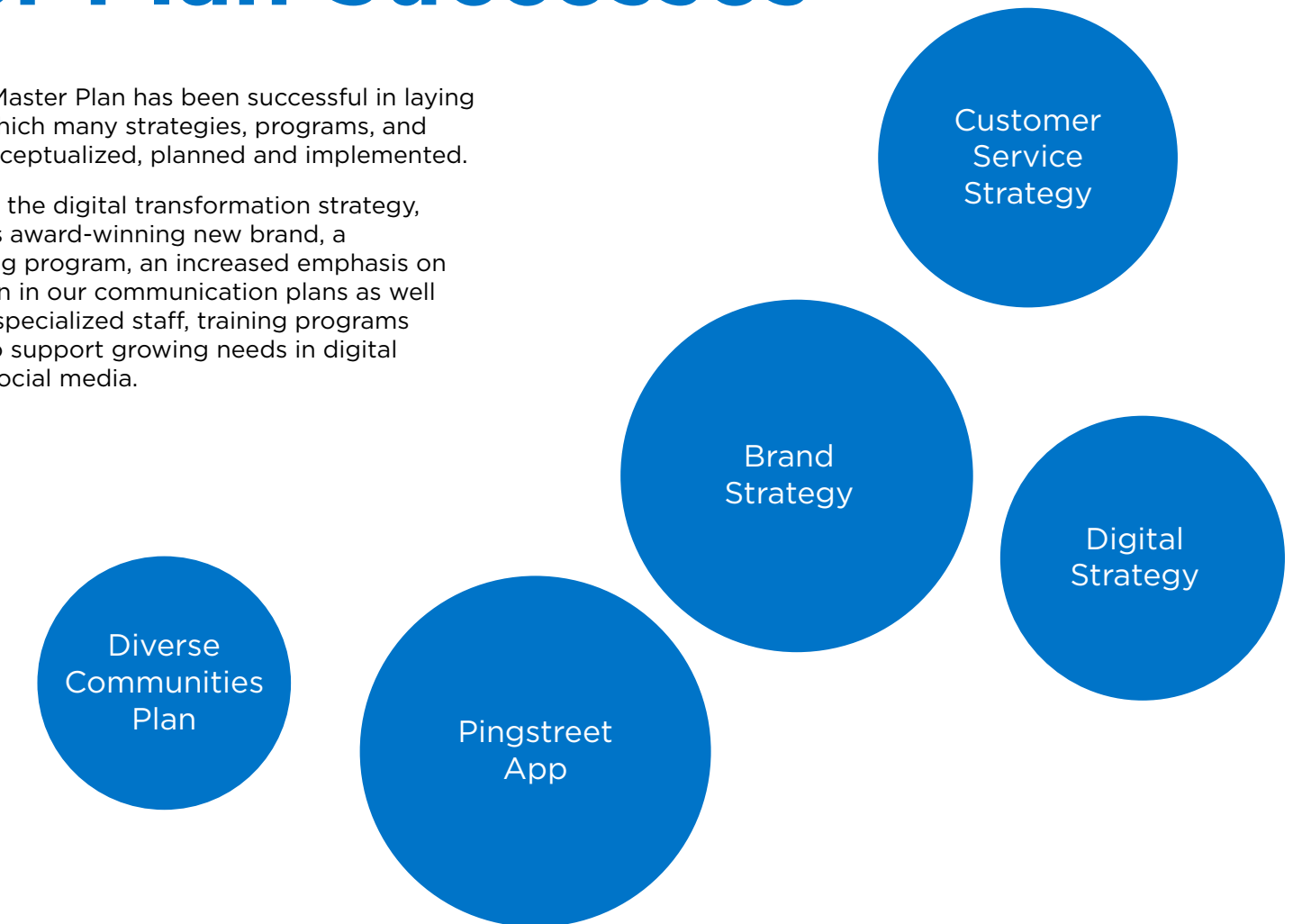
2012 Communications Master Plan Priorities

- 1 / Articulate a communications Vision
- 2 / Integrate that vision into the corporate culture
- 3 / Build capacity within the Communications Division
- 4 / Deliver a consistent communications program which is based on research and promotes the City's reputation
- 5 / Shift from City-focused to citizen-focused communications
- 6 / Build a program of continuous feedback and improvement

2012 Communications Master Plan Successes

The Communications Master Plan has been successful in laying the foundation from which many strategies, programs, and policies have been conceptualized, planned and implemented.

Some of these include; the digital transformation strategy, the launch of the City's award-winning new brand, a multicultural advertising program, an increased emphasis on research and evaluation in our communication plans as well as the introduction of specialized staff, training programs and new technology to support growing needs in digital communications and social media.



We have made great strides in the digital realm in providing channels for our citizens to connect and engage with the City.

From the introduction and subsequent growth of the City's social media channels to the launch of the Pingstreet mobile app that allows citizens to access real-time information from the City as well as submit select online requests twenty-four hours a day, seven days a week.

Since 2012, the Strategic Communications Division has been awarded more than 30 prestigious awards for strategic communication projects and strategies; highlights include:



33 Communications Awards

International Association of Business Communicators (IABC)

Gold Quill Award for the 2012 Communications Master Plan

International Association of Business Communicators (IABC)

2017 Ovation Award of Excellence for Camp Ignite Media Relations

International Association of Business Communicators (IABC)

2017 Ovation Award of Merit for the 2016 Ontario Summer Games

Transform Awards North America 2015 Gold Award

Best strategic/creative development of a new City brand

The Place Marketing Forum 2017 Laureate Award

Branding category

Transform Awards North America 2017 Bronze Award

Employer Brand Story

2018 Communications Master Plan

Evolving communications landscape

As communicators, we are faced with the challenge of connecting with citizens in a world that is becoming ever more complex and cluttered. The web, digital marketing as well as citizen advocacy are changing the way we communicate.

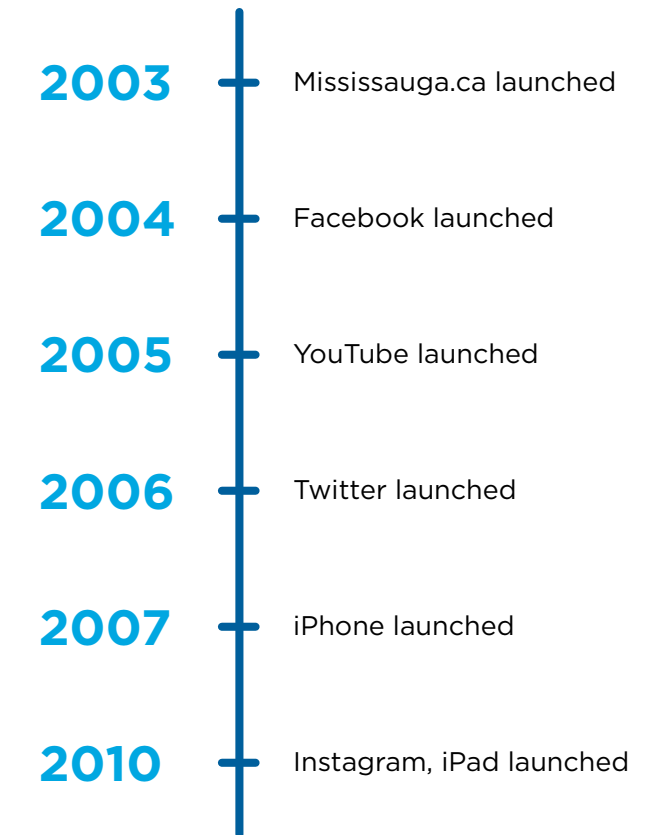
As communication vehicles and audience preferences evolve, so must we. Today, successful communications need to be integrated and aligned and most importantly, customer-centric, reaching citizens where, when and how they prefer.

Emerging technologies, trends and best practices

The speed at which communications technologies, trends and best practices emerge, evolve and change is daunting. To capitalize on the opportunities these new ways of communicating present, it's critical that we identify, understand and respond to them in advance of the curve.

Completion of all 2012 action items

The 2012 Communications Master Plan outlined a 5-year, 40 action item implementation schedule. With all action items completed, it is time to move forward with a new strategic action plan for the next phase in City communications – one that will bring forth greater and more robust citizen centric strategies.





Purpose

The purpose of this initiative is to review and reaffirm the communication vision set out in the original master plan and develop a four-year action plan to continue to realize that vision.

The 2012 Plan was a long-term, future-focused document that has served as a municipal model of how best to deliver, execute and support the delivery and access of two-way communications between the City of Mississauga and its citizens.

The plan, its core principles and priorities remain steadfast. It has produced many successful strategies, programs and initiatives that have laid the foundation for long-term growth and innovation in the Division.

However, as the world around us evolves, so should the strategic actions we take to guide the City's strategic communications efforts.

Reviewing and updating the Communications Master Plan will ensure that the Strategic Communications Division remains strategically focused, modern and relevant in how it responds to the communications needs of our citizens, stakeholders, community partners and employees.

Objective

The objective of the Master Plan is to ensure that two-way communications between the City and its citizens remain relevant, effective and efficient.

The plan provides recommendations, strategies and tactics for: distribution of personalized news to citizens and the local community, amplified reach of City news, increased sharing of City news and ultimately, increased listening of City communications. This will be achieved through a thorough research and engagement process.

The 2018 Communications Master Plan Will:

- 1 / Provide an updated framework for the corporation on how the City provides information to citizens, employees, businesses, local community, media and key stakeholders
- 2 / Explore enhanced performance metrics as well as the management and analysis of these metrics for greater insights
- 3 / Seek input from key stakeholders on how they engage, consume and share City information to further enhance two-way communication between citizens and their local government
- 4 / Provide a four-year implementation plan with action items that will support two-way communications and aligns with the goals and priorities of the City's Business Plan and Strategic Plan
- 5 / Provide the Division and its professionals with technology and training that will provide the tools and skills required to deliver on the action items of the Master Plan



**Research,
Engagement
and Analysis**

Plan Methodology

Phase 1 RESEARCH AND ENGAGEMENT

Oct. 2017–Mar. 2018

The first phase of the plan was a comprehensive research review, a corporate channel assessment and internal and external stakeholder engagements.

Phase 2 ANALYSIS AND INSIGHT

Mar. 2018

Phase two of the methodology involved gleaning relevant insights from the research and engagement activities and applying relevancy for City communications.

Phase 3 RECOMMENDATIONS AND 4-YEAR ACTION PLAN

Apr. 2018

The third stage was to produce recommendations, action items and a four-year implementation plan divided by the original plan's six recommendation areas.

Phase 4 PLAN VALIDATION, ENDORSEMENT AND IMPLEMENTATION

May 2018–2022

With validation and endorsement from stakeholders and City Council, the updated Communications Master Plan will be shared and supported by City champions and community partners. Alignment with 2019-2022 Business Planning.

Research, Engagement and Analysis

A thorough and thoughtful research approach provided a solid quantitative and evidence-based foundation to inform the updated Communications Master Plan.

From a robust self-assessment, to seeking insights from respected industry thought leaders, to engaging key City stakeholders, the process has resulted in the emergence of a number of themes and concepts that shape the strategies and final recommendations of this project.

An assessment of our current communications abilities, challenges, opportunities, and maturity levels is essential to understand where we are and where we need to be. Secondary research provided insight into trends and best practices while consultations and engagements with key City stakeholders allowed us to hear the voice of our partners and advocates. Lastly, tapping into specialized industry expertise provided access to unique insights and perspectives on many communications topics covered in the plan.

Together, this process has provided a thorough overall foundation for the updated Communications Master Plan.



Municipal Benchmarking

Municipal communications benchmarking and trends assessment helped set industry context in developing the updated Communications Master Plan. Several major Canadian municipalities were included in the review which consisted of survey, online and document research.

The following are the eight key themes that emerged from this review:

1 / Coordination of Communications functions across the organization

Aligning and integrating communications initiatives across the organization allows cities to provide consistent and clear information to citizens and key stakeholder groups. The coordination of efforts also leads to more consistent messaging, an improved user experience, resource synergies and reduced issues management.

2 / Expanded emphasis on two-way public engagement

Providing opportunities for citizens to participate and engage with important City topics is a priority for municipalities. An integrated in-person and online approach allows citizens to be engaged early and for municipalities to provide follow-up in order for citizens to better understand how their participation helps inform decisions.

3 / Diversity and Inclusion

Additional resources are being dedicated to ensure that there are more opportunities for meaningful communication and engagement with an increasingly diverse community. Municipalities are adding specialized communications staff positions and dedicated budgets to communicating with these diverse audiences.

4 / Priority of improving the user experience

The 2017 Vision Survey of 436 local government organizations in Canada and the U.S. found that the second-highest communications priority was improving website design. Specifically, 59 per cent of local government leaders cite “mobile integration/responsive design” as a priority focus. Clear, accurate and plain language communications that are audience centric also contribute to a positive user experience.

59 per cent of local government leaders cite “mobile integration and responsive design” as a priority focus in 2017.

– *Vision Survey, 2017*





Since 2010,
252 Canadian
newspapers have
closed or merged.

5 / Developing more meaningful measures for strategic decision making

Communicators are placing greater emphasis on analyzing and measuring performance metrics rather than simply reporting on performance. By using metrics to manage performance it allows a municipality to be more closely aligned with the goals of the Corporation, provide focus for work plans and make evidence based decisions that are based on long term goals.

6 / Expansion of specialized resources/services

As the role of communications becomes more complex, the need for specialized resources, partnerships and/or training is becoming critical. Specialized services such as social media listening, programmatic ad buys, and audience segmentation research requires expert skill sets in order to deliver maximum results.

7 / Shifting priority of communications channels

Since 2010, 252 Canadian newspapers have closed or merged. Community TV has also been hit hard. This presents a challenge for many municipalities and requires City's to explore new channels to effectively reach citizens with news and information. This new media landscape is impacting communications and content strategies as well as leading to a shift in communications channel priorities.

The Vision Survey (2017), surveyed 436 local government organizations in Canada and the U.S. on their perceptions of how effective their communications channels were in 2016 to what it will be in 2021.

Survey results indicate a dramatic shift in priorities, in particular, the importance of owned websites and social media. Also interesting is the emergence of engagement platforms.

Vision 2017 Survey Results*

2016	2021
43% Social media	73% Websites
41% Email	70% Social media
28% Press releases	52% Email
26% Websites	47% Engagement platforms
14% Text message	45% Text message

*Communications Channels Priority Shift

8 / Building community connections with events

Events are an effective way to enhance two-way communications and deepen relationships. Recently however, events have expanded in scope and complexity to include community partners, other levels of government, funding partners, Indigenous partners, etc. Further, improvements in technology and increased interest in social media, has added additional pressures at events to include live streaming/ tweeting, pre/post social media support, and enhanced media relations.

Industry Trends and Best Practices

Like many industries, the world of Communications is undergoing a tremendous amount of change. The following are 12 key identified trends that are particularly relevant to the City's ability to effectively communicate to citizens.

1 / Growing alignment of public relations and marketing

A recent survey indicated that 60 per cent of marketing executives believe that the public relations and marketing disciplines will become more closely aligned within the next five years (Global Communications Report, 2017). This closer integrated project team alignment will allow staff to become better organizational storytellers and play a greater role in building relationships with key audiences.

2 / The empowered audience and content shock

Access to global publishing power through digital, online and social media has empowered audiences to produce content on any desired topic. The growth of audience produced content

along with content produced by organizations and brands literally exceeds our ability to consume and engage with it (Daniel Tish, 2017).

3 / The rise of emerging technologies in communications

Technology is evolving rapidly and marketers must keep pace. Artificial Intelligence (AI) and Augmented Reality (AR) are prevalent in areas such as content development and management of public enquiries. AI powered live chat tools are being used to communicate with citizens and AR content is being deployed to engage deeper with audiences.

4 / Channel growth and sustainability

As the number of digital, online and social channels grow the ability to curate, monitor and manage these channels are becoming more difficult to sustain. Resource and strategy management will be key planning factors to consider.

5 / Strategic content development and dissemination

Developing content that is engaging, on brand and cost efficient is a struggle for many organizations. Furthermore, understanding how to target, segment and disseminate this content and measure its effectiveness provides unique challenges for marketing and communications professionals.

6 / Audience segmentation, targeting and listening

Organizations are embracing the importance of knowing and understanding their audiences and being able to provide targeted content. Listening tools allow communicators to know what topics their audiences are talking about and provide them with more relevant and personalized content on that subject.

7 / Strategic data analytical capabilities

Aligning communications planning with Corporate strategy and applying critical thinking and problem solving to issues will be valued skills for communicators. Analyzing and understanding audience data insights and applying these insights to communications campaigns will be necessary moving forward.

8 / Building partnerships with advocates

Communicators and marketers need to be stewards of their organization's relationships with their partners and advocates. Building networks and an understanding of their content needs will encourage advocates to create and share compelling City content.

9 / The importance of brand and reputation

The value of reputation and the role communications management has in driving that reputation is critically important. For content to be trusted and shared, audiences must respect and believe in the brand.

10 / Timely and effective employee communications

With changing workforce demographics, a greater dependence on mobile phones and a shift to more mobile workers, the need to assess how we communicate with employees is upon us. New employee communication tactics will drive improvements in positive employee perceptions and attitudes towards their work, their coworkers and ultimately the citizen. Effective communications along with a strong employer brand will aid in the retention of current employees and recruitment of potential candidates at a time when competition for skilled employees is high.

11 / Social engagement vs. 'followers'

Reaching targeted audiences with relevant messaging, setting goals around content and campaigns vs. general awareness posts, and performance testing around topic pillars are good approaches to consider rather than focusing solely on growing the number of followers on corporate social media accounts.

12 / Using "paid" advertising

Digital ad spending in Canada is expected to grow with advertisers allocating 45 per cent of total media spending to digital (Magazines Canada, 2017). Social media platforms are increasingly becoming 'pay to play' environments where you can drive people to your message without needing them to be followers. Paid media is beneficial for 'action' related posts.

Stakeholder Engagement

As key communicators and advocates of City news, engaging with internal and external stakeholders was a crucial component of the research phase. Engagement activities consisted of surveys, interviews and a facilitated engagement session. Below is a high-level summary of the input and feedback gathered through these activities.

Internal stakeholders

Internal stakeholders with whom we engaged included Mayor and Members of Council, the City's Leadership and Extended Leadership teams, City Brand Ambassadors, and of course, the City's Strategic Communications Staff.

- 1 / Internal stakeholders feel that the City is doing a good job communicating with citizens. The mix of communications channels, topics being communicated, and the engagement received from citizens was felt to be ideal. A "stay the course" strategy was encouraged.
- 2 / There was unanimous recognition that the current communications landscape is changing. To adapt to these changing realities stakeholders exhibited an eager willingness to evolve, adopt new tactics, and learn new communications skills.
- 3 / With the growth of the number of communications channels, stakeholders questioned whether we currently have the appropriate resources, skills and partnerships to be able to successfully engage across all of these channels.
- 4 / Almost every stakeholder we spoke with commented on the overly Corporate tone of City communications. While it was recognized that City communications need to be respectful and accurate, internal stakeholders suggested, when appropriate, that the City's tone of voice and subject matter be 'more fun' or 'lighter' in tone.
- 5 / Content that impacts citizens directly was noted as being most relevant and desired. Citizens want to know what's happening in their community or how Council decisions will impact them. The development and delivery of more 'Hyper-local' content should be explored.

External stakeholders

A facilitated discussion with a cross section of external stakeholders and community partners was held to understand how they consume, engage with and share news about City programs and services. A total of 24 stakeholders participated in the session with strong representation from local public sector partners and both traditional and non-traditional media.

Overall, external stakeholder feedback was complimentary. Participants acknowledged that the City was doing a good job of communicating, and they appreciated the fact that the City was taking time to ask for their input.

Roundtable session

The results of the roundtable and open discussions centered around three key themes:

1 / Content relevancy:

Stakeholders indicate the need for City content that is relevant and tailored to stakeholders which can be easily shared and communicated to their audiences. Content that directly impacts their audience's life (i.e. new neighbourhood development) is deemed to be most valuable.

2 / Timely content:

In breaking news and emergency situations, stakeholders need fast and accurate information which can be shared with their audiences. This can be followed up later with a more formalized communication such as, a news release.

3 / Spokesperson access:

For more timely, authentic and accurate news stories, stakeholders indicated the need for better access to Corporate spokespersons.

Survey

To understand participants' habits and opinions on how they receive information from the City, invitees were asked to complete a pre-session survey. Results concluded that stakeholders:

- Access City information primarily online, while newspaper was also mentioned as a popular format
- Receive City information directly from the City either through its website or direct engagement via telephone or email contact
- Are generally happy with the quality of information received from the City



Corporate Channel Review

A greater reliance on owned Corporate communication channels for citizen communications necessitated the need to assess the channels in terms of current performance, opportunities and challenges. While the Division governs over 30 communications channels, only the City's Corporate channels were included in the assessment, including: Website, Twitter, Facebook, YouTube, LinkedIn and Digital and Print Newsletters.

A number of actionable insights were garnered from the Corporate channel review.

1 / Audience growth

Mississauga's Corporate social media channels as well as online and email driven channels enjoy strong year over year organic follower growth and engagement statistics. Despite this fact the overall number of followers and or subscribers remain relatively low given the number of active social media and online users in Mississauga. The opportunity to grow the audiences of these channels presents an enormous opportunity to expand the reach of City news and information.

2 / Channel strategies and best practices

With the explosive growth of communications channels also comes the need for clear and defined channel strategies to ensure optimal performance. The City's Corporate channels will benefit from individual formalized strategies that provide direction for greater engagement, sharing and amplification of content. The City's Digital Strategy is an excellent example.

3 / Content preferences

In a world where the amount of disruptive digital noise is continuing to increase, cutting through this noise and delivering relevant and customizable content to citizens is essential. The ability to deliver customizable news content and targeted information based on individual citizen preferences is an area of opportunity. Listening tools, audience segmentation/targeting and subscriber based technology are areas to explore for better dissemination of preferred content to citizens.

4 / Content development, coordination and dissemination

A large amount of good City news content is produced and disseminated on Corporate channels by City staff across the organization. This approach to content development and dissemination is aligned with a hybrid content strategy model, which has on occasion led to repetitive content, inconsistent brand voice, and content that results in limited audience engagement. An opportunity exists to examine a more coordinated approach to content strategy and management that will lead to greater citizen engagement and sharing of City news.

5 / Channel performance measures

Determining the optimal performance measure(s) for each channel is challenging. Impressions, engagement and sentiment often do not allow for a full story to be told. Employing new social and online research and performance measurement tools will help provide better metrics to assess channel performance and management.

Digital Maturity

Digital maturity for the City of Mississauga was measured against the Forrester's Digital Maturity Model to assess overall digital readiness.

Results of the assessment indicated that the City is performing at a slightly higher level than many public sector organizations.

While there are still clear areas for growth and improvement, there is also strong evidence that points to high potential to transform the City into a digital leader.

As the City continues to grow the digital platform, focus should be directed to the following:

- Promote a customer-centric focus that goes beyond digital execution
- Evolve and align the digital channel management model with customer service objectives
- Streamline and de-silo data management and service processes

The City's new Digital Strategy, currently being implemented, aligns with these core areas of focus and will lead the organization to a more mature digital state.



Forrester Research: Four Dimensions Determine Digital Maturity

Thought Leader Series

Tapping into specialized industry expertise provided access to unique insights and perspectives on many communications topics.

A valuable segment of the research process, the overriding themes that emerged from the Thought Leader Series, included:

1 / Customer centricity

Knowing your audiences, listening to their needs and preferences and developing a meaningful relationship with them is fundamental. Providing engaging and targeted content will help improve the listening and sharing of City information.

2 / Research and metrics

Research and measurement practices need be adapted for the fast paced communications environment. Municipalities are crafting highly targeted communication strategies (for audiences that are becoming increasingly diverse) which require real time customized data collection and analysis. This data not only needs to be pulled together in an actionable way for communications campaigns but also packaged in a way that can be internalized within the organization.

3 / Channel guidelines and governance

Channel guidelines and governance is essential to achieving channel objectives and driving channel improvement. In addition, it provides accountability to performance and standards.

4 / The importance of strong executive support

The need for senior leaders to act as champions and strategic communication partners was repeatedly mentioned as a critical success factor. At the City of Mississauga, we are fortunate to have a strong leadership team that supports and champions new and innovative strategies and programs. Ongoing support will help staff to continue to provide excellent communications and marketing plans and programs to the citizens of Mississauga.

Thought Leader Series Topics

- Metrics and Performance
- Audience Demographics
- Social Media
- Public Sector Marketing
- Content Management
- Citizen Centricity
- Marketing and Communications
- Emergency Communications

Research, Engagement and Analysis

Overall the robust research, engagement and analysis activities of this initiative established a solid foundation for the 2018 Communications Master Plan. While a great deal of insights, trends and industry best practices were collected and incorporated into the final recommendations, they largely fall into six broad concepts.

Listening

- Understanding who your audiences are, what topics they are talking about and who they listen to.
- Essential for the production and dissemination of City content

Targeted content

- Curating content that resonates with your audience – based on topic preferences.
- Content needs to tell a story, be visual, engaging and shareable.
- Must be customized for the channel on which it resides for optimal performance.

Preferred channels

- Disseminating content on your audiences preferred channels to increase reach and engagement.
- Provide opportunities for audiences to select preferred channels and content.

Community

- Building a trusted, connected and engaged community to reach audiences.
- Collaborating with community groups and partners to amplify reach and enhance trust and credibility.
- Events are effective at building community connections.

Promotion

- Promoting City information, whether paid or unpaid.
- Developing messages and targeting channels based on campaign goals and objectives.

Measurement

- Review content performance to test, monitor and refine the effectiveness of curated content.



Recommendations

Overall the process of research and consultation confirmed that the Strategic Communications Division has made great strides since the launch of its first master plan in 2012.

Setting the foundation for continued success

The City has expanded and enhanced its two-way communication practices and improved its capacity to measure their effectiveness.

The Strategic Communications mandate has broadened to include elements of content management and curation, digital and social media governance and brand reputation and promotion.

The Division has also modernized and better aligned itself in order to leverage potential opportunities and to respond or mitigate threats and challenges. Strategic investments were made in specialized training and skills development to ensure staff are prepared and well positioned to employ increasingly sophisticated communication tools and data-analytics.

New technologies and research tools have been expanded and introduced to increase the ability to develop, target and distribute content to key audiences. In particular the City's social media channels and practices have continuously evolved as platforms grow, utilization trends change and applications frequently appear – and often quickly disappear.

Reaffirming the Division's priorities

The original master plan's six priorities – seen on page 53 – are as true and valid today as they were in 2012. These were reviewed, validated and reaffirmed through consultation with industry experts and a review of research and best practices. They found that they remain the key to ensure that the City meets citizens rising expectations for effective and engaging two-way communication.

A new roadmap

With rapid and constant evolutions in technology and the disruptive changes in traditional media, a new roadmap and updated action items are required to ensure the Strategic Communications Division is able sustain and enhance its ability to realize the City's communication vision.

<p>1 Articulate a Communications Vision</p>	<p>2 Embed that vision in the corporate culture</p>	<p>3 Build capacity within the Communication Division</p>	<p>4 Deliver a consistent communications program</p>	<p>5 Shift from City-focused to citizen-focused communications</p>	<p>6 Build a program of continuous feedback and improvement</p>
<p>Shape the internal culture and form a promise to the citizens of Mississauga</p>	<p>Embody the standards and values of the organizations and define what is expected when communicating with citizens</p>	<p>Ensure the Corporation has the resources required to deliver on the Communication vision and standards</p>	<p>Which is based on research and promotes the City's reputation. Establish and align shared best practices and common communication guidelines</p>	<p>Reframe all marketing and communications from the citizen's perspective – targeting both the content and the channel to meet their preference</p>	<p>Commitment to use research and feedback to make informed marketing and communication decision for both strategic planning and measurement</p>

The image features a decorative graphic on the left side consisting of three overlapping, triangular shapes that point towards the right. The top shape is a medium blue, the middle one is a darker blue, and the bottom one is a bright cyan. The text is centered within the top-most blue triangle.

**Four-Year
Implementation
(2018–2022)**

Four-year Implementation

Based on the foundation of research, analysis and industry best practice an updated four-year implementation plan has been developed. The plan includes 28 action items across the six priorities first articulated in the 2012 Communications Master Plan.

Communications is a cross-functional discipline requiring a high degree of collaboration among departments and staff. To be successful, all departments must be committed to the vision for effective communications and understand their role and shared responsibility in supporting the delivery of clear, timely and relevant information to citizens and key audiences across all channels.

The action items outlined in the following implementation plan seek to address and effectively respond to citizens and stakeholder feedback, industry trends and the unique characteristics of the media and communications landscape in Mississauga.

Broadly speaking, the action items detailed in the implementation plan will allow the Strategic Communications Division to:

- Develop more robust KPIs and operational measures
- Improve the development of rich, dynamic content
- More effectively target audiences with the topics and information that matter most to them
- Enhance the coordination and timing for content curation, distribution and promotion
- Embed research to a greater degree in all communications and marketing activities

Setting short and medium-term measures for success will also be a key part of the implementation plan. These key performance measures and operational metrics must evolve from the City's strategic goals and objectives and the targets.

These measures need to be closely related to specific desired outcomes with a clear knowledge of the purpose and the desired results. For many factors, it is also important to have baseline data for comparison.

Action Item and Schedule

Recommendation	Description	Partners	Timeframe			
			2018	2019	2020	2021
1 / Articulate a Communications Vision			2018	2019	2020	2021
Reaffirm the goals, vision and mission for Strategic Communications	Endorse: The City of Mississauga is a two-way communications organization that is committed to engaging our citizens	N/A				
2 / Embed that vision in the Corporate culture			2018	2019	2020	2021
Enhance and promote a recognized standard for all City marketing and communications	Develop training standards (including expectations of professional designations) for positions with a role in marketing/communicating City information	All City Departments/ Divisions and City Council				
Ensure the City is able to focus and apply emerging social media strategies and best practices	Regular and ongoing training and education sessions are required to keep pace with the rapidly changing social media landscape	All City Departments/ Divisions and City Council				

Recommendation	Description	Partners	Timeframe			
			2018	2019	2020	2021
2 / Embed that vision in the Corporate culture						
Develop and Implement a new social media policy	Draft and receive endorsement for a policy to provide the City a clearer understanding of the expectations and standards for both City and personal use of social media	All City Departments/ Divisions and City Council				
Develop and Implement a new advertising policy	Draft and receive endorsement for a policy to support the City's advertising efforts in reaching the appropriate audience(s) in the most effective and efficient manner	All City Departments/ Divisions and City Council				

Recommendation	Description	Partners	Timeframe			
			2018	2019	2020	2021
3 / Build capacity within the Strategic Communications Division						
Strengthen the City's employee culture through a more effective employee communications program	Conduct an employee communications audit to recommend new approaches to internal content development and a new content management strategy	HR, IT				
Broaden the effectiveness and reach of City news and information	Build stronger and more robust external partnerships with key stakeholders and community partners to amplify the City's ability to communicate to a range of audiences and stakeholders	Legal, External Partners				
Ensure that all City social media channels are effectively able to communicate information and engage key audiences	Develop a standard framework to review and evaluate the performance of all new and existing social media channel	N/A				
Create stronger alignment in how internal and external promotion of Mississauga impacts all aspects of brand reputation	Develop and launch a brand stakeholder group of external organizations dedicated to strengthening the brand reputation of the City of Mississauga	Legal, External Partners				

Recommendation	Description	Partners	Timeframe			
			2018	2019	2020	2021
3 / Build capacity within the Strategic Communications Division						
Develop immersive content and brand experiences to enhance the awareness and reputation of Mississauga	Explore applications for augmented reality (AR) and virtual reality (VR) technology and articulate a content strategy for the City	All City Departments/ Divisions and City Council				
Enhance and strengthen the City's digital marketing practices	Develop new techniques and solutions to areas such as enhanced data-driven marketing, social media marketing optimization, and e-mail direct marketing	IT				
Improve the usability and metrics related to receiving service requests and resource management within Strategic Communications	Implement a new integrated solution to intake projects and work requests, assign, and complete them, that includes automated dashboards/reporting tools	IT, Material Management				
Strengthen the ability to promote and celebrate Mississauga and our neighbourhoods and communities through events	Increase the capacity for the Division to effectively manage and coordinate planned City events and respond to unplanned ones	All City Departments/ Divisions and City Council				
Maximize internal processes and resources to promote and celebrate Mississauga through official events	Conduct an official events review to identify gaps and areas of opportunities	All City Departments/ Divisions and City Council				

Recommendation	Description	Partners	Timeframe			
			2018	2019	2020	2021
4 / Deliver a consistent program based on research that promotes the City's Reputation						
Promote a single tone of voice for all City-wide marketing and promotions	Launch an internal City Marketing Committee to provide strategic advice to the Corporation and explore ways to better leverage marketing strategies and opportunities	All City Departments/ Divisions and City Council				
Strengthen the consistent, responsible and effective use of social media	Review and update the City's social media guidelines on an annual basis to better provide relevant and up to date standards concerning social network management	All City Departments/ Divisions and City Council				
Increase the use and effectiveness of targeted content	Develop marketing content based on audience personas to help deliver content that will be most relevant and useful to your audience	N/A				
Enhance the City's capabilities to conduct regular audience research and analytics	Seek solutions and opportunities to more effectively manage and coordinate a robust City-wide market research program	N/A				

Recommendation	Description	Partners	Timeframe			
			2018	2019	2020	2021
4 / Deliver a consistent program based on research that promotes the City's Reputation						
Facilitate greater alignment and effectiveness in City promotional and advertising activities	Develop advertising guidelines for City staff and explore developing a centralized system to purchase advertising and better leverage synergies and economies of scale	All City Departments/ Divisions and City Council				
Strategically promote City information to key audiences	Strategically promote City content that best engages with the City's audiences to increase reach, awareness and audience engagement	All City Departments/ Divisions and City Council				

Recommendation	Description	Partners	Timeframe			
			2018	2019	2020	2021
5 / Shift from City-focused to citizen focused communications						
Ensure the tone of City content is relevant to the audience and topic being communicated	Develop guidelines and practices to align content to fit channel and audience based on research, evidence and personas	All City Departments/ Divisions and City Council				
Support effective and coordinated ways for the City to continuously communicate to key audiences	Annually develop core City campaigns and implement a City-wide content schedule	All City Departments/ Divisions and City Council				
Develop a content governance model for City information	Ensure content is created and distributed in a data-driven, coordinated, and customer centric manner through a combination of processes, rules, guidance and structures	All City Departments/ Divisions and City Council				
Build a stronger understanding of the most effective use of the City's Corporate channels	Identify and declare a list of the City's channels and develop a strategy for each, including core social media channels	N/A				

Recommendation	Description	Partners	Timeframe			
			2018	2019	2020	2021
6 / Build a program of continuous feedback and improvement						
Encourage and improve the City's organizational listening capabilities	Employ traditional and social media listening tools to better understand topics and tone of relevant and trending issues and conversations	IT, Legal, Material Management				
Continuously monitor and test the effectiveness of City channels and content	Engage focus groups, surveys and other feedback tools to review, test and refine the creation and distribution of City information	N/A				
Expand the use of research and evidence to drive more efficient and effective operational decisions	Improve metrics and dashboards	IT, Corporate Performance and Innovation				
Regularly review the status of the Communications Master Plan	Review and incorporate the Plan's recommendations into the City annual budget and business planning process	N/A				



Acknowledgements

The 2018 Communications Master Plan for the City of Mississauga is the culmination of a thoughtful and thorough process of citizens and stakeholder engagement and input, supported by extensive quantitative and qualitative research. A collaborative effort, Mayor and Members of Council, the Senior Leadership Team, Internal and External Stakeholders and the Mississauga community have been instrumental in guiding and shaping the recommendations and action items in this plan. The Strategic Communications Division would like to acknowledge all of those who participated in the process and thank them for their commitment, engagement and contribution to the project.

City Council

Mayor Bonnie Crombie; Councillors: Ward 1, Jim Tovey (late); Ward 1, Dave Cook; Ward 2, Karen Ras; Ward 3, Chris Fonseca; Ward 4, John Kovac; Ward 5, Carolyn Parrish; Ward 6, Ron Starr; Ward 7, Nando Iannicca; Ward 8, Matt Mahoney; Ward 9, Pat Saito; Ward 10, Sue McFadden; Ward 11, George Carlson

Leadership Team

Janice M. Baker, City Manager and Chief Administrative Officer; Gary Kent, Commissioner, Corporate Services & Chief Financial Officer; Paul Mitcham, Commissioner of Community Services; Geoff Wright, Commissioner of Transportation and Works; Ed Sajeki, Commissioner of Planning and Building

Strategic Communications Leadership Team

Ivana Di Millo, Director Strategic Communications; David Ferreira, Manager City Marketing and Planning; Laurel Schut, Manager Corporate and Department Communications; Rob Cummins, Manager Digital Strategy and Experience; Wendy McClymont, Manager 3-1-1 Citizen Contact Center

Core Team

Wanda Day, Marketing Consultant, Strategic Communications; Audrey Holt, Communications Advisor, Strategic Communications; Louise Donnelly, Researcher Corporate Performance and Innovation

Strategic Communications Team

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Thought Leader Series

- **Metrics and Measurement:** Donna Nixon, Partner, The Strategic Counsel
- **Audience Demographics:** Environics Analytics
- **Social Media:** Niresan Seevaratnam, Customer Success Manager, Hootsuite
- **Public Sector Marketing:** The City of Edmonton including, Ryan Barkway, Rob Klatchuk, Carolyn Campbell, Myrna Khan
- **Content Management:** Kathy Wagner, Founder and Principal, Content Strategy Inc,
- **Digital Governance/Citizen Centricity:** Guy Gordon, Executive Director, Innovation and Service Delivery, Manitoba Finance
- **Emergency Communications:** Jordan Redshaw
- **Marketing:** Alan Middleton, Executive Director, Schulich Executive Education Centre, Assistant Professor of Marketing

External Stakeholder Engagement Session

Alan Kan, Insauga.com; Kelly Roche, Insauga; Alex Gregory, Peel Weekly News; Ashley Newport, Insauga.com; Ava Joshi, United Way; Carla Pereira, Peel District School Board; Denis Poirier, Le Metropolitain; Edna Toth, Tough Times; Elena Price, Oxford Properties; Eric Fagen, Alectra; Jake Dheer, Rogers Media Inc.; Janet Eagleson, Region of Peel; Leah Walker, Oxford Properties; Lisa Duarte, Region of Peel; Nancy Marshall, Dufferin-Peel Catholic District School Board; Nazih Khatatbha, Meshwar Newspaper; Patrick Long, Chinese Canadian Voice; Rachel Williams, Mississauga News; Richard Coamartin, Le Metropolitain; Stephanie Scott, Malton BIA

External Engagement Consultant – Redbrick Communications

Brian Lambie, President; Terri Clarke, Social and Digital Media Strategist

City of Mississauga Brand Ambassadors



**Definition
Glossary**

Artificial Intelligence:

Intelligence that is demonstrated by machines, in contrast to natural intelligence displayed by humans and other animals.

Augmented Reality:

A direct or indirect live view of a physical, real-world environment whose elements are “augmented” by computer-generated perceptual information, ideally across multiple sensory modalities, including visual, auditory, haptic, somatosensory, and olfactory.

Content:

Meaningful information in any channel, in any format, for any audience.

Content Management:

A set of processes and technologies that support the collection, management, and publishing of content.

Content Marketing:

Creating and distributing content to attract and acquire a clearly defined audience.

Content Shock:

The emerging marketing epoch defined when exponentially increasing volumes of content intersect our limited capacity to consume it (Mark Schaefer, 2014).

Content Strategy:

Planning for the creation, delivery, and governance of useful, usable content.

Customer Centricity:

An approach to delivering services based on the needs of the customer and that focuses on creating a positive experience for the customer. It ensures that the customer is at the centre of an organization’s philosophy, operations or ideas.

Digital Maturity:

Is an assessment of an organization’s overall digital readiness.

Social Listening:

Is the process of monitoring and assessing digital conversations to understand what citizens are saying about an organization, brand, product, and or individual.



Strategic documents and research

A thorough and extensive research phase was a key element of the update to the Communications Master Plan. Below, are the many City strategic plans, Canadian municipality documents, and secondary industry research reports that were reviewed. In addition, primary research completed by the project core team is also listed.

Strategic documents and research reviewed:

- City of Mississauga Strategic Plan
- 2012 Communications Master Plan
- 2017 Citizen Satisfaction Survey Results
- 2017 Customer Service Strategy
- 2018 City of Mississauga Business Plan
- Review of City of Mississauga's Corporate communications channels (Website, Facebook, Twitter, LinkedIn, YouTube)
- Review of Canadian municipalities online sources (websites, budget books, and strategic reports) including: City of Vancouver, City of Surrey, City of Calgary, City of Edmonton, City of Saskatoon, City of Ottawa, City of Toronto, City of Brampton, City of Oshawa, City of Guelph, City of Halifax
- Earned Media: The Intersection of Interactive Marketing and PR By Sean Corcoran with Emily Riley and Jennifer Wise - Forrester Research Inc.
- 2017 Global Communications Report, USC Annenberg School for Communications and Journalism
- The Elevation of Public Relations. A discussion paper on a profession's present - and its possible future by Daniel Tisch, APR, FCPRS for the Canadian Public Relations Society

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Communications Master Plan 2018

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