

Communications & Engagement

Master Plan

Presented July 2022



TOGETHER WE ARE

Lakeshore

Introduction

Lakeshore's Communications & Engagement Master Plan takes a comprehensive approach to improve communications and engagement in the Municipality.

It aims to build a citizen-centric workplace culture and enhance organizational initiatives used to garner input from citizens, while also seeking to develop the civic literacy of the individuals and organizations who participate in those initiatives.

It seeks to guide staff and Council when considering how, and to what extent, Lakeshore engages citizens in decision-making, and provide clarity on the roles and responsibilities of everyone involved.

The plan considers some of the unique challenges local governments face when communicating to, and engaging with, citizens. These challenges include the wide variety of municipal operations and services, the growth of digital communication technology and social media, changing expectations of citizens, as well as the unequal distribution of resources that citizens need to participate in engagement and decision-making processes.

The plan also looks to promote and bolster Lakeshore's relationship with local organizations and service groups, which are key to supporting an engaged community of active citizens.

Finally, it also seeks to build relationships with local First Nations and Indigenous groups, while advancing Lakeshore's internal knowledge of the local history as well as its role in Truth and Reconciliation.

Implementation

As noted under each strategic priority, action items are listed as opportunities with the intent to be considered by Council during future budget deliberations. While several of the listed goals and action items may be accomplished within Lakeshore's current resources, many of the initiatives will require new funding or staffing considerations.

Definitions

“Citizen” means all residents and persons that reside within the borders of the Municipality. It is not in reference to their nationality or country of origin.

“Civic engagement” means a transparent, responsive, inclusive process that requires the involvement or participation of citizens, community, and/or the public to make or inform a decision.

“Civic literacy” means a citizen or community’s knowledge about how local governments make decisions, deliver services, and operate.

“Engagement” means the process for interacting with and involving citizens and the public in decision-making processes.

“Public” means all those who are impacted by, or may impact, the decision-making process. In a municipal context, this can mean citizens; individuals who work in, go to school in, enjoy leisure activities in or travel through the Municipality; people and organizations that own property or do business in the Municipality; charitable and community organizations; or other stakeholders.

Guiding Principles

The following section describes the guiding principles which have informed the strategic priorities, goals, and initiatives identified in this plan. Each guiding principle is paired with a value statement to better convey its intent.

- **Honesty & Transparency**

"We will be clear about how citizen participation and feedback will be used as well as any limitations of engagement."

- **Trust & Respect**

"We will seek to build trusting relationships with citizens and the public and be respectful of their input and participation in Lakeshore's engagement initiatives."

- **Equitable & Inclusive**

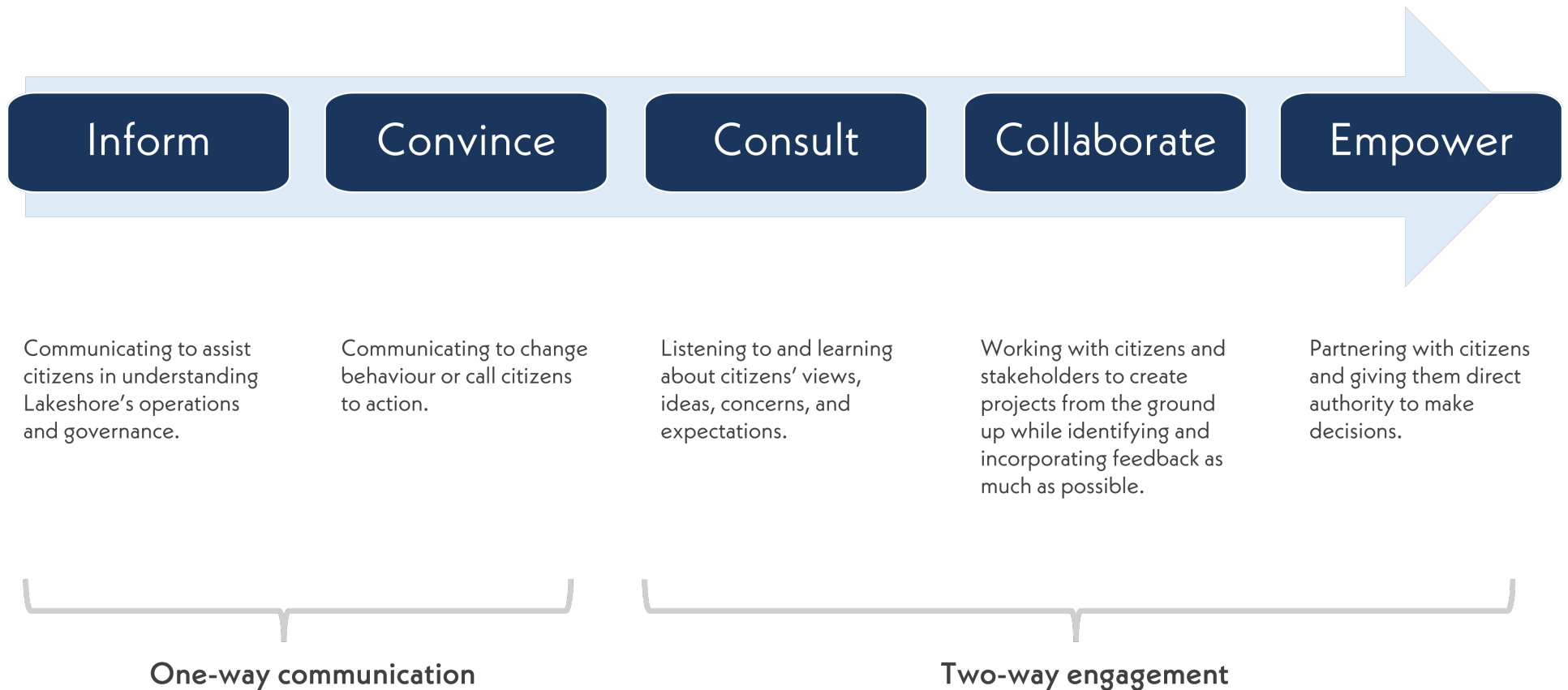
"We will seek to identify and remove barriers to ensure citizens can access engagement opportunities."

- **Continuous Improvement**

"We will use feedback from participants, citizens, stakeholders, staff, and Council members to improve future engagement initiatives."

Lakeshore's Spectrum of Communications and Engagement

The following spectrum of communications and engagement is adapted from the International Association of Public Participation (IAP2). The spectrum is designed to be used as a guide for communication and engagement initiatives and to provide clarity for staff, Council, and citizens.



Strategic Priorities

The following pages outline the Communications & Engagement Master Plan's four strategic priorities, as well as each priority's goals and action items.

- **Strategic Priority #1:** Improve the citizen engagement experience and build civic literacy throughout Lakeshore.
- **Strategic Priority #2:** Build Lakeshore's communications & engagement capacity and foster a citizen-centric culture.
- **Strategic Priority #3:** Engage community organizations and celebrate active citizenship and community service.
- **Strategic Priority #4:** Build relationships with local First Nations and Indigenous groups and implement an Indigenous engagement and education program.

Strategic Priority #1:

Improve the citizen engagement experience and build civic literacy throughout Lakeshore

Amend existing and create new policies and procedures

- **Policies & procedures:**

- Citizen Engagement & Notice Policy (new & existing)
- Citizen Engagement Procedure Communications Planning Tool (new)
- Survey Standards Policy (new)
- Petition Policy & Procedure (existing)
- Citizen Data & Information Stewardship Policy (new)
- Social Media Policy (existing)

Identify and mitigate barriers to communications and citizen engagement

- **Opportunities:**

- Standardize citizen engagement feedback mechanisms and conduct an annual review of submissions to inform future improvements (new)
- Add citizen engagement metrics to Lakeshore's Community Satisfaction Survey (new & existing)

Create and share additional, non-project-specific, multimedia content and engagement opportunities

- **Opportunities:**

- Launch the Lakeshore Current to provide regular updates for internal and external audiences (new)
- Create a Lakeshore 101 video series (new)
- Launch an interactive #AskLakeshore civic literacy campaign (new)
- Launch a Local Government Week engagement campaign (new)

Explore additional opportunities to improve citizen experience and build civic literacy

- **Opportunities:**

- Lakeshore mobile application
- Lakeshore Citizens' Academy
- Participatory budgeting
- Extended and deliberative engagement processes
- Partnerships with local schools (e.g., local government SHSM program) and community organizations
- Digital, interactive, and place-based engagement tools
- Virtual/augmented reality and the use of gamification principles

Strategic Priority #2:

Build Lakeshore's communications & engagement capacity and foster a citizen-centric workplace culture

Implement a Communications, Engagement, & Public Service Synergy Team

- **Opportunities:**

- Conduct a review of evergreen print products and promotional material to identify current and future needs (new)
- Create departmental content creation strategies to plan and coordinate short-, medium-, and long-term engagement and communication initiatives (new)
- Create a Communication and Engagement initiative master list to plan and coordinate significant projects (new)
- Engage Synergy Team members to review communication (e.g., design focus groups) (new)

Provide training tools and engagement/communications best practices

- **Opportunities:**

- Launch an internal communication and engagement training regime (new)

Develop and enhance communication and brand standards to support a consistent visual identity

- **Opportunities:**

- Launch corporate training and education on brand standards and communication templates (new)
- Create graphic design templates for social media as well as static and interactive data visualization (new & existing)

Enhance the quality of data production to assist Council and leadership with decision-making

- **Opportunities:**

- Develop and incorporate communication and engagement performance indicators into Lakeshore's 2022-2026 Strategic Plan (new)
- Create an annual citizen panel which is representative of the broader community (new)
- Develop and implement survey and engagement procedures, including considerations for data output and visualization (new)

Enhance website feedback tools and analyze digital metrics to improve online presence

- **Opportunities:**

- Expand the use of analytics and Web intercept feedback mechanisms to better understand user behaviour and website usage (new)
- Create mobile-ready content standards (new)
- Create a three-click maximum standard for accessing information (new)
- Conduct an annual review of Lakeshore's website and social media analytics (new & existing)

Expand and standardize print marketing distribution

- **Opportunities:**

- Invest additional advertising resources to newspaper advertising and mail marketing (new)
- Leverage Lakeshore and other community facilities to expand distribution of print posters and evergreen print pieces (new)
- Invest in new community sign boards and outdoor signs at local parks and facilities (new)

Foster a citizen-centric culture and public service motivation amongst Lakeshore staff

- **Opportunities:**

- Launch a community action & volunteering committee (new)
- Develop internal and external media content to promote and acknowledge Lakeshore staff (new)
- Create new multimedia assets to improve the onboarding experience and facilitate institutional & community knowledge (new)

Strategic Priority #3:

Engage community organizations and celebrate active citizenship and community service

Identify opportunities to leverage strategic partnerships with community groups and local stakeholders to expand Lakeshore's communications reach

- **Opportunities:**

- Explore opportunities to crowd-source communications content (new)
- Create a community information network (new)
- Create a Community Calendar & Communications Support Policy/Procedure (new)

Acknowledge the contributions of community organizations and promote the role of citizens in the community

- **Opportunities:**

- Create a Citizen of the Year and Community Organization of the Year Award program (new)

Strategic Priority #4:

Build relationships with local First Nations and implement an Indigenous engagement and education program

Opportunities

- Create a First Nations and Indigenous Peoples Consultation Framework & Policy (new)
- Host an annual community dinner with Lakeshore and Council Members of Caldwell First Nation and Walpole Island First Nation, as well as other Indigenous community groups (new)
- Launch an Indigenous engagement & education program, in partnership with local First Nations, for Council and staff (new)
- Promote community events and days of celebration hosted by local First Nations and Indigenous organizations and community groups (new)
- Seek additional opportunities to build relationships and advance Truth & Reconciliation (new)