

Communications Master Plan 2018

Executive Summary



MISSISSAUGA



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:

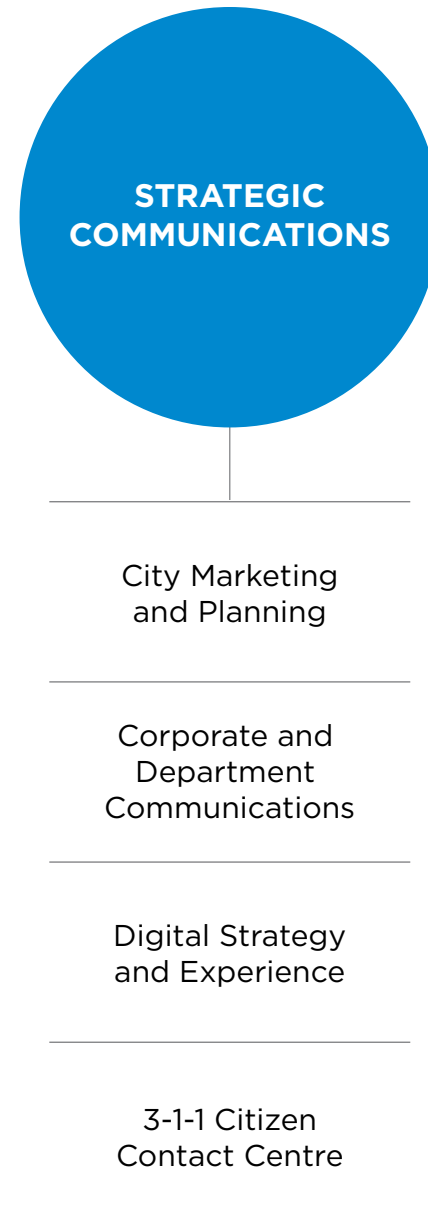
- City-wide marketing
- Brand alignment and promotions
- Graphic design and creative service
- Advertising, promotional partnerships
- Market research and analytics

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).



Request full document

To receive a full copy of the City of Mississauga's Communication Master Plan

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