

## **Communication Strategy and Business Plan Review - Proposal**

### **Overall Goal:**

- A corporate communication strategy that:
  - proactively and promptly notifies members of Council about City-related matters and issues affecting respective Wards or the City
  - improves and increases support to Council to enhance their ability to work with their constituents
  - supports keeping the public informed and engaged in local government
  - includes a conduit for tracking community meetings, events and activities relevant to Council
- A coordinated and effective communication strategy that integrates the needs of the public/community, Council, staff and media
- A resourceful and respected Communication Division that provides exceptional services with existing resources, utilizing leading edge technology and continually adjusting priorities to meet demands and expectations of public, Council's strategic plan and corporate and staff requirements.

### **Objective of Review:**

- Identify ward and city-wide communications wants and expectations by Council members
- Identify "common" communication services that would benefit all Council members and the public and how those services would be delivered on a corporate-wide basis
- Identify communication/public engagement strategies/programs in other communities (best practices)
- Integrate with Council Service London Team and Council support functions
- Review existing communication roles and responsibilities to refine mandate and align with the new Council strategic plan
- Identify process efficiencies, opportunities to shift or eliminate functions to create capacity to enhance services

### **Work Plan:**

- Complete research and meetings with administration (Week of Nov 26):
  - Meet with Communications Division Team
  - Review Council reports and information related to operational and corporate communication issues
  - Review Council Service London Team reports and information
  - Review Communication Division business plan, budget, organizational chart, job descriptions and any reports related to communication strategy/plan
  - Review new London web site model (to understand opportunities)
  - Update on Council support model implementation
  - Review websites of other municipalities to identify current practices related to public
  - More detailed review and discussions with select municipalities (Windsor, Toronto, Hamilton, Ottawa)
- Interviews with each member of Council to obtain input on communication expectations ward, city-wide or corporate/day-to-day (Dec 6-14)
- Summarize and prioritize common wants and expectations; identify gaps and other potential resources (Week of Dec 17)
- Review findings with recently established adhoc Communication Task Force, Senior Leadership Team, and other City employees (Week of Dec 17)
- Develop recommendations and implementation plan related to Council communication strategy (Jan)
- Review existing corporate resources, technology and skills to align with communication strategy; identify opportunities to leverage existing resources and expertise (Jan)
- Identify gaps in skills, resources, technology etc. (Jan)
- Develop a draft report, implementation plan and priority schedule (Jan 25)
- Final report (Jan 31)