

City of Courtenay Communication Strategy



City of
Courtenay

Table of Contents

1. Introduction
2. Engagement Inputs
3. Communication Channels
4. Work Plan Prioritization
5. Forecasting

City communication is a complex, cross-disciplinary act of depth, breadth, and foresight

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Diverse audiences

Across ages, origins, abilities, and location

Ranging channels

Different primary sources of City communication across your residents

Patterns & trends

Multiple concurrent streams of regularized and ad-hoc topics

Resource intensive

Specialist and generalist skill sets for thoughtful execution

City communication is a complex, cross-disciplinary act of depth, breadth, and foresight

Diverse audiences

*Across ages, origins, abilities,
and location*



Meaningful Engagement

*Ensuring that all of the City's
audiences can be reached effectively
through the City's range of available
communication channels.*

City communication is a complex, cross-disciplinary act of depth, breadth, and foresight

Ranging channels

Different primary sources of City communication across your residents



Appropriate Channel Allocation

Leveraging the right channels for the right types of communication activities and events.

City communication is a complex, cross-disciplinary act of depth, breadth, and foresight

Patterns & trends

Multiple concurrent streams of regularized and ad-hoc topics



Predictive Communication

Working within a system that allows future communication activities and events to project logical requirements for personnel and timeline requirements.

City communication is a complex, cross-disciplinary act of depth, breadth, and foresight

Resource intensive

Specialist and generalist skill sets for thoughtful execution



Required Resourcing

Understanding the type and volume of staffing required, in advance, to conduct City communication activities and events effectively.

City communication is a complex, cross-disciplinary act of depth, breadth, and foresight



The City's communication strategy prioritizes equity, transparency and intentional engagement with all audiences to meaningfully and effectively inform residents.

2. Engagement Inputs



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Engagement Inputs

Engagement activities that informed this strategy

Audience Assessment High-level audience segments based on demographic data, communication archetypes, and the outcomes of the channel audit.

Communication Channels Audit Current performance of channels used by the City. These channels were measured against standard benchmarks, along with the City of Victoria, the City of Port Moody, and the City of Port Alberni.

Elected Officials Interviews Feedback on the expectations, nuances, and needs of elected officials. These interviews aimed to develop a strategy that meets staff needs while maintaining Council support and understanding.

Prioritization Workshop Assessing the known programs of work, ranking staff needs and capacity requirements. The workshop focused on reviewing and prioritizing identified initiatives into three distinct categories.

Engagement Inputs

Engagement activities that informed this strategy

Interest Holder Engagement	Discovery and definition of communication challenges facing organizations that serve equity-deserving communities.
Youth Survey	Assessments of the relevancy of communication methods and channels for youth 14-24, developed in partnership with Foundry.
Tool Assessment	Review of ideal tools to support each identified channel. This assessment evaluated a tool's ability to address multiple channels alongside effective pricing recommendations.
Resourcing Assessment	Examination of existing resourcing methods, challenges, and patterns through ongoing engagement with the City project team.

3. Communication Channels



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Communication Channels

Increasing reach through intentional channel strategy

Digital Channels

*Courtenay.ca; Facebook;
Instagram*

Primary digital communication channels to be leveraged by the City in the majority of situations.

Traditional Channels

*Direct mail; Postering; Media
relations; Newsletters; In-person
Events*

Primary traditional (physical, in-person, or hybrid) channels to be leveraged by the City in select situations.

Secondary Channels

Reddit; TikTok; X

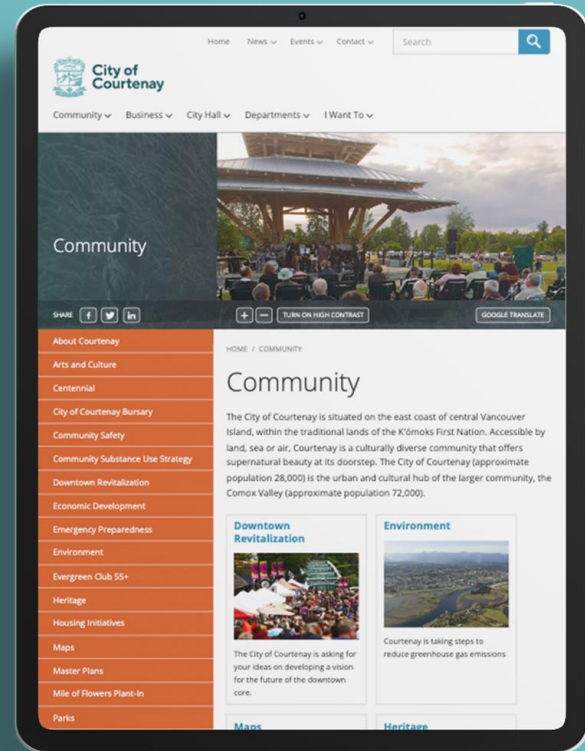
The City will leverage secondary digital tools sparingly.

Communication Channels

Digital Channels

Courtenay.ca

Using the website as the primary information centre for everything happening in the City will create an authoritative location for residents.

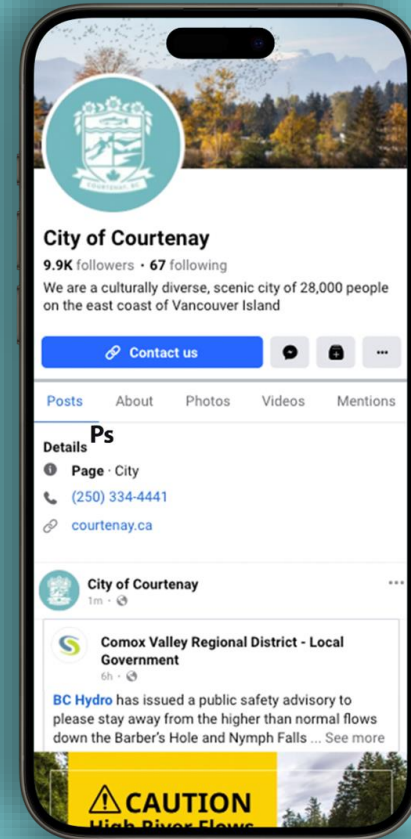


Communication Channels

Digital Channels

Facebook

As the largest social channel for the City, the continued diversification of the content on the channel will continue to grow the return and cement Courtenay channels as the point of official City information.



Communication Channels

Digital Channels

Instagram

Of similar importance to Facebook, and warrants focused efforts to engage with the strong audience representation and high-usage potential.



Communication Channels

Traditional Channels

Posting

Informs and reminds viewers of key context and opportunities in their direct environments. Posting effectively catches the attention of a specific community and can explain proposals in real time.



Mile of Flowers Plant-In

Tuesday, May 27
Starting at 5:00 pm

Join hundreds of volunteers for Courtenay's annual Mile of Flowers Plant-In. A local tradition since 1967!

Free BBQ

Join us at Standard Park (located at Cliffe Avenue and 14th Street for a free BBQ courtesy of Courtenay Rotary and the City of Courtenay.

Event Details

Contact the following for more information:
Tel: 250-334-4441
Email: communityservices@courtenay.ca

What to Bring:

- Gloves and trowel
- Drinking Water
- Community Spirit

Where to Plant:

Anywhere on Cliffe Ave. between 8th Street and 21st Street

courtenay.ca/plantin

Communication Channels

Traditional Channels

Direct Mail

Effective in coverage, but presents some limitations. Deemed important by many equity-deserving groups consulted during the engagement process.

Newsletters

A centralized, well-maintained list is a useful way to get information at a high level out to residents as long as the information can be expanded on the website. Functions as a companion to Courtenay.ca

Media Relations

Maintaining open lines of communication with the media is key to ensuring that this channel remains productive and can serve its purpose as a vehicle for keeping the public informed.

Communication Channels

Traditional Channels

In-Person Events / Live-Streams

Running in-person events is a valuable exercise that generates high engagement. It allows the City to have staff in the community visibly—either through running specific program-related pop-ups or attending general events with projects.



4. Work Plan Prioritization



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Work Plan Prioritization

Assessing feasibility in line with effectiveness

In order to effectively communicate with residents on key issues of varying magnitude and length, we have defined a three-point scale by which to segment planned communication events for the City.

Each scale segment is paired with specific channel and resourcing recommendations, taking into account the length of required activity, the audience personas needing to be addressed, and the overall reach and effectiveness of specific channels.

Work Plan Prioritization

Prioritization scale

L

Low Communication Segments

These events are typically focused on quality-of-life services, and have low interest or visibility. They require 2-6 weeks of notice and preparation (averaging one month) and typically have low-to-moderate resourcing requirements.

M

Medium Communication Segments

These events are typically focused on essential services, and have moderate interest or visibility. They require 6-12 weeks of notice and preparation (averaging two months), and typically have moderate resourcing requirements.

H

High Communication Segments

These events are typically focused on emergency services and voting on bylaws and have high interest or visibility. They require 12+ weeks of notice and preparation (averaging three months), and typically have high resourcing requirements.

Work Plan Prioritization

Low segment channel load

Courtenay.ca	Facebook	Instagram	Direct Mail
Postering	Newsletters	In-Person Events	Media Relations
X	Reddit	TikTok	

Work Plan Prioritization

Medium segment channel load

Courtenay.ca	Facebook	Instagram	Direct Mail
Postering	Newsletters	In-Person Events	Media Relations
X	Reddit	TikTok	

Work Plan Prioritization

High segment channel load

Courtenay.ca	Facebook	Instagram	Direct Mail
Postering	Newsletters	In-Person Events	Media Relations
X	Reddit	TikTok	

5. Forecasting



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Forecasting

Understanding resource requirements & constraints

Channel Load

Each channel is mapped as required / not required for each of the described work plan segments.

Level of Effort

Each channel is mapped to a level of effort per role. These mappings are applied produce an overall picture of the load, per role, per channel.

Work Plan

Each event has been mapped to one of the three work plan segments, dictating required channels and expected months per event.

Ad-Hoc

Intentional modifications can be made on a monthly basis to include channels for specific events. These can be added through a volume-based multiplier.

Manager Tracking

Events can instead be tracked through a unique manager tracking function, allowing for third-parties to conduct communication efforts for specific events.

Forecasting

Work plan forecast

	2024											
	01	02	03	04	05	06	07	08	09	10	11	12
H	3	4	2	2	2	1	3	1	1	0	0	0
M	2	2	2	1	1	1	1	1	2	2	2	0
L	8	7	8	6	6	10	3	5	5	4	5	8

Thank You



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