

Strategic Marketing & Communications

Led by: Customer Service & Communications

Description:

This service provides strategic marketing and communications consulting, strategy development, and the delivery of communications and marketing tactics. These align with The City's brand, serve to strengthen The City's reputation, and support revenue generating services. By using citizen, customer and employee data and intelligence, this service develops targeted messages, delivered in the most effective and appropriate channels to reach the desired audiences. This service is focused on raising awareness, achieving business outcomes, and demonstrating the value of City services in making life in Calgary better.

Customers:

Citizens, the Corporation (Council, Administrative Leadership Team, City Manager), employees, service owners and their customers.

What is delivered to customers:

- Corporate marketing and communications strategy and execution.
- Marketing and communication plans and tactics for City services.
- Management of relevant channels for messages and information about City programs, initiatives and services.
- Strategic communications and marketing consulting and advice.
- Marketing and communications return on investment reports.

Partners:

Internal Partners: Council, City Manager's Office, Administrative Leadership Team, service owners
 External partners: Government of Alberta, Government of Canada, regional municipalities, vendors, media, City partners (Calgary Economic Development, Calgary Tourism, Chamber of Commerce, etc.)

Service need (value proposition):

This service ensures citizens, customers, and employees are informed about The City, its services, strategic direction, and the value received from The City. We provide transparent, trustworthy, targeted and timely information to create awareness of City programs and services, increase revenue, and build advocacy. We manage communication and marketing policies that protect The City's brand and reputation. Service owners receive marketing and communication expertise including: content development, issue and crisis communications, media relations, social media, internal communications, digital marketing, advertising and creative services. Council and Administration receive support for all citizen priorities and Council Directives through this service, which contributes to achieving outcomes related to the environment, transportation and mobility, social needs, and city planning.

Current state service value

<p>15,500 Service requests (2018 forecast)</p> <p>1,267,344 Calgarians served</p>	<p>80% Citizen satisfaction with communications</p> <p>2,500,000 Social media engagements (2018 forecast)</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p>  <p>\$19.50 Annual operating cost per resident of external marketing and communications</p> <p>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</p>
<p>Connections to Citizen Priorities</p> 		<p>What the service includes</p> <p>This service has no sub-services.</p> <p>Key Capital Investments</p> <p>2018 capital investments for this service include technology licensing to manage corporate social media channels, The City's newsroom, myCity, and digital displays.</p>



What we've heard and service outlook

What we heard: Research & Engagement Results

This service is key in managing The City's reputation. Strong reputations help organizations perform more effectively and build a reservoir of goodwill for the future. Factors of reputation were measured through the 2017 Citizen Satisfaction Survey, and show that The City has a strong reputation and high levels of familiarity and trust:

- 94 per cent of citizens are familiar with The City.
- 64 per cent have a favourable opinion.
- 62 per cent trust The City.
- 33 per cent consider themselves as advocates.

Further engagement with service owners has identified the need to increase marketing to support revenue generation for City services such as Transit and Recreation.

What Council has directed

By offering communications and marketing support for all City services, this service supports all Council Directives, however it is most closely related to the directives under A Well-Run City (W1, W2, W3, W4, W5).

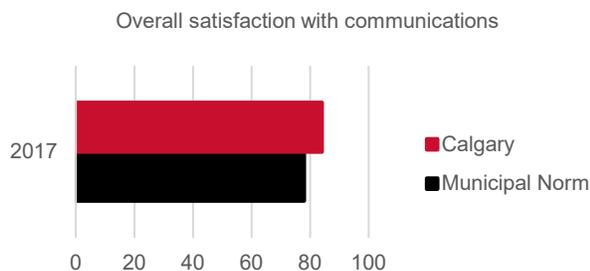
This service helps Council and Administration speak in a collective voice to improve communication with Calgarians. Specifically, it helps The City build a strong brand and enhance understanding of: (1) Investment in City services and the value provided, (2) The City's contribution to quality of life in Calgary, (3) The City's culture of innovation and continuous improvement.

This service also supports Council Direction through these policies: Transparency and Accountability (CC039), Public Notice and Legal Advertising (CS010), Plain Language (CS014), Notice of Motion (C2018-0504) on Multilingual Communications and Engagement, and compliance with Canadian Anti-Spam Legislation.

What are we watching?

Risks and trends influencing this service include: (1) Demographic shifts (accessibility, translation, interpretation needs); (2) Expectations around ease and timeliness of information in relevant channels and greater shift to digital channels; (3) Increased expectations for transparency and access to information; (4) Growing distrust of media and government, and the growth of online activism and influencers; (5) Increased need for data to inform recommendations; (6) The City not speaking and acting as One City, One Voice, due to misaligned messages, actions and direction; (7) Balancing quality of life results with marketing of revenue generating services; (8) Balancing Corporate direction with communication needs of service owners; (9) Service owner satisfaction with centralized service model, focused more on efficiencies, specialized teams and working within investment constraints.

Benchmarking



The City compares favourably with other Canadian municipalities for overall satisfaction with communications, indicating that our service outputs are meeting Calgarians' diverse needs for reliable and trustworthy information that promotes trust and confidence in The City. This level of satisfaction has been achieved with a marketing and communications investment of 0.48 per cent of The City's total budget, which supports strategy and content development, social media, creative services, advertising, internal communications, issues and crisis communications, digital marketing, media and public relations.

Source: Ipsos Reid (Citizen Satisfaction Survey and Municipal Norm Research)

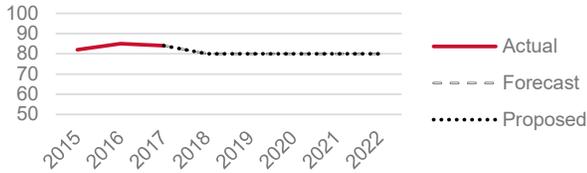
What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Quality	Communications and marketing strategies and products that deliver on business needs.
Informs	Reliable and trustworthy information about The City.
Equity	The City responds to evolving communications needs of Calgary's population.
Responsiveness	Proactive communication risk identification and solutions that uphold and improve Corporate reputation.
Provides Hope	Supports building/maintaining trust and confidence in The City.

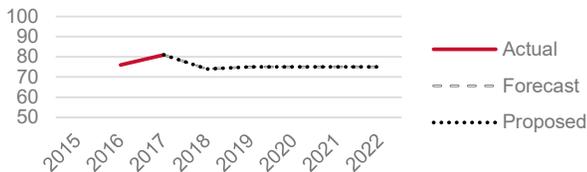


How is the Service performing? Where we are headed and where do we want to go?

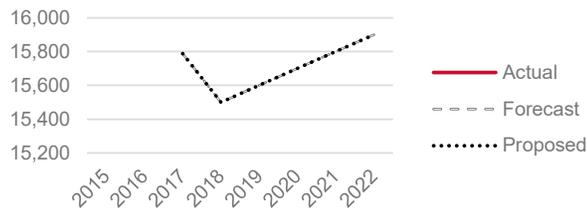
Communications satisfaction (Percentage of Calgarians satisfied with the overall quality of City information and communications (Citizen Satisfaction Survey))



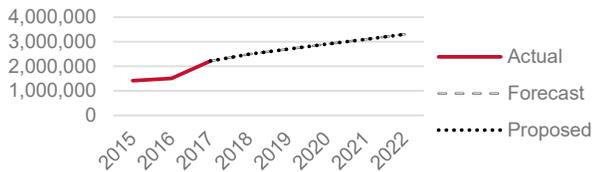
How well The City communicates with citizens (Percentage of citizens who say The City has communicated well about its services, programs, policies and plans (Citizen Satisfaction Survey))



Marketing and communications service requests (Number of service requests)



Corporate social media engagement (Total number of social media engagements on Corporate social channels (Facebook, Twitter, Instagram))



Story behind the curve

Performance measures indicate the service is performing well, with high demand, strong citizen satisfaction, and increasing social media engagement. Forecasts indicate the proposed investment level will allow us to maintain or slightly improve performance. Without adequate investment, this service will significantly decline in these measures. Once impacted, greater time and investment in marketing and communications is needed to earn back citizen and customer trust and confidence.

A closer look at the measures shows, citizen satisfaction with City communications and marketing is high, and despite a decline since 2015 remains in line with the municipal norm of 78 per cent. Measures related to how well we communicate also remain strong despite recent declines. Opportunities exist to increase performance in this area by addressing Calgary's growing multicultural communication needs. Specific measures to gauge the effectiveness of multicultural communications efforts are currently under development.

Internal demand is high, as requests for strategic marketing, internal and external communications, web content and creative services remain steady. We are seeing a slight decline in demand in 2018, however, we expect this to return to normal levels with a number of large-scale projects on the horizon. We will be able to effectively manage current and future demand within proposed investment levels by working with service owners to more effectively bundle work, which will avoid duplication of effort, and provide more targeted and effective marketing and communications services.

With The City's social media following increasing steadily each year, we expect to see a proportional increase in engagement until our followers reach a saturation point. Similarly, the growing number of citizen inquiries made via our social media channels indicate that citizens want to request information and services from The City using these channels, which is a trend we expect to continue, resulting in more engagements. We will further increase performance by leveraging marketing and communications data to tailor information, build more engaging relationships with social media users and advocates, influence conversations that contribute to the reputation of the organization, and market City services to increase revenue.



What do we propose to do?

What we propose to continue doing

STRATEGY
Manage communication needs, including: crisis communications, media relations, social media, employee communications, and creative services.
Develop and execute marketing strategies and tactics.
Manage The City's brand and reputation.
Ensure employees are connected, informed, equipped and engaged as ambassadors of The City.
Manage internal and external channels to ensure effective reach of channels.
Utilize paid advertising and media buying strategically to ensure reach and effectiveness of City campaigns.
Govern strategic marketing and communication function for the Corporation, including related policies.

Why?

These strategies are required to support The City's brand and reputation and maximize revenue generation for City services. Through the use of City communication channels and messages, this service supports Council and Administration by: equipping City employees to be ambassadors of The City, identifying digital marketing opportunities that save money, and supporting citizen priorities and Council Directives.

What we propose to do less of

STRATEGY
Printed marketing and communication tactics (in alignment with the MGA).
Corporate seasonal campaigns.
One-off campaigns (will aim to bundle and theme campaigns).
Mass communications in favour of more targeted marketing and communications.
Duplicated work (will increase templated and self-serve options).

Why?

It's vital for The City to keep pace with communications and channel preferences of citizens, customers and employees. The City is committed to reducing its reliance on print through increased targeted and digital marketing. Additional service reductions and efficiencies will be achieved through templating, self-serve options, and eliminating corporate seasonal campaigns.

What we propose to do more of or include as a new offering

STRATEGY
Optimize advertising on City assets (buses, shelters, facilities, rinks, vehicles, etc.).
Digital marketing to align with Municipal Government Act and Canadian Anti-Spam Legislation.
Deepen marketing expertise to support revenue generating operations with effective marketing solutions.
Develop and implement a Multilingual Communications and Engagement Policy and framework to better communicate and engage with diverse populations.
Increase focus and elevate cross-departmental communication tactics.

Why?

The City invests about \$5-6 million annually in promotion to ensure the public has the information they need. We will deepen our marketing expertise and increase adoption of digital marketing, leverage City assets for advertising, and integrate plain language and targeted translation. This will help us reach diverse populations in cost-effective ways and enable a shift away from traditional government messages to messages that are clear, simple and connect with Calgarians.



What Operating Budget do we need to achieve these results and strategies?

For Council Approval

SERVICE PERFORMANCE RESULTS FOR 2019-2022	CURRENT	TREND
Communications satisfaction (Percentage of Calgarians satisfied with the overall quality of City information and communications (Citizen Satisfaction Survey))	80	↔
How well The City communicates with citizens (Percentage of citizens who say The City has communicated well about its services, programs, policies and plans (Citizen Satisfaction Survey))	74	↔
Marketing and communications service requests (Number of service requests)	15500	↑
Corporate social media engagement (Total number of social media engagements on Corporate social channels (Facebook, Twitter, Instagram))	2,500,000	↑

Breakdown of net operating budget (\$000s)

	2019	2020	2021	2022
Previous Year's Budget	7,500	7,721	7,721	7,721
Less Previous Year one Time	-	-	-	-
Base	7,500	7,721	7,721	7,721
Revenue Changes	-	-	-	-
Internal Recovery Changes	(66)	(72)	(69)	(71)
Inflation	115	126	121	124
Operating Impact of Previously Approved Capital	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-
Efficiencies	(121)	-	-	-
Service Reductions	(49)	(54)	(52)	(53)
Service Increases	270	-	-	-
One Time	-	-	-	-
Realignments	72	-	-	-
Total	7,721	7,721	7,721	7,721

Total Operating Budget (\$000s) for Approval

	2018 Budget	2019			2020			2021			2022		
	At Mar 31	Base	One-Time	Total									
Expenditure	28,557	28,844	-	28,844	28,916	-	28,916	28,985	-	28,985	29,056	-	29,056
Recoveries	(21,057)	(21,123)	-	(21,123)	(21,195)	-	(21,195)	(21,264)	-	(21,264)	(21,335)	-	(21,335)
Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
Net	7,500	7,721	-	7,721	7,721	-	7,721	7,721	-	7,721	7,721	-	7,721



Recommended Capital Investment to Support Service Delivery

For Council Approval

Capital Budget for Council Approval

ACTIVITY	DESCRIPTION	2019 REQUEST (\$000s)	2020 REQUEST (\$000s)	2021 REQUEST (\$000s)	2022 REQUEST (\$000s)	2023+ REQUEST (\$000s)	Total REQUEST (\$000s)
Annual Investment Program(s)		-	-	-	-	-	-
Project(s)		-	-	-	-	-	-
Program(s)		-	-	-	-	-	-
Sub-Total (New Budget Requests)		-	-	-	-	-	-
Previously Approved Budget Remaining		1,350	-	-	-	-	1,350
Total Capital Investment		1,350	-	-	-	-	1,350

Explanation of Capital Budget Requests

No new Capital Budget for approval.