



**CITY OF
REVELSTOKE.**

STRATEGIC COMMUNICATIONS PLAN

LGMA 1390-03

Adopted: 2025-11-25

Last Updated: 2025-11-20

Prepared By: Francesca Williams

Communications Coordinator

communications@revelstoke.ca

OVERVIEW

The Strategic Communications Plan (SCP) intends to be a strategic framework, with long-term goals and operational guidance for facilitating effective management and coordination of information for the City of Revelstoke.

As maintaining a consistent voice across all communications is essential for the City of Revelstoke to build strong relationships, this plan is to be used concurrently with the City's Brand Book.

VISION

The City of Revelstoke provides **clear, transparent and accessible information** for its residents, employees, Council and interested parties, fostering a **clear understanding** of programs and services, and **ensuring the community has an opportunity to provide input** on new or changing programs and initiatives.

TERMINOLOGY

- **Interested parties:** Revelstoke Chamber of Commerce, Tourism Revelstoke, Revelstoke Museum & Archives, Revelstoke Railway Museum, Parks Canada, and any other organizational (profit or not-for-profit) that provides and/or supports the City of Revelstoke's daily, monthly or annual services, communications, projects, and/or brand identity.

STRATEGIC COMMUNICATION GOALS

GOAL 1

Develop a **culture of clear and consistent communication** that connects the City of Revelstoke, Council, residents & interested parties.

GOAL 2

Enhance communications as an operational process, ensuring it has the **resources needed to succeed**.

GOAL 3

Establish a **Crisis Communications Plan**.

GOAL 4

Increase resident participation and engagement in the City's decision-making processes.

GOAL 5

Enhance internal communication processes to allow for **more efficiency between departments**.

These goals are broken down into objectives (or actionable steps), based on the recommendations resulting from a study by The Flow Group for the City of Revelstoke in 2018 (see Appendix 1).

APPENDIX 1:

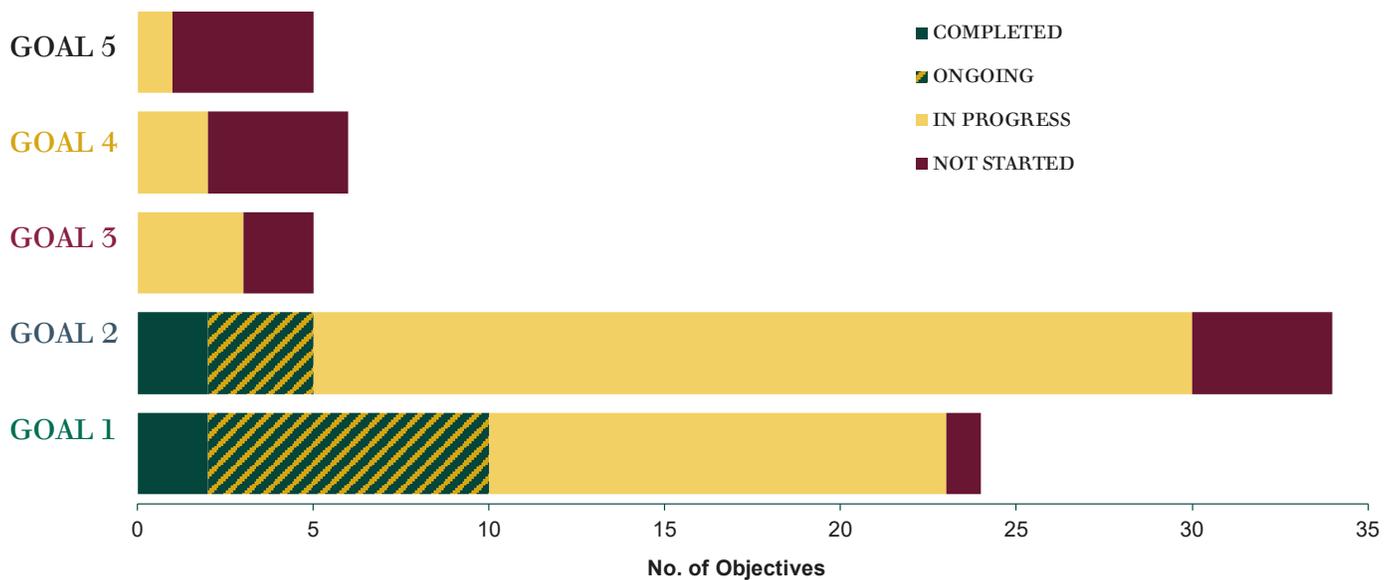
STRATEGIC COMMUNICATION OBJECTIVES

The following objectives cover the wide variety of responsibilities that fall under communications, categorized by the goals identified in the SCP and status. Some objectives have been noted twice, as they act as a step towards more than one goal.

Objectives are:

- **COMPLETED:** Achieved.
- **ONGOING:** Achieved but now included in the communications team's ongoing workplan.
- **IN PROGRESS:** A wide scale that includes researching, testing different processes, creating an organizational procedure, and awaiting final confirmation.
- **NOT STARTED:** Will be started following the completion of priority objectives.

Quick Overview: Status of Objectives in terms of Reaching the Strategic Communication Goals



GOAL 1

Develop a **culture of clear and consistent communication** that connects the City of Revelstoke, Council, residents & interested parties.

COMPLETED

Visual Identity:

- Embark on a brand vision process to determine Revelstoke's story, what the community has to offer and ensure the vision conveys that story.
- Establish a brand identity / Brand Book (logo, tone of voice, values, images, messages).

ONGOING

City Views e-Newsletter

- Create a consistent schedule for the newsletter.
- Measure and evaluate newsletter analytics and use this information to adjust future editions.

Communication Channels – overall:

- Use plain language for all public-facing content.

Media Relations:

- Ensure media releases follow a process that includes posting information on relevant webpages, and sharing with media contacts and relevant organisations.

Print & Promotional:

- Ensure visual identity is consistent on all printed and promotional materials through the use of the Brand Book guidelines and templates.

Social Media:

- Continue to provide regular updates on social channels (Facebook, Instagram, LinkedIn, YouTube).
- Measure and review channel analytics regularly to optimize post timing, frequency, type, and target demographic. *Note: Analytics are reported to Council quarterly as of 2025.*

Website:

- Conduct website content/performance reviews to identify content gaps, opportunities to enhance optimization and performance, and establish best practices for content.

IN PROGRESS

Alerts

- Review 'back-end' app settings to ensure standard reply emails, forward to correct department, and follow up on unresolved issues is accurate.
- Investigate usage data on alert topics and look to optimize/reduce/add topics as necessary.

Communication Channels – overall:

- Create and document procedures (how, when, what) for standard communication activities and tools including but not limited to news releases, public notices, social media posts, posters, website updates, and brochures.

Media Relations:

- Consider a condensed version of media and/or customer service training to front-line staff to better equip them to respond to enquiries from the media and the public.

Paid Advertising (Radio & Print)

- Develop a standardized and branded template for print and digital ads.
- Coordinate advertising through a centralized communication function to ensure brand compliance, consistent writing and branding, coordinated messaging on other channels (social media, website, newsletter), and budgetary control.

Policies, Plans & Strategies:

- Ensure project communication and/or engagement plans include feedback loops for participants to receive timely updates.

Social Media

- Create guidelines for social channel establishment, use and maintenance by City departments.

Visual Identity:

- Develop standard templates for office documents, reports, letters of notice, stickers, advertisements, and posters, using the brand identity (Brand Book).
- Implement the brand identity on all corporate and marketing channels, including the website, social media, engagement platforms, and promotional and formal communications.

Website

- Develop website guidelines that describe writing, graphic and file/document posting procedures and best practices.
- Implement a regular system of website reporting to identify high-use content, search content gaps, and user behaviour, and optimize content and site features in response.
- Use live text instead of a PDF document for commonly downloaded items such as recreation admission fees.

NOT STARTED

Media Relations:

- Arrange media training to senior staff and elected official each Council term.

GOAL 2

Enhance communications as an operational process, **ensuring it has the resources needed** to succeed.

COMPLETED

Resources:

- Create a staff position that is fully responsible for the coordination of the communications function.

Social Media

- Ensure passwords for all channels are maintained securely.

ONGOING

Media Relations:

- Review processes and approvals for media releases to ensure they remain timely.

Policies, Plans & Strategies:

- Develop a strategic Communications Plan that charts a future course, manpower and any operational needs (this document).

Resources:

- Enhance and strengthen community communications through partnerships and relationships both within the City of Revelstoke (inter-departmental) and externally (other government agencies, tourism partners and organizations, community groups, business groups, etc.)

Website:

- Conduct website content/performance reviews to identify content gaps, opportunities to enhance optimization and performance, and establish best practices for content.

IN PROGRESS

Alerts

- Review subscriptions and subscription categories. Determine a more efficient structure to ensure all City audiences are considered.

City Views e-Newsletter

- Utilize the communications calendar to ensure the timeliest topics are communicated.

Communication Channels – overall:

- Create and document procedures (how, when, what) for standard communication activities and tools including but not limited to news releases, public notices, social media posts, posters, website updates, and brochures.
- Optimize review and approval processes for communication activities.

Paid Advertising (Radio & Print)

- Develop a standardized and branded template for print and digital ads.
- Use a cross-organizational communication calendar to optimize statutory advertising (such as tax sales, property tax notices, etc.).
- Coordinate advertising through a centralized communication function to ensure brand compliance, consistent writing and branding, coordinated messaging on other channels (social media, website, newsletter), and budgetary control.

Policies, Plans & Strategies:

- Develop annual operational communications processes to coordinate communications and engagement policies, procedures and practices, and ensure best practices are utilized.
- Develop a communication and/or engagement process that can be applied to all major projects.
- Include 'Communications and Engagement Considerations' as part of Council Reports to ensure communications are considered as part of proposed recommendations, and the level of public participation is identified.
- Formalize an organization-wide planning calendar to schedule communications and engagement for campaigns, activities and events, and to coordinate messaging.

- Include measurable goals and mechanisms to measure and evaluate communication and engagement efforts in the communication and/or engagement process in order to demonstrate success or highlight opportunities for improvement.
- Ensure communication and/or engagement plans include feedback loops for participants to learn of project updates.

Print & Promotional:

- Evaluate and, if appropriate, revamp existing brochure content for Bylaw Compliance Services and frontline employees' use.

Resources:

- Ensure the Communications Coordinator position has responsibility for strategic functions (communications recommendations on policies, plans, master plans and strategies).
- Build a process in which a budget for communications is decided for each project, program and issue, and that includes communications in project planning meetings early in the process to ensure communication planning is adequately timed and planned.

Social Media

- Utilize a shared communication calendar to develop a unified schedule for regular or planned communications and/or public engagements.
- Create guidelines for social channel establishment, use and maintenance by City departments.

Visual Identity:

- Develop standard templates for office documents, reports, letters of notice, stickers, advertisements, and posters, using the brand identity (Brand Book).
- Implement the brand identity on all corporate and marketing channels, including the website, social media, engagement platforms, and promotional and formal communications.
- Establish plain writing and style guidelines, in particular for external writing purposes (website, brochures, social media, correspondence with the general public).

Website

- Develop website guidelines that describe writing, graphic and file/document posting procedures and best practices.
- Implement a regular system of website reporting to identify high-use content, search content gaps, and user behaviour, and optimize content and site features in response.
- Use live text instead of a PDF document for commonly downloaded items such as recreation admission fees.

NOT STARTED

Policies, Plans & Strategies

- Review existing policies, guidelines and procedures for amendments that consider communication strategy and plans and ensure best use of resources.
- Develop an Internal Communications Plan (ICP) to identify, coordinate and optimize internal communications that ensure all staff receive timely updates.

Social Media

- Investigate increasing use of boosted or sponsored posts to maximize reach for important campaigns.

Website

- Strengthen the network of department content experts to be responsible for ensuring website content is up to date.

GOAL 3

Establish a **Crisis Communications Plan**.

ONGOING

Media Relations:

- Arrange crisis communications training for senior staff and elected officials each Council term.

IN PROGRESS

Alerts

- Include NotifyMe, SeeClickFix and RecycleCoach messaging and Alert capabilities as part of strategic and crisis communication plans.

Policies, Plans & Strategies:

- Develop a Crisis Communication Plan that identifies potential crises/high-risk events, standard key messaging, and procedures.

Social Media

- Establish guidelines and procedures for addressing issues and misinformation presented on community social channels.

NOT STARTED

Media Relations:

- Coordinate briefing notes to senior staff and Council for top topics, issues, and new projects.

GOAL 4

Increase resident participation & engagement in the City's decision-making processes.

IN PROGRESS

In-Person Engagement:

- Evaluate TalkRevelstoke and identify/pursue opportunities to enhance the user experience.

Policies, Plans & Strategies:

- Engage select parties as part of the development of communications plans to best determine communication needs (could be included in a regular communications survey).

NOT STARTED

In-Person Engagement:

- Update existing a public participation program that ensures consistency around engagement activities and opportunities.
- Leverage the Public Participation Handbook and ensure staff understand the principles of engagement.
- Consider public engagement training for senior staff and Council.
- Investigate informal opportunities for residents to share issues, concerns, and ask questions.

GOAL 5

Enhance internal communication processes to allow for **more efficiency between departments.**

IN PROGRESS

Policies, Plans & Strategies:

- Develop annual operational communications processes to coordinate communications and engagement policies, procedures and practices, and ensure best practices are utilized.

NOT STARTED

Media Relations:

- Coordinate briefing notes to senior staff and Council for top topics, issues, and new projects.

Policies, Plans & Strategies

- Develop an Internal Communications Plan (ICP) to identify, coordinate and optimize internal communications that ensure all staff receive timely updates.
- Formalize an organization-wide planning calendar to schedule communications and engagement for campaigns, activities and events, and to coordinate messaging.
- Include measurable goals and mechanisms to measure and evaluate communication and engagement efforts in the communication and/or engagement process in order to demonstrate success or highlight opportunities for improvement.