

THE CORPORATION OF THE TOWNSHIP OF NORTH FRONTENAC

BY-LAW # 42-16

BEING A BY-LAW TO ESTABLISH A COMMUNICATIONS PLAN FOR THE TOWNSHIP OF NORTH FRONTENAC

WHEREAS Council approves in principle the Communications Plan at their meeting dated April 29th, 2016;

NOW THEREFORE Council enacts the attached Schedule "A" as the Communication Policy for the Corporation of the Township of North Frontenac;

AND THAT Schedule "A" attached hereto shall be read with and form part of this By-law;

AND THAT any amendments to the Communications Plan shall be authorized by By-law;

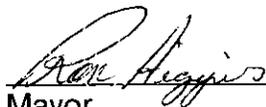
AND THAT should any sections of this By-law, including any section or part of any Schedule attached hereto be declared by a court of competent jurisdiction to be ultra vires, the remaining Sections shall nevertheless remain valid and binding;

AND THAT this By-law shall come into force and take effect on the date of final passing;

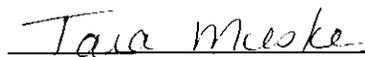
AND THAT all Resolutions, By-laws or parts of By-laws, which are contrary to or inconsistent with this by-law, are hereby repealed.

READ a first and second time this 20th day of May, 2016.

READ a third time and passed this 20th day of May, 2016.



Mayor



Clerk

SCHEDULE "A"
TO BY-LAW #42-16

Communications Plan

Summary

North Frontenac realizes the importance of a comprehensive communication plan. Our communication plan outlines the methodology for identifying;

- Why we need to communicate;
- Who we need to communicate with;
- What we need to communicate;
- When we need to communicate and;
- How we communicate.

This communication plan defines communications protocol for both internal and external communications. Internal communications relates to communications between North Frontenac administration departments and between administration staff and Council. External communication deals with communicating with residents, visitors and other stakeholders including but not limited to the County, the Province, other Municipalities and the many other organizations we interface with.

This communication plan is a living document and will be reviewed and updated annually to ensure it reflects our current needs.

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1. DEFINITIONS

AMO	Association of Municipalities of Ontario
EOWC	Eastern Ontario Warden's Caucus
MFIPPA	Municipal Freedom of Information and Protection of Privacy Act
MP	Member of Parliament
MPP	Member of Provincial Parliament
MVCA	Mississippi Valley Conservation Authority
OEMC	Ontario East Municipal Conference
RMFEO	Rural Mayors' Forum of Eastern Ontario
ROMA	Rural Ontario Municipal Association

2. Why We Communicate

North Frontenac realizes the importance of two way communication. To that end we have developed this communication plan to ensure we not only provide informative and accurate communication but that we have a methodology in place to receive and document incoming communications. To ensure this communication plan is value added and provides benefit for all concerned we need to evaluate and analyze the communications to ensure we take appropriate action as required. Communications itself is provided through many means such as website, email, mail, social media and in person.

This communication plan has been developed to anticipate all potential reasons for communicating and is broken into two levels of communication being internal and external. Effective internal communications ensures we work together, provide updates, avoid duplication of work, provide consistent messaging and avoid any miscommunications. External communications require that we both receive and present communications and evaluate the effectiveness of communicating to continually improve this process.

Our key objective for effective communications is to communicate who we are and what we are doing. By doing so we will have open, honest, accountable and transparent communications that provides respect for the community we serve. The sharing of information allows us to:

- Establish trust;
- Manage expectations;
- Encourage participation and collaboration;
- Publicize our services and;
- Provide results based on expectations.

2.1. Communication Principles

Our key principles with regards to our communications are as follows;

- Provide information in a timely, accurate and clear manner;
- Work together to share information;
- Respect the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) and confidentiality;
- Be open and transparent and;
- Continually improve communications.

2.2. Communication Goals

We recognize the need for communicating effectively and we have developed the following communication plan goals.

- Ensure our residents, visitors, staff, stakeholders and Council have accurate information and updates required with respect to items of interest, strategic objectives, concerns, projects and Township performance;
- Implement methodology for communicating and measure its effectiveness;

- Continually improve communication input and output and;
- Engage our stakeholders.

2.3. *Rationale for Communicating*

The following table outlines the key rationale for why we would want to communicate.

• Inform	• Engage
• Convince	• Encourage
• Challenge	• Collaborate
• Promote	• Position
• Explain	• Celebrate
• Apologize	• Lead
• Negotiate	• Reassure
• Inspire	

3. How We Communicate

The following are the available methods of communication.

• Blog	• Email
• Facebook	• Government delegation
• In person	• Instagram
• LinkedIn	• Marketing
• Media	• Newsletter
• Postal	• Public meetings
• Reports	• Stakeholders
• Survey	• Twitter
• Video	• Webinar
• Website	• YouTube
• Notice boards	• Leaflets

Telephone was left off this list intentionally to ensure all communications have the ability to be documented for record keeping and transparency purposes. Although telephone is used to communicate and is an important communication tool it does not fit within the parameters of this communications plan.

When we communicate it should be done using clear language that will be understood by all. Avoid the use of acronyms unless defined after the first use of the full title. The following is an example - Economic Development Task Force (EDTF).

3.1. Social Media Communications

Social media is a relatively new method of communications and has never been implemented in our Township. It is a very fast growing and effective method to communicate, especially for seasonal residents, visitors and marketing, but needs to be done so in a controlled manner. To that end the following outlines some guidelines but we will need to develop policies and training before implementation. The use of all social media will adhere to:

- Applicable provincial and federal laws, regulations and policies;
- The Terms of Service of each social networking site and;
- All Township By-Laws, administrative policies and procedures.

All social media tools being used will be established and administered by an appointed social media content moderator as defined in the Township of North Frontenac Social Media Policy.

The social media content moderator as defined in the North Frontenac Social Media Policy, will be trained regarding the use of the social media tool(s) being used, how to monitor the media sites and how to respond to comments or inquiries

Content will be as provided or at the discretion of the social media content moderator. The following are not to be used during social media communications.

- Profane language or content;
- Personal attacks on individuals, businesses or specific groups;
- Content that promotes, fosters, or perpetuates discrimination on the basis of race, creed, color, age, religion, gender, marital status, status with regard to public assistance, national origin, physical or mental disability or sexual orientation;
- Sexual content or links to sexual content;
- Conduct or encouragement of illegal activity;
- Content related to non-township related "for profit" sales, advertising or promotions (see Resolution 721-11);
- Content for the purposes of promoting a candidate for municipal, provincial or federal election;
- Information that may tend to compromise the safety or security of the public or public systems;
- Content that violates a legal ownership interest of any other party and;

- Content that is believed to be inappropriate in the opinion of the Township as defined in the Township's Social Media Policy.

4. Who We Communicate With

The following table identifies who we communicate with.

Who	Breakout
Residents	<ul style="list-style-type: none"> • Permanent • Seasonal
Visitors	
Staff	<ul style="list-style-type: none"> • Management • Permanent staff • Part time staff • Volunteer fire department
Stakeholders	<ul style="list-style-type: none"> • AMO • Community Volunteers • County of Frontenac • County of Frontenac Townships • EOWC • Federal Ministries • Federal representative MP • MVCA • OEMC • Ontario Municipalities • Ontario Provincial Police • Provincial Ministries • Representative Provincial MPP • RMFEO • ROMA
Mayor and Council	
Township Committees	

Media	<ul style="list-style-type: none"> • Local <ul style="list-style-type: none"> ○ Frontenac News ○ Tweed News ○ Whig Standard ○ Kingston Heritage ○ Frontenac Gazette ○ Other • Media Non Local <ul style="list-style-type: none"> ○ Media releases as per press release distribution ○ Television ○ Radio
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5. What Do We Communicate?

Not everything we communicate is not listed individually in this document but identifies what we communicate by audience and the main communication items for that audience.

5.1. *External Communications*

To Whom	What?
Residents	<ul style="list-style-type: none"> • Direct responses to queries and or complaints • Upcoming Council and Committee meetings • Results of Council meetings • Information about programs and services • New or revised policies, procedures, by-laws etc. • Applicable planning matters • Information to assist with property questions or assistance • Provide information about strategic objectives • Communicate our successes • Updates on major projects • Applicable planning matters
Visitors	<ul style="list-style-type: none"> • Promotional material • Responses to questions • Response for information requests • Safety issues, e.g. fire index or water quality
Stakeholders	<ul style="list-style-type: none"> • Promotional material • Responses to questions • Response for information requests • Investment opportunities • Resolutions that require support • Letters of concern

	<ul style="list-style-type: none"> • Communicate our successes
Media	<ul style="list-style-type: none"> • Bylaw introductions and/or changes • Response for comments on news articles • Communicate our successes

5.2. Internal Communications

To Whom	What?
All staff	<ul style="list-style-type: none"> • Council decisions • New or revised policies, procedures, By-laws etc. • Strategic objectives • Communicate our successes

5.3. Communications Messaging

When we communicate we should be addressing the following minimum criteria;

- Define a key message - focus on a single message or two that we want people to take away/remember.
- What are the key messages we want to communicate to each audience?
- What potential questions would people ask?
- What do people need to understand for this communiqué to be successful?
- What would you want to know about the program if you lived in the community?
- Is there any information that should not be shared, given the context?
 - Usually related MFIPPA or litigation
- We should be consistent in our messaging and ensure we cover the following in all external communications as a minimum
 - Program goals and objectives
 - Planned activities and deliverables, including start and end dates
 - Criteria and process for program participant selection, and number of people
 - Details about any partners who are involved
 - Contact details for feedback

6. When Do We Communicate?

Each communication item requires a timeframe for communicating. To that end the communications table in Appendix A identifies the communication timetable requirements and covers all other aspects of this communication plan.

7. Appendix A - Communications Table

External Communications

Communication Item	Objective	Medium	Frequency	Audience	Owner	Deliverable
Council Committee And Task Force Meeting Agenda	Notification Transparency	Web Site Share Link Via Social Media Accounts News release or media advisory (or tweet a link to appropriate reporter) Email	As Per Scheduled and Special Meetings	Residents Local Media Stakeholders Council Staff	Clerk	Published Agenda 48 Hours Prior To Meeting
Council Committee And Task Force Meeting Minutes	Publish Decisions of Meetings	Website Share Link Via Social Media Accounts	Upon Council Approval	Residents Local Media Stakeholders Council Staff	Clerk	Published Approved Minutes

Communication Item	Objective	Medium	Frequency	Audience	Owner	Deliverable
Strategic Objectives	Provide And Communicate The Direction Of The Township	Email Website	As Revised	County of Frontenac County of Frontenac Townships RMFEO	CAO	Upon Council Approval
Budget	Notification Transparency	Website Share Link Via Social Media Accounts	Annually	Residents Stakeholders Businesses	Treasurer	Upon Council Approval
Land Use Planning	Notification	Website Share Link Via Social Media Accounts	As Updated	Residents Stakeholders Businesses	Planning Manager	As Required
Mayor's Message	Provide Updates And Information	Website Social Media Share a link via email if you have a	Quarterly	Residents Stakeholders Council Staff	Mayor	First Week Following End Of Each Quarter

Communication Item	Objective	Medium	Frequency	Audience	Owner	Deliverable
		distribution list				
Mayor's Town Hall	Notify and Inform Residents	Website Social Media Email Advertising in community paper Roadside or other available signage	Quarterly	Residents Stakeholders Council Staff	Clerk Manager Community Development (Email)	Published Notification and Updates
Fire Danger	Reduce Fire Risk	Website Fire Status Signs	Daily	Residents Visitors Staff	Fire Chief	Fire Hazard Status Updated
		Email, media outreach and Social Media If Danger Is Extreme	As Per Bylaw			
		Fire Ban Phone				

Communication Item	Objective	Medium	Frequency	Audience	Owner	Deliverable
		Message Updated				
Jobs Information	Inform Students and Businesses	Email Website	As Announced	Students and Businesses	Manager Community Development	Information Published
Mississippi Valley Special Bulletins	Inform Cottage Associations	Email Website	As Announced	Cottage Associations	Manager Community Development	Information Published
Eastern Ontario Climate Change	Inform Cottage Associations	Email Website	As Announced	Cottage Associations	Manager Community Development	Information Published

Internal Communications

Communication Item	Objective	Medium	Frequency	Audience	Owner	Deliverable
Council Decisions	Publish Decisions of Meetings that may impact staff	Email Meetings	Upon Council Approval	Managers	CAO	As decisions are approved
Strategic Objectives	Provide And Communicate The Direction Of The Township	Email Meetings	As Revised	Staff	CAO	Upon Council Approval