

# Strategic Marketing & Communications

Led by: Director of Customer Service & Communications

## Service Description

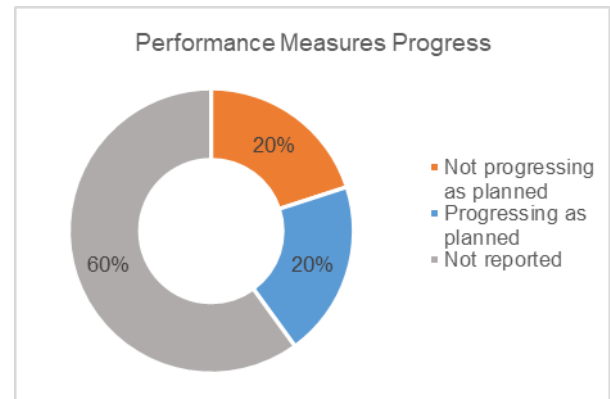
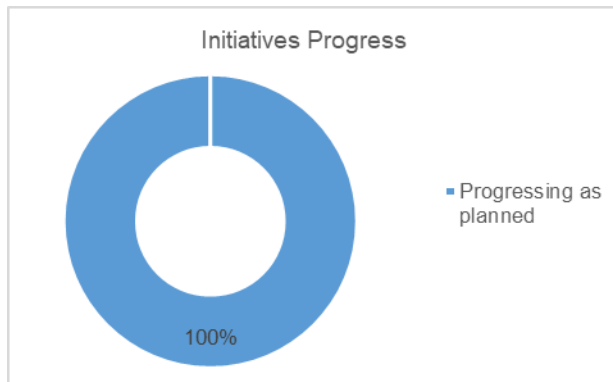
Strategic Marketing & Communications (SMC) provides marketing and communications consulting, strategy and tactics that align with The City's brand. It strengthens The City's reputation and supports business objectives by providing communications, marketing, media planning, social media, corporate communications, creative services and media relations. This service informs, influences and motivates Calgarians, customers and employees. It is focused on building public trust and confidence, achieving business outcomes, and demonstrating the value of City services in making life better every day in Calgary.

## Service Updates

### Key service results

1. The City's first official podcast, Calgary Conversations, was launched in April. The series sheds light on priority areas such as housing, public safety, and downtown revitalization with the aim of fostering a well-informed and involved public. The podcast has garnered over 3,000 positive reactions from Calgarians, and clips shared across City social media channels have received over a million views.
2. Communications to raise employee awareness about cyber security and increase training participation received three Gold Quill Awards from the International Association of Business Communicators this spring. The campaign led to more engagement with cyber security content and contributed to a 52 per cent reduction in clicks on malicious emails, helping to protect the ongoing security of technology and information critical to serving Calgarians.
3. The Global Diversity, Equity and Inclusion Benchmark, used to measure organizational maturity in 15 categories, has recognized The City's marketing with a four out of five rating. These results confirm intentional efforts by The City's marketing and communications team to improve diversity, equity and inclusion and better support the community with its messaging.

### Progress summary



### Risk(s) impacting the progress

Misinformation, disinformation, and negativity on social media channels  
Capacity to deliver specialized/functional communications services  
Emergency Operations Centre (EOC) activation support



# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

➔ Progressing as planned

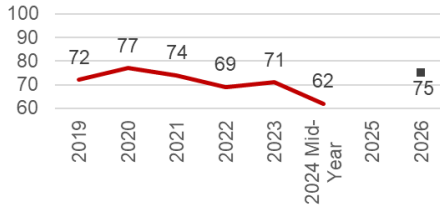
⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

## Status

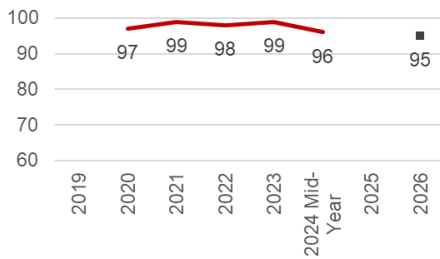
PM 1: Calgarians who say The City has communicated well about its services, programs, policies, and plans (per cent)



Positive perceptions about the quality of City communications have decreased nine points since spring 2023, falling to 62 per cent in 2024. These results are in line with a downward trend that began in 2020, closely tied to worsening levels of public trust impacting governments across the globe. While the measure is unlikely to rebound sufficiently to meet the anticipated 2026 performance value, the service is focused on combatting misinformation with staff training and the rollout of a new strategy. This work, along with an increased emphasis on delivering clearer, more accessible information to Calgarians should help stabilize performance.



PM 5: Media tonality (per cent of positive and neutral media coverage)



The media tonality measure looks at the percentage of news coverage classified as positive or neutral in tone and provides insight into the effectiveness of City media relations. In early 2024, amidst several polarizing issues, the tonality score was 96 per cent, a slight decline from the 99 per cent recorded at the end of 2023. Consistent with previous years, 88 per cent of the coverage was neutral, with most negative coverage arising from the mayoral recall campaign. Given the historical stability of this measure, the service anticipates future performance to remain in the mid to high nineties.



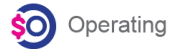


# Progress on Service Delivery









## PROGRESS STATUS



## FUNDING TYPE



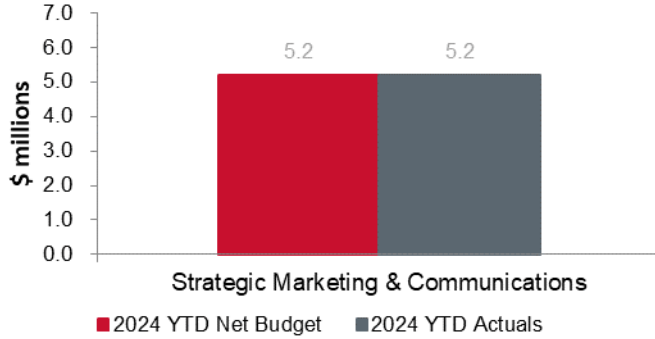
Initiative 1	Impact Area: City-wide	Funding Type: 
<p><b>Maintain The City's relationship and reputation with the public and media by focusing on the effectiveness and responsiveness of The City's social media and media relations efforts. This requires the service to manage of increased demand for timely, two-way communication within the existing budget, while also ensuring The City is able to adapt to the changing media and social media preferences of Calgarians.</b></p>		
UPDATE 	<p>The service rolled out a new video series aimed at sharing stories gathered from 311 calls that demonstrate how The City is positively contributing to the lives of Calgarians. Posted across The City's social media channels, the weekly videos have garnered 328,000 views and generated nearly 200 comments, helping to shed light on exemplary customer service and the wide range of services available to Calgarians from The City.</p>	
Initiative 2	Impact Area: City-wide	Funding Type: 
<p><b>Support economic recovery and resilience priorities such as the Downtown Strategy, investment in Calgary and revenue generation for City services through the development and implementation of marketing and communication strategies. This includes leveraging data and analytics to better target audiences and partnering with Citizen &amp; Information Services to implement e-commerce solutions to make doing business with The City faster and easier.</b></p>		
UPDATE 	<p>Strategic Marketing &amp; Communications has launched an internal search audit with the goal of improving the search experience on Calgary.ca. Through weekly analysis and reporting of the top 25 search terms, this work will support ongoing efforts to better connect Calgarians with trustworthy information that's easier to find, while also enabling easier access to City services online. Initial findings have led to improved search results for Calgarians looking for information on City jobs, snow removal, Tax Instalment Payment Plan (TIPP) applications, the Youth Employment Centre, and Green Line.</p>	
Initiative 3	Impact Area: Not applicable	Funding Type: 
<p><b>Advance social equity through communications and marketing support to City services. This includes continuing to champion inclusive and accessible City communications through the Multicultural Communications &amp; Engagement Strategy and Equitable Standards for Communications.</b></p>		
UPDATE 	<p>The Calgary Language Map was updated to reflect the latest federal census data (2021) in spring 2024. Providing information on the five languages spoken most often in Calgary homes by ward and community, the interactive map enables the more effective use of translation services, helping to further social equity through more inclusive and accessible communications for Calgary's diverse population.</p>	
Initiative 4	Impact Area: Not applicable	Funding Type: 
<p><b>Improve the effectiveness and level of trust in City communications by addressing the growth of misinformation about The City. This includes providing staff with tools and training to identify, monitor, and correct misinformation when responding to Calgarian and media inquiries, and address increased demand within existing budget.</b></p>		
UPDATE 	<p>The service has developed a multi-pronged approach to addressing the growth of misinformation and disinformation about The City. As part of this work, 170 staff participated in training on how to make City content more effective in reaching desired audiences and less vulnerable to misinformation and disinformation tactics. Incorporating these learnings into campaigns, along with the rollout of a new corporate strategy later this year, will help to strengthen Calgarians' access to trustworthy information and support safe, inclusive spaces on City social media channels.</p>	
Initiative 5	Impact Area: Not applicable	Funding Type:

		
<b>Protect and enhance The City's visual identity and brand by educating staff on the related policy and conducting regular reviews of City communication and marketing materials for brand compliance.</b>		
UPDATE 	In February 2024, the service furthered its efforts to educate the organization about The City's brand and visual identity with a presentation to City leaders and staff involved in service plans and budgets. By raising awareness, the service seeks to encourage compliance with the brand strategy and related policy, ensuring the brand's integrity is maintained across City marketing and communications materials. Through this consistent approach, Calgarians will be better able to recognize and understand the value of City information, programs, and services delivered with their tax dollars.	
<b>Initiative 6</b>	<b>Impact Area:</b> Not applicable	<b>Funding Type:</b> 
<b>Ensure staff are connected, informed, equipped and engaged as ambassadors of The City by providing coordinated messaging to employees in support of The City's goals to modernize government and improve organizational culture. This includes maintaining core employee communications activities and channels, while also providing communication strategy and tactics for large corporate initiatives such as the Rethink to Thrive Strategy within the existing budget.</b>		
UPDATE 	Strategic Marketing & Communications updated its employee communication strategy to provide City staff with corporate communication that informs, equips, engages and inspires the delivery of quality services to the public. Through the use of video, staff profiles and other tactics in 2024, the service is focused on showcasing the important work being done to address the priorities of Calgarians, while helping to reinforce the organizational culture required to meet the evolving needs of the city.	
<b>Initiative 7</b>	<b>Impact Area:</b> City-wide	<b>Funding Type:</b> 
<b>Uphold public trust and confidence in The City by delivering ongoing communications and campaigns to raise Calgarians' awareness and understanding of The City's services, financial position, and the value Calgarians receive for their taxes and fees.</b>		
UPDATE 	The first half of 2024 has seen the service launch a monthly email newsletter for Calgarians. The Living in Calgary newsletter enables the public to receive information about a variety of topics from a singular source in their email. Focused on areas of concern for residents, including public safety, transit, climate, social equity, housing, land use and downtown revitalization, the newsletter shares key updates and strives to keep Calgarians informed about the City programs, services and decisions that impact their daily lives.	
<b>Initiative 8</b>	<b>Impact Area:</b> City-wide	<b>Funding Type:</b> 
<b>Improve the accessibility of Calgary.ca by making the content and services provided online easier to find and understand. This will help streamline the process of communicating with The City and help to manage high demand for in-person and telephone support.</b>		
UPDATE 	The content upgrade project for City bylaw information on Calgary.ca was completed in June. This work involved enhancing the user experience and updating bylaw information to make it more relevant and easier to read. Similar upgrade projects are underway for content related to local area planning and the City-wide Growth Strategy. Additionally, a plain language initiative has been launched to assess the readability of the site's information and offer recommendations to City services on how to make their web content easier for Calgarians to understand.	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of June 30, 2024

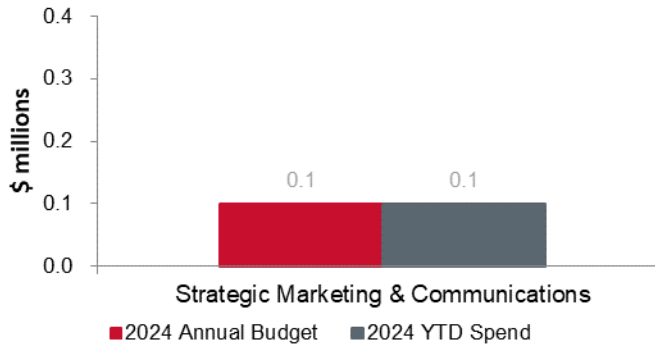


### Operating Budget Updates - 2024 YTD net operating budget vs actuals:

Strategic Marketing and Communications has no operating budget variance for the period.

Investments in communications, marketing, and creative professionals support day to day activities, corporate priority goals and initiatives, as well as emergency activities to provide clear, consistent communications across the City. Resources have been strategically managed to balance ongoing work as well as crisis communications during activations such as the Bears paw feeder main break.

### Capital Budget and Spend as of June 30, 2024



### Capital Budget Updates - 2024 total capital budget vs 2024 YTD spend:

Strategic Marketing and Communications has no capital budget variance for the period. Residual budget remains for investments in audio visual equipment.