2021-24 Strategic Communications Plan

City Council

Dec. 7, 2021

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Strategic Communications Plan Background

- Strategic initiative identified in city Strategic Plan 2020-24
- A communications plan is

  Road map for delivering our message to targeted audiences in a clear and consistent manner.
- Why it matters:
  - Clarifies purpose
  - Affirms organizational messaging
  - Aligns staff and stakeholders – everyone is on the same page
  - Defines and measures success
- A team of 10 city staff members from various departments collaborated in early 2021 to develop Key Messages and the new city tagline

Communications Plan Components

- Plan Context – Who we are – vision, mission, values and brand.
- Goals and Objectives
- Audiences and Key Publics
- Key Messages
- Communication Channels
- Strategies
- Budget, Resources
- Evaluation

STRATEGIES

MORE VOICES ENGAGED IN DECISION-MAKING PROCESS.

EXPAND COMMUNITY ENGAGEMENT AMONG ALL AUDIENCES.

- Use data to identify most effective communication tools.
- Adopt a community engagement policy to guide public engagement efforts across all city initiatives.
- Increase use of feedback tools.

INCREASE ENGAGEMENT WITH POPULATIONS OF COLOR.

- Provide communication materials with non-English speaking populations.
- Build relationships with cultural and language liaisons.

AUDIENCES

The audiences were identified through a brainstorming session of the branding and imaging team, as well as using data from the city's 2018 Community Survey. In particular, the targeted resident audiences were populations that provided the lowest ratings of the city in the community survey. These audiences appear to feel a disconnect with the city and may benefit from more targeted communication efforts.

RESIDENTS

People who live in Shakopee (e.g., single-family homeowners, townhome owners and renters) or own residential property (e.g., landlords). Residents represent a diversity of household makeups and a mix of new and established residents.

TARGETED RESIDENT AUDIENCES:

- Black, Indigenous and People of Color (BIPOC)
- Non-English speakers
- Young adults (under age 35)
- Renters

BUSINESSES

Existing companies and contractors who do business in Shakopee, as well as prospective businesses, developers and entrepreneurs looking to locate in the community.

TARGETED BUSINESS AUDIENCES:

- Greater Minneapolis-St. Paul region
- Entrepreneurs

RECREATION

People who play and recreate in Shakopee. This includes existing and prospective park, facility and amenity users; Parks and Recreation program users; visitors to the city's big entertainment attractions; and youth and sports leagues/associations that regularly use the city facilities.

TARGETED RECREATION AUDIENCES:

- Regional park tourists

KEY PUBLICS (INFLUENCERS)

INTERNAL STAFF

- City employees
- City Council

MEDIA

- Shakopee Valley News
- Greater Twin Cities television, print and digital media

PARTNERS

- Chamber of Commerce/Downtown Shakopee (corporate)
- Scott County/CDA (residents, corporate)
- SMSC
- Shakopee School District (residents)
- Utility companies/SPUC/Xcel (residents, corporate)
- Non-profit organizations (residents, recreation)
- Churches (residents)
- Home associations/neighborhood groups (residents)
- Facility managers (residents, corporate)

COMMUNICATION CHANNELS

DIGITAL	How do we use this? What is our purpose?	Targeted Audience & Key Publics	Who Manages?
WEBSITE			
The City Blog			
After Council Report			
EMAIL & TEXT (SMS)			
SOCIAL MEDIA			
Facebook			
Twitter			
Nextdoor			
Instagram			
LinkedIn			
VIDEO			
SHAKOPEE GOVERNMENT TV			
ELECTRONIC DISPLAY BOARDS			
Downtown			
Community Center			

TRADITIONAL	How do we use this? What is our purpose?	Targeted Audience & Key Publics	Who Manages?
PRINT PUBLICATIONS			
Hometown Messenger			
Shakopee Public Utilities Flyers			
Annual Publications: Welcome Brochure, Police Department Annual Report, Parks and Trails Map			
BULLETIN BOARDS			
Lewis Street Parking Lot			
Holmes Street Tunnel			
Community Center			
ADVERTISING			
IN-PERSON EVENTS			
Open Houses, Meetings, Special Events			

MISCELLANEOUS	How do we use this? What is our purpose?	Targeted Audience & Key Publics	Who Manages?
MEDIA RELATIONS			
SHOW OFF SHAKOPEE PHOTO CONTEST			

INTERNAL COMMUNICATIONS	How do we use this? What is our purpose?	Targeted Audience & Key Publics	Who Manages?
CITYNET			
THE CITY SCOOP			

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Our Brand

INNOVATING.

» Shakopee has a deep and diverse group of innovative businesses and organizations with a supportive community behind them.

» The city is an innovative organization that thinks forward creatively to improve all our business lines – public safety, infrastructure, development and recreation.

ENTERTAINING.

» Shakopee has a unique variety of options for entertainment, enjoyment and relaxation. We are an active, family focused community with something for everyone.

» The city is an organization that works to build community, bring people together and support our entertainment destinations.

THRIVING.

» Shakopee is a safe, diverse, welcoming, growing and economically strong community.

» The city supports community-oriented employers in growing and innovative industries and building community.

Audience

RESIDENTS

- People who live in Shakopee represent a diversity of household makeups
- Targeted audiences include BIPOC, non-English speakers, adults under age 35, renters and residents with disabilities

BUSINESSES

- Existing companies, contractors who do business in Shakopee, prospective businesses, developers and entrepreneurs
- Targeted audiences include Greater Minneapolis-St. Paul region and entrepreneurs

RECREATION

- Park, facility and amenity users; regional park visitors; visitors to RiverSouth attractions; youth and sports leagues (and the resulting fans/visitors) that use city facilities

Key Publics (Influencers)

INTERNAL STAFF

- City employees
- City Council

MEDIA

- Shakopee Valley News
- Greater Twin Cities television, print and digital media

PARTNERS

- Chamber of Commerce/Downtown Shakopee
- Scott County/CDA
- SMSC
- Shakopee School District
- SPUC and Xcel
- Non-profit organizations
- Churches
- Home associations/neighborhood groups

Examples of Communication Channels

- News articles on city website
- After Council Report
- Social Media
- GovDelivery email newsletters/campaigns
- Government cable channel & livestream
- Hometown Messenger
- SPD annual report
- SPU flyer inserts
- Press releases
- Downtown electronic message board

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Key Messages

- Shakopee is a safe, diverse, growing and economically strong community.
- The city values its diversity and the contributions of all our community members and businesses.
- Shakopee offers a variety of business, cultural and recreational opportunities in a safe, welcoming and attractive environment.
- We are a distinctive river town that honors its past while looking toward the future.
- Shakopee proudly partners with innovative businesses and community organizations to ensure all residents, employers, employees and visitors thrive.
- The City of Shakopee plans and develops strategically to build a diverse and stable tax base.
- Shakopee takes pride in its reputation as a regional entertainment destination by supporting opportunities for the community to gather and recreate.
- The city is committed to maintaining a safe and sustainable community by delivering high-quality services and excellent customer service in a cost-effective manner.

Goals and Objectives

More voices engaged in decision-making process.

- Expand community engagement among all residents and partners
  - Adopt a community engagement policy to guide public engagement efforts across all city initiatives
  - Identify community influencers to assist in sharing city information
- Increase engagement with targeted populations
  - Hold meetings and events off-site at various places in the community
  - Provide communication materials for non-English speaking populations

Increase community trust of the city.

- Create proactive, consistent communications that address community's concerns and needs
  - Maintain proactive news presence on the city website
  - Develop department-specific key messages
- Respond to public appropriately and timely
  - Implement a 48-hour response rule
  - Invest in social media archiving software
- Ensure information and tasks are easily accessible to the public
  - Create materials that support plain and inclusive language
  - Develop ADA communications accessibility plan
  - Upgrade cable programming software to increase reliability and ease of use

Create a positive image of the city and community.

- Develop a consistent, one-Shakopee community identity and city brand
  - Roll out new "Innovating. Entertaining. Thriving." brand
  - Create a City of Shakopee brand manual to improve consistency across all communication channels
- Increase promotion of positive Shakopee messages beyond city organization
  - Focus more programming and news stories on people in our community
  - Develop a corporate marketing initiative to better promote business opportunities
- Expand city staff involvement in communications initiatives
  - Train department staff to assist in communications processes
  - Inspire brand ambassadors among city staff

Next Steps

- Our second communication specialist started this week and will focus on graphic design, branding and social media, which will enable our department to take on more projects
- Communications team will develop a tactical work plan to implement these strategies in smaller steps through 2024

IN MOTION:

- Audit of all branded materials to roll out new city tagline
- Research of social media archiving software
- Training department staff on communications channels
- Info gathering stage of offering translation services
- Upgrades to cable programming software slated for early 2022