

*Office of Communications*

# Marketing & Communications Plan

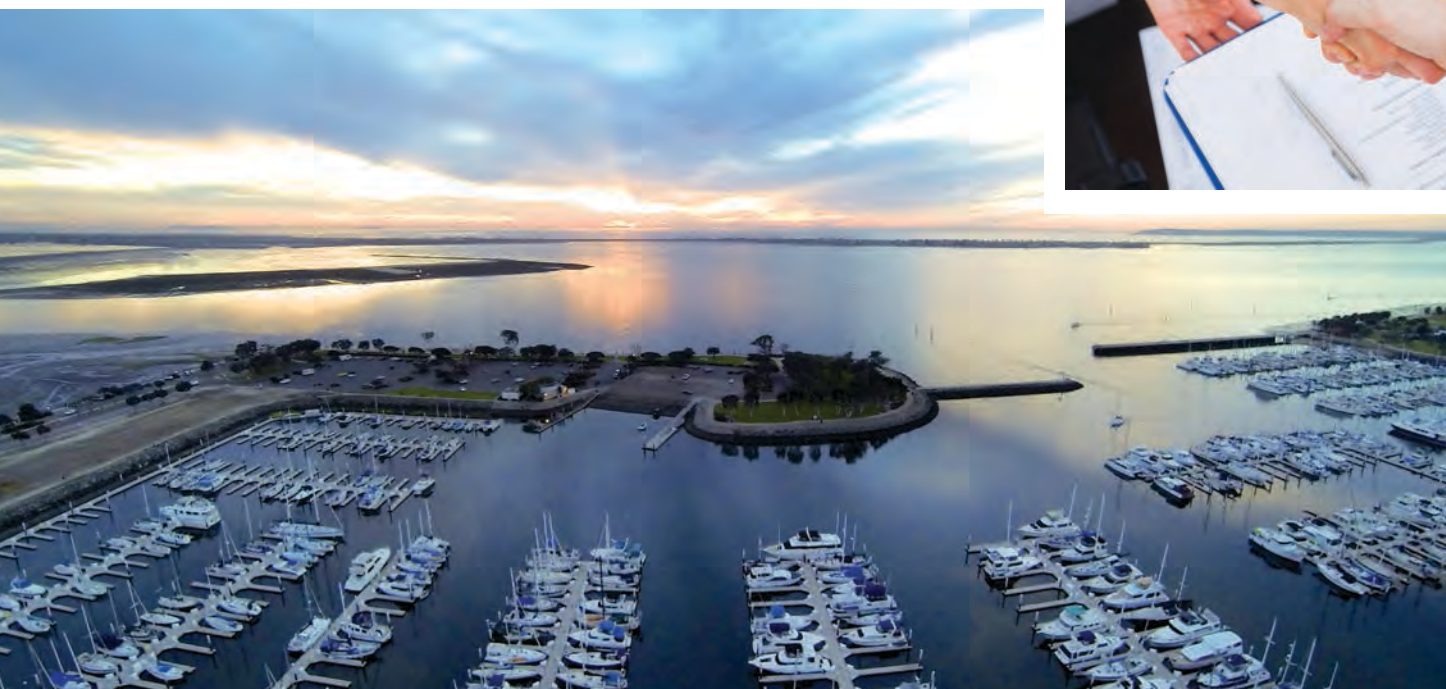


2016 - 2019





# Overview



This Marketing and Communications Plan is designed to support the City's strategic goals to enhance revenues, improve business and economic development, promote a positive City image, and attract people to live, work, invest and play in Chula Vista. The Marketing and Communications Plan includes an overview of marketing research, goals, as well as strategic priorities and the necessary action steps that will help meet the goals of the plan. The Plan also connects to the Citywide Strategic Plan.

Three strategic priorities describe how the goals will be accomplished. For each strategic priority, a set of actions is outlined to be implemented to help meet the goals of the Plan.

The Plan is updated every three years to keep activities current, respond to new initiatives and reflect changing priorities.

## Goals of the Plan

- 1** Increase local, regional and national awareness of the benefits of living, working, investing and visiting Chula Vista
- 2** Enhance communications with Chula Vista residents about City issues, projects and services.

# Background



The City of Chula Vista is located at the center of one of the richest cultural, economic and environmentally diverse zones in the United States. It is the second-largest City in San Diego County with a population of approximately 260,000. Residents enjoy a multitude of amenities, including award-winning public schools, established neighborhoods, parks and trails, shopping and dining opportunities and attractions, including Aquatica, SeaWorld's Waterpark; the Olympic Training Center; the Living Coast Discovery Center; and Sleep Train Amphitheatre, San Diego County's premiere outdoor music venue.

Chula Vista is also advancing a number of major initiatives that will continue to showcase the City. A regional leader in conservation and renewable energy, the City of Chula Vista was the first large City in the county to adopt a climate action plan in 2000. The City also is advancing a plan for incorporating smart infrastructure in the Bayfront development to become more efficient through improved use of energy, water, communications, and other critical infrastructure. The Chula Vista Bayfront will be the first "smart community" that will set the stage for planning future development. The City also is dedicated to promoting job development and supporting existing business and residential communities.

Chula Vista is advancing several signature projects that provide exciting opportunities for the City to capitalize on. Major land use, regulatory, and environmental planning hurdles have been cleared and the 535-acre Chula Vista Bayfront project is moving forward. The largest development project on the west coast will

establish thousands of new jobs, create new public parks, protect natural coastal resources, provide conference and visitor-serving amenities and build an important asset for the entire San Diego region.

The University & Innovation District in Eastern Chula Vista will provide a collaborative learning and research environment for engaging students, faculty and corporations in the creation and application of knowledge for cross-border economic, social and cultural development. Chula Vista is making strides as a Smart City and working to provide businesses, institutions and residents with access to state-of-the-art technology and communications systems which will improve the quality of life in the City, support prosperity and provide a more efficient government. In addition, the City has a tremendous opportunity to assume operations of the Olympic Training Center. The City has entered into a joint agreement with the United States Olympic Committee (USOC) to analyze the feasibility of an operations transfer, including determining alternative compatible uses for the facility.

A number of development and redevelopment projects are underway that will enhance and revitalize established neighborhoods as well as create new urban communities with a mix of housing with quick access to restaurants and sidewalk cafés, hotels, stores and shops, parks, schools and jobs. The Millenia community in the Otay Ranch area is envisioned as the new urban hub of the South County offering shopping, dining, entertainment and employment opportunities. Millenia is located on 207 acres near Otay Ranch Town Center.

Several special events highlight Chula Vista and attract thousands of residents and visitors to the city. HarborFest in August and the Starlight Parade in December have become popular city-sponsored events. The Third Avenue Village Association, Port of San Diego, and myriad event organizers bring thousands of others to the city for festivals, running and cycling events, and bayfront activities that show participants the assets and attractions in Chula Vista from the bay to the mountains.

The City has done an outstanding job managing record growth over the past 20 years, and has persevered

through severe financial distress during the recent economic downturn. Even during the tough economic times, the City never stopped planning for the future and kept the momentum going on projects that have brought the City to this historic time. The City now is pursuing new opportunities as projects in eastern Chula Vista are developed and established communities are redeveloped. This additional growth will boost economic development and provide the opportunity to market the 21st century Chula Vista.

## Updating the Marketing & Communications Plan

**Research**, outreach, and community input helped shape this update of the Marketing and Communications Plan. An overview of the research and key findings are provided.

### *The Plan identifies:*

#### **Goals:**

The goals describe what we are striving to achieve.

#### **Target Audiences:**

The Target Audiences are the groups that the City will be directing its marketing and communications activities.

#### **Strategic Priorities**

The Strategic Priorities describe how the goals will be accomplished. For each Strategic Priority, Actions are outlined to be implemented to help meet the goals of the Plan. Through the Actions, we will track and measure results.





# I: Research

Two public surveys, a strategic marketing activation plan developed by MJE Marketing, a civic engagement program, and feedback from the City Council provided input into the update of the plan. All of this research was performed in 2014. The plan also reflects research conducted by High Beam Marketing in 2010-11. The first public opinion survey targeted City residents and was designed to gauge overall awareness of and public satisfaction with City services and define resident priorities. The second poll targeted audiences outside of the City to assess perceptions of Chula Vista in the region. The City also secured consultant services from MJE Marketing to provide analysis, develop creative and design concepts, and recommend branding strategies for the City. These recommendations were implemented as part of the development of the new City of Chula Vista website. In addition, two public workshops were coordinated by the Chula Vista Public Library as a civic engagement project that focused on securing public opinion about the reputation and image of the City. Nearly 150 individuals participated.



## *The following are key findings from these efforts:*

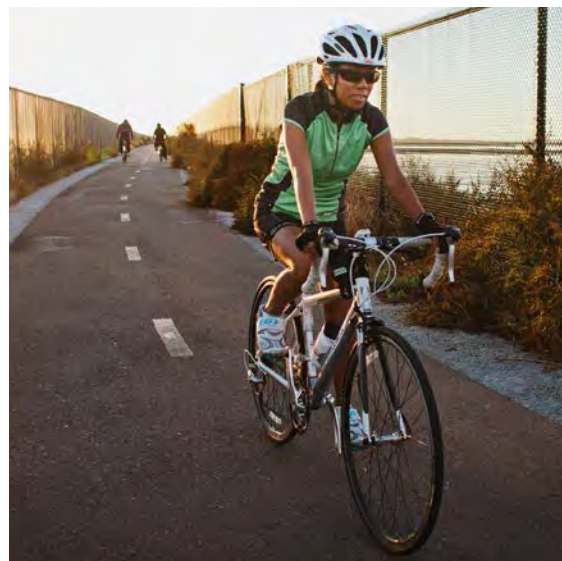
- The vast majority (87%) of residents have favorable opinions about the quality of life in Chula Vista.
- Over 70 percent of City respondents are satisfied with the City's efforts to communicate through newsletters, the Internet, television and other means.
- Almost 50 percent of regional respondents reported visiting Chula Vista more than once a year.
- The top reasons for visiting Chula Vista amongst regional respondents are visiting family and friends (39%), shopping (34%), dining (25%), entertainment (21%) and work/business (18%).
- About one-third of county residents have a positive perception of Chula Vista (35%), one-third negative perceptions (35%), and one-third neutral (31%).
- Chula Vista ranked eighth in perception among 10 cities in the County.
- The most positive perception of the City among regional respondents is that the City is becoming revitalized.
- The Internet is by far the most utilized method of finding out information about activities and things to do in San Diego County.
- The marketing analysis recommended the City capitalize on attributes of the City such as award-winning schools, array of housing choices and recreational opportunities.
- A citywide awareness campaign should educate business decision leaders and influencers in San Diego County, as well as potential relocating businesses, about Chula Vista's assets and opportunities.
- Participants in the civic engagement workshops concluded that the top five ways to improve Chula Vista's image are to:
  - Rebrand/market
  - Restore community events
  - Create a sense of community
  - Clean up Chula Vista
  - Attract businesses and jobs

*Eighty-seven percent of residents have favorable opinions about the quality of life in Chula Vista.*

## II: Goals

*This marketing and communications plan is designed to accomplish the following goals:*

- 1** Increase local, regional and national awareness of the benefits of living, working, visiting, and investing in Chula Vista.
- 2** Enhance communication with Chula Vista residents about City issues, projects and services.



## III: Target Audiences

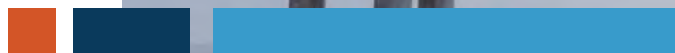
*Audiences targeted in this plan:*

- Chula Vista residents
- Business leaders
- Influence makers
- Local and regional agencies, non-profit, education, business and community groups
- San Diego County residents
- Visitors and tourists
- City of Chula Vista staff

## IV: Strategic Priorities

*To accomplish the goals outlined in this marketing plan, the Office of Communications will focus on three strategic priorities:*

- 1** Enhance City of Chula Vista's image and brand
- 2** Promote and market Chula Vista's assets, signature projects, programs and services
- 3** Expand community engagement and partnerships



# 1

## Enhance City of Chula Vista's image and brand



The City of Chula Vista has made progress over the past several years focusing on providing a high quality of life for residents and visitors. This includes maintaining and enhancing outdoor amenities, such as parks, trails, and bike routes. Other progress made includes downtown redevelopment and enhancements, progress on major projects, and growth in local business and retail sales revenues. While survey results indicate the vast majority of residents believe the City has a good quality of life, this concept conflicts with the image that is occasionally portrayed in the media and referenced by those who live in the northern communities of our region. This plan also identifies opportunities to address Chula Vista's image problem with a positioning strategy and messages that support the marketing goal to promote and reinforce that the City is a great place in which to live, work, invest and play.

*Seventy five special events – large and small – attracted 135,000 people to Chula Vista in 2015.*

The first step is continuing to incorporate positive messages into City internal and external communications. The marketing research and analysis confirmed this approach and the positioning and theme developed by MJE Marketing was incorporated into the new City website. The research also provides additional input and feedback to focus positioning and messaging. The positioning strategy describes how Chula Vista should be perceived – based on reality and not myths

– and messages will be crafted to support that positioning. Key messages will be incorporated into fact sheets, the website, and other materials that all City stakeholders (elected officials, staff and partners) can easily communicate (e.g., safe city, opportunity for business success, landmark development projects, great housing communities, etc.). These messages will be validated by the research data and





will continue to be refined based on results of future surveys. The City already has engaged stakeholders through the public engagement effort, those who serve on Boards, Commissions, and affiliated groups such as “Friends of Library” and “Friends of Parks and Recreation,” as well as others who also will be called upon for feedback and input as needed. Involving stakeholders encourages them to take ownership of the messages and helps inspire them to become brand ambassadors, communicating the City’s messages genuinely on behalf of Chula Vista. With a strong positioning strategy and message, the City can proceed with new promotion opportunities to advance the positioning and promote the City’s image through existing communication channels and with actions such as the new website Explore Chula Vista, arts and culture assets, new collateral, new media angles and new community partnerships.



## Actions

**a) Finalize citywide positioning strategy and key messages** – A citywide positioning strategy and messages will be refined and updated to create a unified voice for Chula Vista. The Office of Communications will coordinate with elected officials, City departments and key opinion leaders to create a positioning strategy and the messages to support it. The elements of the positioning strategy and messages will be developed from themes in the existing research and tested among key stakeholders. For example, the theme of revitalization could be used as the focal point of the positioning strategy. Another positioning option will promote the effort to become a “Smart City.” The messages will describe and emphasize the “real” Chula Vista and will be developed to resonate with target audiences. These messages will be woven into all City communications, including news releases, the website, collateral and social media. The messages also will be shared with stakeholders so they can help communicate on behalf of Chula Vista. The following findings will continue to be incorporated into messages.

- First class resident services
- One of the safest cities in the country
- Leader in renewable energy and conservation
- Major development projects underway
- Re-emerging downtown
- Quality business opportunities
- Mix of housing opportunities
- Chula Vista is close to home/easy to get to
- Premier visitor attractions
- Smart City

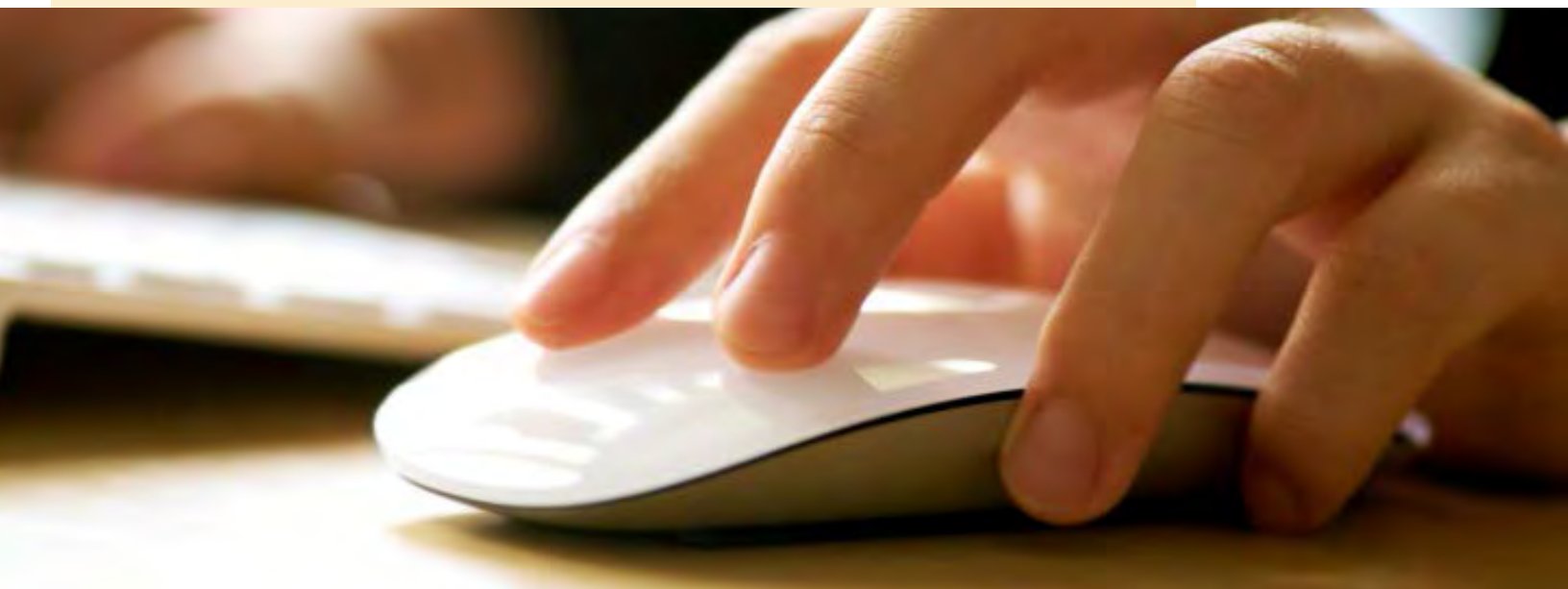


**b) Expand internal communications** – City employees are vital to projecting a positive image of Chula Vista. It is essential that the City provides employees with the tools and information they need to become brand ambassadors for Chula Vista. Employees should be knowledgeable about City issues, services and developments, both existing and planned, and be able to communicate effectively with residents, visitors and the business community. An internal Communications Steering Committee will be established with key staff to share information about projects that can be communicated in newsletters, to the media, and to staff. Enhancing the Intranet system will provide the Communications staff an avenue to distribute important information, such as resident concerns, development updates and political issues, quickly and efficiently.

**c) Implement proactive media relations program** – The Office of Communications is proactive in providing media information and responding to media calls on numerous City projects and developments, policy and resident issues. Communications staff is committed to providing media with fast, accurate information in order to meet deadlines. In addition, Communications staff distributes press releases on a variety of topics including finance and budget items, public works and recreation activities, events, services, Council information, emergency information/notifications, and more. To further enhance these efforts, a media response plan will be prepared to establish a protocol for interacting with the media and include aspects such as a designated spokesperson, speaking points, prepared quotes from elected officials, approved social media posts and a response time allotment. City message points will be incorporated into all speaking points and quotes. Being prepared to provide the media with the information they need on a timely basis will foster solid relationships with reporters who can help share the City's messages with residents and visitors.

**d) Update the City's website on a regular basis** – The Office of Communications took the lead working with all City departments to create and launch a vibrant, user-friendly, service oriented website. Initial feedback has been extremely positive. Staff will ensure the City's website provides quick and easy access to City services, information, City Council meetings, Board and Commission meetings, agendas and minutes, public notices, public

*In 2015, nearly 150 press releases were distributed resulting in more than 750 local, regional and national TV and print news items.*



input opportunities and other information. The website is one of the City's main two-way channels of communication that helps citizens and the City of Chula Vista stay informed and involved. The Office of Communications updates the site with new content on a regular basis. Online access to Council meetings is emphasized on the site in order to encourage public participation in the decision-making process. News releases about City issues and new photos keep the content fresh and encourage more frequent visits. News releases will include links to other pages and social media to increase ease of use for site visitors.

**e) Coordinate editorial calendar** – The Communications Office coordinates an editorial calendar to ensure key information is distributed to local media. This has resulted in weekly coverage in local and regional (as well as occasional national news coverage) in print and TV news. The calendar provides the opportunity to focus on key times such as the holidays when local media is looking for news stories. It is updated every six months to promote the positive stories occurring in Chula Vista. News releases are posted on the City's website and distributed to the local and regional media. Key stories will be further distributed when there is opportunity for national coverage (e.g., national environmental awards, bond ratings, etc.) The editorial calendar also focuses on Chula Vista's services and existing and planned assets and projects to ensure that residents and visitors are getting regular updates on what is happening in Chula Vista. Content also includes economic development activities, arts and culture events, resident programs, environmental news and public policy updates.

**f) Coordinate a social media calendar** – The Office of Communications implements a robust social media program on Facebook and Twitter that focuses on generating engaging content that users will want to "Like," comment on, share, retweet and/or favorite to more widely disseminate information about Chula Vista. Online access to

Council meetings is emphasized on social media in order to encourage public participation in the decision-making process. Additionally, economic development, recreation, construction and other updates are included. The regional research states that social media is also the number one communications channel San Diegans use when looking for things to do in the county. A monthly social media update calendar will highlight upcoming events, promote attractions and arts and culture activities, provide development updates and engage with residents and visitors. The Office of Communications proposes to explore community partnerships to generate new content for this channel. Social media also will be included as part of the media response plan. In addition to planned posts, the Office of Communications monitors social media closely in order to respond to resident concerns, visitor questions and stay abreast of potential problems that may require attention.

*New City  
website: Year  
over year,  
visitors are  
spending 16%  
longer on the  
website and  
engaging  
more with the  
content.*





**g) Continue Community Connection newsletter** – The Office of Communications produces the monthly Community Connection newsletter in order to provide news and information to residents, visitors, and City staff. City message points will be woven throughout the content. The newsletter is promoted on the City website and through social media channels. Currently the distribution list includes 2,500 emails. Promotion and online advertising will be implemented to expand the distribution list.

**h) Create dynamic marketing collateral** – The Office of Communications collaborates across departments to produce high quality and inspired materials including newsletters, advertisements, brochures, signage, photography, websites, videos, e-blasts and fliers. The office will continue to manage the production of these collateral pieces to support City developments, services and initiatives. Working closely with project managers to ensure accuracy, the Office of Communications will incorporate the City's position and messages into all materials. The City also provides graphic design support for departments working with external stakeholders to promote collaborative efforts.

**i) Conduct Public Opinion Surveys** – Conduct public opinion surveys with City residents as well as with those outside of the City. The research will be used to track gains in awareness of City attractions and events as well as to secure feedback to inform efforts to market and promote the City.



**➔ NEW Action Items**

**j) Develop Explore Chula Vista website and marketing campaign** – The goal of the Explore Chula Vista marketing campaign is to promote and expand awareness of Chula Vista outdoor amenities and other attractions. These efforts also will cross-promote recreation, healthy communities, and other activities. The target audiences are residents, visitors and tourists. A vibrant, creative, informative and accessible website (ExploreChulaVista.com) will provide a platform to promote and expand awareness of the myriad of activities in Chula Vista. The website will use photos, videos, links and information to highlight assets and attractions in Chula Vista. The Explore Chula Vista website will provide additional support to [www.chulavistaca.gov](http://www.chulavistaca.gov) and offer opportunities to focus on marketing the City. The Office of Communications proposes to move forward with the Explore Chula Vista website to create another communications channel to promote Chula Vista amenities such as art and culture activities, trails, parks, businesses, tourist attractions and special events. The best way to improve the image is to have people visit and experience the City – seeing is believing. The Office of Communications also is pursuing enhanced partnerships with the Chula Vista Chamber of Commerce, Third Avenue Village Association, South County Economic Development Council and others to provide information for the website.



**k) Create a special events promotion plan** – The City of Chula Vista is committed to holding special events that bring communities together, promote the City and attract residents, visitors and tourists. With leadership from the Council, the number of events

held in the City has increased annually since 2011. Two signature events, HarborFest and Starlight Parade, have attracted thousands to the City. The Office of Communications proposes to expand awareness and participation in existing signature events and attract new events by developing a targeted special events promotion plan. Staff will pursue additional Continuous Improvement efforts to develop the plan and identify opportunities for efficiencies and process improvements. The plan will include event spaces to promote, pricing details, and marketing opportunities. The plan also will outline communications and marketing support for existing signature events. A key component of the plan will be to implement the City Council Sponsorship and Endorsement program to provide customer service and support for key events. Finally, the plan will address customer service to ensure that special event organizers have a positive experience in Chula Vista and are likely to return.

**I) Establish banner program** – Banners are a creative way to promote the City and its attractions. The City has been approached by businesses and community organizations about opportunities to use banners to market events, support economic development and promote community pride. A policy and a process will be developed for displaying promotional banners in key areas of the City. Guidelines, including who is eligible for banner space and installation costs and procedures, will be established and distributed through City communication channels. The Third Avenue Village Association (TAVA) has used banners to promote merchants on Third Avenue. Representatives at local shopping centers have expressed interest in using banners to attract business. Banners also provide the opportunity for the City to promote signature events.

*In 2015, Office of  
Communications  
produced nearly  
350 graphics  
projects including  
logos, brochures,  
newsletters, web  
designs and  
more.*





# 2

## Promote & market Chula Vista's assets, signature projects, programs & services



The countless first-class city services, developments underway and visitor attractions in Chula Vista could be considered the best kept secret in the county. Regional research shows that once San Diegans hear about activities and attractions in Chula Vista, they are more likely to visit. The City will capitalize on this by increasing its efforts to promote Chula Vista assets. The City has long been a sustainability champion, effective in implementing programs with tangible results; engaging residents, community groups, and businesses to address critical climate change issues; and serving as a sustainability resource for other municipalities in our region and nationwide. The City is placing renewed focus on arts and culture assets by adding new resources to revitalize the Cultural Arts Program and complete and implement the Arts Master Plan. The Marketing Plan will support these and other programs via citywide and regionwide (and beyond the region, if feasible) communications. This can be accomplished through a number of ways, including City communications (website, social media, direct mail, etc.), media relations, advertising and word of mouth.

### Actions

**a) Create master list of assets and projects** – Each year the Office of Communications will identify which assets, projects, programs and services should be highlighted in communications. The list could be prepared based on a number



of factors, including key milestones occurring in that year, elections or regulatory decisions, anniversaries or special events. This effort will help to inform development of the editorial and social media calendars.

**b) Maintain updated targeted media list** – A list of preferred publications and media outlets will be updated. The list will be organized by areas in San Diego County (e.g., North County, East County, etc.). In addition to publications, the list will include potential media angles based on the research. For example, the research showed that residents of North County inland are most interested in tourist attractions, such as Aquatica, SeaWorld's Waterpark.

**c) Collaborate with community and business partners** – Collaboration with regional and local organizations such as the Port of San Diego, South County Economic Development Council, Chula Vista Chamber of Commerce, Third Avenue Village Association, the Eastlake Business Association, Southwestern Community College, and others is essential to Chula Vista's goal of improving business and economic development. The list will be expanded to include the Regional Chamber of Commerce, Regional Economic Development Corporation, and key organizations in Baja California. The Office of Communications will partner with the Economic Development Department to communicate with these groups on a regular basis to provide input, lend support and promote key milestones and community events. City staff will create a list of existing and potential partners to approach for cross promotional efforts.

**d) Offer regular updates on major developments/issues** – The City's website, Intranet, newsletters, social media channels and the new Explore Chula Vista website will be used to provide regular updates on pressing issues and community developments. News releases detailing progress on these fronts are prepared at key milestones to increase public awareness and knowledge of Chula Vista's continued revitalization.

**e) Expand multicultural marketing and cross-border outreach** – The City has taken initial steps to increase multicultural outreach and civic engagement among residents. Other activities include providing communications and graphics to promote opportunities with Mexican officials and business leaders to assist with companies that want to establish or expand in Chula Vista. The Communications team also works with the Economic Development team and elected officials as needed to support their cross-border activities. Expand multicultural community and media outreach on key issues and across the border to capitalize on opportunities for cross-border economic, education, social, and cultural connections.





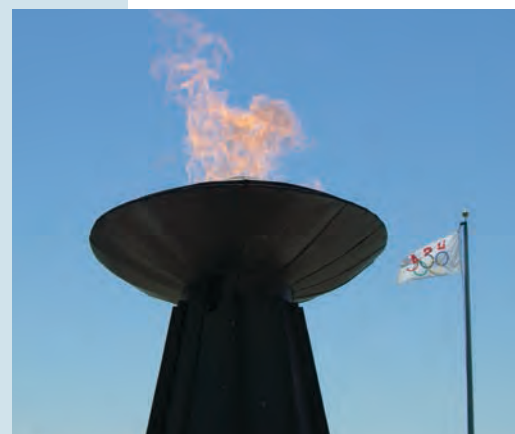
**f) Provide support to Economic Development team** – The Office of Communications works with the Economic Development team to support their efforts to attract and retain businesses, educate regional and binational leaders and industry partners on Chula Vista economic development assets, and provide media relations and graphic design services. Collaborate with Chamber of Commerce, TAVA, and other organizations to promote Chula Vista as a destination for shopping, dining, and recreation. Assist with updating Economic Development web pages and keeping the messaging current and relevant for marketing Chula Vista.

## ➔ NEW Action Items

**g) Develop and implement advertising program** – Research shows that once San Diegans know about Chula Vista's assets and attractions, they are more likely to visit. The Office of Communications has implemented limited advertising campaigns, but a more strategic, robust plan can create better results. Placing advertisements in targeted publications, travel sites and social media, and linking to the Explore Chula Vista website will encourage regional residents, visitors and tourists to learn more about activities in Chula Vista. The Office of Communications will develop an expanded media plan, create advertising, and implement plan based on budget and priorities. Request an additional \$100,000 in the FY 2017 budget to prepare and release a Request for Proposals to retain a marketing firm to design and execute an advertising/marketing campaign to highlight Chula Vista's assets and build awareness of current and emerging reality of the City.

**h) Establish an internal Communications Steering Committee** – An internal Communications Steering Committee composed of key staff will meet monthly to share the latest information on projects, issues and events for promotion by the Office of Communications in social media, newsletters, press releases and more.

**i) Promote Olympic Training Center** – The Office of Communications is collaborating with City staff to promote the Olympic Training Center and expand recognition as an Olympic City. Communications will pursue opportunities to incorporate the Olympic message into the City's overall messaging strategy. Communications will assist staff with public and media announcements about the City's potential takeover and operation of the facility with the goal of having the facility remain an elite Olympic training center. There is a tremendous opportunity to utilize this change as a marketing tool where events and other activities will build awareness for the City and the OTC and draw people from throughout the region and beyond to Chula Vista.





**j) Promote Smart City effort** – Chula Vista is making strides as a Smart City. The City is working to provide businesses, institutions and residents with access to state of the art technology and a communications system, which will improve the quality of life in the City, support prosperity and provide a more efficient government. The Office of Communications will continue to work closely with City officials to assemble a communications infrastructure system to help disseminate important information to residents more efficiently. Additionally, the City intends to provide a gigabyte level broadband that will drive economic, healthcare, education and innovation sectors to levels that distinguish Chula Vista as a national Smart City leader.

**k) Utilize Explore Chula Vista website** – Once the Explore Chula Vista website is launched, it can be used as another communication channel to promote everything the City of Chula Vista has to offer residents, visitors and tourists. The informative and accessible website ([ExploreChulaVista.com](http://ExploreChulaVista.com)) will provide a platform to promote and expand awareness about City trails, parks, arts and culture, businesses, shopping and recreational activities.





# 3

## Expand community engagement & partnerships

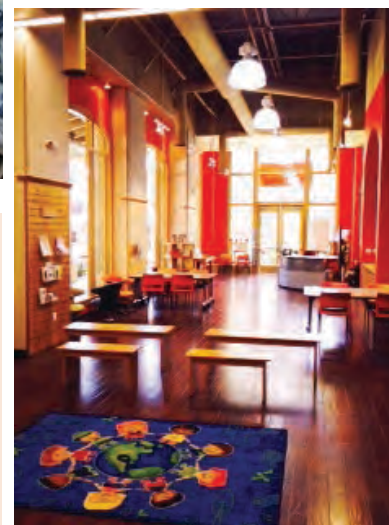


The City of Chula Vista is committed to engaging its communities and keeping stakeholders informed and involved in projects and initiatives. The Office of Communications implements proactive communications activities to provide information about City services such as libraries, parks, recreation, environment, asset management, healthy communities, recycling, and animal care services. The Office of Communications also coordinates Special Events with more than 60 large and small events held each year in the City. The City Council has led the effort to support two key signature events: HarborFest and Starlight Parade that are attracting thousands to the City in the summer and during the holiday season.



The City also is working to promote opportunities for resident involvement in the decision-making processes. Although the research showed that residents are generally satisfied with the City's communications, there are opportunities to enhance these efforts. Residents currently receive most of their information about City issues and projects from secondary sources (Internet, television news and San Diego Union Tribune). To the extent that the City can increase readership of its newsletters and direct mail, attract more frequent visits to its website and strengthen other communications efforts, it will substantially improve not only resident satisfaction with the City's communication, but also their knowledge and understanding of City issues, activities and important infrastructure challenges.





## Actions

**a) Utilize a variety of communication platforms** – The research shows that residents are getting the majority of their Chula Vista news through third party sources. This demonstrates the City has an opportunity to enhance its own communication channels, which will enable it to better communicate its message to stakeholders. The new City website, social media, direct mail, electronic notifications and newsletters and news releases are all valid means to communicate City messages. While the research states residents found the City's website to be the most effective communication channel, they also valued direct mail efforts. The Office of Communications will continue using all outreach platforms at its disposal while considering new channels that may arise.

**b) Enhance civic engagement program** – The Office of Communications assists with a number of civic engagement activities. The Districting Process involved tremendous community and media outreach, workshop coordination, advertising and promotion to ensure residents were aware of the opportunity to participate in the historic Districting Process. The Library Civic Engagement Program was a great success. The Office of Communications proposes to build on that momentum by creating a civic engagement program to regularly obtain feedback from residents and other stakeholders on life and business in Chula Vista. A civic engagement program will coordinate various City activities (e.g., asset management, healthy communities, development projects, input opportunities, community events) and provide the opportunity to promote and raise awareness for these efforts. Additionally, the Office of Communications will promote notices of upcoming projects, community meetings, and public hearings.

**c) Coordinate a speakers bureau** – A speakers bureau is an effective way to reach, engage and inform audiences about City issues. The City offers speakers for small groups, conference workshops, trade shows and other meeting formats. The Office of Communications will coordinate with the appropriate speakers (elected officials or staff). Information about the speakers bureau will be posted in the City's communications channels and promoted through media outreach.

*On average  
more than  
12,000 people  
engage with the  
City via social  
media per  
month.*



**d) Prepare easy-to-understand communications materials** – The Office of Communications prepares brochures, fliers, web pages, and other materials in a variety of formats using easy-to-understand language and concepts. This ensures that residents and visitors are able to access Chula Vista services and assets, as well as take part in the decision making process. Materials are prepared in other languages as needed.

**e) Coordinate communication efforts with other organizations** – The Office of Communications keeps in close contact with local groups and businesses such as the Chula Vista Chamber of Commerce, Third Avenue Village Association, South County Economic Development Council, Southwestern College, Sweetwater Union High School District, Chula Vista Elementary School District, water districts, health care providers, businesses, and others to coordinate communications efforts and capitalize on opportunities to positively promote Chula Vista.







## V: Timeline

This is a three-year marketing and communications plan. This effort will be evaluated quarterly and adjusted as necessary.

## VI: Evaluation

Progress made on the Actions in this plan will be used to evaluate the plan's success. The Office of Communications will submit a quarterly progress report on each strategy to the City Manager. Budget expenditures and timeline also will be reviewed.



## VII: Budget

Funding is approved as part of the annual budget process. Funding supports ongoing marketing and communications activities and Special Event seed money supports City-sponsored signature events.

### Marketing & Communications Resources FY 2015-16

<i>Activity</i>	<i>Budget</i>
<b>Operations</b>	
Staffing	\$693,298
Supplies/Services	\$4,390
<i>Subtotal</i>	<b>\$697,688</b>
<b>Contracted Services</b>	
City Council Broadcast Services	\$20,000
Public Opinion Survey	\$11,000
Explore Chula Vista Website	\$4,000
<i>Subtotal</i>	<b>\$35,000</b>
<b>Special Events</b>	
Facebook	\$1,110
Chula Vista promo video	\$4,500
<i>Subtotal</i>	<b>\$5,610</b>
<b>Special Events</b>	
HarborFest	\$15,000
Starlight Parade	\$15,000
Sponsored Special Event TBD	\$10,000
<i>Subtotal</i>	<b>\$40,000</b>
<b>Communications</b>	
Multi-Cultural/Binational Outreach	\$25,000
Civic/Community Engagement	\$5,000
<i>Subtotal</i>	<b>\$30,000</b>
<b>TOTAL FY 2015-16 Budget</b>	<b>\$808,298</b>

