CORPORATE COMMUNICATIONS

Annual performance report 2013

May 2014

Introduction

The City of Guelph's Corporate Communications Department provides strategic and tactical communications services that enable the City to meet its business and service goals by:

» **Supporting and encouraging an engaged community that participates in the public involvement process and recognizes its role in addressing issues and contributing to municipal policy and solutions**

» **Establishing and building on mutually beneficial, trustworthy relationships with stakeholders**

» **Enhancing staff's capacity to anticipate and respond to issues effectively**

» **Enhancing communication within the organization**

In its 2011 performance report, the department reported it was shifting focus, transitioning from a tactical support function to a highly strategic function tied to leading best practices in relationship management.

Some of that transition has now taken place, though it hasn't been straightforward. Rather, the department now delivers much more strategic work that is the result of the increasingly strategic work of the organization, while still delivering all of the operational, or tactical, communications support it always has—if not more.

The 2013 Communications Annual Report is the department's second annual performance report.

This year's report has been divided into the following five sections:

Section 1: Key initiative summary

In 2013 Corporate Communications continued to support the corporation's priorities, the operational communication needs of City departments, and delivered against the action areas of the *City of Guelph Communications Plan*. This work included:

Internal Communications

Objective 1.1 Increase the percentage of employees who feel well-informed about City programs, issues and initiatives.

While internal communications was not an area of focus in 2013, the organization nonetheless made progress vis a vis the goals of the *City of Guelph Communications Plan*.

Employee Engagement

The Corporate Communications department supported the work of the corporation to develop departmental employee engagement action plans.

Employee Recognition

Corporate Communications advised on Human Resources' review of the City's employee recognition program. More work on this initiative is slated for 2014.

Communicating about compensation

In 2013 the City was more deliberate and consistent than it ever has been before when it came to communicating about compensation for all employee groups and collective bargaining. Detailed communications plans were developed and implemented in aid of helping employees become better informed about changes to compensation, and enhancing trust and engagement.

Issues Management

Objective 3.1 Improve the organization's ability to anticipate and respond to issues.

The Corporate Communications department supported the organization in the strategic management of issues to build stakeholder relationships, mitigate unnecessary escalation, and avoid risk.

Staff researched, piloted and customized an issues management framework to suit the City's culture and processes. Staff then developed and executed an implementation plan to roll the framework out to the organization. Implementation included:
» research and development of a suite of issues management templates;
» customized training to approximately 85 employees; and
» ongoing counsel and execution for management and staff.

Upon request, the Corporate Manager, Corporate Communication presented an overview of Guelph's issues management system to roughly 50 municipal communicators at central and eastern Canada's Municipal Communications Conference to very positive evaluations.

Community engagement

Objective 3.1 Increase participation in public consultation and dialogue.

The Corporate Communications department collaborated with Community and Social Services staff to operationalize the Community Engagement Framework and toolkit. Communications staff continue to support an engaged community that participates in the public process.

Stakeholder relationships

Communications policy and framework development

Objective 4.1 Improve the quality of the City of Guelph's key stakeholder relationships.

The Corporate Communications department
» Researched and completed 75 per cent of the development of a social media framework for the organization. Using web and social media tools, the City is enhancing the organization's ability to deliver outstanding municipal service and strengthen citizen engagement communications.
» Developed and rolled out a revised media relations policy for staff
» Researched and developed a media relations policy for elected officials. Completion and roll-out pending.

Web and social media

Objective 4.1 Improve the quality of the City of Guelph's key stakeholder relationships.
Objective 4.2 Increase stakeholders' awareness of City programs and initiatives.

In aid of improving the quality of the City's key stakeholder relationships, the Corporate Communications department made considerable progress researching and developing a social media framework for the organization, slated for completion in 2014.

Corporate publications

Objective 4.2 Increase stakeholders' awareness of City programs and initiatives.

The department researched, wrote, edited, and designed several corporate publications for print and online production. Some of the City's 2013 publications are:
» 2014 City budgets, proposed and approved versions: tax-supported operating, capital, enterprise, local boards and shared services
» We're making a difference together: a community report
» 2013 Conservation Calendar. Delivered to 45,000 homes
» Guelph Community Guide. Two editions
» City Holler employee newsletter. Six editions

Corporate advertising

Objective 4.2 Increase stakeholders' awareness of City programs and initiatives.

The department planned, copy wrote, designed and placed 812 City News ads and public notices in 2013. This represents an increase of 45 per cent over 2012.

Communications needs assessment

The City worked with a communications auditor to conduct a corporate-wide needs assessment to clearly articulate the organization's expectations with respect to communications services. The scope included:

» An assessment of the communication needs of the organization;

» An analysis of the mandate, roles, services, products, capacity and resourcing of the Corporate Communications Department;

» An analysis of other communication functions in the City of Guelph that fall outside of the responsibilities of Corporate Communications;

» A benchmark comparison against the communication departments and functions in other municipalities; and

» A best practices comparison of communication management with regard to three communication management practice areas: expectations for and roles enacted by Heads of communication; communication department structural design and the organization of staff into units and specializations; and planning and performance measurement frameworks.

Research methodologies included 44 interviews with City employees and elected officials; a benchmarking exercise of the communication functions of four municipal benchmarking partners: a best practices review; and documentation review.

The assessment provided a very clear picture of what the organization expects and needs from the department. Management have tabled its response to the report's recommendations, and staged implementation is underway.

Strategic communications planning and management

The department developed 31 strategic communications plans for corporate and departmental initiatives—**an increase of 63 per cent over 2012**.

Among those developed was a comprehensive plan to support Open Government, largely slated for implementation in 2014.

Another was the City's multi-year communications campaign—Give waste a new life—to support the conversion of Guelph's curbside waste collection system Guelph. That campaign was recognized by the Canadian Public Relations Society for excellence in communications, and earned the City its **third Pinnacle Award** which recognizes the very best communications programs to help organizations achieve overall goals.

Others included phase 3 of the Integrated Operational Review, Jubilee Park and the 2014 municipal budget, to name a few.

Section 2: Communications scorecards

Below is the Corporate Communications scorecard—a visual depiction of measures that show change in the department's performance in 2013. Unlike the measures we depicted in the 2012 report, these are measures of the *department's* performance, and not of the corporation's performance vis a vis the *City of Guelph Communications Plan: A journey towards communication excellence*.

Three colours represent thresholds for performance, as follows:

» **Green** indicates the department is reporting metrics or has anecdotal information to show it meets or exceeds the demands of the organization and the City's stakeholders.

» **Yellow** indicates the department is reporting metrics or has anecdotal information to show it meets demands but improvement is required.

» **Red** indicates the department is reporting metrics or has anecdotal information to show it does not meet organizational demands and requires immediate action.

Legend

🟩	**Positive:** stay the course
🟨	**Caution:** in the right range but may be moving in the wrong direction
🟥	**Negative:** take corrective action
+	**Positive change**
—	**Negative change**

Corporate Communications department scorecard

The following measures reflect the *Corporate Communications department's* performance.

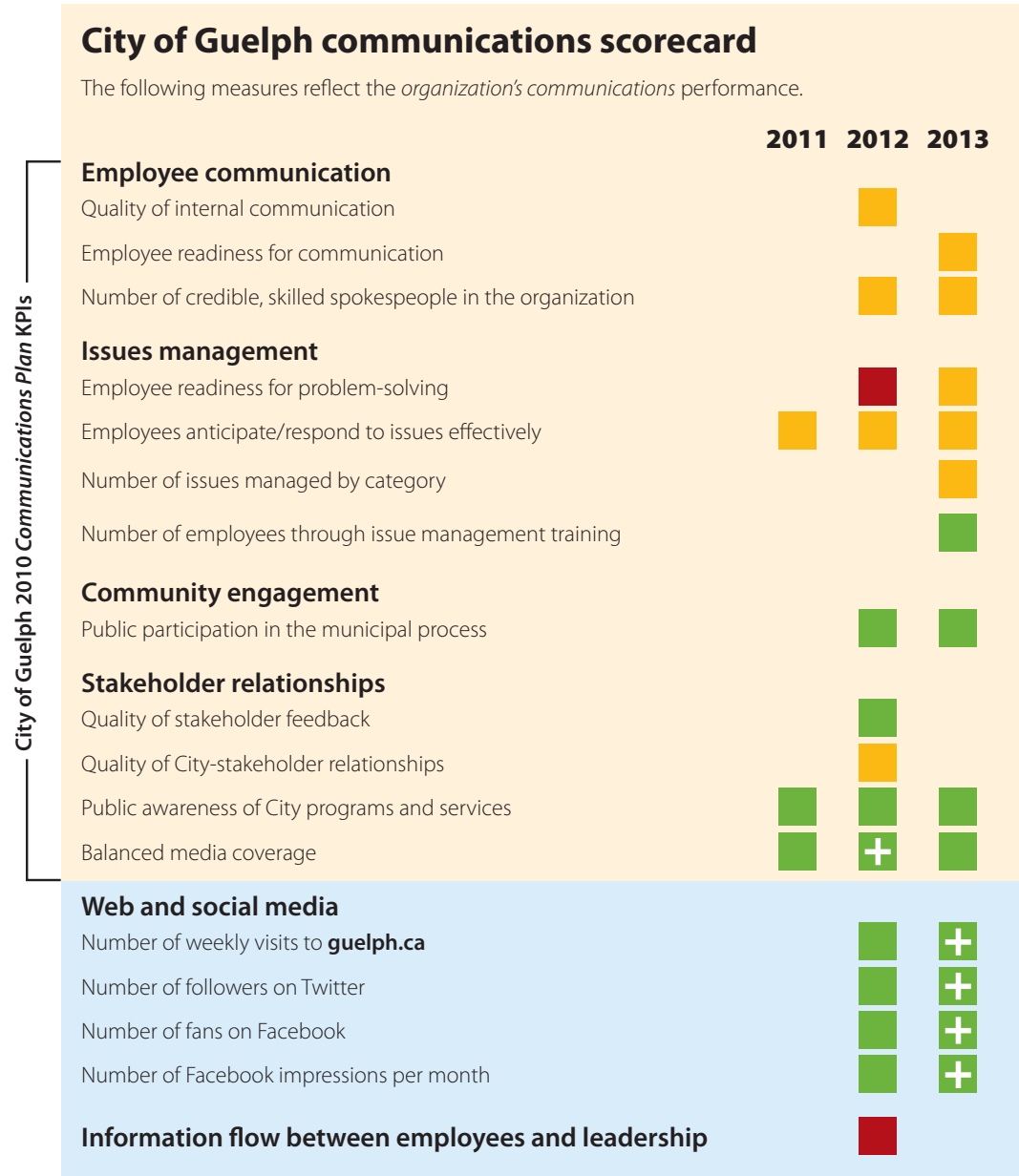|	2011	2012	2013
Capacity			
Ratio of communications employees to residents		🟨	🟩
Ratio of communications employees to City employees		🟨	🟩 +
Capacity to meet organizational expectations			🟥
Costs			
Quantity of work produced/departmental budget increase	🟩	🟩 +	🟩 +
Graphic design costs		🟩	🟩 +
Client satisfaction			
Quality of Corporate Communications' work			🟩
Timeliness of Corporate Communications' work			🟨
Access to Corporate Communications' services			🟥
Issues management			
Department's time spent managing issues (by stage of the IM cycle)			🟨
Number of issues Corporate Communications involved in managing		🟩	🟩 +
Client satisfaction with Corporate Communications' role in the IM process			🟨
Strategic communications planning and management		🟩	🟩 +
Training and professional development			
Degree to which department's training/PD reflects corporate direction/needs		🟩	🟩 +
Outreach channels			
Corporate advertising (number of City News copywrote, designed and placed)		🟩	🟩 —
Media relations		🟩	🟩 +

These measures have been derived from a variety of sources. More details can be found in section 3.

Below is the City of Guelph communications scorecard—a visual depiction of measures that show change in the corporation's communications performance in 2013.

City of Guelph communications scorecard

The following measures reflect the *organization's communications* performance.

City of Guelph 2010 Communications Plan KPIs

	2011	2012	2013
Employee communication			
Quality of internal communication		🟧	
Employee readiness for communication			🟧
Number of credible, skilled spokespeople in the organization		🟧	🟧
Issues management			
Employee readiness for problem-solving		🟥	🟧
Employees anticipate/respond to issues effectively	🟧	🟧	🟧
Number of issues managed by category			🟧
Number of employees through issue management training			🟩
Community engagement			
Public participation in the municipal process		🟩	🟩
Stakeholder relationships			
Quality of stakeholder feedback		🟩	
Quality of City-stakeholder relationships		🟧	
Public awareness of City programs and services	🟩	🟩	🟩
Balanced media coverage	🟩	🟩 ✚	🟩
Web and social media			
Number of weekly visits to **guelph.ca**		🟩	🟩 ✚
Number of followers on Twitter		🟩	🟩 ✚
Number of fans on Facebook		🟩	🟩 ✚
Number of Facebook impressions per month		🟩	🟩 ✚
Information flow between employees and leadership		🟥	

Section 3: Performance analysis overview

Capacity

In addition to tracking and measuring capacity by way of a comparison to its benchmark comparators, the department was the subject of a comprehensive needs assessment in 2013 that examined not only the communications needs of the corporation, but the department's capacity in relation to those needs and expectations. Findings from that study are reflected in this report.

Ratio of communications employees to residents

To understand how staffing levels of Guelph's Corporate Communications department compare to those in other cities, staff undertook its annual comparison of the communications staff complement in eight other Ontario cities. The comparator group is Council's approved list of 18 comparator cities, from which the City received eight responses.

In 2013 Guelph ranked in the top 33 per cent of its comparator group when it came to Corporate Communications staff complement.

Municipality/Region	Number of Communications employees	Total population	Ratio of Communications employees to residents
Brampton	23	523,911	1:22,778
Brantford	3	94,000	1:31,333
Burlington	9	175,779	1:19,531
Guelph	8	121,688	1:15,211
Hamilton	8	520,000	1:65,000
Kingston	9	123,363	1:13,707
Mississauga	61	752,000	1:12,327
Oakville	5	186,400	1:37,280
Sudbury	8	160,274	1:20,034

Ratio of communications employees to City employees

In this annual comparison of cities within Guelph's Council-approved comparator group, Guelph ranked close to the middle of its comparator group, in fourth place of nine. The City of Guelph has one Corporate Communications employee for every 152 permanent full-time employees.*

Municipality/Region	Number of Communications employees	Number of full-time City employees	Total population	Total employees per Communications employee
Brantford	3	957	94,000	319
Brampton	23	2,723	523,911	118
Burlington	9	867	175,779	96
Guelph	**8**	**1,217**	**121,688**	**152**
Hamilton	8	6,162	520,000	770
Kingston	9	1,057	123,363	174
Mississauga	61	5,133	752,000	119
Oakville	5	1,144	186,400	229
Sudbury	8	1,961	160,274	245

Comparative data from cities in our comparator group changed in 2013 from full and part time employees to full time employees only.

Costs

Quantity of work produced/departmental budget increase

The quantity of work produced by Corporate Communications has increased steadily and significantly since 2010 despite a net budget **reduction of 9.2 per cent** since 2010.

This is evidenced by a:
» **63 per cent increase** in the number of strategic communications plans the department developed
» **102 per cent increase** in the number of issues the department was involved in managing
» **131 per cent increase** in graphic design output
» **45 per cent increase** in the number of news releases and other media materials the department produced, along with the other measures reflected in this report

In 2013 the Corporate Communications budget represented 0.004 per cent of the City of Guelph's total tax-supported operating budget. This number has remained unchanged since 2010.

See data table "Corporate Communications annual budget" in section 6, page 24.

Graphic design costs: internal design costs versus outsourcing

The Corporate Communications department continues to provide excellent value for money by designing the vast majority of City collateral in-house.

In 2013 the department hired a temporary designer to address a lack of design capacity. The cost of this hire was $16 per hour, compared to the $130 per hour for external graphic design services.

See data table "Graphic design costs: Internal design costs versus outsourcing" in section 6, page 24.

Graphic design output

As a result of bringing o this additional capacity, the department was able to increase its output by 131 per cent from September through December—the months during which the part time resource was on staff—compared to the same time period in 2012.

See data table "Graphic design output" in section 6, page 24.

Client satisfaction

As part of the communications needs assessment, 44 objective, third party interviews were conducted. They gauged satisfaction with the quality of Corporate Communications' work; satisfaction with the timeliness of Corporate Communications' work; and satisfaction with access to Corporate Communications' services. The following reflects the feedback from those interviews:

Client satisfaction with quality of Corporate Communications' work

More than 90 per cent of those who commented were satisfied or very satisfied with the quality of Corporate Communications' advice and work. Among the qualitative feedback received:

"They are very good at what they do."
"Quality is excellent."
"They couldn't do what they do without all of them being high performers."

Client satisfaction with timeliness of Corporate Communications' work

Approximately two-thirds of the interviewees who commented were satisfied with the timeliness of the support they receive from Corporate Communications.

On the other hand, the remaining third was not satisfied. Qualitative feedback received included:

"They are barely keeping up with timelines."
"They don't have the resources to meet deadlines."
"Hard to get timely support from communications."

This feedback suggests Corporate Communications lacks the capacity and/or systems (e.g. work prioritization models) to meet organizational expectations and needs.

Client satisfaction with access to Corporate Communications' services

There were a considerable number of dissatisfied clients when it came to accessing the services of Corporate Communications.

Many of the interviewees who felt they were not able to access the level of support they desired from Corporate Communications had strong opinions:

"They are not addressing my needs, so I've had to go out and use consultants."
"Can't get enough of my communication officer, so I must go outside."
"I get three-quarters of my officer's time, so I had to use consultants."
"Hard to get any support, let alone timely support from Corporate Communications, so I ended up using outside consultants."

This feedback reiterates two points: there is a need for the department to establish a work prioritization model by which Corporate Communications can prioritize the City's communications requests. A prioritization model would bring rigour to which work gets allocated as a priority, and would bring greater transparency to the process.

Secondly, there is a need for additional capacity within the department in order to meet the needs of the organization.

Work is underway to address this feedback in 2014. Changes to address capacity will be undertaken prior to contemplation of future budget requests for additional resources.

Issues management

Simply put, an issue is defined as a gap between what the organization is doing and what our stakeholders expect.

Issues management is the process we use to close the gap between stakeholders' expectations, and our actions. In a communicative organization*, issues management is in aid of building, repairing, and maintaining relationships.

The Corporate Communications department has specific responsibilities for issues management, but all employees have a role to play in improving relationships and reducing distractions that can diminish organizational performance.

In 2013, the Corporate Communications department rolled out the City's issues management system.

Some of the metrics provided in this report will serve as a baseline, whereas for other measures, we're already able to compare against the last two years.

In 2013 the Corporate Communications department was involved in the management of 83 issues. **This represents an increase of 102 per cent over 2012, and a 730 per cent increase over 2011.** This increase is a result of the corporation's development and adoption of an issues management framework. Whereas prior to the development of the framework, issues were at play but not tracked or managed strategically, the organization is now more deliberate and consistent with tracking and quantifying issues management.

The Global Alliance for Public Relations and Communication Management's Melbourne Mandate defines a communicative organization as one that:
- » *Builds trust through respectful and enduring relationships with both internal and external stakeholders and the wider community;*
- » *Pursues policies and practices based on internationally recognized standards for corporate responsibility, sustainability, reporting and transparency; and*
- » *Sees listening and engagement as a research-based process to identify both risks and opportunities, in which all internal and external stakeholders can play a role.*

The following graph shows the number of issues the Corporate Communications department helped manage in 2013, and their classification.
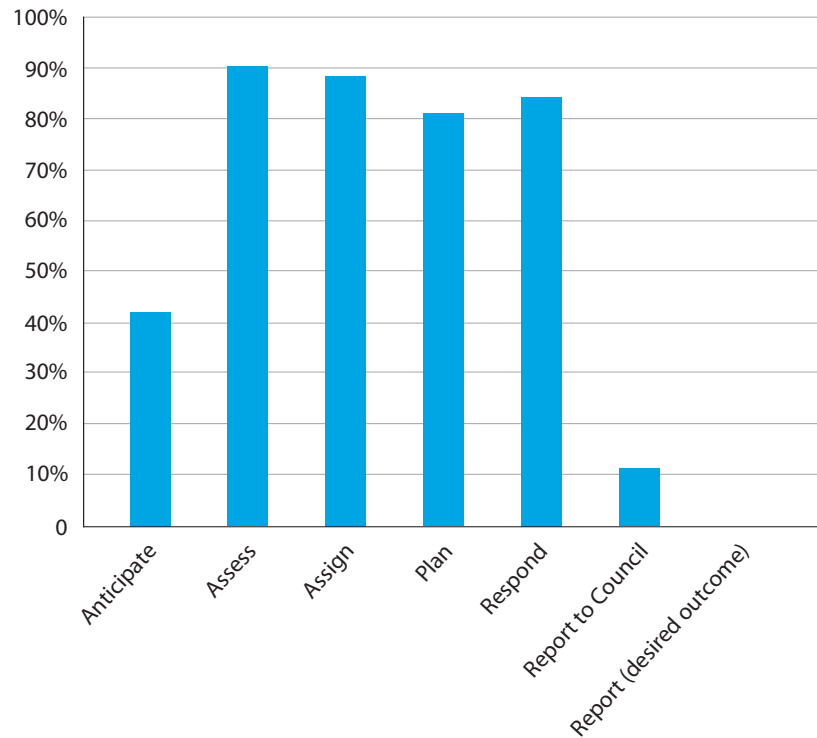
Number of issues by category
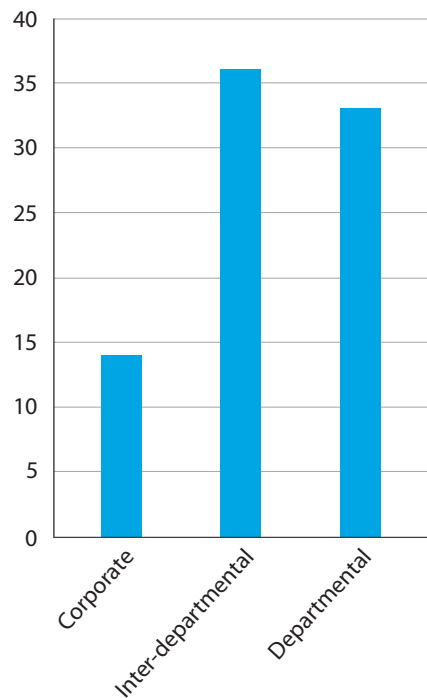
Category		
Corporate	14	17%
Inter-departmental	36	43%
Departmental	33	40%
Total	**83**	

The following graph shows the percentage of issues managed at each step of the issues management process.

Percentage of issues managed at each stage of the IM process

Results tell us that the organization as a whole should do a better job of anticipating issues, and thus work with stakeholders to head off issues rather than having to respond to them once they're at play. This comes from improved stakeholder relationships, and more time devoted to issues identification early in the issues management cycle.

Results also show the percentage of issues closed and reported is low. This is in part because issues by their nature are often ongoing or recurring, but also because it's the least evolved staged of Guelph's process. City employees should explore ways to better measure the corporation's issues management successes.

Departmental resource allocation

Corporate Communications staff spent almost 1,300 hours managing issues on behalf of the corporation in 2013.

See data table "Departmental resource allocation" in section 6, page 25.

Qualitative feedback from staff outside of Corporate Communications

In addition to the quantitative measures, Corporate Communications staff performed a case study analysis of a single corporate issue. We asked two non-Corporate Communications, management members of an issues management team to describe their experience with Guelph's issues management system and with Corporate Communications' support. In qualitative interviews, participants said:

» The issues management framework and Corporate Communications' support improved the City's ability to respond.
» The system and its protocols are sound. The strategic planning, advice and tools provided by Corporate Communications are valuable and appreciated.
» The quality of work provided by the Corporate Communications department is high. Colleagues appreciated and valued the support provided.
» The issues management system resulted in a more complete and comprehensive approach. (One respondent questioned whether such a comprehensive approach was warranted in this case.)
» The system is not well understood across the organization and as a result is not being used to its full potential.
» The system has yet to create opportunities to learn from each other's experiences, or enhance issues management skills across the organization.
» Ensure the response is commensurate with the classification.

Corporate Communications' assessment

As stewards of the City's issues management system, members of the Corporate Communications department have observed:

» Some issues management tools may need to be refined and customized for different parts of the organization.
» The corporation is more satisfied with outcomes when City staff respond to issues using the framework, than when it responds outside of the framework. Corporate Communications staff expect future measurement will confirm the system leads to better outcomes.
» Employees who want to do a better job of issues management may not know how, and are hoping for more training. Employees would benefit from greater understanding of how to anticipate issues, and discern between projects in need of communications support versus issues requiring management.

Communications planning and management

In 2013 the Corporate Communications department developed 31 formal communications plans to support the work of the corporation, special initiatives, and City departments. **This represents an increase of 63 per cent in the number of strategic communications plan developed over 2012.**

Best practice in communications is to develop and follow a formal communication plan, thoughtfully built to achieve program goals and objectives, which are in direct support of business goals and objectives. Best practice further calls for doing so for each and every initiative for which communications is required.

City of Guelph communications plans are developed in accordance with industry best practice using the R.A.C.E. (Research, Analysis, Communication, and Evaluation) methodology.

Training and professional development

Corporate Communications employees are genuinely committed to professional development.

Training and professional development is well-aligned with corporate priorities. Some of the themes of training undertaken in 2013 were: accessibility (becoming compliant with AODA legislation); communicating in emergencies including severe weather; performance measurement; stakeholder relationship management; and social media.

See data table "Training and professional development" in section 6, page 25.

Stakeholder relationships

Media relations is part of the City's efforts to build on mutually beneficial, trustworthy relationships with stakeholders.

Media relations

As part of the City's efforts to make information about City business available to stakeholders, Corporate Communications wrote and distributed 233 news releases, media advisories and information bulletins in 2013. **This represents an increase of 45 per cent over 2012.**

Media Analysis

The media analysis project shows us how the City of Guelph is represented in the media and—in turn—to its stakeholders.

The City analyzed media coverage for effectiveness and value using quantitative (e.g., number of readers/listeners/viewers) and qualitative (e.g., tone, quality ratings) measures.

During the measurement period of January 1 to December 31, 2013, the City analyzed 1,521 media stories from 62 media outlets including online dailies and community newspapers, radio and television, and blogs. The coverage was sourced by the Vocus news monitoring service.

The analysis reveals:
» 83 per cent of the stories are balanced; 12 per cent are positive; and 5 per cent are negative
» City spokespeople are quoted in 50 per cent of the articles
» key message pull-through is present 44 per cent of the time
» news about Guelph had a total reach* of 105,274,162 readers, listeners and viewers

Total reach is defined as a metric estimating the size of an audience exposed to a communication based on some audited system.

The media analysis from 2013 is not significantly different from 2012. Of note where tone is concerned, there was a 16 per cent decrease in the amount of 'positive' coverage; an increase of 20 per cent in 'balanced' coverage; and a decrease of 4 per cent in 'negative' coverage.

Comparative analysis: 2012 to 2013

Total number of stories	Positive tone	Balanced tone	Negative tone	City/brand mention	Spokesperson quote	Key messages	Call to action	Total reach
Increase of 468 or 31%	Decrease of 16%	Increase of 20%	Decrease of 4%	Increase of 1%	Decrease of 6%	Decrease of 12%	Decrease of 11%	Increase of 40,703,526

Consistent with last year's findings, the analysis confirms there is greater opportunity for City staff to speak to media on topical issues using key messages and key messages that include calls to action.

From the analysis, staff identified a number of considerations and recommendations that are helping improve the way we work with the media to connect with stakeholders.

Findings will continue to be used to inform Corporate Communications' media relations practices.

See data table "Media analysis" in section 6, page 26.

Employee Communication

While internal communications was not an area of focus in 2013, the organization nonetheless made progress vis a vis the goals of the City of Guelph Communications Plan.

The Corporate Communications department supported the work of the corporation to develop departmental employee engagement action plans. It also advised on Human Resources' review of the City's employee recognition program. Finally, it supported the City's efforts to be more deliberate and consistent than it ever has been before when it came to communicating about compensation for all employee groups and collective bargaining. Detailed communications plans were developed and implemented in aid of helping employees become better informed about changes to compensation, and enhance trust and engagement.

City Holler

Along with Infonet *The City Holler*—the City's employee newsletter—remained the organization's principle employee communication vehicle.

Insufficient measurement was undertaken in 2013 to judge the *Holler's* efficacy as an internal communication tool. Web analytics, however, show:
» 3,353 page views on the *Holler's* landing page (on Infonet.)
» 504 unique visitors

About 1,000 employees have access to Infonet, either at work or at home. The stats cited above are only indicative of those employees, and don't take into account the remaining employees who have access the Holler in print form. Nor do they take into account the electronic views generated when the newsletter is emailed to all City staff.

Better performance measurement data should be pursued in future.

Web and social media

In aid of improving the quality of the City's key stakeholder relationships, the Corporate Communications department highlights the following web and social media statistics for 2013:

» 38,867 weekly visits to guelph.ca—**an increase of 2 per cent over 2012**.

» 11,118 followers on Twitter— **an increase of 74 per cent over 2012**.

» 3,552 fans on Facebook—**an increase of 20 per cent over 2012**.

» 96,857 Facebook impressions per month—**an increase of 112 per cent over 2012**.

Section 4: External trends

As the digital landscape continues to drive communications trends and fuel ever-increasing public expectations, the City is presented with new opportunities to build meaningful relationships with stakeholders; lead a communicative organization* and achieve organizational objectives.

Here is a list of external trends that continue to influence the communications work we do.

Accessibility

Accessibility extends far beyond what is legislated. An important first step is meeting the requirements of the provincial Accessibility for Ontarians with Disabilities Act, 2005 (AODA), which is an ongoing priority for the City. Corporate Communications, Web Services, the Accessibility coordinator, and other City departments continue working together to ensure AODA compliance.

In addition to these requirements, the City recognizes a needed shift in providing accessible information to the community that is understandable, relevant, available in convenient formats and physical locations, and timely. This was identified in the City's Communications Plan and is echoed in the City's open government action plan interim report.

Transparency

Citizens increasingly want transparent—honest, candid, clear, and detailed—information from all levels of government. Their expectations of enhanced services, instant access, improved government transparency, cost reductions and value enhancements are primary drivers for open government.

"Business and governmental leaders must change their management approach and become more inclusive by seeking the input of employees, consumers, activists and experts such as academics, and adapting to their feedback. They must also pass the test of radical transparency**. This from Richard Edelman in response to the 2013 Edelman Trust Barometre findings.

To build trust, meet public expectations, and equip the City to be a platform for transparency in a radical way, the organization is developing an open government action plan hand-in-hand with the community. The plan will reshape the City's internal processes, support two-way communication, provide greater opportunities for citizen engagement, and enhance our capacity to provide information that is timely, accurate, clear, accessible and responsive.

Social media

We use social media to participate in conversations with residents, visitors and other stakeholders; provide helpful information and build relationships which, in turn, help achieve organizational and community goals.

Building on the City's social media guidelines, a social media framework will be finalized in 2014.

Corporate Communications staff will continue to provide coaching, support, and tools to effectively communicate and build mutually beneficially relationships with the organization's stakeholders through identified social media channels.

Efforts to better use social media channels supports the City's efforts towards Open Government—a 2014 corporate priority.

Performance measurement

Measuring what we do, why we're doing it and what we've achieved is good business. Communications measurement practices are constantly evolving—largely driven by digital technology, industry best practices, a continuous improvement culture, and public demand.

Recognizing the value of communications performance measurement today, Corporate Communications is pursuing professional development for its staff to better report on the outcomes of the City's communications activities and the value they provide to this organization and the community.

* The Global Alliance for Public Relations and Communication Management's Melbourne Mandate defines a communicative organization as one that:

» *Builds trust through respectful and enduring relationships with both internal and external stakeholders and the wider community;*

» *Pursues policies and practices based on internationally recognized standards for corporate responsibility, sustainability, reporting and transparency; and*

» *Sees listening and engagement as a research-based process to identify both risks and opportunities, in which all internal and external stakeholders can play a role.*

** Radical transparency is a phrase used across fields of governance, politics, software design and business to describe actions and approaches that radically increase the openness of organizational process and data. http://en.wikipedia.org/wiki/Radical_transparency

Section 5: 2014 and beyond

In 2014 Corporate Communications will divide its capacity between supporting corporate priorities, supporting the operational needs of City departments, and continuing to deliver against the action areas of *The City of Guelph Communications Plan*.

This work is largely focused on supporting innovation in local government. More specifically, the department plans to undertake the following:

Social media

Corporate Communications will finalize the corporate social media framework and roll it out to the organization. (This work is linked to the *City of Guelph Communications Plan; a journey towards communications excellence.*)

Communications needs assessment implementation

Pending endorsement by the Executive Team, staff will begin implementing recommendations from the communications needs assessment. Specifically, departmental staff will develop a work prioritization model and an overarching communications policy for the corporation.

Through implementation of the recommendations, it is anticipated those items in yellow and red on the departmental scorecard will be addressed.

Issues management

Corporate Communications will support the Corporate Identity frame changer with the refinement of the issues management framework and the ongoing management of issues on behalf of the corporation.

Performance measurement

Corporate Communications will continue to refine the performance measurement framework for communications.

Staff have undergone training and development in the area of performance measurement for communications. Among the outcomes expected is better measurement of the *City of Guelph Communications Plan*.

Open Government

Corporate Communications will support the Open Government frame changer with the development of a communications plan and participation on steering committee.

Guelph Economic Investment Fund

Corporate Communications will support the GEIF frame changer with the development or oversight of a communications plan.

Municipal budget communications

Corporate Communications will support the corporation's communication and presentation of the approved 2014 budget, and support communication and presentation of the proposed 2015 municipal budget and its process.

Media monitoring improvements

Corporate Communications will research, purchase, pilot and implement a new media monitoring system/product for organization (This work is linked to the City of Guelph Communications Plan; a journey towards communications excellence.)

Strategic communications planning and management

Corporate Communications will support a number of important City initiatives with proactive communications planning and implementation. Among them:

» 2014 municipal election
» Speed limit change in school zones
» Arkell Forest Management
» One-call
» Overnight parking
» Urban Design Summit
» Solid Waste Management Master Plan Review
» District Energy
» South End Community Centre feasibility study and business case
» Severe weather and winter control

Section 6: Data tables

Costs

Departmental budget increase

Corporate Communications annual budget

	2010	2011		2012*		2013	
		Budget	**Increase over 2010**	**Budget**	**Increase over 2011**	**Budget**	**Increase over 2012**
Net before internal charges and recoveries	$654,200	$718,540	9.83%	$744,213	3.57%	$770,300	3.51%
Internal charges/ recoveries	-$36,800	-$75,000		-$202,500		-$209,600	
Net budget	**$617,400**	**$643,540**	**4.23%**	**$541,713**	**-15.82%**	**$560,700**	**3.50%**
City of Guelph increase			5.67%	5.67%	3.52%		2.97%

*OMBI methodology is adopted
Net budget reduction: 617,400 (2010) to 560,700 (2013) = -9.18%

Corporate Communications budget as percentage of tax supported operating budget

	2010	2011	2012	2013
Tax supported operating - total	$161,955,308	$167,037,121	$176,060,944	$185,187,614
Percentage of tax supported operating budget	0.004039386%	0.004301679%	0.004227019%	0.004159565%

Graphic design costs: Internal design costs versus outsourcing

	Hourly rate	Hours	Total cost
Internal temporary graphic designer (contract)	$16	162.5*	$2600
External design consultant	$130	162.5*	$21,125

based on 24 projects consisting of 72 pieces

Graphic design output

Total number of projects – September to December

	2012	2013	Difference
September	10	32	12
October	12	28	16
November	18	26	8
December	9	27	18
Total	**49**	**113**	**64**

Issue management

Departmental resource allocation

Corporate Communications staff time spent at each stage of the issues management process

Total hours in 2013	Identifying	Assessing	Assigning	Planning	Responding	Reporting
1288.5 (approximately 75% of 1 FTE)	122.75	178.25	55	550	306.5	76

Training and professional development

What follows are highlights of the training and professional development the Corporate Communications department undertook in 2013

» The Value of Communicating in a Community Emergency

» GovMaker Day - Open government conference and workshop

» Accessible PDFs (InDesign)

» Accessible Digital Office Document (AODA) training

» Association of Municipalities of Ontario's Counties, Regions and Single Tier Symposium

» Community Based Social Marketing—Advanced Workshop

» Building Social Media Relationships

» MindMixer

» 8th Annual Municipal Communications Conference

» CPRS National Conference: Conversations 2013. Key themes: communications performance measurement; stakeholder relationship management; social media; Melbourne Mandate.

» AMCTO training workshop: "Media Relations and Crisis Communications"

» City of Guelph Incident Management System training/Emergency Operations Centre operations

» Community Engagement Framework Training

» Issue management; various webinars through the Issues Management Council

Stakeholder relationships

Media analysis

	Total number of stories	Positive tone	Balanced tone	Negative tone	City/brand mention	Spokesperson quote	Key messages	Call to action	Total reach**
July 2011 to June 30, 2012	1,053	28%	63%	9%	99%	56%	59%	14%	64,570,636
January 1 to December 31, 2013	1,521	12%	83%	5%	100%	50%	44%	5%	105,274,162
Comparative analysis	Increase of 468 or 31%	Decrease of 16%	Increase of 20%	Decrease of 4%	Increase of 1%	Decrease of 6%	Decrease of 12%	Decrease of 11%	Increase of 40,703,526

Identified annual increases and decreases reflect variability/subjectivity of the following factors:

» manual content analysis

» range of news topics covered annually

» reporter and/or media outlet covering the news topic

* Tone is defined as the explicit or strongly implicit characterization of an article's or segment's subject, and it reflects how a target audience is likely to feel about the client, product, or topic. Media Relations Rating Points TM
**Total reach is defined as a metric estimating the size of an audience exposed to a communications based on some audited system.

Media outlets monitored

Blogs
59 Carden St
From the Editors
Guelph Civic League
Guelphpolitico
Ward 2 Guelph
Buzzbuzz Homes Blog
Toronto is Awesome
Mayor's Blog
Larry Borsato
Guelph Speaks
Guelph Today
TriTag Blog

Websites

Community newspapers websites
Guelph Tribune
Orangeville Citizen
The Ontarian
Wellington Advertiser Online
Cambridge Advocate
Stratford Beacon Herald
Brantford Expo
Brampton News
Simcoe.com
Peterborough Examiner
Waterloo Chronicle
Flamborough Review
The Fountain Pen

Community daily newspapers websites
Guelph Mercury
London Free Press
The Record
The Toronto Star
Edmonton Sun
The Hamilton Spectator

National daily newspaper websites
The Globe and Mail
MSN News Canada
CBC

Television websites
CTV Southwestern Ontario (CKCO) News

Radio websites
1. 570news.com

Miscellaneous websites
ECO News Network
Digital Journal
AZO Build
Market Wired
CNW Group
Minuteman Press Print
Mars Discovery
Nova Scotia Business
Recycling Product News
Mass Transit
EMS Quarterly
Water Canada
Virtual Strategy Magazine
Municipal Suppliers
Weekly Voice
Electrical Line
Solid Waste Magazine
OHS Canada
The Building Online
SNAP: Guelph
ALT Energy Magazine
IStock Analysis
Metro Calgary
Metro Edmonton
South Western Ontario
Waste Management World Online

Total number of outlets
2013: 62
2011–2012: 25

A total of 62 media outlets were monitored through the City's subscription to the Vocus news monitoring service—37 more than the 25 monitored manually in 2011 and 2012. Broadcast (television and radio) coverage was monitored when the coverage appeared online.