CORPORATE
COMMUNICATIONS

2014

Annual
performance
REPORT

April 2015

CITY OF
Guelph
Making a Difference

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

The City of Guelph has earned 10 awards for communications excellence in recent years.

The 2014 Corporate Communications Annual Report is the department's third annual performance report.

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

Section 1: Key Initiative Summary

In 2014 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 that consider themselves well-informed about City programs, issues and initiatives

Communicating about compensation and collective bargaining

The City was deliberate and consistent in its communication about compensation for all employee groups and collective bargaining. Detailed communications plans were developed and implemented to help employees become better informed about changes to compensation, and enhance trust and engagement.

Employee Engagement

Corporate Communications supported the execution of the City's second Employee Engagement Survey and ongoing engagement communications.

Employee Recognition

Corporate Communications assisted with the development of collateral for the City's employee recognition program update, to be rolled out in 2015.

Leadership Charter

Working alongside Human Resources, Corporate Communications supported the roll out of the City's first leadership charter.

Workforce Census

Corporate Communications supported the execution of the City's first Workforce Census, which will inform Human Resource practices and policies to ensure the City is providing a work environment that is healthy, inclusive and free from discrimination.

Issues Management

Objective 2.1 – Improve the organization's ability to anticipate and respond to issues

Corporate Communications continued to steward the City's issues management system in 2014, and was directly involved int eh management of 62 issues.

In 2014 the department coordinated and facilitated refresher training for approximately 50 employees.

Community Engagement

Objective 3.1 – Increase participation in public consultation and dialogue

The Corporate Communications department works closely with the Community Engagement division to increase participation in public processes. In 2014, the department developed 5 communications plans in direct support of engagement opportunities.

Stakeholder relationships

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

Web and social

In aid of improving the quality of key stakeholder relationships, the City continued to grow its base of fans and followers by providing high quality, informative and relevant content.

Social Media Framework and Guidelines

Corporate Communications supported the organization's commitment to customer service, community engagement and open government by formalizing the organization's approach to social media.

The department completed the corporate social media framework, validated it, and rolled it out to employees.

Corporate publications

Corporate Communications supported the organization in its work to comply with the Accessibility for Ontarians with Disabilities Act (AODA). The department undertook training on legislated requirements and is developing corporate tools and templates to ensure the City's online content, print publications and other documents comply with AODA.

This work will continue as more aspects of the legislation come into effect in future years.

Corporate advertising

Corporate Communications stewards the City's corporate advertising program. Part of this work involves the coordination and management of the City News pages, the go-to source for legislated and non-legislated information about City initiatives. In 2014, the department piloted the use of several advertising channels—outside of traditional print and radio—that were new to the City. There is a correlation between diversifying an organization's advertising mix and increasing audience reach. The department will explore further diversification in 2015.

Communications needs assessment

A significant amount of work was done in 2014 in fulfilment of the recommendations from a 2013 organization-wide needs assessment. Five of the audit's 28 recommendations have been fully implemented and another two are underway:

The department began developing a work prioritization model; an after-hours communication protocol was established, allowing the City to communicate with stakeholders after normal business hours; and a single planning and performance measurement framework has been established.

Strategic communications planning and management

The department developed 36 strategic communications plans for corporate and departmental initiatives in 2014.

A comprehensive communications plan – *My Guelph, My Vote* – was developed for the 2014 municipal election. This plan was recognized in 2015 by the International Association of Business Communicators for excellence in communications, and earned the City its first Gold Quill Excellence Award.

Section 2: Communications scorecards

Below is the Corporate Communications scorecard-a visual depiction of measures that show change in the department's performance in 2014.

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	2014
Capacity				
Ratio of communications employees to residents		🟧	🟩	🟩
Ratio of communications employees to City employees		🟧	🟩+	🟩
Capacity to meet organizational expectations			🟥	🟧
Productivity in relation to cost				
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			🟥	🟩+
Client satisfaction with Corporate Communications' role in the IM process			🟧	🟩+
Issues management				
Department's time spent managing issues (by stage of the IM cycle)			🟧	🟧+
Number of issues Corporate Communications involved in managing		🟩	🟩+	🟩
Strategic communications planning and management				
Number of strategic communications plans		🟩	🟩+	🟩+
Training and professional development				
Degree to which department's training/PD reflects corporate direction/needs		🟩	🟩+	🟩
Outreach channels				
Corporate advertising (number of City News wrote, designed and placed)		🟩	🟩—	🟧+
Media output		🟩	🟩+	🟩+

Below is the City of Guelph communications scorecard—a visual depiction of measures that show change in the corporation's communications performance in 2014.

City of Guelph communications scorecard

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

Legend

- Green — **Positive:** stay the course
- Yellow — **Caution:** in the right range but may be moving in the wrong direction
- Red — **Negative:** take corrective action
- + **Positive change**
- − **Negative change**

	2011	2012	2013	2014
Employee communication				
Information flow between employees and leadership		Red		Red +
Employee readiness for communication			Yellow	Yellow +
Number of credible, skilled spokespeople in the organization	Yellow		Yellow	Yellow
Issues management				
Employee readiness for problem-solving		Red	Yellow	Green
Employees anticipate/respond to issues effectively	Yellow	Yellow	Yellow	Yellow +
Number of issues managed by category			Yellow	Green +
Number of employees through issue management training			Green	Green +
Community engagement				
Public participation in the municipal process		Green	Green	Green +
Stakeholder relationships				
Quality of stakeholder feedback		Green		
Quality of City-stakeholder relationships		Yellow		
Public awareness of City programs and services	Green	Green	Green	Green
Balanced media coverage	Green	Green +	Green	Yellow −
Web and social media				
Number of weekly visits to **guelph.ca**		Green	Green +	Green +
Number of followers on Twitter		Green	Green +	Green +
Number of fans on Facebook		Green	Green +	Green +
Number of Facebook impressions per month		Green	Green +	Green +

Section 3: Performance analysis overview

Capacity

The department reports on its capacity to meet the organization's communications needs and wants vis-a-vis a group of comparators from Council's approved list of 18 comparator cities. The analysis shows how Guelph's staffing level compares to that of cities in our comparator group.

The department's permanent staffing level did not change in 2014 over 2013.

Ratio of communications employees to City employees

The City of Guelph has one Corporate Communications employee for every 152 permanent full-time employees. In 2014, the cities of Burlington and Mississauga had higher ratios of communications employees to full-time permanent City employees. Kingston, Brantford, Oakville and Sudbury had fewer communications employees per City employee.

A 2013 benchmarking study shows the City of Guelph does more strategic communications than some of its comparators that have lower ratios of communications staff to City staff.

Municipality	Communications employees		Full-time City employees		Population	Ratio of communications employee per City employee	
	2013	2014	2013	2014		2013	2014
Burlington	9	9	867	867	175,779	1: 96	1:96
Mississauga	61	26	5,133	3,977	713,443	1:119	1:149
Guelph	8	8	1,217	1,251	121,688	1:152	1:152
Kingston	9	6	1,057	1,074	123,363	1:174	1:179
Brantford	3	4	957	816	93,650	1:319	1:204
Oakville	5	5	1,144	1,090	182,520	1:229	1:218
Sudbury	8	8	1,961	2,019	160,274	1:245	1:252
Hamilton	8	9	6,162	5,981	519,949	1:770	1:665
Brampton	23	No data	2,723	No data	523,911	1:118	No data

Ratio of communications employees to residents

The City of Guelph has a higher ratio of communications employees to residents than other cities in this comparator group. This is reflective of Guelph's commitment to two-way, open and transparent communication, and of the City's early adoption of social media as a mechanism for conversation (Association of Municipalities of Ontario.)

Municipality	Communications employees		Full-time City employees		Population	Ratio of communications employees to residents	
	2013	2014	2013	2014		2013	2014
Guelph	8	8	1,217	1,251	121,688	1:15,211	1:15,211
Burlington	9	9	867	867	175,779	1:19,531	1:19,531
Sudbury	8	8	1,961	2,019	160,274	1:20,034	1:19,721
Kingston	9	6	1,057	1,074	123,363	1:13,707	1:20,561
Brantford	3	4	957	816	93,650	1:31,333	1:23,413
Mississauga	61	26	5,133	3,977	713,443	1:12,327	1:27,440
Oakville	5	5	1,144	1,090	182,520	1:37,280	1:36,504
Hamilton	8	9	6,162	5,981	519,949	1:65,000	1:57,772
Brampton	23	No data	2,723	No data	523,911	1:22,778	No data

Productivity in relation to cost

Quantity of work produced/departmental budget increase

The quantity of work produced by Corporate Communications has kept pace with the department's budget increase.

This is evidenced by a:
» **16 per cent increase** over 2013 in the number of strategic communications plans the development developed and implemented
» **12.5 per cent increase** in graphic design productivity over 2013
» **13 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.

See data tables "Corporate Communications annual budget" and "Corporate Communications budget as percentage of tax" in section 6, page 20.

Graphic design costs

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

In 2014, the department supplemented the work of its one graphic design FTE with part-time support. The result was greater design output for less than it would have cost to outsource the same material. The productivity of graphic design staff increased in 2014*. Output declined commensurate with a reduction in part-time support over 2013.

*Output per FET, not total output

Client satisfaction

Building on 2013 work to gauge client satisfaction, Corporate Communications reached out to its clients and asked for feedback about the services it provides. It should be noted however that the method for acquiring this information changed in 2014. Rather than third party interviews, this year's feedback was generated through a voluntary online survey. The department will use the same tool from this point forward in order to accurately measure change.

Thirty management and non-management employees completed the survey.

Client satisfaction with quality of Corporate Communications' work

88 per cent of respondents were either very satisfied or satisfied with the quality of Corporate Communications' advice and work. Among the qualitative feedback received:

"The team in Communications was a great help to us."
"Overall the communications staff are a talented and lovely bunch of people to work with."
"You have a great team, keep up the excellent work."

These findings are highly consistent with those from 2013, when 90 per cent of respondents were either very satisfied or satisfied.

Client satisfaction with timeliness of Corporate Communications' work

54 per cent of respondents were either very satisfied or satisfied with the timeliness of the support they received from Corporate Communications. Another 33 per cent were somewhat satisfied.

In 2013 approximately 66 per cent of respondents were either very satisfied or satisfied. The decline may reflect one or both of the following: growing expectations of client service areas and the increasingly accelerated pace of the information needs of society and our organization.

Client satisfaction with access to Corporate Communications' services

71 per cent of respondents were either very satisfied or satisfied with access to services provided by Corporate Communications. This is improved from 2013 when the majority of interviewees said they were not able to access the level of support they desired from Corporate Communications.

Client satisfaction with Corporate Communications' role in the City's issues management process

89 per cent of respondents said they were satisfied with the role of Corporate Communications in the issues management process.

Comments suggest respondents are pleased with Corporate Communications' performance in this area. Among the qualitative feedback received:

"Keep up the good work! Always glad to have internal resources in house to assist with issues management and strategic communications."
"Please continue the great support you provide in this area."
"System helps communicate and track issues. Helps set communications plan."

Issues management

The City of Guelph shares the Issues Management Council's definition of an issue: a gap between what the organization is doing and what its stakeholders expect.

Issues management is the process we use to close the gap between stakeholders' expectations and our actions. Otherwise said, it is an alignment between stakeholder expectations and organizational behaviour. And, when done with integrity, as it's practiced at the City of Guelph, issues management is more likely to change corporate behaviour than it is to alter public expectations. In a communicative organization*, issues management supports 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.

Number of issues department involved in managing

In 2014 the Corporate Communications department was involved in the management of 62 issues—a decrease of **25 per cent over 2013**. But while it was involved in the management of fewer issues, the department spent more time on issues management than it did in 2013.

See data table "Departmental resource allocation" in section 6, page 20.

This is attributable, in part, to the complex nature of some of the issues the City was involved in managing last year including a labour disruption and collective bargaining negotiations.

Analysis shows staff spent more time reporting on and 'closing' issues in 2014 than they did the year before. This shows positive progress vis-a-vis an identified need from 2013.

Results continue to show the organization as a whole should do a better job of anticipating issues which would result in the better use of resources over the long-term. Employee training for in 2014 focused in part on anticipating issues.

Communicative organizations understand their own character along with their responsibility to have meaningful engagement with stakeholders. (Global Alliance for Public Relations and Communications Management.)

Number of issues by category

There were fewer issues managed at the corporate level in 2014, compared to 2013. This is indicative of better collaboration at the departmental and inter-departmental level, and of better issue anticipation and planning, which can mitigate escalation to the corporate level.
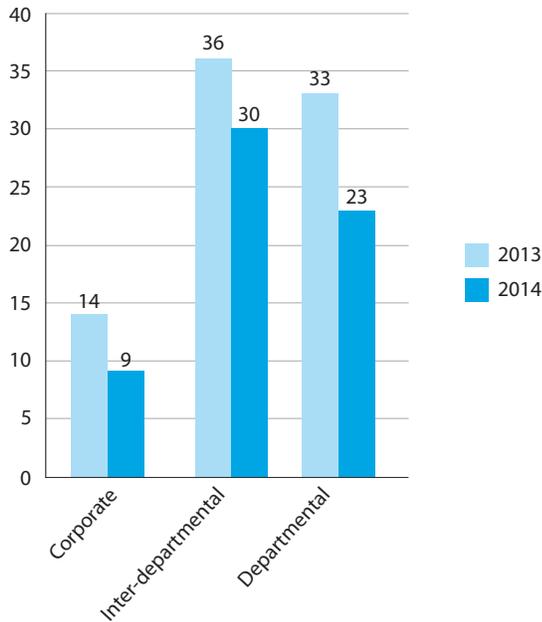
Percentage of issues managed at each stage of the IM process

Analysis shows the department and the City are applying all phases of the issues management process, which is a key requirement for success.
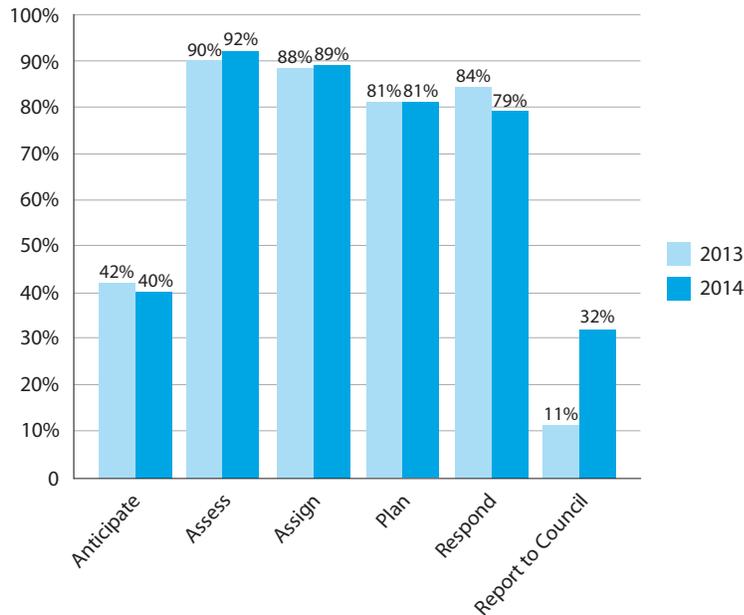
Departmental resource allocation

Corporate Communications staff spent 1,734 hours managing issues on behalf of the corporation in 2014—a 33 per cent increase over 2013.

See data table "Departmental resource allocation" in section 6, page 20.

Strategic communications planning and management

The City of Guelph develops and follows a formal communication plan, thoughtfully built to achieve program goals and objectives, for virtually every initiative for which communications is required. Doing so ensures the City's communications efforts are aligned with overall objectives.

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.

Number of strategic communications plans

In 2014 the department developed 36 strategic communications plans for corporate and departmental initiatives. **This represents an increase of 16 per cent over 2013.**

Among the department's significant 2014 undertakings in this area:
» *My Guelph, My Vote*–a communications plan in support of the municipal election;
» the Ontario 1 Call communications plan which integrated communications requirements for all City departments providing locate services, and involved collaboration with Guelph Hydro and Union Gas;
» an internal program to educate City employees about Canada's anti-spam legislation;
» a promotional plan in support of the Urban Design Summit which attracted more than 400 participants.

Training and professional development

Corporate Communications employees are deeply committed to professional development.

The department's training and professional development is well-aligned with corporate priorities. 2014 training included: communicating in emergencies and risk management communications; social media and digital communications; performance measurement and analytics; and stakeholder relationship management.

See data table "Training and professional development" in section 6, page 21.

Outreach channels

Corporate advertising

The department planned, wrote, designed, and placed 547 ads and public notices in 2014. This represents a decrease of 2.5 per cent over 2013.

This incremental change is positive: costs associated with print advertising continue to climb. In 2014 the City was deliberate in reducing its paid advertising, without jeopardizing its legislative requirements or compromising the availability of information.

The City should continue to explore ways it can increase stakeholders' awareness of City programs and initiatives to supplement its paid advertising program.

Employee Communication

The practice of internal communications refers to communications and interactions among employees or members of an organization. It provides employees with important information about their jobs, organization, environment and one another, and acknowledges that communication can help motivate, build trust, create shared identity and spur engagement within organizations.

Information flow between employees and leadership

2014 employee engagement data reiterates 2012 findings and strongly suggests the City place greater focus on internal communications.

When asked whether essential information flows effectively from executive and senior managers to employees, only 21 per cent agreed that it did. **This represents a one per cent increase over 2012.** Forty-one per cent of employees either disagreed or strongly disagreed. Thirty-eight per cent either slightly agreed or slightly disagreed.

When asked whether essential information flows effectively from employees to senior and executive managers, 23 per cent agreed that it did. **This represents a three per cent increase over 2012.** Thirty-five per cent either disagreed or strongly disagreed. Forty-two per cent either slightly agreed or slightly disagreed.

These findings are marginally improved since this was polled in the last employee engagement survey in 2012.

Stakeholder relationships

Media output

As part of the City's efforts to make information about City services available to stakeholders, Corporate Communications wrote and distributed 263 news releases, media advisories and information bulletins in 2014. **This represents an increase of 13 per cent over 2013.**

Media analysis

An analysis of media coverage 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, 2014, the City analyzed 1,713 media stories from 123 media outlets including online dailies and community newspapers, radio and television, and blogs. The coverage was sourced by the Meltwater News monitoring service.

The analysis reveals:
- » 70 per cent of the stories are balanced; 12 per cent are positive; and 18 per cent are negative
- » City spokespeople are quoted in 22 per cent of the articles
- » key message pull-through is present 14 per cent of the time
- » news about the City of Guelph had a total reach* of 130,526,323 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 results of the 2014 media analysis were different from 2013. Of note where tone is concerned, there was a 13 per cent decrease in the amount of 'balanced' coverage and an increase of 14 per cent in 'negative' coverage. During 2014 two stories were highly publicized that would account for some of this shift: Urbacon and City negotiations with the Amalgamated Transit Union.

Also of note is the 28 per cent decrease in spokesperson quotes and 30 per cent decrease in key message pull-through. This change could be attributed to:
- » manual analysis and recording
- » 2014 election which drew a large volume of coverage
- » observed trend where outlets are summarizing City issued releases versus publishing the piece as distributed

Comparative analysis: 2013 to 2014

Total number of stories	Positive tone	Balanced tone	Negative tone	Spokesperson quote	Key messages	Call to action	Total reach
Increase of 192 or 13%	No change	Decrease of 13%	Increase of 14%	Decrease of 28%	Decrease of 30%	Decrease of 1%	Increase of 25,252,161 or 24%

Note that City/brand mention was removed as a measure in 2014. The City won't be measuring this moving forward.

Consistent with last year's findings, the analysis confirms there is greater opportunity for City staff to speak with media on topical issues using key messages including those with a call to action, where applicable.

From the analysis, staff identified recommendations that are helping improve the way we work with the media to garner balanced coverage and 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 22.

The City's media monitoring service monitors 7,505 outlets daily for news about the City of Guelph.

Social media framework and guidelines

The department researched, developed, rolled out and began implementing its social media guidelines for employees at all levels of the organization. Together with the City's Media Relations Policy, Guelph's Social Media Guidelines help employees and elected officials understand their role and responsibilities in public conversations. The City's guidelines encourage an honest and respectful approach to personal, professional and official social media use.

More than 100 employees have participated in social media training so far, and training will continue in 2015.

Working with Web Services, Corporate Communications also established an approval process for new corporate web and online properties.

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 2014:

- » 39,625 weekly visits to guelph.ca—**an increase of two per cent over 2013**.
- » 15,695 followers on Twitter—**an increase of 29 per cent over 2013**.
- » 4,195 fans on Facebook—**an increase of 18 per cent over 2013**.
- » 141,396 Facebook impressions per month—**an increase of 46 per cent over 2013**.

Section 4: External Trends

Plain language

Citizens, businesses and service users are demanding that governments talk to them in a way that's easy to understand. Communicators and civil servants have to change the language we use and write for the platform (e.g. website, social media, public notices) we're using. Government jargon, complex, run-on sentences and obscure abbreviations are all barriers to accessibility and engagement and get in the way of important messages.

Open government

While opening up government processes and access to information isn't new, it's still an evolving pursuit. How we communicate with our stakeholders is expected to be proactive and transparent. Governments are shifting from rationalizing opening data to having a really good reason when it's not appropriate to share. Communicators then have more content and context to share than ever before—and we're doing so across a variety of platforms at the same time.

Online engagement

Organizations now place less importance on measurements like website visits and number of followers in favour of engagement metrics like number of comments and shares. As a result, successful organizations are spending more time, energy and resources on marketing activities that drive those measures.

Visual content

It's true in print and online; visual content attracts more attention, creates more conversation, and has more impact than a wall of words.

Organizations that use visual content including videos, infographics and memes[1] that get shared see significant increases in their online traffic and social media engagement. These forms of visual content are today's most sought after online commodity. Gamification—the use of games and competition online—continues to grow engagement and keep consumers coming back to learn more and share content.

The trend is expected to continue, and the City of Guelph will need to adjust how it approaches online communications. We must also ensure visual content complies with the Accessibility for Ontarians with Disabilities Act (AODA).

Customer service online

Citizens ask their governments questions and share their observations in more places than ever, and they expect answers in near real time. Governments have to catch up and then keep pace with private sector companies by using online platforms as communications channels and customer service outlets at the same time.

This trend has generated a new type of work for the City's communications practitioners, who are the stewards of the organization's social properties. Communications staff spend considerable time responding to customer service inquiries placed via social media.

[1] *A meme is an idea, behavior, or style that spreads from person to person.*

Section 5: 2015 and beyond

Policy development

The department will lead the following policy work in 2015:

» collaborative development of a formal advertising policy for the corporation

» development of an overarching communications policy for the organization

Communications needs assessment implementation

Foundational work in 2014 sets the stage for Corporate Communications to implement more recommendations from the 2013 organization-wide needs assessment.

Social and online communications

The department will continue its important work related to the corporation's social media framework, and begin the next phase of work in this area: development of a comprehensive digital strategy.

Communications training

The department will deliver training to enhance the web and online, media and issues management capacity of City employees.

Municipal budget communications

Corporate Communications will help the City facilitate a public process associated with the 2016 municipal budget, and support the budget process with the development and implementation of a comprehensive communications strategy.

Strategic communications planning and management

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

» Parking Master Plan

» Guelph Transit Priority Project

» Integrated Operating Review (IOR)

» Severe weather and winter control

» Victoria Road Recreation Centre renovation

» Water Efficiency Strategy Update

Section 6: Data tables

Costs

Departmental budget increase

Corporate Communications annual budget

	2010	2011	2012	2013	2014
Net before internal charges and recoveries	$654,200	$718,540	$751,613	$985,500	$1,122,780
Total internal charges and recoveries	-$36,800	-$75,000	-$202,600	-339,800	-$424,950
Net budget	$617,400	$643,540	$549,113	645,700	697,830
Net budget increase		**4.23%**	**-14.67%**	**17.59%**	**8.07%**
City of Guelph increase					2.28%

Corporate Communications budget as percentage of tax supported operating budget

	2010	2011	2012	2013	2014
Tax supported operating - total				185,187,614	193,289,418
Percentage of tax supported operating budget				0.3487%	0.3610%

Issues management

Departmental resource allocation

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

		Anticipating	Assessing	Assigning	Planning	Responding	Reporting
TOTAL 2014 hours	1733.75	465	90	53	527	543	56
TOTAL 2013 hours	1288.5	122.5	178.5	55	550	306.5	76

Unlike 2013, staff included a portion of its media monitoring time in the "anticipating" of potential issues category. The number of hours in this category are significantly higher as a result.

Training and professional development

What follows are highlights of the training and professional development the Corporate Communications department undertook in 2014

- » Communications Performance Measurement
- » Plain language: writing for the web
- » Strategic Social Media for government organizations, the Centre of Excellence in Public Sector Marketing
- » Systematizing Issues Management, Issues Management Council
- » Risk Management Communications
- » Visualizing a strategic brand, Design Thinkers
- » 9th Annual Municipal Communications Conference
- » Community Engagement training, the City of Guelph
- » Media monitoring, Meltwater
- » Copy Editing, Editors' Association of Canada
- » Emergency Scenario Training, City of Guelph Water Services and Wellington Dufferin Guelph Public Health
- » Digital Communications
- » Environics Analytics Eighth Annual User Conference
- » Emergency Operations Centre Essentials, Justice Institute of British Columbia
- » Canadian Public Relations Society National Conference
- » CityAge Conference

Stakeholder relationships

Media analysis

	Number of stories	Positive tone*	Balanced tone*	Negative tone*	Spokesperson quote	Key messages	Call to action	Total reach**
January 1 to December 31, 2013	1,521	12%	83%	5%	50%	44%	5%	105,274,162
January 1 to December 31, 2014	1,713	12%	70%	18%	22%	14%	4%	130,526,323
Comparative analysis	Increase of 192 or 13%	No change	Decrease of 13%	Increase of 14%	Decrease of 28%	Decrease of 30%	Decrease of 1%	Increase of 25,252,161 or 24%

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

» Manual content analysis

» Range of new topics covered annually

» Reporter and/or media outlet covering the new 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.

**Total reach is defined as a metric estimating the size of an audience exposed to a communication based on some audited system. The City uses unique reach versus potential reach.*

Note that City/brand mention was removed as a measure in 2014. The City won't be measuring this moving forward.

Media outlets that featured coverage about the City of Guelph in 2014

Blogs

59 Carden St.
Times Colonistc
From The Editors
The Windsor Star

Websites

Community newspapers websites

Barrie Examiner
Beach Metro Community News
Blackburn News
Brockville Recorder
Calgary Herald
Cambridge Now!
Cambridge Times
Coast Reporter
Courier Islander
DurhamRegion.com
Elmira Advocate
Exeter Times - Advocate
Flamborough Review
Guelph Tribune
Inside Halton
Inside Ottawa Valley
Inside Toronto
King Weekly Sentinel
Kingston Region
Kitchener Post
London Community News
Muskoka Region
Mykawartha.com
Nanaimo Daily News
New Hamburg Independent
Niagara Falls Review
Niagara This Week
Northumberland News
Orangeville
Orillia Packet and Times
Ottawa Citizen
Ottawa Sun
Our Windsor
Prince George Citizen
Sarnia Observer
Simcoe County
St. Thomas Times-Journal
The Beacon Herald
The Brampton Guardian

The Peterborough Examiner
The Wellington Advertiser
The Windsor Star
The Record
Thorold Niagara News
University Of Guelph
Waterloo Chronicle
Wellington Water Watchers
Winnipeg Sun
Woodstock Sentinel Review
YorkRegion.com

Community daily newspapers websites

Edmonton Sun
Guelph Mecury
London Free Press
Metro News
The Star
Toronto Sun

National daily newspaper websites

Actualités (MSN)
CBC
National Post

Television websites

CP24
CTV
Global News
GlobalResearch.ca
News Channel 6 Now

Radio websites

(CIMJ FM) Magic 106
570News
680News
Easy101
ICI.Radio-Canada.ca
Metro Morning (CBC)
News Talk 610

Miscellaneous websites

Academica Group
AgAnnex
Bobby Raffin
Canada.com
Canadian Architect
Canadian Biomass Magazine
Canadian Health Reference Guide
Canadian Shipper
CANOE - Cnews
CityNews
CNW Group
Daily Commercial News
Daily Exchange Magazine
Digital Journal
Direktbroker.de
Electric Energy Online
Electrical Business
Energy Management
Guelph Hydro Inc
Huffington Post Canada
Le Lezard
Leader Post
Madhunt.com
Money

Municipal Information Network
NationTalk
Nestor Publishers
NetNewsLedger.com
Newsroom - Ontario.ca
Noodls-Canada
Real Estate Management Industry
Secure - GlobeAdvisor.com
Shawconnect Websol Barchart
Star Phoenix
Stockhouse
Sun News Network
Sys.Con Canada
TD Waterhouse - Markets & Research
The Construction Index
The Independent Free Press
The Loop
TheSpec.com
Times Colonist
Waste Management World
Water Canada
Westerly News
World News
Yahoo! News Canada

Total

2014:   **123**
2013:   **62**
2011–2012:   **25**