



Corporate Communications and Customer Services

Annual performance REPORT

2015

April 2016

Introduction

The City of Guelph's Corporate Communications and Customer Service department provides communications and customer support services through a variety of channels.

Corporate Communications 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 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

ServiceGuelph is a centralized customer service team that makes access to City of Guelph information, services, and resources easier.

Whether citizens are making a payment, registering for a program, learning about a City service, or needing an application, ServiceGuelph functions as a one-stop shop and makes service simple.

ServiceGuelph delivers three core services:

- » Operation of a central customer service counter at City Hall
- » Operation of the City's main switchboard
- » Administration of internal and external corporate mail services

The 2015 Annual Performance Report is the department's fourth annual performance report. This is the first year the report includes data and analysis for ServiceGuelph.

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

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A summary of the department's key initiatives throughout the year.

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Visual interpretations of the data analysis, trends and targets.

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Further context, detail and analysis regarding the performance measures reported in the scorecard.

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A look at external trends in corporate communication and customer service that are either having an impact or are expected to impact the way we provide service in the coming years.

- 19 **Section 5: Corporate Communications and Customer Service: 2016 and beyond**
This section includes a brief overview of the department's 2016 work plan.

- 20 **Section 6: Data tables**
This section includes data tables to support the analysis in Section 3.

Section 1: Key Initiative Summary

In 2015 Corporate Communications and Customer Service continued to support the corporation's priorities, the strategic and operational communication needs of City departments, and delivered against the action areas of The City of Guelph Communications Plan.

This work included:

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 2015, and was directly involved in the management of 58 organizational issues.

Community Engagement



Objective 3.1 – Increase participation in public consultation and dialogue

The Corporate Communications division works closely with the Community Engagement division to increase participation in public processes by publicizing and promoting engagement opportunities, and by helping to ensure the organization understands its stakeholders.

Stakeholder relationships



4.2 Increase stakeholders' awareness of City programs and initiatives.

Strategic communications planning and management

The department developed 52 communications plans for corporate and departmental initiatives.

One of the strategic communications plans the team developed (My Guelph, My Vote) 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.

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.

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.

Corporate advertising

The department planned, copywrote, designed and placed 429 City News ads and public notices in 2015.

Media relations

Corporate Communications sourced, coordinated and supported executive media/communications training for the corporation's senior leaders.

Industry presentations

Corporate Communications staff presented the following City of Guelph case studies to municipal government colleagues from across the country at the 10th Annual Municipal Communications Conference

- » To Change the Result, Change the Process #Guelphvoted
- » No water? No problem. Guelph can rock it #pioneerstyle

Departmental realignment

In 2015 ServiceGuelph moved from the former Community Services service area to join Corporate Communications in an expanded department that now includes the two corporate functions and two divisions.

At the same time, the department actioned a significant amount of work in fulfilment of the recommendations from a 2013 organization-wide communications needs assessment.

In 2015 the Corporate Communications division adjusted its structure to better serve the organization. Two functional specialists were added through the reallocation of positions.

In its first year, the organization's new digital communications specialist supported online content development; helped leverage emerging social media channels to foster citizen engagement; began to research the creation of a digital communications strategy for the City; and provided specialized support to departments.

Improving business processes

Integrating tax transactions into ServiceGuelph (Tax)

In 2015 ServiceGuelph began processing tax payments, increasing customer convenience. Customers no longer have to line up separately to make a tax payment.

Implementation of SendSuite

ServiceGuelph implemented the SendSuite package tracking application solution for more efficient delivery, pick-up, and searching of package information. It also provides the ability to report on package delivery metrics.

Access to AutoProcess (Courts)

ServiceGuelph added this capability to its suite of services. It now has the ability to directly access the parking ticket database to assist customers. This improvement saves time for customers and for Court Services staff.

Launch of 311GIS (IT/Bylaw)

ServiceGuelph has integrated the application of 311GIS into its day-to-day work. Using the app allows staff to efficiently record service requests that are reported to CSRs at ServiceGuelph so they can be prioritized and actioned by employees in the field.

Implementation of DocuPet registration application (Bylaw)

The City began using the DocuPet online registration system, providing greater customer convenience, and the ability to report on sales and find specific customer pet records quickly.

Work planning and prioritization

Corporate Communications began using its newly developed work prioritization matrix in earnest. The tool has become the model upon which the entire service area has built its priority-setting and work planning tool.

ServiceGuelph now uses one view to track and manage all team projects and tasks, giving the team the ability to plan and prioritize work for the team more efficiently (Asana project/task management application)

After-hours communications support

The City's after-hours communications protocol was expanded and corporate communications staff are now available 24 hours a day, seven days a week for urgent and emergent situations.

Customer Service

Customer Relationship Management assessment

Together with the Information Technology department, the team led a multi-month Customer Relationship Management (CRM) assessment project to gauge the organization's readiness for the tool. The assessment included collaboration with departments across the corporation, consultants, and other municipalities, and culminated with a final report and recommendations that position the City to move the project forward with procurement, implementation and—ultimately—to modernize and simplify the delivery of citizen services.

Enhancing customer service delivery

Corporate Communications designated a social media customer service lead; allowing more members of the team to focus on communications planning and evaluation, and reducing overall time spent on customer service.

Section 2: Scorecards

Below is the Corporate Communications and Customer Service scorecard—a visual depiction of measures that show change in the department’s performance in 2015.

Three colours represent thresholds for performance, as follows:

- » **Green** indicates the division 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 division is reporting metrics or has anecdotal information to show it **meets demands but improvement is required**.
- » **Red** indicates the division 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 and Customer Service departmental scorecard		2012	2013	2014	2015
<i>The following measures reflect the Corporate Communications and Customer Services' departmental performance.</i>					
Capacity					
	Ratio of communications employees to residents				
	Ratio of communications employees to City employees				
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				
Outreach channels					
	Corporate advertising (number of City News wrote, designed and placed)				
	Media output				
Citizen Service					
	Calls handled				
	Calls abandoned				

Below is the City of Guelph communications scorecard—a visual depiction of measures that show change in the corporation’s communications performance in 2015.

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**

		2012	2013	2014	2015
Employee communication					
Information flow between employees and leadership*					
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					
Community engagement					
Public participation in the municipal process					
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					

*Measured every two years.

Section 3: Performance analysis overview

Capacity (Corporate Communications)

The department reports on its capacity to meet the organization's communications needs 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 increased 2015. Some positions were reallocated within the Corporate Communications division; others were added as a result of the 2015 budget process. The division adjusted its structure to better serve the organization; it added graphic design, issues management and digital communications capacity to support the corporation.

Ratio of communications employees to City employees

The City of Guelph has one Corporate Communications employee for every 110 permanent full-time employees, placing Guelph second among the seven cities in this comparator group when it comes to staffing levels. Only the City of Burlington has a higher communications-to-City-employees ratio.

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.

See data table "Ratio of communications employees to City employees" in section 6, page 20.

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 the second year the City of Guelph has held this spot. 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.)

See data table "Ratio of communications employees to residents" in section 6, page 20.

Capacity (ServiceGuelph)

ServiceGuelph has four full-time employees and one part-time employee—an increase of 33 per cent since the service's inception in 2008.

In-person transactions at ServiceGuelph have increased over the past four years, with a 35 per cent increase in 2015 alone due to taking on tax transactions. Calls presented through the main switchboard over the last four years (2012–15) have increased by 17.4 per cent. The average in-person transaction takes more time and knowledge transfer per transaction, which has had an impact on ServiceGuelph's ability to meeting targets for calls handled and calls abandoned.

Client satisfaction

For the third consecutive year, the Corporate Communications division reached out to internal departments and asked for feedback about the services it provides.

The team used an anonymous, voluntary online survey to gather feedback from departments across the organization. Fifty-four management and non-management employees completed the survey—an increase of 24 participants over last year.

Client satisfaction with access to Corporate Communications' services

Eighty-one per cent of respondents were either very satisfied or satisfied with access to Corporate Communications support and/or services, and 98 per cent of respondents said they received some or all the services they requested. This demonstrates a positive, two-year trend regarding access to Corporate Communications services.

Client satisfaction with quality of Corporate Communications' work

Seventy-seven per cent of respondents were either very satisfied or satisfied with the quality of services and/or support. While this represents a 10 per cent decrease from last year, only two respondents indicated they were dissatisfied with the quality of the division's work.

For the first time, the division asked respondents to comment on their experience using its graphic design services. Seventy per cent of respondents who used in-house graphic design services said they were very satisfied or satisfied with the materials.

Client satisfaction with timeliness of Corporate Communications' work

Sixty-four per cent of respondents were either very satisfied or satisfied with the timeliness of the support they received from Corporate Communications—a 10 per cent increase compared to last year. Increasing the division's graphic design capacity and improving work planning and business processes are helping the division meet expectations.

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

Seventy-three per cent of respondents said they were satisfied with the role of Corporate Communications in the issues management process; a decrease from 89 per cent last year. One respondent indicated they were dissatisfied.

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 division 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 2015 the Corporate Communications division was involved in the management of 58 issues—seven per cent fewer compared to 2014. Consistent with what was reported in the 2014 annual performance report, the department spent more time on issues management than it did in 2014. This is attributable, in part, to the complex nature of some of the issues the City was involved in managing last year.

In 2015, a significant number of issues were closed and—for the first time—is reported independently as an additional stage of the issues management cycle. Closing an issue involves the evaluation of what was achieved vis-a-vis desired outcomes, and documenting lessons learned.

Year over year, 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. Training for communications practitioners in 2015 focused in part on anticipating issues. This training should be expanded to all issues managers.

**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 inter-departmental level in 2015, compared to 2014. This represents a two-year trend and is indicative of better collaboration among City departments and of better issue anticipation and planning, which can mitigate escalation to the corporate level.

See data table “Number of issues by category” in section 6, page 21.

Percentage of issues managed at each stage of the issues management process

Analysis shows the department and the City are applying all phases of the issues management process, which is a key requirement for success. New this year, the percentage of issues that are closed is reported.

The data shows that in 2015, the organization anticipated a greater percentage of issues than it has in years past. This change is positive, and indicative of staff’s enhanced capacity to forecast issues before escalation.

See data table “Percentage of issues managed at each stage of the issues management process” in section 6, page 21.

Departmental resource allocation

Corporate Communications staff spent 1,820 hours managing issues on behalf of the corporation in 2015—a **five per cent increase over 2014. This represents a three-year trend; Corporate Communications staff spend 41 per cent more time supporting the corporate issues management process than it did when we began reporting on this indicator in 2013.**

The issues management discipline is rightfully an important part of the work of the Corporate Communications division. It must be noted however, that too much time spent supporting issues management is time that cannot be spent building the proactive strategic communications plans that potentially avoid issues in the first place. Communicative organizations must balance the two disciplines.

See data table “Departmental resource allocation” in section 6, page 21.

Communications planning and management

The department developed 52 communications plans for corporate and departmental initiatives—40 strategic and 12 tactical—an overall increase of 44 per cent over 2014.

Of the 40 strategic communications plan, 24 continue to be implemented, with communications objectives to be measured upon project completion. Tactical communications plans do not necessarily contain measurable objectives.

Eighty-two per cent of the plans that are complete met their communications objectives.

Among the department's significant 2015 undertakings in this area:

- » A robust communications plan to support proactive community outreach about frozen pipe prevention at home
- » A plan focused on educating homeowners about mitigating radon gas levels in newly built homes
- » A two-pronged communications plan to ensure Guelph tenants are aware of their right to safe rental housing and know what it takes to be a good neighbour
- » An extensive communications plan to support the 2016 budget process
- » A comprehensive communications plan to support community engagement activities to inform the development of a Parking Master Plan and recommended funding strategy for Guelph's existing and future downtown parking needs.

In 2015, two City of Guelph strategic communications plans earned accolades, locally and internationally:

- » International Association of Business Communicators **Gold Quill Excellence Award** for Government Communications Programs – My Guelph, My Vote
- » Canadian Public Relations Society Hamilton Chapter **Pinnacle Award** for Communication Management – My Guelph, My Vote
- » Canadian Public Relations Society **2015 Don Rennie Memorial Award** – Jubilee Park Master Plan communications strategy
- » Canadian Public Relations Society **Silver Award of Excellence** for the Canadian Community Relations Campaign of the Year – Jubilee Park Master Plan communications strategy
- » Canadian Public Relations Society Hamilton Chapter **Pinnacle Award** for Community Relations category – Jubilee Park communications program

Other communication plans included the York Road environmental design study, 2015 construction season, emerald ash borer, 311GIS, Clair-Maltby Secondary Plan Initiation Phase, and Public Waste Drop-Off upgrades.

Training and professional development

The department's training and professional development is well-aligned with corporate priorities. 2015 training included: risk communications, speechwriting, plain language, using data to tell the story, and facilitator training.

See data table "Training and professional development" in section 6, page 22.

Stakeholder relationships

Corporate publications

The department researched, wrote, edited and designed several corporate publications for print and online production. Some of the City's 2015 publications are:

- » 2015 City budgets
- » 2014 Making a Difference Report
- » Guelph Community Guide. Two editions
- » City Holler employee newsletter. Six editions

Media output

As part of the City's efforts to make information about City services and business available to stakeholders, Corporate Communications wrote and distributed 210 news releases, media advisories and information bulletins in 2015 — **20 per cent fewer than in 2014.**

Media outcomes

While media output was lower in 2015, the news-release-to-story-pickup ratio was higher. This is a significant positive result.

Whereas in 2014 a City news release generated an average of 4.5 news stories, a news release issued in 2015 generated an average of 10 news stories. **This represents an increase in news-release-to-story-pickup ratio of 55 per cent.**

Media analysis

Media analysis 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, 2015, the City analyzed 2,714 media stories from 233 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:

- » 60 per cent of the stories are balanced; 11 per cent are positive; and 28 per cent are negative
- » City spokespeople are quoted in 22 per cent of the articles
- » key message pull-through is present 16 per cent of the time
- » news about Guelph had a total reach* of 561,992,602 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.*

Aside from the volume of articles analyzed in 2015, the analysis did not differ greatly from 2014, except for one area. Where tone is concerned, there was a 10 per cent decrease in the amount of 'balanced' coverage and an increase of 10 per cent in 'negative' coverage. There are a few factors that could have contributed to this change.

- » Some news outlets/sites are publishing articles written and distributed by other outlets. Each time an article is published by a new outlet it is counted as a story and the tone is recorded. Therefore, one negative article published by five outlets will be recorded as five negative articles.
- » There were three highly publicized stories (Pine Ridge skating rink, City's swim attire/admission standard and Niska Road) which all received a significant volume of critical coverage.
- » Two of these highly publicized stories were connected to stories in communities across Canada. The result: the City of Guelph was mentioned in stories where the article itself focused on another community. Any article that mentions the City of Guelph is tagged and recorded, again, influencing tone.

See data table "Comparative analysis: 2014–15" in section 6, page 23.

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 calls to action.

From the analysis, staff identified a number of considerations and recommendations that will help 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 23.

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 2015, the department continued to explore the use of additional advertising channels beyond traditional print and radio. There is a correlation between diversifying an organization's advertising mix and increasing audience reach.

The department planned, copywrote, designed and placed **429** City News ads and public notices in 2015. **This represents a 22 per cent decrease from 2014**, and represents a two-year trend of placing fewer paid print ads in response to increasing costs associated with print advertising vis-a-vis return on investment.

This change is positive: costs associated with print advertising continue to climb. The City was again deliberate in 2015 in reducing its paid advertising, without jeopardizing its legislative requirements or compromising availability of information.

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

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 2015:

- » 38,624 weekly visits to guelph.ca—**a decrease of 2.5 per cent under 2014.**
- » 24,155 followers on Twitter—**an increase of 54 per cent over 2014.**
- » 4,894 fans on Facebook—**an increase of 17 per cent over 2014.**
- » 153,451 Facebook impressions per month (138,550 organic; 14,901 paid)—**an increase of 8.5 per cent over 2014.**

Citizen Service

Call abandonment rate

The organization was unable to meet its fewer than seven per cent call abandonment target in 2015. Call abandonment was at 20 per cent, down only one per cent from 2014. This is reflective of several factors including an increase in call volume to the City's main switchboard over the last four years (17.5 per cent). In addition, as in-person transactions increase, ServiceGuelph's ability to meet service targets for phone enquiries using the same staff complement has decreased—both in terms of calls abandoned and calls handled.

This is a trend we'd like to begin to reverse. In 2016 the department will begin work on a Citizen Experience Strategy; the organization will acquire its first-ever Citizen Relationship Management tool; and will conduct foundational work toward a centralized call centre to improve citizen service, and in keeping with the recommendations of a third-party service needs assessment undertaken in 2015.

Calls handled

ServiceGuelph's service target is to answer 75 per cent of calls to the City's main switchboard within the first 25 seconds. In 2015, ServiceGuelph answered 61 per cent of calls within the first 25 seconds.

The division has only met this service target once—in 2013. Of note, counter interactions in 2013 were 18 per cent fewer than they were in 2015. In other words, as counter interactions increase, the percentage of customer calls handled within the first 25 seconds decreases.

Employee Communications

Credible, skilled spokespeople

Positive work was accomplished in 2015 on the qualified spokesperson front as most senior executives in the organization underwent training.

Section 4: External trends

Communications

Social media

Increasingly, government is communicating directly with citizens through social media. Although social media is not a new trend, it continues to change and present new opportunities to reach audiences.

Service delivery: New apps are increasing the direct connection between citizens and front-line service delivery. Apps like 311GIS—the Guelph Map-App allows citizens to report bylaw infractions and a growing number of other services on their mobile devices, and then track the progress of their requests.

Social ads: Government agencies across the public sector are increasing their use of boosted Facebook posts and promoted tweets to increase the reach, frequency and audience segmentation for messages and content. With these marketing tools come greater need for internal coordination to prevent audience fatigue and frustration.

Live streaming: Social live streaming from apps like Periscope and Meerkat are providing an unprecedented opportunity for cities to engage with constituents by broadcasting meetings and events. In the absence of governments proactively streaming their meetings, citizen journalists are, in some cases, filling that void with real-time and often editorialized streamed feeds of their own.

Changing media landscape

The media landscape is rapidly changing with traditional print media outlets closing or merging. In their absence, citizen journalists and online outlets are gaining greater prominence as they look to fill the void.

As the media landscape evolves, the City of Guelph will need to adjust its communication strategy to include innovative ways to share its stories.

Internal communication

According to Deloitte, Millennials are expected to comprise 75 per cent of the workforce by 2025. This demographic has different communication expectations than other demographics; therefore, traditional internal communications will need to be altered, or new channels added to foster dialogue. This shift highlights the emerging strategic role internal communications will play within an organization. By focusing on improving communication with all employees in a way that resonates with them, employers will be helping to cultivate engaged employees who in turn deliver better public service.

Customer service

Online service delivery

Online service delivery has the potential to become the “new normal” with nearly eight in ten (79 per cent) Canadians indicating a likelihood to use the internet for government services in the near future.

Less likely to wait

The threshold for waiting across all channels is diminishing. This is particularly the case with telephone and online where expectations for near-instant service are increasing.

Section 5: 2016 and beyond

Citizen Experience Strategy

The department will lead the development of a corporate Citizen Experience Strategy.

This initiative is part of the umbrella of Open Guelph and is inextricably linked to the concept of 'Citizens First' service. At present, Guelph lacks an overarching citizen service—or citizen experience—philosophy, principles, guidelines, service delivery standards, processes, systems and technology. This initiative centres on using the same customer service principles and strategies that are key to success in the business world to assist local citizens.

Corporate Acquisition of CRM

A recent organization-wide Customer Relationship Management (CRM) assessment found that the organization handles citizen service in vastly different ways, which means Guelph citizens experience different levels of service depending on a variety of factors, including which department they interact with.

The City is about to begin a procurement process to acquire a CRM tool, and implement it throughout the organization. Corporate Communications and Customer Service will be a lead on this process, together with the Information Technology department.

Strategic communications planning and management

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

- » GPS headquarters renovation
- » Victoria Road Recreation Centre renovation
- » Clair-Maltby Secondary Plan
- » Records and Information Management (RIM) Strategy
- » Sourcewater protection

Communications framework for financial reporting

In 2016 the department will participate in the development of a communications framework for financial reporting in partnership with the Open Government initiative and Finance department staff.

Corporate advertising policy

In response to a motion of Guelph City Council, the department will finalize the development of a corporate advertising policy and roll it out through the organization.

ServiceGuelph audit

In 2016 the department will focus attention on completing several recommendations from the ServiceGuelph audit.

Section 6: Data tables

Capacity

Ratio of communications employees to City employees

Municipality	Communications employees			Full-time City employees			Population	Ratio of communications employees per City employees		
	2013	2014	2015	2013	2014	2015		2013	2014	2015
Burlington	9	9	9	867	867	867	173,495	1:96	1:96	1:70
Guelph	8	8	11	1,217	1,251	1,315	122,000	1:152	1:152	1:110
Mississauga	61	26	27	5,133	3,977	4,192	766,000	1:119	1:149	1:140
Oakville	5	5	6	1,144	1,090	1,151	187,300	1:229	1:218	1:160
Brantford	3	4	5	957	816	814	96,000	1:319	1:204	1:160
Sudbury	8	8	8	1,961	2,019	1,562	157,765	1:245	1:252	1:200
Hamilton	8	9	15	6,162	5,981	5,691	540,000	1:770	1:665	1:300

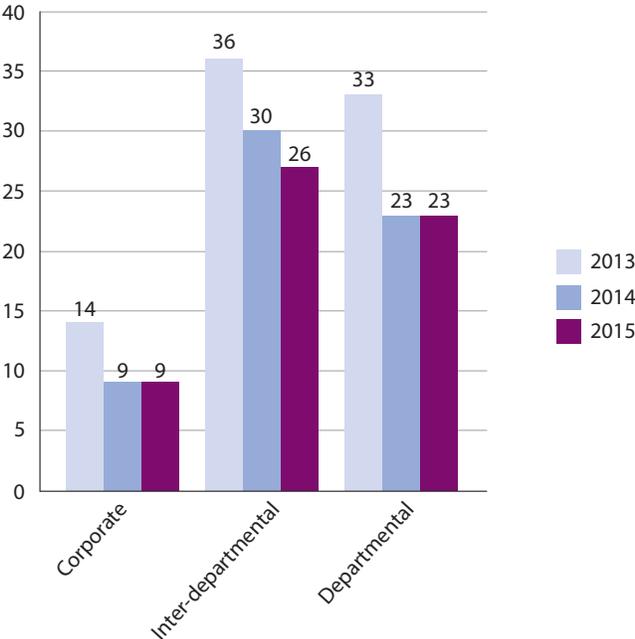
Ratio of communications employees to residents

Municipality	Communications employees			Full-time City employees			Population	Ratio of communications employees to residents		
	2013	2014	2015	2013	2014	2015		2013	2014	2015
Guelph	8	8	11	1,217	1,251	1,315	122,000	1:15,211	1:15,211	1:10,450
Burlington	9	9	9	867	867	867	173,495	1:19,531	1:19,531	1:14,640
Brantford	3	4	5	957	816	814	96,000	1:31,333	1:23,413	1:19,200
Sudbury	8	8	8	1,961	2,019	1,562	157,765	1:20,034	1:19,721	1:19,720
Mississauga	61	26	27	5,133	3,977	4,192	766,000	1:12,327	1:27,440	1:24,710
Oakville	5	5	6	1,144	1,090	1,151	187,300	1:37,280	1:36,504	1:26,760
Hamilton	8	9	15	6,162	5,981	5,691	540,000	1:65,000	1:57,772	1:28,420

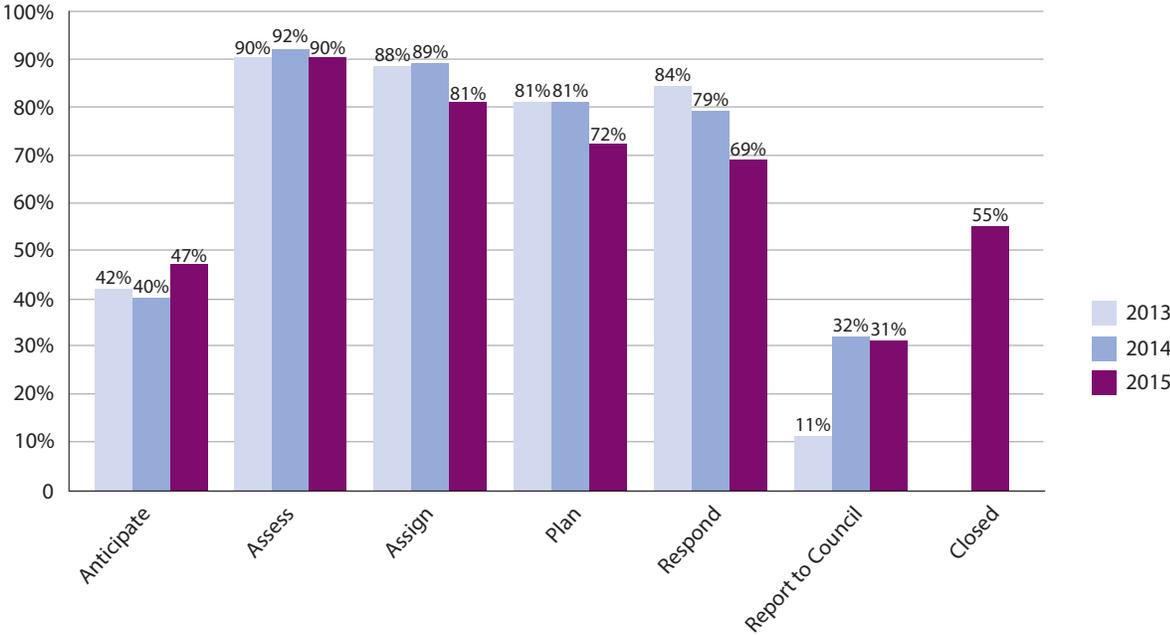
Data from the City of Kingston was unavailable for 2015.

Issues management

Number of issues by category



Percentage of issues managed at each stage of the IM process



Departmental resource allocation

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

	Total	Anticipate	Assess	Assign	Plan	Respond	Report
2015 hours	1820	455 25%	99.5 5%	56 3%	546 30%	591.5 33%	72 4%
2014 hours	1733.75	465 27%	90 5%	53 3%	527 30%	543 31%	56 3%
2013 hours	1288.5	122.5 10%	178.5 14%	55 4%	550 43%	306.5 24%	76 6%

Training and professional development

What follows are highlights of the training and professional development the Corporate Communications division undertook in 2015

- » How best to use social media if you only have 1 hour per day
- » Facilitator refresher training
- » Using data to guide best practices in communications
- » When the headline is you
- » Risk communications
- » Issue management training
- » Stress management training
- » 10th Annual Municipal Communications Conference
- » UK digital strategy presentation at the Region of Peel
- » Foundational leadership development: The accountable leader
- » How PR can help organizations achieve social licence to operate
- » Telling the research story
- » AODA general training
- » University of Guelph Writers' Workshops
- » CPRS National Conference
- » Emergency Control Operations Group annual exercise
- » Leadership training
- » Plain language
- » Think Inside the Box Direct Marketing Conference
- » Creative Directions Conference
- » How to use a digital asset management system
- » Using data to guide best practices
- » PowerPoint fundamentals
- » How to provide greater transparency to internal clients
- » Practical speechwriting skills
- » Institute of Public Administration of Canada (IPAC) conference
- » Adobe After Effects introduction – motion graphics

Stakeholder relationships

Comparative analysis: 2014–15

Total number of stories	Positive tone	Balanced tone	Negative tone	Spokesperson quote	Key messages	Call to action	Total reach
Increase of 1001 or 58%	Decrease of 1%	Decrease of 10%	Increase of 10%	No change	Increase of 2%	Increase of 1%	Increase of 431,466,279 or 331%

Media analysis

	Total number of stories	Positive tone*	Balanced tone*	Negative tone*	Spokesperson quote	Key messages	Call to action	Total reach**
January 1 to December 31, 2014	1,713	12%	70%	19%	22%	14%	4%	130,526,323
January 1 to December 31, 2015	2,714	11%	60%	28%	22%	16%	5%	561,992,602
Comparative analysis	Increase of 1,001 or 58%	No change	Decrease of 10%	Increase of 10%	No change	Increase of 2%	Increase of 1%	Increase of 431,466,279 or 331%

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.*

Media outlets monitored

Blogs

59 Carden St.
Canadian Living
From the Editors
iPhone in Canada
Opinion - Blogs - The Windsor Star
The Inside Agenda
Yahoo! News

Websites

Community newspapers websites

100 Mile Free Press
Agassiz Harrison Observer

Alaska Highway News
Alberni Valley News
Aldergrove Star
Arthur Enterprise News
Ashcroft Cache Creek Journal
Barrie Examiner
Barriere Star Journal
Battlefords News-Optimist
Bayshore Broadcasting News
BayToday.ca
BCLocalNews.com
Belleville Intelligencer
Blackburn News
Boundary Creek Times
Brantford Expositor

Brockville Recorder
Burns Lake District News
Caledoniacourier.com
Calgary Herald
Cambridge Now!
Cambridge Times
Campbell River Mirror
Cape Breton Post
Castlegar News
Chatham Daily News
Chilliwack Progress
Chilliwack Times
Clearwater Times
Cloverdale Reporter
Coast Mountain News

Coast Reporter	Niagara Falls Review	The Northern View
Comox Valley Echo	NiagaraThisWeek.com	The Ontarion
Comox Valley Record	North Bay Nugget	The Peterborough Examiner
Cranbrook Daily Townsman	North Island Gazette.com	The Prince Albert Daily Herald
Creston Valley Advance	Northern Ontario Business	The Sudbury Star
DailyNews724	Northumberland News	The Surrey Leader
DurhamRegion.com	Northumberland Today	The Telegram
Eagle Valley News	Orangeville	The Wellington Advertiser
Elmira Advocate	Orillia Packet and Times	The Western Star
Fort McMurray Today	Ottawa Citizen	The Williams Lake Tribune
Gleaner Community Press	Ottawa Sun	The Windsor Star
Grand Forks Gazette	OttawaCommunityNews	TheRecord.com
GuelphTribune.ca	OurWindsor	Thompson Citizen
Hamilton Community News	Owen Sound Sun Times	Timmins Daily Press
Hopestandard.com	Paris Star	Truro Daily News
Houston Today	Parksville Qualicum News	University Of Guelph
InfoTel News	Prince George Citizen	Vanderhoof Omineca Express
Inside Ottawa Valley	Quesnel Cariboo Observer	Vernon Morning Star
Inside Toronto	Red Deer Advocate	Victoria News
InsideBelleville	Regina Leader-Post	Welland Tribune
InsideHalton.com	Rossland News	Whistler Question
Invermerevalleyecho.com	Sachem.ca	Winnipeg Sun
KawarthaNOW.com	Salmon Arm Observer	Woodstock Sentinel Review
Kelowna Capital News	Sarnia Observer	Yonge Street
Kenora Daily Miner and News	Sault Star	YorkRegion.com
Kingston Herald	Seaforth Huron Expositor	Yorkton News Review
Kingston Region	Simcoe County	Yorkton This Week
Kitchener Post	Simcoe Reformer	
Kootenay Advertiser	Similkameen Spotlight	Community daily newspapers websites
Ladysmith Chronicle	Sooke News Mirror	Brandon Sun
Lake Country Calendar	SooToday.com	Calgary Sun
Lake Cowichan Gazette	Squamish Chief	Edmonton Journal
Langley Times	St. Catharines Standard	Edmonton Sun
Lethbridge Herald	St. Thomas Times-Journal	Guelph Mercury
Maple Ridge News	TB News Watch	London Free Press
Medicine Hat News	Terrace Standard	Metro News
Mission City Record	The Beacon Herald	Montreal Gazette
Moose Jaw Times Herald	The Brampton Guardian	The Chronicle Journal
Muskoka Region	The Chronicle Herald	The Province
Mykawartha.com	The Cornwall Standard	The Star
Nanaimo Daily News	Freeholder	The Star Phoenix
Neepawa Press	The Free Press	Toronto Sun
Nelson Star	The Guardian	Vancouver Sun
New Glasgow Newspaper	The Kingston Whig Standard	
	The Mississauga News	

National daily newspaper websites

CBC
National Post
The Globe and Mail

Television websites

CHCH
CP24
CTV Kitchener News
CTV News
CTV Winnipeg
Global News

Radio websites

(CIMJ FM) Magic 106
570News
680 News
98.3 Fly FM
AM980
B101 FM Radio
CBC Hamilton
CBC Kitchner-Waterloo
CBC Manitoba
CBC Windsor
CJAD 800

Durham Radio News
Easy101
News 1130 Radio
News Talk 650 CKOM
News Talk 980
Talk Radio AM640

Miscellaneous websites

24News.ca
Academica Group
Advocate Daily
Broadcaster - Canada's
Communications Magazine
CNW Group
CNW Telbec (FR)
Digital Journal
Electric Energy Online
Exchange Magazine
Groundwater Canada
Huffington Post Canada
Indulge Magazine
iPolitics
Le Lézard
Money
MSN News
Municipal Information Network

NationTalk
Noodles-Canada
North American Clean Energy
PressReader
Real Estate Management
Industry
Secure - GlobeAdvisor.com
Shawconnect Websol Barchart
Sys.Con Canada
TD Waterhouse - Markets
Techvibes.com Technology
news
The Canadian Press
The Catholic Register
The Grower
The Independent Free Press
The Loop
The Working Forest
TheSpec.com
Times Colonist
Vice
Water Canada
Westerly News
Yahoo! News Canada

Total number of outlets

2015: 233
2014: 123
2013: 62
2011–2012: 25

A total of 233 media outlets were monitored through the City's subscription to the Meltwater News monitoring service—110 more than were monitored 2014. Broadcast (television and radio) coverage was monitored when the coverage appeared online