

Branch — Corporate Communications

Introduction

Corporate Communications provides timely and accurate information to the public, media, and City employees and also is responsible for managing the image, brand and reputation of the City of Edmonton.

The Branch exists to help City business units inform and engage Edmontonians in municipal matters and civic services. Effective communication services helps ensure citizens are aware of what is available to them, and supports informed decision-making around the choices available to our community.



The Corporate Communications Branch underwent restructuring in 2012 and established three service sections to deliver communications services in a more focused, efficient and effective manner. The Public Communications Section is responsible for tactical communications that help departments deliver citizen services, and engagement in key projects that have significant external communications requirements. The Internal Communications Section provides services to City Council, Corporate Leadership Team and ensures that City employees are provided information to carry out their jobs effectively and are engaged in the goals of the City. Finally, the Image and Reputation Section will be responsible for developing and implementing plans, programs and messaging to promote Edmonton on the national and international stages.

In developing proactive and strategic messages, Corporate Communications helps the organization speak with a unified voice and with a citizen perspective about the long-term vision of the City, our objectives and goals, and more immediately, the portfolio of City programs and services available to Edmontonians.

Outcomes Corporate Communications aims to achieve:

- Edmonton and the City of Edmonton have a positive image, brand and reputation, locally and nationally
- Edmontonians are proud of their city
- Citizens, Councillors and employees believe they receive timely, accurate and complete information regarding emergent issues, City services and activities that are important to them
- Citizens value the information services from the City and two-way communications and connections with the City of Edmonton
- City employees and contractors are proud to work for the City and work toward common goals.

Whether it's online, in print, in social media or mainstream media, the branch helps citizens find information on public involvement opportunities, policy decisions, taxation, road upgrades, new developments, transit schedules, attractions, recreation opportunities, events ... everything the City does and more.

Working with our community, businesses and industry partners, Corporate Communications also helps build local pride and enhance awareness of Edmonton to attract people, investment and visitors.



The Branch coordinates a range of activities to showcase Edmonton to the world, including international, national and local media relations and coordination of public consultations on major projects and proposals such as the Downtown Arena, LRT expansion, the City Centre Redevelopment, and the Quarters and Rosedale Redvelopments.

Every day, public information officers who work with news media or direct-to-citizen communications help deliver

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information on issues important to Edmontonians, while building confidence in the responsiveness, effectiveness and accountability of local government. Media relations and public relations based on strategic planning helps the City more effectively advance business objectives and provide services that respond to citizens' needs and expectations.

Corporate Communications is responsible for helping departments, branches and project teams connect with Edmontonians, by providing the information needed to understand issues and initiatives, and by providing opportunities for two-way communications between staff and citizens that enables public inquiry and feedback.

Through advertisements, publications, promotions and events, Corporate Communications helps build awareness for activities and opportunities for Edmontonians to be engaged in their community. Crisis and issues management helps provide effective resolution for the benefit of all residents.



Activities up to September 30, 2012 include:

- 33 proactive message management issue briefings for City Council and City Managers
- 1,013 City Hall events hosted
- 676 Council briefs for public events
- 93 Mayor's proclamations and 204 messages from the Mayor in welcome letters and program guides
- 509 Certificates for Edmontonians from Council
- 171 Speeches for Councillors at civic events
- 718 news releases, media advisories and public service announcements
- 3,399 media stories in local print, TV and radio

In 2011, the latest year for complete results, the City had 216 national news stories with positive coverage of Edmonton, with an estimated reach of almost 98 million people.

The 2012 Corporate Communications reorganization will allow for a more strategic delivery of communications services. The establishment of the City Image and Reputation Section and its associated budget service package will significantly increase the ability for the City to deliver effective, strategic efforts to promote Edmonton on the world stage. In addition, a renewed focus on internal employee communication will help to leverage the over 10,000 employees to become ambassadors for the City of Edmonton.

Public demand and expectation for timely and accurate information will continue to increase. Fed by technology and social media, this will result in increased demand on staff and resources to be both proactive and responsive to the needs of civic leaders, citizens and the media. The Branch will continue to review processes and service level standards to address a risk that there will be an increasing gap between customer expectations and the Branch's ability to deliver prompt and effective services.

The Mayor's Task Force on City Image and the Branch's Image and Reputation Section are in the process of developing an Image and Marketing Plan and associated implementation strategy. Part of this work will include a review of the effectiveness of the *Edmonton Stories* initiative.

In 2012, Corporate Communications undertook a review of the City's Public Involvement Process and, through a reallocation of resources, strengthened the mandate and modified the name of the Office of Public Involvement to the Public Engagement Office. This Office is now responsible for leading the public engagement component of major city shaping projects such as the Arena, City Centre Redevelopment, and LRT. The Office also serves a coordinating function for public involvement activities being led by departments and those being managed on a neighbourhood or geographic basis.

Working with the Centre for Public Involvement, a research partnership with the University of Alberta, the Public Engagement Office will develop ongoing engagement opportunities by leveraging new technologies, to gain better input from Edmontonians on their priorities for the City.

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Approved 2013 Budget - Branch Summary (\$000)

	2011 Actual	2012 Budget	2013 Budget	\$ Change '12-'13	% Change '12-'13
Revenue & Transfers					
User Fees, Fines, Permits, etc.	\$ 16	\$ 75	\$ 15	\$ (60)	(80.0)
Grants	7	-	-	-	-
Transfer from Reserves	-	-	-	-	-
Total Revenue & Transfers	23	75	15	(60)	(80.0)
Expenditure & Transfers					
Personnel	5,949	6,290	6,883	593	9.4
Materials, Goods & Supplies	111	76	76	-	-
External Services	1,896	1,194	2,694	1,500	125.6
Fleet Services	-	-	-	-	-
Intra-municipal Services	105	62	79	17	27.4
Utilities & Other Charges	174	164	164	-	-
Transfer to Reserves	15	-	-	-	-
Subtotal	8,250	7,786	9,896	2,110	27.1
Intra-municipal Recoveries	(937)	(1,055)	(1,206)	(151)	14.3
Total Expenditure & Transfers	7,313	6,731	8,690	1,959	29.1
Net Operating Requirement	\$ 7,290	\$ 6,656	\$ 8,675	\$ 2,019	30.3
Full-time Equivalents	61.8	63.8	64.4	0.6	

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Budget Changes for 2013

(\$000)

Revenue & Transfers - Changes

Revenue (\$60)

This reduction is due to non-receipt of revenue from EPCOR. Historically, Corporate Communications placed advertisements for EPCOR, who have now hired a different agent to place advertisements.

Expenditures & Transfers - Changes

Personnel \$593

Movement within the salary ranges, changes in benefits, and the settlement of union contracts account for \$368. Historical adjustments of \$245 relate to: Unfunded position \$109; Top-up funding for position to support Edmonton Salutes \$53; Historical shortfall in Personnel \$83. There was a reduction of \$20 relative to Support Staff, which is now reflected in Intra-municipal Services.

External Services \$1,500

Service Package - City Image and Reputation Initiative accounts for \$2.0M, refer to Service Package. Edmonton Stories Reduction accounts for \$0.5M.

Intra-municipal Services \$17

This increase is largely due to Support Staff costs, which were previously reflected in Personnel.

Intra-municipal Recoveries (\$151)

Recoveries of Shared Services to the Utilities and Enterprises have resulted in an increase of \$151.

Full-time Equivalents - Changes

The historical adjustment for the position to support Edmonton Salutes has resulted in an increase of 0.6 permanent FTE.

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Approved 2013 Budget - Program Summary

Program Name - Internal Communications

Results to be Achieved

A proud, motivated and highly engaged workforce. Targets will be determined based on a review of the 2012 Employee Engagement Survey. Above average or higher satisfaction rating based on an assessment of client areas (Mayor's Office, Councillors' Office, City Manager's Office).

Service Standards	Resources (\$000)	2011 Actual	2011 Budget	2012 Budget	2013 Budget
This program provides internal City of Edmonton employment communications services to all employees. This includes key leadership, corporate policy and initiative messaging from the City Manager and Corporate Leadership Team. This service area also provides protocol, event, and proclamation support to the Office of the Mayor and City Councillors.	Revenue & Transfers	\$ 7	\$ 75	\$ 75	\$ 15
	Expenditure & Transfers	4,879	4,773	2,243	2,059
	Net Operating Requirement	\$ 4,872	\$ 4,698	\$ 2,168	\$ 2,044
	Management		2.0	2.0	2.0
	Exempt		5.0	5.0	5.0
	Union		10.0	10.0	10.0
	Temporary		-	-	-
	Full - Time Equivalents		17.0	17.0	17.0

2012 Services

- Support for the Office of the City Manager and Corporate Leadership Team - Employee News in City Link and through e-City
- Support for the Office of the Mayor and City Councillors, including:
 - over 800 Council briefs for public events, over 400 Mayor's proclamations and messages from the Mayor in welcome letters
- Support for the Corporate Services Department, including:
 - ongoing support for Department and Branch employee newsletters and other employee engagement tools
 - support of major employee events such as the annual civic retirement dinner

Changes in Services for 2013

- Enhanced support for ongoing roll-out of the City Corporate Culture and Leadership initiatives
- Communications support for the 2013 Civic Election and the e-voting pilot program

Program Name - City Image, Reputation and Marketing

Results to be Achieved

Results from annual or biannual surveys of Canadians outside of Edmonton (or Alberta) that would consider Edmonton as a place to live or work. Maintenance of the Edmonton Stories Initiative. Adherence to common visual appearance and messaging and professional presentation of major annual reports and documents.

Service Standards	Resources (\$000)	2011 Actual	2011 Budget	2012 Budget	2013 Budget
The Mayor's Task Force on City Image and the Branch's Image and Reputation Section are in the process of developing an Image and Marketing Plan and associated implementation strategy.	Revenue & Transfers	\$ 16	\$ -	\$ -	\$ -
	Expenditure & Transfers	1,538	1,309	1,427	3,298
	Net Operating Requirement	\$ 1,522	\$ 1,309	\$ 1,427	\$ 3,298
	Management		1.0	1.0	1.0
	Exempt		1.0	1.0	1.0
	Union		6.8	6.8	7.4
	Temporary		-	-	-
	Full - Time Equivalents		8.8	8.8	9.4

2012 Services

- Development and implementation of an Image and Reputation Strategy - Support for Mayor's task force on Image and Reputation
 - this is a new Section created in late 2012 so result measures are to be determined for 2013
- Communications support for City shaping projects (i.e. Arena, City Centre Redevelopment)
- Partner relations (EEDC, Northlands, Chamber of Commerce, University of Alberta)
- Corporate advertising and publication design coordination
- Civic awards coordination

Changes in Services for 2013

- 2013 budget includes a \$2 million funded service package to provide support for the City's image and reputation initiative
 - allocation of the funds and additional internal staff resources will be determined when the Task Force has concluded

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Approved 2013 Budget - Program Summary

Program Name - Public Communications

Results to be Achieved

Proactive rather than reactive messaging for topics of interest to the media. Ensuring that the City Vision and Strategic Plan messaging is connected where possible to major issues and events. Engaging citizens in key public involvement/input processes.

Service Standards	Resources (\$000)	2011 Actual	2011 Budget	2012 Budget	2013 Budget
This program is responsible for helping departments, branches and project teams connect with Edmontonians, by providing the information needed to understand issues and initiatives, and by providing opportunities for two-way communications between staff and citizens that enables public inquiry and feedback.	Revenue & Transfers	\$ -	\$ -	\$ -	\$ -
	Expenditure & Transfers	896	755	3,061	3,333
	Net Operating Requirement	\$ 896	\$ 755	\$ 3,061	\$ 3,333
	Management		1.0	1.0	1.0
	Exempt		5.0	5.0	5.0
	Union		32.0	32.0	32.0
	Temporary		-	-	-
	Full - Time Equivalents		38.0	38.0	38.0

2012 Services

- Interface with news media or direct-to-citizen communications help deliver information on issues important to Edmontonians
 - over 1,000 news releases, media advisories and public service announcements
- Oversight of the City's Public Involvement Policy C513 and coordination of major public involvement events
 - over 5,000 stories in local print, TV and radio

Changes in Services for 2013

- Client service level review is currently underway and may result in changes in either the delivery model or levels of services for client areas (departments) in 2013

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Program - City Image, Reputation and Marketing City Image and Reputation Initiative

FUNDED

Description

This Funded Service Package provides ongoing corporate support for the City of Edmonton's Image and Reputation Initiative to develop, market, and facilitate consistent key corporate messages on the national and international stages. The Mayor's Office has appointed a citizen task force to develop Edmonton's Image and Reputation strategy and implementation plan. In 2008 the City commissioned Longwoods International to conduct a review of Edmonton's image on the national stage. This study confirmed the need for this initiative for the City to compete nationally and internationally and the need to create a unified campaign for worker recruitment, investment and tourism. The study also confirmed that there was a considerable gap between the perceptions of those who have not visited Edmonton and those who have experienced what this city has to offer. The work of the Task Force will determine the level of resources needed in this initiative, the composition of resources (City staff, contracted resources, and role of external agencies) and the most effective way to implement the recommendations. It is estimated that the level of ongoing resources will be in the order of \$3 million to \$5 million per year, however this amount would be phased in over a number of years. This report from the Image and Reputation Task Force is expected in Q2 of 2014.

Justification

The City's image and reputation is directly tied to the long term prosperity of the City of Edmonton. One of the primary goals of *The Way We Prosper* is to develop and implement strategies to enhance Edmonton's image on the national and international stages. Improving Edmonton's reputation will have positive impacts on attracting business, investment and a high quality work force all of which can strengthen the economy and grow the City tax base. This in turn will increase the funding available to deliver all City of Edmonton services.

Reference: *The Way We Prosper* - Goal #1

Service Level Impact

There are currently no staff or resources dedicated to this initiative. This initiative will provide a new service level where one currently does not exist. The number of FTEs is under consideration.

Not funding this service package will result in the inability to effectively implement this key goal from *The Way We Prosper*.

Impact on Other Departments

This service package will have a positive impact to the Sustainable Development Department as it will help to support the implementation of *The Way We Prosper*. It is also expected that this service package will improve connections and relationships with EEDC, Library and Police.

Incremental (\$000)	2013				2014				2015			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 2,000	-	2,000	-	\$ 1,011	-	1,011	-	\$ 1,011	-	1,011	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 2,000	-	2,000	-	\$ 1,011	-	1,011	-	\$ 1,011	-	1,011	-