

# Branch—Corporate Communications

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## Introduction

Corporate Communications Branch supports City departments and business units to inform and connect Edmontonians on municipal matters and civic services. Since its inception, Corporate Communications has continued to evolve to implement new tools, programs and corporate communications best practices to keep pace with new client demands, evolving technology and changing priorities.

As a Branch, Corporate Communications aims to:

- Be client-driven, corporately aligned and citizen-focused;
- Foster citizen engagement and broader awareness and understanding of City programs and services;
- Measurably improve Edmonton's image and reputation; and
- Become an employer of choice and attract and retain professional staff.

In 2012, the Corporate Communications Branch was restructured into three distinct service sections in an effort to deliver communications products and services in a more focused, strategic and effective way.

The Public Communications Section is citizen-focused and responsible for tactical communications support to departments in their delivery of programs and services to citizens. The Internal Communications Section aims to communicate and engage City employees, ensuring they have the information and resources they need to do their jobs successfully. The Image, Reputation and Marketing Section is responsible for developing and implementing plans, programs and messaging to promote Edmonton to the country and the world. This section also manages the communication requirements around some of Edmonton's most transformational projects like the downtown arena and Blatchford Development.

Corporate Communications helps the City of Edmonton speak with a unified voice and with a citizen-perspective about the long-term vision of the City, our goals and objectives, and most importantly, the portfolio of City programs and services available to Edmontonians.

Whether it's online, in print, in social media or mainstream media, the Branch connects citizens with information on policy decisions, taxation, road upgrades, new developments, transit schedules, attractions, recreation opportunities, events and public involvement opportunities.

Everything the City does, every program it offers, every service it provides, Corporate Communications helps inform and promote.

Working with our community, businesses and industry partners, the Branch coordinates a range of activities to showcase Edmonton to the world, including proactive global media relations, promotion of national and international arts, cultural and sporting events.

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.

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.

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 levels standards to address any potential gap between customer expectations and the Branch's ability to deliver prompt and effective services.

In 2012, Corporate Communications reviewed the City's public involvement process and as a result strengthened the mandate of the Public Engagement Office (PEO). On behalf of the City of Edmonton, the PEO will lead the public engagement processes and initiatives of major city shaping projects such as the Arena, City Centre Redevelopment, and LRT. The Office will also coordinate department or city-wide public involvement activities.

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

## Branch — Corporate Communications

### Approved 2014 Budget – Branch Summary (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
User Fees, Fines, Permits, etc.	\$ 13	\$ 15	\$ 15	\$ -	-
Grants	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>13</b>	<b>15</b>	<b>15</b>	<b>-</b>	<b>-</b>
<b>Expenditure &amp; Transfers</b>					
Personnel	5,942	7,237	7,554	317	4.4
Materials, Goods & Supplies	143	76	73	(3)	(3.9)
External Services	1,682	3,193	3,193	-	-
Fleet Services	-	-	-	-	-
Intra-municipal Services	85	79	75	(4)	(5.1)
Utilities & Other Charges	148	163	162	(1)	(0.6)
Transfer to Reserves	-	-	-	-	-
Subtotal	8,000	10,748	11,057	309	2.9
Intra-municipal Recoveries	(1,261)	(1,370)	(2,017)	(647)	47.2
<b>Total Expenditure &amp; Transfers</b>	<b>6,739</b>	<b>9,378</b>	<b>9,040</b>	<b>(338)</b>	<b>(3.6)</b>
<b>Net Operating Requirement</b>	<b>\$ 6,726</b>	<b>\$ 9,363</b>	<b>\$ 9,025</b>	<b>\$ (338)</b>	<b>(3.6)</b>
<b>Full-time Equivalents</b>	<b>63.8</b>	<b>73.4</b>	<b>73.4</b>	<b>-</b>	

# Branch — Corporate Communications

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## Budget Changes for 2014

(\$000)

### Revenue & Transfers - Changes

#### User Fees, Fines, Permits, etc. \$

No change.

### Expenditures & Transfers - Changes

#### Personnel \$317

Movement toward job rate and changes in benefits \$215; funding for a position to support Current Planning \$102.

#### Material, Goods & Supplies \$(3)

Due to savings in copier lease and desktop support.

#### External Services \$

No change.

#### Intra-municipal Services \$(4)

Due to a decrease in building maintenance and custodial costs.

#### Utilities & Other Charges \$(1)

Due to reduced telecom costs.

#### Intra-municipal Recoveries \$(647)

The Intra-municipal Recoveries changes relate to:

Shared Services increased recoveries from Drainage (\$185), Waste (\$56), Current Planning (\$362) and Fleet (\$28). Changes to costing of direct staff recoveries (\$16).

### Full-time Equivalents - Changes

No change.

# Branch — Corporate Communications

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Public Communications

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

All business units speak with a unified voice, representing One City with clear strategies and a positive reputation. Transparency of City business, openness and responsiveness in interacting with residents. Meaningful engagement in which citizens feel heard. Satisfaction with timely, accurate and relevant information on City services.

#### Cost Drivers

Operating impacts of capital: additional resources are needed to communicate about new recreation facilities and transit service expansion. New projects: additional public engagement is required for transformational projects. New services or enhanced standards: additional resources for services such as the new Current Planning model, Elevate, WinterCity, and enhanced Roads Maintenance.

#### Service Standards

Communications Policy, Media Relations Directive and Public Engagement Policy guide strategies to ensure residents have access to clear, timely, accurate and responsive information about services, new programs, initiatives or issues. Multiple methods effectively inform and engage Edmontonians and organizations, using mainstream media, public engagement, multi-media production, publications, advertising, social media, special events, external displays, and crisis communications.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ -	\$ -	\$ -	\$ -
Expenditure & Transfers	3,978	3,827	4,064	4,253
Subtotal	3,978	3,827	4,064	4,253
Intra-municipal Recoveries	(1,261)	(1,055)	(1,370)	(2,017)
Net Operating Requirement	\$ 2,717	\$ 2,772	\$ 2,694	\$ 2,236
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		4.0	4.0	4.0
Union		27.0	33.0	33.0
Temporary		-	-	-
Full - Time Equivalents		32.0	38.0	38.0

#### 2013 Services

Based on the previous complete calendar years, estimated output in 2013:

- 50 strategic communications plans for major issues and programs
- 30 proactive issue briefing message documents for City Council and City managers
- 990 media releases, 2,300 media queries answered or interviews coordinated, producing 3,000 media stories in local print, TV and radio with 80% carrying balanced coverage of City messages
- 200 national and international media coverage of pitched stories with positive coverage of Edmonton
- 50 special events or media conferences
- 200 publications on programs or services
- 500 public engagement events

#### Changes in Services for 2014

New crisis communications plan for all hazards emergencies. Enhanced Public Engagement Office role in coordinating engagement across the City, research consultation, and delivering ongoing (non-project-based) engagement. Enhanced oversight of social media to extend citizen engagement opportunities, improve issues management and benefit overall public relations. Realigned functions to provide more support to high-profile public relations activities such as road maintenance and growth planning.

# Branch — Corporate Communications

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Internal Communications

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

Internal communications delivers employee engagement and a productive corporate culture. A strategy to improve the effectiveness of communication channels, create more engaging messages, dialogue with employees through social media, and use marketing tactics will be measured by the results of the 2014 Engagement and Diversity survey.

#### Cost Drivers

Employee programs' communication needs, as met by Internal Communications staff, is the bulk of this program's cost. Human Resources and Corporate Culture programs have a strong need for employee communication. There is also a need to communicate organizational news to employees and a growing need from programs (other than Human Resources and Culture) to communicate internally.

#### Service Standards

Corporate Communications Strategy, internal communications policy, Corporate Culture actions plans, Corporate Culture Communications Strategy, and service level (roles and responsibilities) agreements with department clients.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ -	\$ -	\$ -	\$ -
Expenditure & Transfers	1,884	1,793	2,049	2,141
Subtotal	1,884	1,793	2,049	2,141
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ 1,884	\$ 1,793	\$ 2,049	\$ 2,141
Management		2.0	2.0	2.0
Professional/Technical/Union Exempt		6.0	7.0	7.0
Union		5.8	6.8	6.8
Temporary		-	-	-
Full - Time Equivalents		13.8	15.8	15.8

#### 2013 Services

Services include:

- Corporate-wide employee communications,
- Communications support for Corporate Services Department,
- Communications support for the City Manager's Office, and
- Communications strategy for the Corporate Culture initiative.

In 2013 (as of September 20), major services included redesign of employee intranet; Corporate Culture communications strategy, brand and materials; planning and support for employee awards and events; 71 articles published for employee news, 14 Managers Online articles and 20 blog posts.

#### Changes in Services for 2014

More involvement with the employee intranet and management of employee social media, more internal communications consulting provided to departments, and further fulfillment of the Corporate Culture communications strategy, as well as support to branches on their culture action plans.

# Branch — Corporate Communications

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Image, Reputation and Marketing

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

This portfolio plays a major role in the protection and enhancement of the City of Edmonton's reputation, contributing to the City's overall image. We will achieve this through strategic communications support, coordinated marketing, strong external relations and continuing to make City Hall accessible to citizens and visitors.

#### Cost Drivers

Increasing demand for communications, marketing and protocol support and service to client areas within the portfolio; successful attraction and hosting of major national and international events (i.e. 2014 ITU Grand Final, 2014 & 2015 FIFA events, 2015 FCM conference, etc.); increased efforts to build relationships both internal and external to Edmonton that support reputation enhancement.

#### Service Standards

This portfolio within the Corporate Communications Branch is working collaboratively with EEDC and Make Something Edmonton (Mayor's Task Force on Image and Reputation) to define a plan and responsibilities associated with advancing the city's brand locally and externally. As well, this portfolio is also tasked with advancing the City of Edmonton's corporate brand, bridging efforts between the Public and Internal Communications portfolios.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 13	\$ 75	\$ 15	\$ 15
Expenditure & Transfers	2,138	2,316	4,635	4,663
Subtotal	2,125	2,241	4,620	4,648
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ 2,125	\$ 2,241	\$ 4,620	\$ 4,648
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		2.0	2.0	2.0
Union		15.0	16.6	16.6
Temporary		-	-	-
Full - Time Equivalents		18.0	19.6	19.6

#### 2013 Services

- Portfolio introduced in late 2012, structure being set up including recruiting leaders
- Provide strategic support for events, transformational projects and other high profile initiatives
- Development of strategy for third-party, external awards that the City of Edmonton can pursue
- Updated Longwoods study
- Ad Services placed: 1756 ads as of September 21, 2013
- Council Services produced: 719 briefs, 140 speeches, 501 certificates, 120 proclamations, and 155 messages
- City Hall: 536 students in City Hall School, more than 4,000 people toured, hosted 576 events, 40 protocol items at Council, coordinated protocol visits and military liaison activities

#### Changes in Services for 2014

- Development and implementation of numerous plans: Marketing, External Awards, City Hall Client Services, Reputation Unit
- Increased focus of collaborative, one city approach on high profile projects and initiatives
- Increase support for major international events including 2014 ITU Grand Final and FIFA events
- Develop Creative Services Agency to improve coordination and ensure use of City's brand is consistent