



Hamilton

## INFORMATION REPORT

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	February 24, 2020
<b>SUBJECT/REPORT NO:</b>	Summary of Communications Team Functions (CM20003) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	John Hertel
<b>SUBMITTED BY:</b>	John Hertel Director Strategic Partnerships and Communications
<b>SIGNATURE:</b>	

### COUNCIL DIRECTION

At General Issues Committee Budget meeting January 29, 2020, Council requested a more detailed summary of roles and responsibilities within the Communications team.

### INFORMATION

Communications is an enabling support to all the Divisions of the Corporation, communicating with the public and staff about City business, programs, services, and engagement opportunities through a variety of channels.

The Communications team supports all 70 of the City's services through a unique set of skills in four main categories; an organized, integrated approach to delivering services to the community and the corporation:

<ol style="list-style-type: none"> <li>1. Media relations and information</li> <li>2. Marketing and Social Media</li> <li>3. Graphic Design and Production</li> <li>4. Digital Communication Operations</li> </ol>	<b>Roles:</b> The prime point of contact for all media relations, keeps the public informed through all media channels, develops & executes campaigns with operating departments, manages the City's digital channels. Seeks out savings through media buys, use of digital tools
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OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

The City of Hamilton is a 24-hour, 7 day a week operation, as is the news cycle. The majority of staff including the Communications Officers, Social Media and Digital Communications Officers are available seven (7) days a week to provide timely public communications related to emergencies, closures, cancellations, roads and inclement weather events, urgent matters, etc. The strong media relationships that have been established through the team are very important to the City.

In the past, many of these resources were decentralized across the operating departments. Council approved Centralization of City Internal support Services (HUR17007/CM17012 /FCS170560), dated May 8, 2017, to gain consistency, efficiency, and standards across the corporation. Centralized media buying, for example, has resulted in a dramatic reduction in rates and better placements of ads in the appropriate media channel.

Many of these Communications deliverables would otherwise require contracting out to suppliers. Bringing the work in house for core projects is a cost-effective delivery method compared to outsourcing. For example, some of our operating groups used 3<sup>rd</sup> party suppliers to develop and maintain micro web sites for their Division. The Digital team developed a framework within Hamilton.ca to meet their needs and eliminate the costs for design, content management, and hosting.

Both digital and traditional media activity has continued to increase significantly in 2019, for example, there was a 42% increase in the number of campaigns and projects, continued growth across our digital platform followers, and Hamilton.ca enhancements that created \$35,000 in savings.

While the team has grown modestly through centralization, the incremental FTE's and their funding have mostly resulted from transfers of work, and in some cases people, from the operating groups. Much of this work was previously outsourced. By centralizing these resources, it has provided capacity through efficiencies that enabled additional work to be handled, and it has avoided additional staffing or outsourcing costs.

There are four (4) functional teams within the collective group, each reporting to the Director: Total current FTE = 24

<b>Communications Officer Team – 9 FTE</b>	<b>Key responsibilities:</b>
Manager 1 - supports team, CMO and all departments:	Leads public communications on behalf of the corporation: <ul style="list-style-type: none"><li>• Media relations</li><li>• Issues management messaging and plans</li></ul>

<ul style="list-style-type: none"> <li>• 3 - supporting Healthy and Safe Communities (1 solely funded by the Province)</li> <li>• 1 - supporting Public Works</li> <li>• 2 - supporting PED</li> <li>• 1 - supporting the CMO and Corporate Services</li> <li>• 1 - Videographer – supports team and all departments</li> </ul>	<ul style="list-style-type: none"> <li>• Emergency response communications</li> <li>• Public awareness campaigns</li> <li>• Event protocols and support</li> <li>• Media training</li> <li>• Internal communications; employee communications, support organizational changes, etc.</li> <li>• Video production to communicate with the public about City programs, services and initiatives</li> </ul>
<p><b>Marketing &amp; Social Media – 4*</b></p> <p>Senior Communications Officer – 1</p> <ul style="list-style-type: none"> <li>• 1 - Media Buyer</li> <li>• 1 - Marketing Officer (moved from Recreation Division)<sup>1</sup></li> <li>• *1- Social Media and Marketing Coordinator – FTE and funding transferring to HSR</li> </ul>	<p><b>Key Responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Social Media &amp; Marketing: Leads City's social media strategy, policy and disclaimer, brand and reputation management, marketing strategies, plans and tactics, logo/brand development</li> <li>• Management of City of Hamilton social media accounts (Twitter, Instagram, LinkedIn, YouTube)</li> <li>• Media Buyer: Management of centralized media buying program to achieve significant savings</li> <li>• Marketing Officer: Responsible for all marketing and outreach tactics for Recreation including Municipal Golf</li> </ul>
<p><b>Graphic Design – 6</b></p> <p>Creative Design Lead – 1</p> <ul style="list-style-type: none"> <li>• 5 - Graphic Designers (1 moved from Recreation and 1 funded by Waste &amp; HSR vs. outsource)</li> </ul>	<p><b>Key Responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Supports communications efforts by developing creative and professionally designed materials for public and internal campaigns</li> </ul>
<p><b>Digital Communications – 5</b></p> <p>Senior Digital Officer – 1</p> <ul style="list-style-type: none"> <li>• 2- Digital Communications Officers</li> <li>• 2- Digital Media Administrator (1 incremental</li> </ul>	<p><b>Key Responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Ensuring that the City's suite of digital channels' presence is strategic, professional, and effective in reaching key audiences</li> </ul>

FTE approved by Council in 2019 budget)	<ul style="list-style-type: none"> <li>Operational management of City's digital channels: Hamilton.ca, CityApp, Open Data Portal, Public Engagement Portal, Intranet/ internal communications, Google Analytics program</li> <li>Each channel has its own plan of action and implementation roadmap including: standards and policies, KPIs, business, user and legislative requirements, continuity planning, vendor management/procurement</li> </ul>
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The intentional move towards centralization and the use of digital media has resulted in a significant increase in the volume of work, and importantly, a higher level of integration of the effectiveness and approaches to communications, branding, and campaigns.

