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Date: 3/22/2017 6:04:59 PM

Subject: Memo - Corporate Communications Staffing and Budget Information

Attachments: CMO - Corporate Communications Staffing and Budget information - 2017.03.22.pdf

Dear Mayor and Council,

Please see attached memo providing you with a summary of Corporate Communications team staffing, budget and performance metrics, following a request from Councillor De Genova to the Director of Communications.

A short summary of the memo is as follows:

- Overview of Corporate Communications staffing, Budget and performance metrics
- List of communication projects being worked on
- Media tracking response

Please feel free to contact me or Patrice Impey at 604.873.7610 if you have any further questions.

Best
Sadhu

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OFFICE OF THE CITY MANAGER
Sadhu Johnston, City Manager

MEMORANDUM

March 22, 2017

TO: Mayor and Council

CC: Sadhu Johnston, City Manager
Paul Mochrie, Deputy City Manager
Janice MacKenzie, City Clerk
Lynda Graves, Manager, Administration Services, City Manager's Office
Rena Kendall-Craden, Director, Communications
Kevin Quinlan, Chief of Staff, Mayor's Office
Katie Robb, Director, Communications, Mayor's Office
Naveen Girn, Director, Community Relations, Mayor's Office
Patrice Impey, GM, Finance, Risk and Supply Chain Management

FROM: Sadhu A. Johnston, City Manager

SUBJECT: Corporate Communications Staffing and Budget Information

Dear Mayor and Council,

The purpose of this memo is to provide Mayor and Council with a summary of the Corporate Communications team staffing, budget and performance metrics, following a request from Councillor De Genova to the Director of Communications.

The Corporate Communications department at the City provides communication services that ensure the public, employees, media, national and international audiences have a clear understanding of City of Vancouver policies, priorities, services and programs as well as encouraging civic participation in municipal government (see Appendix A for a summary list). For example, the department recently hired a First Nations engagement coordinator and are planning to hire a Chinese engagement coordinator in order to respond to growing demand and the desire to create more opportunities for meaningful engagement.

The team develops and implements strategic communication plans, issues management plans and public consultation programs for successful delivery of public policy and project planning as well as managing the City's incoming and outgoing major communications through news and other media, including social media and ethnic media (see Appendix B for 2016 Media Relations report). Media monitoring, video production and Chinese translation services are also all done in-house.

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6/22/2017

The team also includes graphic design staff who ensure the City's branding, style and visual standards are met, and are responsible for creation of materials such as posters, reports, brochures, signage and other illustrations.

There is also an internal communications group that manages all corporate-wide employee communication vehicles serving approximately 10,000 employees.

The two year snapshot of staffing and budget for the department is laid out below:

	2016	2017
Communications staff -corporate office	19	21
Corp Communications Dept. budget (\$m)	\$1.98M	\$2.32M
Temporary project-specific Communications staff (charged to projects)	11	12
Total Communication Staffing	30	33

Note: The detailed Corp Communications Dept budget is contained in appendix C

To provide continued support for key Council priorities (see Appendix A for full list of priorities supported), the 2017 approved Operating budget made an investment to provide regularized funding and a regularized resource for Pop-Up City Hall. In addition, one regular staff resource has been moved from the Vancouver Services Review team into Corporate Communications in 2017.

The 21 core communications staff funded from Corporate Communications budget and 12 temporary staff members are broken down into the following:

- 1 Director
- 1 Associate Director
- 3 Communication Managers and 9 Coordinators (responsible for strategic planning for various departments)
- 7 Public Engagement staff
- 4 In-house multimedia designers (this includes graphic design and video production)
- 3 Media Relations staff
- 4 Internal Communications staff
- 1 Team/Executive assistant

The department adjusts staffing levels to reflect the project-based nature of much of its work. Temporary staff are brought in for projects that may last only a few months and other projects can last for two years, such as the Arbutus Greenway project office.

In 2016 the Corporate Communications department benchmarked itself against five comparative cities in three different countries (Toronto, Montreal, Calgary, Melbourne and Auckland) and found similarities in terms of organizational structure, dedicated functions and comparable levels of staffing.

As with all City operating departments, the Corporate Communications department has been tracking metrics on its work. Some of the key performance metrics from 2015-2016 include:
Public Engagement:

Metric	2016	2015
# of engagement projects	176	201
# of online engagement events (surveys, other online engagement opportunities)	73	56
# of in person engagement events	176	208
# of participants at in person events	17,538	23,287
# of completed responses to online surveys	121,205	38,670
# of points of engagement for in-person and online public engagement opportunities	159,078	85,513
# Pop-Up City Hall visits	65	73
# of Talk Vancouver members	13,494	5,860
# of active social media accounts	52	34
# of followers of main COV twitter account	148,275	101,487
# of followers on main COV facebook account	60,333	49,312
Total followers on all active social media accounts	399,545	167,933

Media relations:


Metric	2016	2015
Media interactions*	3,663	3,704
Interviews provided to media	1,770	1,740
Media releases	247	174
Media events	61	64

*Media interactions are defined as interviews, statements or background material given to media.

As well as:

- 35+ videos produced for various City initiatives
- 20+ key pieces of external communications translated in Chinese
- 449 projects completed by the Graphic design team

I trust this information has been useful. Should you have any further questions, please feel free to contact me or Patrice Impey, General Manager of Finance, Risk and Supply Chain Management at 604-873-7610.



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City Manager

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APPENDIX A: Communications Support for Key Public Policy Initiatives:

- Annual Capital Plan and Operating Budget consultation and budget book design as well as participatory budgeting
- Canada 150+
- Renewable City Strategy
- Transportation 2040
- Healthy City Strategy
- Housing Strategy reset
- Major community plans such as Grandview Woodlands, Cambie Corridor, Britannia, Joyce Collingwood
- City of Reconciliation
- Arbutus Greenway
- Empty Homes Tax
- Accessibility and representation strategies
- Sport hosting
- Homelessness strategy
- Pop-up City Hall
- Major infrastructure projects such as Burrard Street, Southwest Marine Drive, Point Grey Road and South False Creek Seaside Greenway
- Marijuana regulatory framework
- Response to the Opioid crisis
- Public Art
- Liquor Policy
- SRO Taskforce
- Short-term rentals
- Emergency management/response
- Special events such as Canada Day, Celebration of Light and New Year's
- Public realm cleanliness and litter pickup programs (including illegal dumping, cigarette butt pilot)
- Garbage and recycling programs
- Green infrastructure (Integrated rainwater management)
- Millennium Line Broadway Extension (Broadway Subway) / Broadway Transit Planning
- Northeast False Creek Area Plan / Viaducts Replacement
- Rail Corridor Strategy
- Parking strategy (including West End Parking Plan)
- VIVA Vancouver / Public Space Strategy
- Film & Special Events Support
- Extreme weather events
- Neighbourhood Energy Strategy
- False Creek Water Quality
- 10th Avenue Corridor
- Cycling & pedestrian spot improvements
- Family Housing Design Guidelines
- Character Homes Zoning Review
- Chinatown Revitalization
- City hall Campus Plan
- Doors Open Vancouver
- The new St Paul's Hospital
- Resilient City Strategy
- Social Infrastructure Plan

Appendix B: 2016 Media Relations Review

2016 Media Tracking and Response Report - Corporate Communications - City of Vancouver

2016 Media Relations Review

City of Vancouver Corporate Communications Media Tracking and Response Report



Introduction

The purpose of the Media Tracking and Response Report is to better understand how to best integrate media relations as part of strategic communications at the City of Vancouver.

Our goal is to provide media relations as a tactical strategic function that creates accurate, timely and authentic communications opportunities that foster openness, transparency and access and heightens awareness and appreciation of City of Vancouver priorities, projects and initiatives.

Our team provides communications and engagement planning advice and support for all City departments. As a strategic partner, we help achieve each department's business goals.

The media relations function is primarily focused on:

- Issues management (including responding to media requests)
- Media training for City spokespersons
- Information bulletins, media advisories and news releases
- Media events and announcements
- Emergency communications
- In-house media monitoring and translation of Chinese-language media
- Video production and content creation
- Strategic approaches to communicating city policies and programs via social media and Chinese-language media.

Overview

Media interactions

In 2016, the City of Vancouver had 3,663 media interactions compared to 3,704 in 2015.

More than half of those 2016 media interactions were requests for interviews with ninety per cent or 1,770 resulting in an interview. This is up five per cent from 2015 in which 85 per cent of interview requests were accommodated.

Both 2016 and 2015 saw an average increase of 27 per cent in terms of the volume of media interactions, compared to 2014. The consistent increase in the last two years suggests a new normal.

News releases

This year, the City issued a total of 247 news releases and information bulletins and held 61 media events. This is an increase of 73 news releases and information bulletins in 2016 while the number of media events is similar to the previous year in which 64 were held.

While the City continues to push out content via news releases and media events, there is an increasing need to leverage new and existing channels to get City news out to the public and not rely solely on the media to do so. Even with 73 more media releases this year compared to 2015, the City had slightly less media interactions overall. This in part may be attributed to some content not being newsworthy for the media to cover it and also as a result of an oversaturation of information resulting in key information not getting through to the public. In some instances, the City issued four media news releases in one day.

Better integration of social media and leveraging new and existing channels as part of media relations is a key recommendation for 2017 detailed later in this report.

Changes in 2016

External

The local media landscape saw significant changes including substantial layoffs, turnover of reporters and Postmedia merging the Vancouver Sun, Province and 24 Hours newspapers. Another 29 newsroom staff are anticipated to be laid off by Postmedia in Q1 2017.

Overall, within the Vancouver media landscape, shrinking newsrooms mean fewer reporters with less time to conduct wholesome research to present a balanced story. Anecdotally, a City issue is often covered by interviewing external parties and then posted without a response from the City. Moreover, external parties are successfully using platforms such as Twitter and Facebook to legitimize themselves as experts in order to provide opinions. They are seen as an authentic resource for media to get a soundbite or quote for information.

We are also seeing social media channels, such as Twitter and Facebook, cement themselves as primary news sources for an increasing number of people.

This changing landscape presents both challenges and opportunities that are discussed in the recommendations.

Internal

The City of Vancouver also made changes to its departments and branches. In July, the Business Planning and Project Support branch was created following the merge of the Business Planning Secretariat and the Vancouver Services Review office. In August and September, the City created the Department of Development Services, Buildings and Licensing and the Department of Planning, Urban Design and Sustainability.

For tracking purposes, 2016 media interactions detailed in this report were logged as they were in 2015. Moving forward, they will be logged using the new department categories.

Media interactions by month

Media interactions are defined as interviews, statements or background material being provided to media. Media interactions occur through:

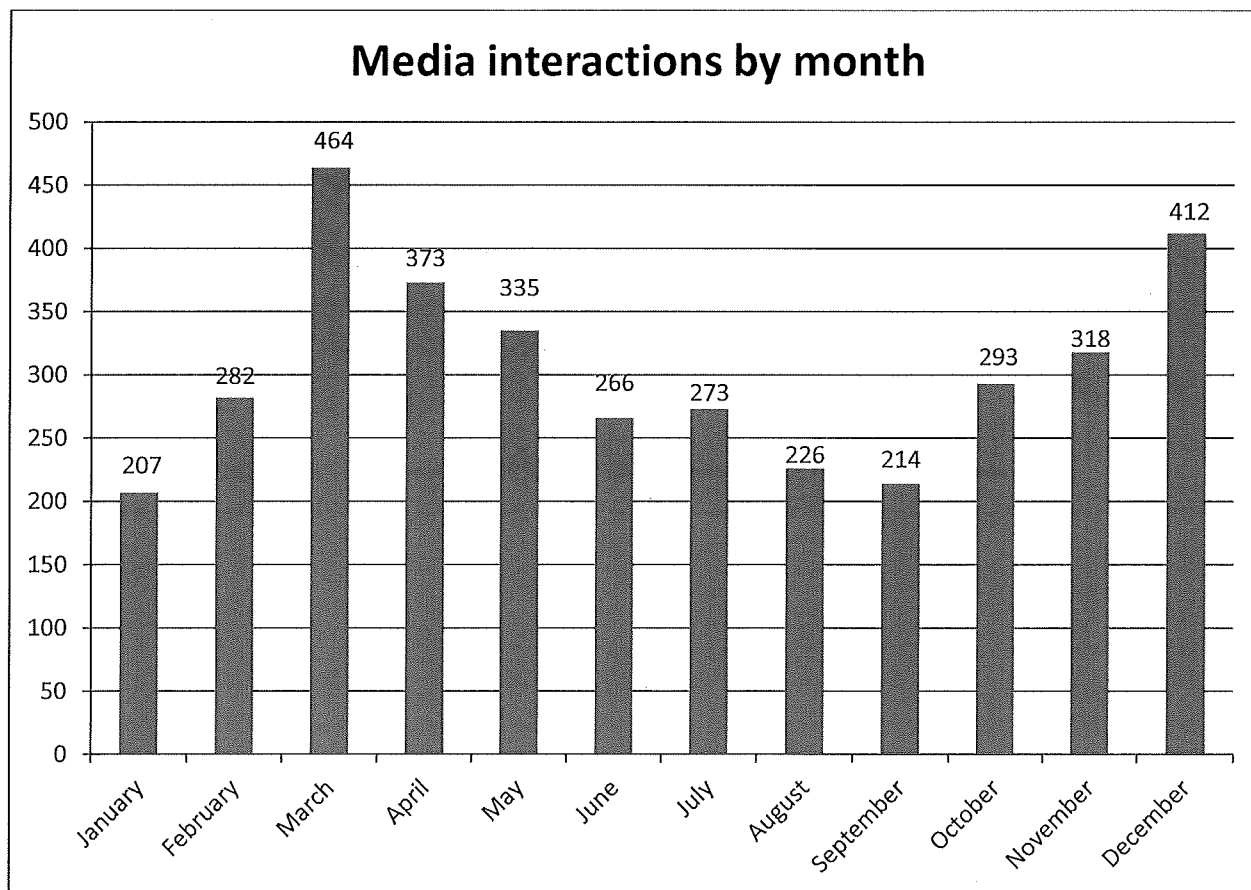
- Media requests sent to Corporate Communications
- Media requests sent directly to other City departments
- Media engagement at press conferences

As seen in the table below, March and December were the busiest months in 2016.

There were several key actions taken in March that increased the number of media interactions including:

- City purchasing railway route from Canadian Pacific Railway for future Arbutus Greenway
- Homeless count
- Vancouver housing initiative update and release of the empty homes report
- Appointments of the City Manager and Aboriginal Relations Manager
- Globe 2016 Leadership Summit

The second busiest month for media interactions was December due to the extreme weather and activation of warming centres.

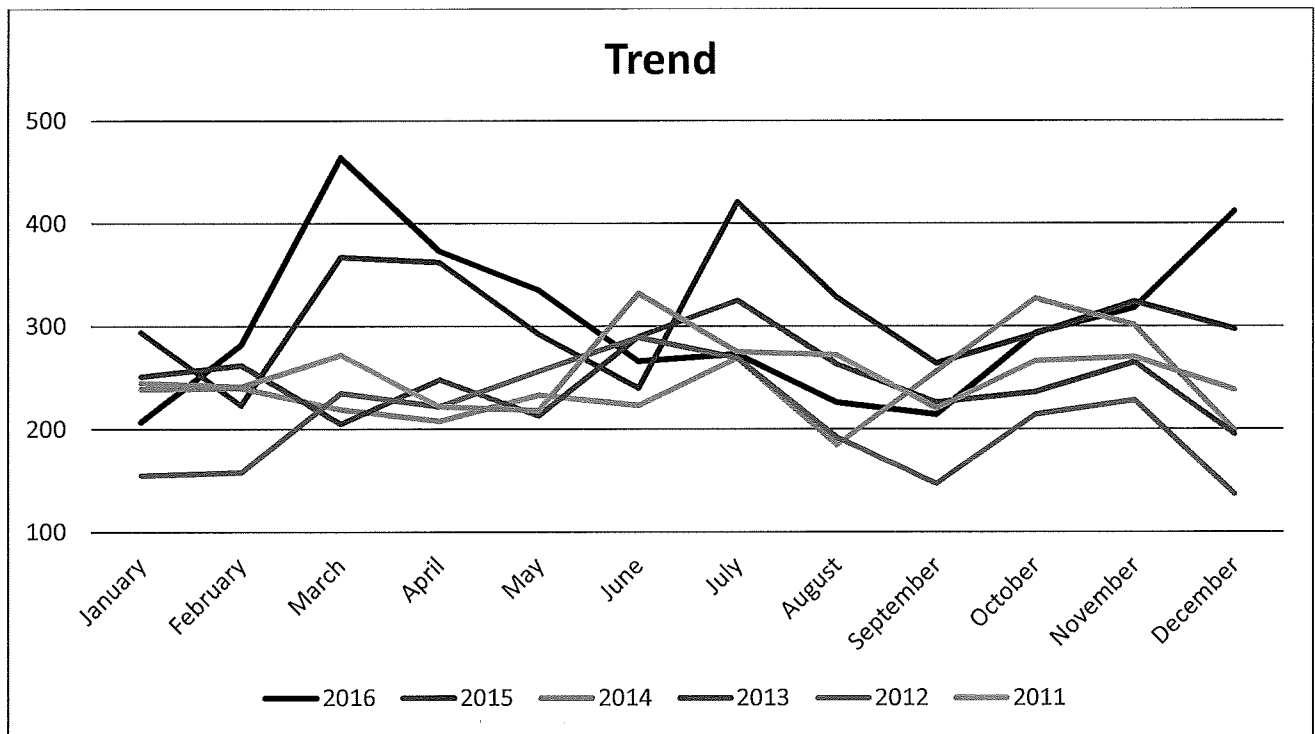


Historical Trend

Historically, there has been a steady trend in the volume of media interactions each year with a consistent pattern month-to-month that sees an increase into the summer months, followed by a dip in September and December.

In 2016, media interactions followed a slightly different pattern in the last half of the year. There was a steady decline in media interactions through the summer months which in part can be attributed to there not being a drought and the City not having water restrictions. This caused a sharp spike in 2015.

Another trend unlike previous years was the sharp increase in media interactions in December due to extreme weather and warming centres being activated for the first time. During that month, the City held four media events and issued seven information bulletins related to extreme weather.



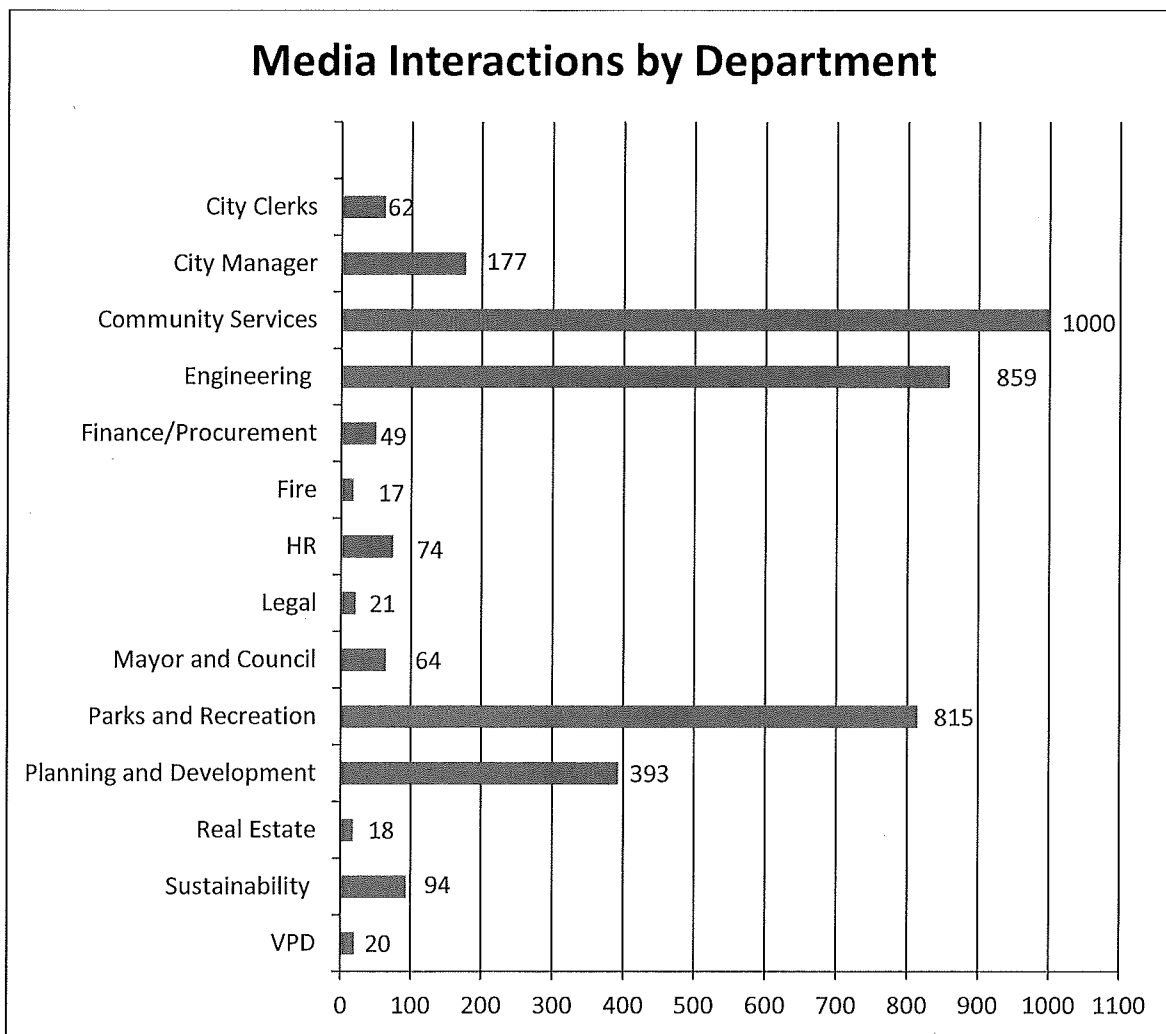
City of Vancouver Department Breakdown

Outside of the Park Board, Corporate Communications responds to all other media interactions for the City. The City departments with the most media interactions were Community Services, Engineering and Planning and Development.

The high volume of media interactions for these departments can be attributed to proactive communication of City policies and initiatives but also to responding to emerging issues.

All media interactions received by Corporate Communications related to Mayor and Council, Vancouver Police Department and Vancouver Fire & Rescue Services are referred to the respective departments or spokespeople.

The majority of media interactions that fall within the Office of the City Manager are related to Emergency Management. The following pages break down the topics of media interactions by department.



* Note that the departments above are categorized based on how they were structured starting in January 2016 and do not reflect the current department structures.

Media Interactions by City Department

Community Services

Community Services had 1,000 media interactions in 2016, the most of any City department. Of the 1,000 media interactions, more than half (52%) were related to housing or marijuana.

The high volume of media interactions for housing/homelessness reflects policies and projects the City announced or implemented over the course of the year including:

- Various ground breaking events including temporary modular housing
- Consultation on empty homes and approval of the empty homes tax
- Obtaining Council approval for new housing policies in the Grandview-Woodland Community Plan and Joyce-Collingwood Station Precinct Plan
- Community Land Trust partnership
- Short-term rental regulations
- Warming centres and winter shelters

The high volume of media interactions regarding marijuana reflects key milestones reached by the City as part of its regulatory process for marijuana-related businesses such as issuing of the first development permits and business licences and the filing of injunctions.

With the restructuring of departments in 2016, the functions of the Chief Licence Inspector, Director of Licensing, Property Use and Inspections as well as Animal Services were moved into Development Services, Buildings and Licensing. Those functions accounted for about 400 of the 1,000 media interactions for Community Services.

Month	Number of requests	Top topics of requests
January	60	<ul style="list-style-type: none"> • Marijuana (11) • SROs (10)
February	74	<ul style="list-style-type: none"> • Marijuana (25) • Permits/licensing (15)
March	123	<ul style="list-style-type: none"> • Housing (60) • Homelessness/shelters (17)
April	76	<ul style="list-style-type: none"> • Marijuana (48) • Permits and licensing (11)
May	108	<ul style="list-style-type: none"> • Marijuana (46) • Housing (36)
June	52	<ul style="list-style-type: none"> • Housing (12) • Social policy (10)
July	74	<ul style="list-style-type: none"> • Housing (25) • Marijuana (14)
August	56	<ul style="list-style-type: none"> • Housing (26) • Permits & licensing (12)
September	57	<ul style="list-style-type: none"> • Housing (12) • Social policy (10)
October	148	<ul style="list-style-type: none"> • Housing (61) • DTES (26)
November	98	<ul style="list-style-type: none"> • Housing (28) • DTES (24)
December	74	<ul style="list-style-type: none"> • Housing (23) • Homelessness/shelters (19)

Engineering

Engineering had 859 media interactions in 2016, the second most of any City department.

The top three request topics this year were related to snow/rain/floods, bike share and the Arbutus Greenway.

This contributed to the high volume of media calls and email enquiries received in February and March with the City announcing its bike share partner and the City purchasing land for the creation of the future Arbutus Greenway within those respective months.

December saw the highest one month total of media interactions for any department with Engineering having 164 media interactions, mainly related to extreme weather.

Month	Number of requests	Top request topics
January	39	<ul style="list-style-type: none"> • Recycling (7) • Snow, rain, floods (6)
February	74	<ul style="list-style-type: none"> • Bike share (32) • Transportation (9)
March	101	<ul style="list-style-type: none"> • Arbutus Greenway (44) • Sewers (13)
April	70	<ul style="list-style-type: none"> • Public spaces (14) • Roads (14)
May	62	<ul style="list-style-type: none"> • Water (14) • Transportation (7)
June	69	<ul style="list-style-type: none"> • Arbutus Greenway (17) • Roads (9)
July	77	<ul style="list-style-type: none"> • Bike share (32) • Parking policy/enforcement (15)
August	77	<ul style="list-style-type: none"> • Arbutus Greenway (26) • Water (16)
September	29	<ul style="list-style-type: none"> • Bikes lanes (5) • Bike share (5)
October	47	<ul style="list-style-type: none"> • Snow, rain, floods (10) • Bike lanes (9)
November	50	<ul style="list-style-type: none"> • Parking (15) • Bike lanes (14)
December	164	<ul style="list-style-type: none"> • Snow, rain, floods (105) • Bike share (23)

Park Board

The Park Board had 815 media interactions in 2016.

The busiest months were March and December. In March, the Park Board livestreamed the Stanley Park herons, announced its first pop-up park and held a tree-planting campaign as a lead up to the first ever Tree Week in April.

In December, the Park Board holds several festive events that get significant media coverage including the annual Festival of Lights at VanDusen Botanical Garden, Holiday Heights at Bloedel and the lead up to the Polar Bear Swim on January 1.

The announcement on the Joint Operating Agreement with Community Centre Associations and the proposed new park in Northeast False Creek also received wide media coverage in December.

Of the 815 media interactions, 157 were related to parks and 135 to destination parks combining for approximately 36 per cent of all interactions. Destination parks include Stanley Park, Queen Elizabeth Park, and VanDusen Botanical Gardens and the majority of these media requests can be categorized as events rather than issues.

Trees accounted for about 12 per cent of media interactions resulting from the Park Board announcing approval of its Biodiversity Strategy, the tree-planting campaign, the first annual Vancouver Tree Week and media requests about trees during extreme weather events.

Month	Requests	Top topics of requests
January	35	<ul style="list-style-type: none"> • Destination parks (9) • Wildlife (7)
February	58	<ul style="list-style-type: none"> • Film and Events (22) • Parks (19)
March	109	<ul style="list-style-type: none"> • Trees (33) • Wildlife (14)
April	93	<ul style="list-style-type: none"> • Trees (28) • Film and events (26)
May	89	<ul style="list-style-type: none"> • Parks (22) • Park Board meetings (16)
June	60	<ul style="list-style-type: none"> • Beaches (10) • Pools (9)
July	59	<ul style="list-style-type: none"> • Pools (22) • Parks (16)
August	39	<ul style="list-style-type: none"> • Pools (15) • Destination parks (6)
September	57	<ul style="list-style-type: none"> • Public art in parks (16) • Dogs in parks (8)
October	45	<ul style="list-style-type: none"> • Parks (24) • Destination parks (13)
November	71	<ul style="list-style-type: none"> • Aquarium (22) • Parks (21)
December	100	<ul style="list-style-type: none"> • Destination parks (59) • Parks (11)

Planning and Development

Planning and Development had 393 media interactions in 2016.

The majority of them were related to developments with reporters wanting information about proposals, permit applications and public consultations.

Notable topics included:

- Completed Grandview-Woodland Community Plan
- Chinatown Revitalization Plan
- False Creek Flats
- First Shaughnessy Heritage Conservation Area
- Development of Oakridge Centre
- Cambie Corridor planning process
- St Paul's Hospital Move

More generally, media regularly enquired for statistics about number of demolition permits, information about rezoning applications, laneway homes and community plans.

Moving forward, media interactions for Sustainability will be integrated into the Planning, Urban Design and Sustainability department, increasing the department's media interactions by about 100.

Month	Requests	Top topics of requests
January	42	<ul style="list-style-type: none"> • Developments (16) • Development rules (8)
February	34	<ul style="list-style-type: none"> • Development (12) • Development services (9)
March	47	<ul style="list-style-type: none"> • Developments (10) • Heritage Action Plan (8)
April	41	<ul style="list-style-type: none"> • Developments (18) • Development services (7) • Heritage Action Plan (8)
May	25	<ul style="list-style-type: none"> • Developments (7) • Developments (12)
June	38	<ul style="list-style-type: none"> • Community planning (5) • Community planning (11) • Development services (7)
July	29	<ul style="list-style-type: none"> • Development rules (7) • Development services (5)
August	24	<ul style="list-style-type: none"> • Developments (12) • Community planning (5)
September	25	<ul style="list-style-type: none"> • Community planning (6) • Heritage Action Plan (3)
October	17	<ul style="list-style-type: none"> • Heritage Action Plan (8) • Development services (7)
November	44	<ul style="list-style-type: none"> • Development cost levies (8) • Chinatown (7)
December	27	

City Manager's Office

For media tracking purposes, the following subtopics were categorized under the City Manager's Office for 2016 as they were in previous years:

- Communications
- Engagement
- Sports Hosting
- Security
- Emergency Management
- Vancouver Service Review/Business Planning and Project Support
- Aboriginal Relations

Of the 177 media interactions, 58 per cent were related to Emergency Management. The highest volume of media interactions came in April during Emergency Preparedness Week and with the launch of Disaster Support Hubs.

Month	Requests	Top topics of requests
January	8	<ul style="list-style-type: none"> • Emergency management (4) • Sport hosting (2)
February	17	<ul style="list-style-type: none"> • Emergency management (15) • Sport hosting (1)
March	24	<ul style="list-style-type: none"> • Emergency management (14) • Sport hosting (5)
April	41	<ul style="list-style-type: none"> • Emergency management (38) • Engagement (3)
May	7	<ul style="list-style-type: none"> • Emergency management (5) • Sport hosting (1)
June	12	<ul style="list-style-type: none"> • Emergency management (8) • Communications (4)
July	7	<ul style="list-style-type: none"> • Emergency management (6) • Communications (1)
August	5	<ul style="list-style-type: none"> • Emergency management (4) • Sport hosting (1)
September	9	<ul style="list-style-type: none"> • Security (4) • Emergency management (3)
October	15	<ul style="list-style-type: none"> • Communications (11) • Emergency management (3)
November	23	<ul style="list-style-type: none"> • Communications (18) • Aboriginal relations (2)
December	9	<ul style="list-style-type: none"> • Engagement (4) • Sport hosting (2)

Sustainability

Sustainability had 94 media interactions in 2016. The majority were about the Greenest City Action Plan and Renewable City Strategy, making up 49 per cent of the subject area requests.

The busiest month for media interactions was March when the City of Vancouver was the host city for the GLOBE Leadership Summit and when the City launched the Renewable City Series.

September was the second busiest month with 19 media interactions about the Renewable City Strategy and its impact on natural gas.

For 2017, media interactions for Sustainability will be integrated into the Planning, Urban Design and Sustainability department.

Month	Requests	Top topics of requests
January	3	<ul style="list-style-type: none"> • Greenest City (2) • Electric vehicles (1)
February	6	<ul style="list-style-type: none"> • Energy benchmarking (3) • Greenest City (2)
March	18	<ul style="list-style-type: none"> • Greenest City (13) • Renewable City Strategy (4)
April	10	<ul style="list-style-type: none"> • Green buildings (4) • Greenest City (4)
May	4	<ul style="list-style-type: none"> • Greenest City (2) • Sea-level rise (1)
June	4	<ul style="list-style-type: none"> • Energy benchmarking (2) • Green buildings (1)
July	15	<ul style="list-style-type: none"> • Green buildings (6) • Energy benchmarking (3)
August	0	
September	19	<ul style="list-style-type: none"> • Renewable City Strategy (15) • Energy benchmarking (2)
October	6	<ul style="list-style-type: none"> • Sea-level rise (4) • Greenest City (1)
November	8	<ul style="list-style-type: none"> • Green buildings (3) • Electric vehicle (2)
December	1	<ul style="list-style-type: none"> • Green buildings (1)

Human Resources

In 2016, Digital, Contact Centre Services (3-1-1) and Information Technology were categorized under Human Resources as part of our media tracking. As noted above, media tracking for 2017 will reflect the current categories and portfolios for each department following the changes in 2016.

Collectively, Human Resources had 74 media interactions in 2016 with the majority of the requests related to the hiring of several high-profile senior management staff.

Month	Requests	Top topics of requests
January	3	<ul style="list-style-type: none"> • Compensation/benefits (1) • Recruitment and talent strategy (1)
February	2	<ul style="list-style-type: none"> • 3-1-1 (2)
March	13	<ul style="list-style-type: none"> • Recruitment and talent strategy (11) • 3-1-1 (1)
April	13	<ul style="list-style-type: none"> • Organizational health and safety (8) • Recruitment and talent strategy (5)
May	4	<ul style="list-style-type: none"> • Recruitment and talent strategy (3) • 3-1-1 (1)
June	6	<ul style="list-style-type: none"> • Recruitment and talent strategy (3) • Compensation/benefits (2)
July	1	<ul style="list-style-type: none"> • Public Wi-Fi (1)
August	8	<ul style="list-style-type: none"> • Recruitment and talent strategy (8)
September	2	<ul style="list-style-type: none"> • 3-1-1 (1) • Compensation/benefits (1)
October	4	<ul style="list-style-type: none"> • Recruitment and talent strategy (2) • Digital (1) • Organizational Development (1)
November	1	<ul style="list-style-type: none"> • 3-1-1 (1)
December	17	<ul style="list-style-type: none"> • Recruitment and talent strategy (3)

City Clerks

There were 62 media interactions related to the City Clerks department in 2016.

The majority of the media interactions were for background information related to Council meetings. Common questions and requests from media were related to Council agendas, scheduling, when reports would be posted online and number of speakers registered for various public hearings.

Month	Requests	Top topics of requests
January	3	<ul style="list-style-type: none"> • Council meetings (3)
February	2	<ul style="list-style-type: none"> • Archives (1) • Vancouver Charter (1)
March	14	<ul style="list-style-type: none"> • City Council Committees (8) • Council meetings (5)
April	8	<ul style="list-style-type: none"> • Council meetings (8)
May	9	<ul style="list-style-type: none"> • Council meetings (8) • City Council Committees (1)
June	7	<ul style="list-style-type: none"> • Council meetings (4) • Municipal election (2)
July	2	<ul style="list-style-type: none"> • Council meetings (1) • Vancouver Charter (1)
August	2	<ul style="list-style-type: none"> • Archives (1) • City Council meetings (1)
September	3	<ul style="list-style-type: none"> • Council meetings (3)
October	4	<ul style="list-style-type: none"> • Council meetings (3) • City Council Committees (1)
November	6	<ul style="list-style-type: none"> • Council meetings (3) • Archives (2)
December	2	<ul style="list-style-type: none"> • Council meetings (2)

Finance and Procurement

Finance and Procurement saw 49 media interactions in 2016, an increase of 20 interactions from the previous year.

The majority of the interactions with media were related to the budget and property tax questions, accounting for 81 per cent of the enquiries.

The busiest month for media interactions was in December when Council approved an extra 0.5 per cent property tax increase to provide funds to support front-line services dealing with the fentanyl overdose crisis.

Month	Requests	Top topics of requests
January	7	<ul style="list-style-type: none"> • Tax (6) • Budget (1)
February	5	<ul style="list-style-type: none"> • Budget (4) • Procurement (1)
March	3	<ul style="list-style-type: none"> • Tax (2) • Procurement (1)
April	4	<ul style="list-style-type: none"> • Procurement (3) • Tax (1)
May	4	<ul style="list-style-type: none"> • Budget (2) • Procurement (1)
June	5	<ul style="list-style-type: none"> • Tax (5)
July	1	<ul style="list-style-type: none"> • Tax (1)
August	1	<ul style="list-style-type: none"> • Tax (1)
September	1	<ul style="list-style-type: none"> • Procurement (1)
October	1	<ul style="list-style-type: none"> • Procurement (1)
November	7	<ul style="list-style-type: none"> • Budget (6) • Procurement (1)
December	10	<ul style="list-style-type: none"> • Tax (8) • Budget (2)

Legal

The majority of media interactions requiring input from Legal are related to court cases and what the City can or cannot say due to legal proceedings.

Month	Requests	Top topics of requests
January	0	
February	3	<ul style="list-style-type: none"> • Courts (3)
March	0	
April	2	<ul style="list-style-type: none"> • Courts (2)
May	0	
June	2	<ul style="list-style-type: none"> • FOI (2)
July	2	<ul style="list-style-type: none"> • Courts (2)
August	5	<ul style="list-style-type: none"> • Courts (5)
September	2	<ul style="list-style-type: none"> • Courts (2)
October	0	
November	1	<ul style="list-style-type: none"> • Courts (1)
December	4	<ul style="list-style-type: none"> • FOI (4)

Media Correspondence

News Releases: A statement from the City that includes quotes from spokespeople

Information Bulletin/Statement: A statement from the City without quotes

Media events: Press conferences, spokesperson availabilities, tours, technical briefings

In 2016, the City of Vancouver issued a total of 247 news releases and information bulletins and held 61 media events. That is an increase of 73 news releases and information bulletins or 42 per cent more than 2015. The number of media events is in line with the previous year in which 64 were held.

That works out to the issuing of a news release or information bulletin every working day in the calendar year and more than one media event each week. The months of May and December had the highest number of news releases and information bulletins issued.

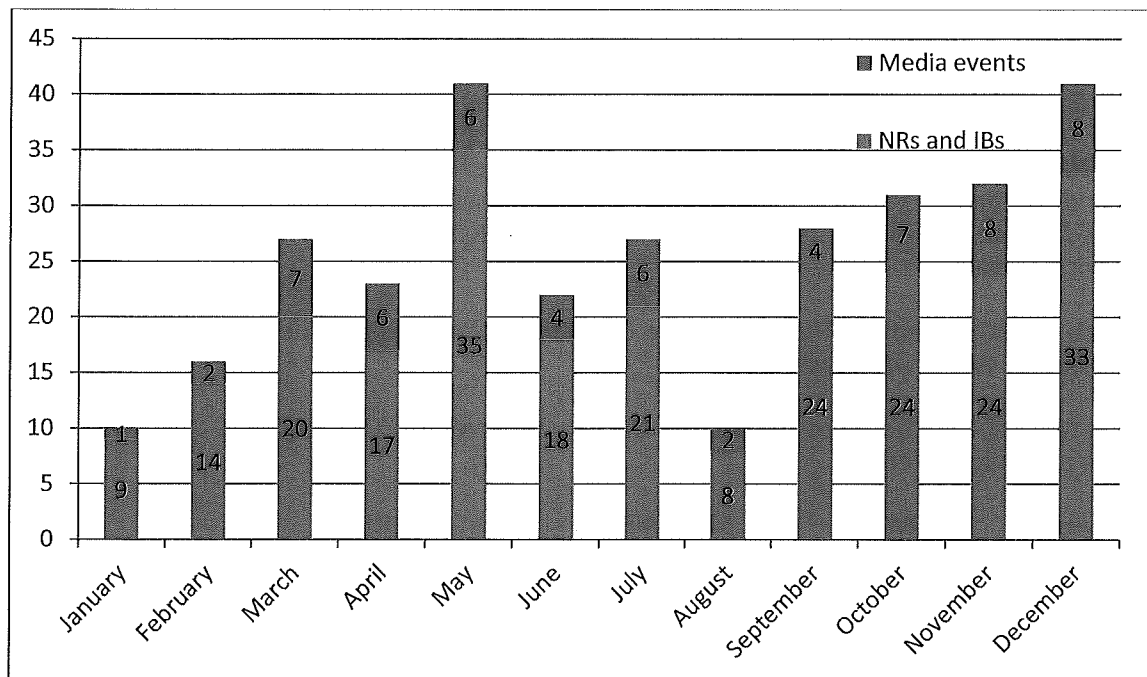
Initiatives communicated to the public in May included consultations and engagement opportunities about empty homes, participating in the national census, input to improve concession experiences at city parks and the consultation between the Park Board and Community Centre Association on the Joint Operating Agreement (JOA).

Other initiatives communicated to the public included various housing announcements including the Housing Report card, modular housing pilot project and the Land Trust partnership as well as regular updates on the City's regulatory process for Medical Marijuana Related-Uses.

In December, the City issued 33 news releases or information bulletins and held eight media events compared to 19 releases and two media events in 2015. The increase in 2016 can be attributed to providing frequent updates on the City's response to extreme weather.

	News Releases and Information Bulletins	Media events
January	9	1
February	14	2
March	20	7
April	17	6
May	35	6
June	18	4
July	21	6
August	8	2
September	24	4
October	24	7
November	24	8
December	33	8
Total	247	61

Breakdown of media events and releases



City of Vancouver response times to media enquiries

Corporate Communications has a policy to ensure media requests are accommodated in a timely manner:

1. Respond within one hour of a media request to inform the reporter that their request has been received and the City is working to accommodate it.
2. Ensure request is accommodated the same day on workdays and within 48 hours on weekends.

Of the 3,663 interactions the City had with media in 2016, requests were accommodated on the same day 98 per cent of the time. Less than one per cent of media deadlines were missed by the City of Vancouver.

Types of Media Interactions

Interview: Either live face-to-face, via Skype or phone

Statement: A written statement attributed to the City or a City spokesperson

Background: Confirmation, correction or a link to information

In December 2014, the City updated its media policy based on feedback to improve access to senior staff and to improve responsiveness to requests. This included creating a media contacts section on the City website that lists all key City spokespeople, broken down by subject area and their contact information.

To build on the updated media policy, Corporate Communications has provided media training for more than 60 senior staff in the past two years.

The following table shows the types of requests the City received in 2015 and 2016 and how those requests were accommodated.

Type of request	INTERVIEW	STATEMENT	BACKGROUND	TOTAL
MONTH				
January	104	42	61	207
February	144	68	70	282
March	228	132	104	464
April	228	50	95	373
May	204	44	87	335
June	126	61	79	266
July	147	112	14	273
August	106	26	94	226
September	106	57	51	214
October	158	70	65	293
November	174	89	55	318
December	243	82	87	412
Total (2015)	2,048	1,112	544	3,704
	55%	30%	15%	
Total (2016)	1,968	833	862	3,663
	54%	23%	23%	

In 2016, more than half (54%) of all media interactions were requests for interviews.

Of the 1,968 interview requests:

- 90% resulted in an interview (up 5% from 2015)
- 6% were referred
 - *A referral is when the information the reporter is asking about is best answered by another organization, government agency or through Mayor or Council.
- 3% were declined
- 0.5% resulted in a statement
- 0.5% were withdrawn by the reporter

By implementing the new media policy and by making more spokespeople available, Corporate Communications was able to accommodate more requests with interviews than previously recorded.

Media Outlets

In 2016, the seven most active media outlets were CBC, Vancouver Sun, Global, CKNW, CTV, Courier and News 1130. They made up 57 per cent of all media interactions with the City.

CBC covers the City of Vancouver the most of any media outlet. This can be attributed to the outlet having three communications channels (television, radio, online) through which they report and cover the city. It can also be attributed to CBC having local, national and French news programs.

In 2016, CBC made up 10 per cent of all media interactions with the City of Vancouver. Of those 636 interactions, 298 were interviews (47%) and 121 were statements (19%).

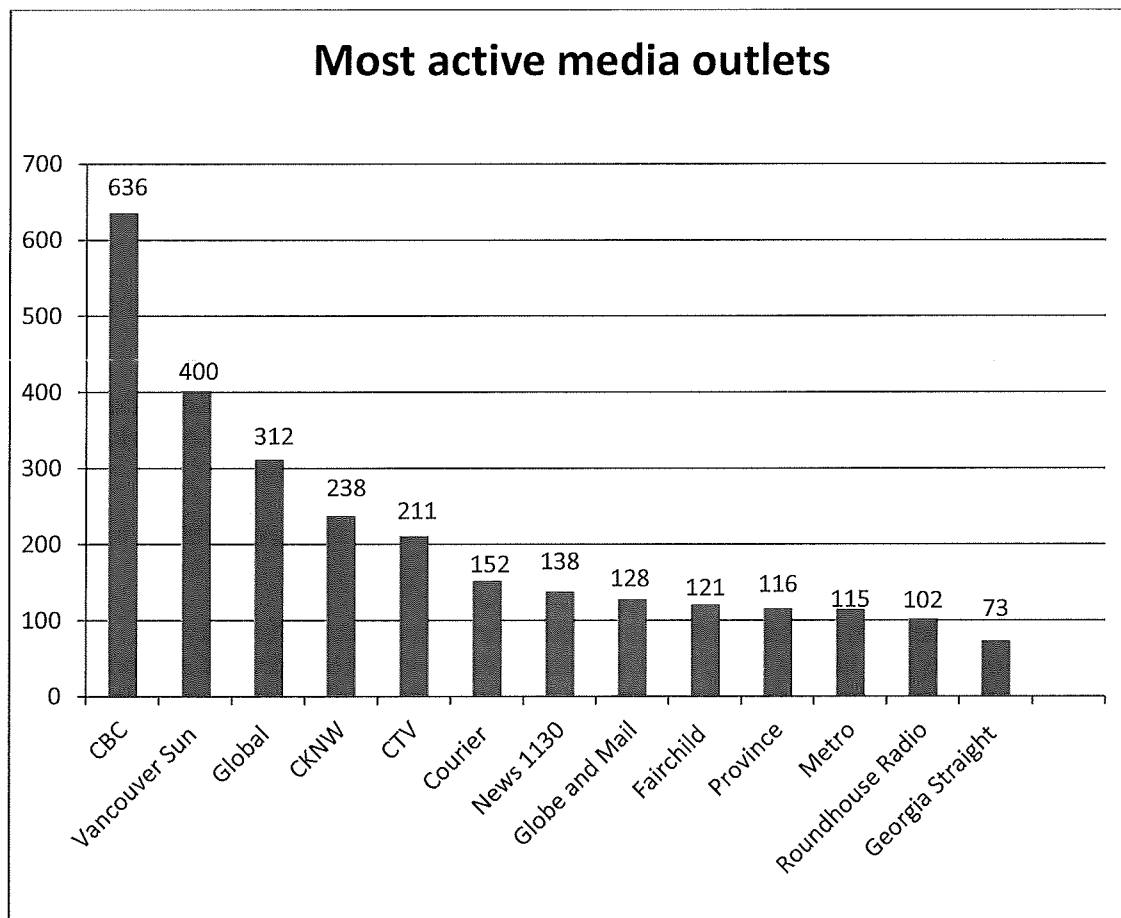
The Vancouver Sun was once again the second most active media outlet with 400 interactions with the City. Of note for 2016 is that Postmedia merged the Vancouver Sun, Province and 24 Hours newspapers. Together, they combined for 631 media interactions for print alone.

The most active radio platform was CKNW with 238 media interactions, an increase of 31 per cent from the previous year.

Increasingly, Chinese media such as Fairchild TV and radio are actively attending City announcements and events and have a significant audience reach. In 2016, Fairchild attended the vast majority of City media events and was as active as the Globe and Mail, Courier and Metro newspapers.

Contrastingly, the Daily Hive (formally VanCity Buzz) rarely attends City media events or submits media requests for information, yet regularly covers City of Vancouver topics and issues. The outlet submitted 59 media requests in 2016. Daily Hive has widest reach of any news outlet digitally with about 373,000 followers on Facebook and 208,000 followers on Twitter.

Consequently, a more personal, proactive approach is likely required with DailyHive and the Chinese-language media to communicate City news going forward.



Recent improvements to media policies and practices

The media policy updated in December 2014 improved access to senior staff and responsiveness to requests. To build on that success and to further improve the services Corporate Communications provides to media, the City:

- Provided a media training session for senior Engineering staff in December 2015 and August 2016. Also provided several smaller sessions for one or two staff specific to their portfolios for various departments.
- Conducted a technical briefing for Chinese media regarding the Chinatown Revitalisation Plan with the assistance of a Mandarin-speaking spokesperson. This was important given the high profile nature of this plan and the challenge of the issues being lost in translation.
- Booked a meeting room on the main floor of City Hall for media to use to file their stories in a quiet area on days there are Regular Council, Standing Committees and Policy and Strategic Priorities meetings.
- Live streamed several media events on Facebook to provide the media and public another channel to receive information.
- Sent a satisfaction survey to media in April to gather their feedback on what they like, what areas can be improved and any other suggestions they have.

Recommendations for 2017

In 2016, the City issued a total of 247 news releases and information bulletins, an increase of 42 per cent from the previous year. Although 73 more releases were distributed in 2016 compared to 2015, there were fewer media interactions overall.

In some instances, the City issued up to four releases in one day resulting in an oversaturation of information. Moreover, this direct competition of City news vying for attention from under-resourced newsrooms resulted in a lack of media coverage for some of those City programs, services or initiatives.

Increasingly the public is relying on receiving information through non-traditional means and the media is increasingly no longer the gatekeepers of information. Recent applications of technology in the public sector and increasing use of social media requires the City to enhance existing use of technology and accelerate the introduction of these tools into communications.

The following is a set of recommendations to increase the reach of City news and improve the quality of the information being shared.

Trial a new format and distribution guidelines for media releases

- Change the format of news releases and information bulletins to better integrate with digital channels, particularly mobile.
- Include digital assets with news releases and information bulletins such as videos, audio clips, images, illustrations and infographics.
- Establish criteria for when to issue a news release, information bulletin or just use social media posts.

Leverage other channels to communicate City news

Social media

Better integration of social media with media events and/or announcements. When possible, use videos, infographics and pictures to help convey information to the public and livestream media events using Facebook Live.

Media pitching as alternative to media releases

Reporters may not always know or have knowledge of City initiatives we want to announce or communicate to the public. They may also not cover it extensively because it does not align with what is being covered at a given time for their publication or outlet or the content is not deemed newsworthy.

Pitching story ideas to reporters can help put a spotlight on City initiatives, and providing reporters with access to spokespeople will help garner positive and balanced stories for the City.

Increase proactive outreach with Chinese media

More than 494,000 Chinese Canadians in Vancouver listen to Fairchild Radio (AM 1470/FM96.10) and AM1320 on a weekly basis. Leveraging a strong relationship with these media outlets can help the City reach a larger audience it may not reach through other means in order to communicate City news.

The City plans to hire a Chinese-language engagement and communications specialist in Q1 2017 to develop a positive impact on the City's ability to engage with this important demographic on key issues related to Chinatown particularly.

Media tracking and information management

- Update the media tracking excel sheet that Corporate Communications uses to log all media interactions to reflect current media landscape and recent changes in City departments.

Media Response Guidelines

Reinforce current guidelines to communications staff on how to respond to media requests.

1. Respond within one hour of a media request to inform the reporter that their request has been received and the City is working to accommodate it.
2. Ensure request is accommodated the same day on workdays and within 48 hours on weekends unless a deadline is provided.

Communication planning and scheduling of events

Ensure communications staff regularly update the shared public events calendar. When staff know they have a news release, information bulletin or media event, it should be added to the shared calendar with the initials of the staff member responsible in brackets.

Appendix C: Corporate Communications Staff and Expense Trend

	2016	2017
Staff Head Count (RFT)	19	21
Salaries (RFT), Fringe Benefits, Overtime & Auto allowance	\$ 2.08	\$ 2.37
Salaries - Temp Help	\$ 0.16	\$ 0.16
Budgeted Salaries, Fringe Benefits, Overtime & Auto Allowance (\$M)	\$ 2.23	\$ 2.53
Revenue and Recovery Budgets	(0.37)	(0.37)
Contract & Consultant	0.02	0.03
Utilities	0.01	0.01
All other expenses	0.09	0.12
Total Non-Salary Related Budgets	(0.25)	(0.21)
Total Communications Budget (\$M)	1.98	2.32

