

**Appendix 'L'**  
**Municipal Communications Survey**

Question	Kitchener	Brantford	Moncton N.B.	Fredericton	Greater Sudbury	Guelph	North Bay
<b>1. What is your total annual budget for Communications (including staff salaries)?</b>	\$1.2M	Approximately \$405,100 + \$36,900 for a Community sign/banner program.	Approximately \$500,000	\$171,583 (2002) Salaries for Communications Specialist, the web master, publications and shared salary with Economic Development Dept. for intern's salary.	\$400,000	Approximately \$50,000 is devoted to communication issues which come out of the Information Services budget.	\$3,000 for newsletter publication (no other information was made available).
<b>2. Do you have a full-time Communications Specialist on staff?</b>	Yes	Yes	Yes – Director of Communications.	Yes, Police & Fire have their own liaison officers.	Yes - shared between communication and French language services.	Yes - 1 part-time position + 1 support staff. Consultant is retained for major issues. An employee is appointed in each department to take care of communications issues.	1 + secretarial assistance.
<b>3. Number of staff (full-time/part-time/shared) dedicated to the Communications function.</b>	11	6 full-time 1 shared personnel 1 summer contract	5 - 1 Director - 2 Comm. Officers - 2 Comm/Admin Assistants	1 full time + support from web master and administration secretary; also share Intern with Economic Development Dept.	1 + 5 shared between communication and French language services.	(see above)	1 + secretarial assistance.
<b>4. What primary responsibilities does the Communications Specialist have?</b>	- Handle all internal and external (public) communications. - Responsible for all public relations issues.	- Communications & artistic direction; - web coordinator; communications office coordinator & planner; administrative assistance where necessary; - publish newsletters (city wide, ward & employee); - standardize graphics for written communications.	- Handle all internal and external communications and French language services.	- Internal & external communications, media relations, events management, corporate initiatives, web maintenance, & publications	- Handle all internal and external communications and French language services. - Maintenance of web services; - Publish newsletters; - Manage for all public relation issues in English and French.	Each appointed department representative is responsible for communications pertinent to their department.	Responsible for all corporate communications.
<b>5. Do you have a Communications Plan/Strategy in place?</b>	Yes	Yes – have a draft policy in place that is being worked on for finalization.	Communications Strategy that evolved from the Corporation's Strategic Plan.	Yes	Yes	No – just formal communications directives.	No - There is no plan in place only a number of corporate policy initiatives & media relations protocols.
<b>6. When did the municipality first introduce a communications function?</b>	2002	1999	1998	1999	2000	2002	2002
<b>7. Did you have a full time Communications Specialist launch your communications initiative? If not how did it get implemented?</b>	Yes. She was hired to launch and implement the plan.	Brickworks Communication of Burlington produced draft from which the Communication Officer was assigned to implement and finalize	Evolved internally over a period of time. No outside help.	Part of the plan was done internally and part was done by a Consultant. The Consultant did the initial background work and staff completed it.	It was launched by a Communications Consultant.	No. It was put together by an internal committee.	No – Corporate policies & initiatives developed by senior management.
<b>8. Has it been successful in improving communications both internally and externally?</b>	Yes. Has greatly improved the image of the city to its residents and has positively impacted employee morale.	Initial success was slow in coming; The public is very satisfied with the process.	Very successful in projecting the image of the Corporation and the provision of French language services to residents.	Yes. Employees are very happy with the improvement in internal communications. There are positive feedbacks from the public regarding external communications.	Yes. It was important for the newly amalgamated municipality to present a unified image and to reach all its residents in both languages.	Seems to be working well so far. However, the Communications specialist should be a full-time one.	Not very affective. Should have formal plan in place and full-time staff to implement it.

**Appendix 'L' continued**  
**Municipal Communications Survey**

Question	Kitchener	Brantford	Moncton N.B.	Fredericton	Greater Sudbury	Guelph	North Bay
<b>9. What do you view as the Key factors for success in implementing a corporate communications strategy/function?</b>	<ul style="list-style-type: none"> <li>- Complete support from senior management and Council.</li> <li>- Encouragement from employees and the public.</li> </ul>	<ul style="list-style-type: none"> <li>- Strategically located within the organization;</li> <li>- support from management and Council.</li> </ul>	<ul style="list-style-type: none"> <li>- Strategically located within the organization;</li> <li>- support from management and Council;</li> </ul>	<ul style="list-style-type: none"> <li>- support from the Mayor and the CAO.</li> <li>- cooperation and support from employees;</li> <li>- positive feedback form the public.</li> </ul>	<ul style="list-style-type: none"> <li>- Support from senior management and Council;</li> <li>- Cooperation from the employees;</li> <li>- Having an adequate budget to work with;</li> <li>- Public support.</li> </ul>	No Comment	--
<b>10. Are there things you would have done differently if you had it to do over again?</b>	<ul style="list-style-type: none"> <li>- Provide a newsletter to the public more often.</li> <li>- Improve internet access.</li> <li>- Have more public open houses and conduct more surveys.</li> <li>- Have the public more involved in 2-way communications. (i.e. Public was very instrumental in development of our new logo).</li> </ul>	<ul style="list-style-type: none"> <li>- Have an approved plan in place before embarking on full implementation;</li> <li>- Improve internal communication first before external;</li> <li>- Have better intranet policies &amp; standardize written communication;</li> <li>- Improve e-mail writing skills;</li> <li>- Improve on the City wide newsletter "City in Review"; possibly have it published 4 times a year.</li> </ul>	<ul style="list-style-type: none"> <li>- Would take the same approach, given the resources;</li> <li>- Would spend more time managing the Corporation's Strategic Plan</li> </ul>	<ul style="list-style-type: none"> <li>Would have a full department with additional support staff. Possibly 2 full-time staff.</li> </ul>	<ul style="list-style-type: none"> <li>- Would improve on web services;</li> <li>- Spend more time on internal communication;</li> <li>- Would spend more time on intranet usage and upgrade.</li> </ul>	<ul style="list-style-type: none"> <li>- Have communications plan in place;</li> <li>- Hire a full time communications person to represent the entire municipality.</li> </ul>	Should have formal plan in place and full-time staff to implement it.
<b>11. Any advice for a municipality exploring the implementation of a communications function.</b>	<ul style="list-style-type: none"> <li>- Explore and address all potential hot spots;</li> <li>- Communicate with the media.</li> </ul>	<ul style="list-style-type: none"> <li>- Clarify role of the communications office and officer;</li> <li>- All Departments should be made to take the role seriously.</li> </ul>	<ul style="list-style-type: none"> <li>-Make sure your Communications Specialist is front and centre in the overall operations of the Corporation.</li> </ul>	<ul style="list-style-type: none"> <li>- make sure you have a back up person to assist in the duties.</li> <li>- clearly define the role of the communications specialist.</li> </ul>	<ul style="list-style-type: none"> <li>- Maintain two-way communication between the public and your department;</li> <li>- Make sure employees are well informed of your role and function and enlist their support.</li> </ul>	(see above)	(see above)