

| Municipality | How many staff are there on your corporate communications team? (FTEs temporary and permanent) What is the model? i.e. centralized, decentralized or hybrid with departmentally embedded staff. | Does your Public Health Department have its own dedicated communication staff? | Other Notes |
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| Durham | <p>22 full time staff on the Corporate Communications Office (CCO) team.</p> <p>A centralized model with each Communications Advisor assigned to a department as their "client".</p> | <p>The Public Health Unit has their own communications staff, separate from CCO. They have 3 communications specialists and 3 graphics designers as part of their team. They report directly to the MOH.</p> | <p>There was a major reorg of the entire CCO in 2020. The reorg focused on streamlining management and aligning communications advisors to clients and departments within the organization. The Transit communications team (a team of 3 that were working separate from the CCO) was also amalgamated with the CCO office.</p> <p>Amalgamation of Public Health communications will be considered as part of a further phase.</p> |
| Halton | <p>Halton Region has a centralized communications division. The division is part of the Strategic Transformation Department. The group is responsible for communications planning, media outreach, issues management, social and digital media, internal communications and branding. The Communications Division works with all departments to support strategic communications and support operational needs. The division also includes Access Halton the centralized call centre/311 call centre. Staff total:18 (Communications FTEs) and 25.5 (Call Centre FTEs)</p> | <p>Public Health does not have its own dedicated Communications staff. However during COVID there is an enhanced model of supports for Communication. Both Public Health and Medical Officer of Health are supported through our Corporate model. Each area of our organization is supported with Comms planning, implementation media supports etc.</p> | <p>Halton has had a centralized model for close to 20 years. Eight years ago the Communication Division went through a significant remodel to ensure that not only were comms services delivered across the organization but also in a coordinated way. The key focus of the change was to coordinate communications delivery to meet overall corporate standards and processes.</p> |

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| Hamilton | <p>The City of Hamilton's corporate communications team operates on a distributed communications model (central planning and direction with 1/3 of staff embedded within departments, including Public Health). The City's corporate communications team has 22FTEs, with three contract positions (two that are COVID specific and one that is in Transit where the relationship is guided by a Service Level Agreement). The make up of the division includes:</p> <ul style="list-style-type: none">- 45% Communications (traditional communications that involves media relations, corporate communications, web materials, community engagement materials, proactive story telling, issues management)- 20% in Digital Communications (Management of the Corporate Communications Website and all content updates on the City's website and digital engagement platform)- 35% in Marketing, Social Media and Creative Services (all corporate social media channels, corporate marketing and all recreational marketing, advertising strategy and purchasing. | <p>Central Communications operates on a distributed communications model where communications officers are embedded within Public Health. Currently there are three full time communications staff in the Communications Division assigned to Public Health, with support from the rest of the division. For Public Health and Pandemic Communications, the MOH is the approving authority on content (with advice from corporate communications) and communications oversees communications delivery</p> | <p>The organization has moved from a completely decentralized model to distributed, centralized model that has some communications officers embedded within departments. The practical application of this model is that departments have access to communications subject matter expertise and support. The process of centralization has taken a number of years and was aided through a variety of tools, including changes in reporting lines, service level agreements, and technology-assisted processes designed to encourage collaboration</p> |
| Peel | <p>The team is fully integrated. There are dedicated resources in Public Health however they report to the Director of Corporate Communications who is part of the Corporate Services department.</p> | | |

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| Waterloo | <p>Until last summer, most divisions had their own communications teams without linkages to Corporate Communications. All communication groups now have a dotted line reporting relationship to Corporate Communications including Public Health</p> <p>The model is a hybrid model with centralized strategy and leadership, and operations within the divisions.</p> | The Public Health communications team has dual reporting to corporate communications and their Public Health Director. | |
| York | <p>Prior to the pandemic, York Region's Corporate Communications team was a contingent of approximately 16 FTE/permanent staff. Prior to the pandemic, Corporate Communications was primarily responsible for the development and over-site of corporate-led governance initiatives and policies to help promote and raise awareness of the Region's programs and services. In addition, working in a predominately decentralized model, the Corporate Communications team worked alongside respective communications teams in the Region's six departments to ensure adherence to corporate policies in delivering communications to residents and Council.</p> <p>To support the pandemic efforts, the Region initiated a Crisis Communication Plan and redeployed staff from across the departmental communication units to help with the corporate response. This centralized approach helped to be responsive to the ever-changing situation.</p> | Public Health responsibilities are integrated within the Community & Health Services Department (CHS) that also includes housing, LTC, paramedic, childrens' and social services. There are approximately 11 FTE (15 including other CHS communicators) and permanent staff supporting public health. This approach has remained consistent before and during the COVID-19 response. Prior to the pandemic, communications strictly related to public health activities were managed by communications staff in public health and the Community and Health Services department, with guidance from Corporate Communications on broader, Region-wide and Regional Council initiatives (eg. social media issues, web development, branding). During the pandemic, communications has been heavily driven and executed through Corporate Communications, with subject matter expertise being provided through public health. | In 2013, Corporate Communications was restructured from the Office of the CAO to the Corporate Services department, reporting to the a Commissioner. This did not involve changes to the public health communications. |