



March 23, 2022

Patrick Kelly  
Director of Corporate Services/Treasurer  
Township of Wilmot  
60 Snyder's Road West  
Baden, ON N3A 1A1

Dear Patrick,

Thank you for engaging Redbrick Communications to offer strategic communications support for the Township of Wilmot. We understand that the goal for this project is to improve community engagement and customer service in alignment with corporate strategic priorities and Council's commitment to the community.

Based on our recent conversation with Township staff, this project would include several components:

- Conduct a review of the Township's current communications and engagement efforts, processes/policies and resourcing, including internal staff information sharing
- Develop a recommendations and next steps report based on research findings and municipal leading best practice
- Develop a corporate internal and external communications strategy to guide efforts to 2025 and advise on related policies
- Prepare a public engagement framework and recommendations to inform a toolkit

As you know, Redbrick is best known for our work in the municipal community and we're proud that our main source of business is referrals. A summary of some of our recent, relevant experience follows for your reference.

This letter confirms our hourly rates and provides our proposed approach and estimated fees for your consideration.

If you are in agreement with this letter, please sign and date below.

### Redbrick's Hourly Fees

This project would be co-led by Andrea Montgomery and Jacqueline Demers.

As indicated in our General Engagement letter, Redbrick bills for our services on a time basis and our professional fees are as follows:

- |   |              |
|---|--------------|
| • Brian Lambie, President                 | \$325 / hour |
| • Andrea Montgomery (APR), Vice President | \$275 / hour |
| • Farah Tayabali, Vice President          | \$275 / hour |

- Jacqueline Demers, Account Manager \$250 / hour
- Megan Abraham, Communications Consultant \$200 / hour
- Kaitlyn Mun, Digital Content Specialist \$175 / hour

When Redbrick provide estimates, we will not exceed them without prior client consent. Furthermore, we only bill for the time that we actually dedicate to an assignment. As such, our fees may be less than quoted.

### Proposed Approach & Estimated Fees

Based on the scope indicated above, we propose the following approach, starting with effective research – both qualitative and quantitative – to inform goals, objectives, audiences and the overall strategic approach to communications for the Township.

Working with the project team, Redbrick can customize our approach. However, based on our experience, we recommend the following steps as a starting point to ensure the Township meets its goals.

Activity	Estimated Hours
<b>Project check-in meetings</b> (typically 1 hour each and likely one every two weeks)	10 to 15
<b>Research - Internal</b> <ul style="list-style-type: none"> <li>• Review of materials provided by the Township: <ul style="list-style-type: none"> <li>○ any existing organizational strategic and/or business plans.</li> <li>○ current Township communication tools and processes, including: sample plans; materials such as newsletters, media releases, collateral materials; engagement analytics from social media and the website.</li> <li>○ other community research that is available, such as community survey results.</li> </ul> </li> <li>• Interview with the CAO to understand her vision for the organization over the coming years, internal priorities and culture to ensure alignment with the strategy.</li> <li>• Meeting with the current internal Communications team to discuss current processes and procedures and opportunities for improvement and further efficiencies.</li> <li>• Facilitated meeting with the Corporate Leadership team to discuss the visions and goals for Township communications, create a common understanding of best practice, identify gaps and opportunities.</li> <li>• Internal interviews: Conduct five to seven interviews or group meetings with appropriate managers or staff to understand departmental strategic goals, communications priorities, successes and challenges, etc.</li> <li>• Internal survey: Develop a broader staff survey to help assess internal and external communications effectiveness and gather ideas for improvement.</li> </ul>	18 to 20

Activity	Estimated Hours
<ul style="list-style-type: none"> <li>Meetings with Councillors: Conduct individual interviews with all six members of Council to better understand what they hear from constituents, where they feel there are opportunities and barriers to strong communications and engagement.</li> </ul>	
<p><b>Research - External</b></p> <ul style="list-style-type: none"> <li>Prepare a public survey to gather input on community sentiment, the effectiveness of current Township communications, priorities. <i>(Promotion of the survey to be completed by Township staff.)</i></li> <li>Conduct one to two stakeholder focus group with identified community leaders, including the media. Participants will be chosen with Township staff. These sessions send a clear signal that the Township values the input from these groups and is proactively working to enhance how they engage and communicate with them. This can pay off in the long term and they can become champions or advocates for the Township.</li> </ul> <p><b>Peer municipal research</b></p> <ul style="list-style-type: none"> <li>Conduct interviews with up to three comparable municipalities to gain insights, best practices, lessons learned, along with aspirational ideas to elevate the Township's communications efforts in the years to come. Municipalities will be chosen in collaboration with the Township.</li> </ul>	10 to 14
<p><b>Summary of Findings</b></p> <ul style="list-style-type: none"> <li>Consolidate findings from the internal and public surveys</li> <li>Consolidate general themes/inputs from the research.</li> <li>Present summary to the project team and discuss preliminary recommendations to inform the Communications Strategy.</li> </ul>	8 to 10
<p><b>Create first rough draft of the strategy and general recommendations report</b></p> <ul style="list-style-type: none"> <li>Redbrick will send the draft strategy and a separate recommendations report to Township staff for review and feedback to ensure it is heading in the right direction.</li> <li>Meet with the project team to walk through the draft documents, gather feedback and clarify next steps</li> </ul>	18 to 20
<p><b>Finalize strategy*</b></p> <ul style="list-style-type: none"> <li>Redbrick to finalize the strategy and recommendations report to the Township's satisfaction. <i>*Redbrick can provide recommendations to inform communications policies. However, in order to keep within the allocated budget, actual policy development will be led by the Township.</i></li> </ul>	4 to 8

Activity	Estimated Hours
<b>Develop a high-level public engagement framework and recommendations for a toolkit</b>	10 to 12
<b>Prepare a presentation to CLT to summarize the strategy and recommendations</b> (for feedback or buy in) <ul style="list-style-type: none"> <li>• Explain rationale and approach</li> <li>• Answer questions</li> </ul> <p>If leaders understand the strategy, it can ensure their support and result in greater efficiency when the strategy is implemented. It can also be an important first step in building a stronger communications mindset across the organization.</p>	3 to 5
<b>Present communications and public engagement plans to Council</b> <p>Council's endorsement of the strategy and next steps carries important weight and demonstrates both internally and to the community, the Township's commitment to delivering quality communications and wanting the community to have a meaningful voice.</p>	2 to 3
<b>ESTIMATE TOTAL BUDGET (rounded and based on a blended rate of \$265/hour)</b>	<b>\$22,000 to \$29,000</b>

Fees do not include HST nor mileage or accommodation for any in-person meetings, or other out-of-pocket expenses. An attached addendum explains our terms in greater detail.

I sincerely appreciate your decision to engage Redbrick Communications for this project. If you have any questions, please do not hesitate to call me at 289.983.1781.

If you are in agreement with engaging Redbrick, please return a signed copy. We look forward to working with you.

Sincerely,



Andrea Montgomery, APR, Vice President

Redbrick Communications

---

Accepted on behalf of the Township of Wilmot (name and title)

---

Signature

---

Date

## Relevant Experience

Redbrick has extensive experience conducting municipal communications research and reviews, as well as developing strategic plans, processes and policies.

Over the past two years alone, we have conducted in-depth communications reviews for several municipalities including the District of Muskoka, the Halifax Regional Municipality, the City of Pickering, the City of Timmins and the City of Niagara Falls, just to name a few. We also completed a social media channel review for the City of Niagara Falls and provided strategic support to the Township of Huron-Kinloss as it develops its own communications strategy.

Most recently, for the Township of Russell, Redbrick completed a communications review and developed a comprehensive communications policy approved by Council. The policy will lead into a formal communications strategy for the Township.

As well, we are currently finalizing two municipal corporate communications strategies. One for the Town of Georgina and the other for the Town of Arnprior. These projects are in their final stages. We are also nearing completion on a corporate social media strategy for the Township of Severn, and will be developing a public engagement strategy for the Township of Kinloss.

For the Town of Parry Sound, Redbrick conducted internal research and public consultation – including a survey, focus groups and a youth engagement session – to inform our development of the Town's Strategic Plan. Some of the strategies and approaches used for that process will inform the research and public input gathered for Wilmot's strategic communications plan.

Redbrick also knows the region of Waterloo well. Andrea Montgomery, who will lead the development of the strategy for Wilmot, was the interim communications director at the City of Cambridge. She also grew up in Waterloo and graduated from the University of Waterloo. Redbrick has conducted several training sessions in the area, in some of which councillors and other staff from the Township have participated.

As an organization, Redbrick maintains a network of more than 300 municipal communicators. Through our work with the Association of Municipalities of Ontario (AMO), we also maintain their network of approximately 140 communications managers spanning the province.

In response to the COVID-19 pandemic, we encouraged AMO to have us unite municipal communications managers to share questions, solutions and content. We then organized eight Zoom calls. On average, each of these calls brought about 125 communicators together. We brought in experts from the community to serve on panels to inform these discussions and provide insights. We received ongoing feedback that these calls were both practical and helpful. This is what Redbrick is known for – sharing communications best practice ideas across the municipal sector.

As a result of our established networks and respected relationships, those we reach out to are good about sharing information with us. This has been invaluable for the review projects and when developing corporate plans.

## **Legal Addendum**

### **1. Billing Cycle**

Clients will be billed monthly, subject only to specific alternate billing terms set out in the contract.

### **2. Invoices and Payment**

Payments may be made by cheque payable to **Redbrick Communications Inc.** and sent to:

*Redbrick Communications Inc, 22 Mississauga Rd N., Mississauga, ON L5H 2H6*

All Redbrick invoices are payable upon receipt. In the event payment is not received by Redbrick within sixty days of the invoice date, in addition to Redbrick having the right at its discretion, without liability, to suspend any or all services or to terminate the contract with the client, Redbrick will be entitled to impose a service charge of two (2%) per cent per month on any overdue and unpaid balance.

### **3. Expenses**

I. Expenses such as courier, travel, meals, photocopying, postage and distribution charges will be billed monthly at cost and a summary of such expenses will be included in the invoice.

II. A markup of twenty (20%) per cent on expenses involving third party vendors performing work on the client's behalf, but paid through Redbrick, may be added to such expenses. Such expenses could include, but are not limited to, photography, printing, production, design, room or equipment rentals.

III. Disbursements in excess of \$5,000 will be billed to the client when incurred by Redbrick.

IV. The client will reimburse and indemnify Redbrick for all expenses incurred as a result of any change of instructions by the client which affect non-cancelable commitments made on behalf of the client by Redbrick.

### **4. Taxes**

Fees and expenses are exclusive of any applicable federal and provincial taxes.

### **5. Collection Costs**

All costs, disbursements and fees incurred to collect payment of invoices shall be recoverable from the client.

### **6. Confidentiality/Non-Disclosure**

During its consulting mandate with the client, Redbrick may have access to confidential information relating to the client and its projects and, subject only to any legal requirement to disclose by law or judicial or administrative order, Redbrick agrees not to disclose, divulge or otherwise communicate to any person any such confidential information without the client's prior consent. Redbrick will also ensure that all consultants working on the consulting mandate are made aware of and agree to be bound by this confidentiality/non-disclosure obligation. Subject to any specific directions in the contract to the contrary, the client agrees that Redbrick may disclose its representation of the client.

### **7. Non-solicitation**

Redbrick and its clients acknowledge the importance of key personnel in our respective industries and agree that while Redbrick is providing services and for six (6) months thereafter, neither Redbrick nor the client will, without prior written consent, solicit or induce any employee, consultant or independent contractor of the other to leave their employment or engagement. Despite the foregoing, each will be free to hire or engage employees, consultants or independent contractors who independently respond to indirect solicitations, such as general newspaper advertisements or internet postings.

### **8. Fee Adjustment**

Redbrick may propose to the client a fee revision if the content requirements of the agreed consulting mandate increase substantially or the client requires or requests any change or addition to the nature or scope of the agreed consulting mandate or any agreed time-table for performance of the consulting mandate.

### **9. Communications Mandate**

Nothing contained in any contract with a client shall be deemed to require that Redbrick undertake any campaign or prepare any public relations material or publicity, which would be misleading, indecent, libelous, unlawful or otherwise prejudicial to the interests of the client or Redbrick.

### **10. Communications Mandate Accuracy**

Redbrick is not responsible for verifying facts supplied to it by the client or factual matters included in material prepared by Redbrick and approved by the client. The client agrees to indemnify and hold harmless Redbrick from and against any and all losses, claims, damages and expenses (including legal fees and disbursements) which Redbrick may incur: (1) as a result of any materials, releases, reports or information supplied to Redbrick by or on behalf of the client or prepared by Redbrick and approved by the client prior to its dissemination or broadcast; or, (2) arising out of the nature or use of the client's products or services.