



Policy Title: CORPORATE COMMUNICATIONS POLICY

Policy Number:

Category: Client Services

Department: CAO's office

Related Policies:

Approved By: Council

Effective Date: November 2024

Revision Date:

Policy Statement:

The Municipality of North Grenville is committed to fostering open, transparent, and timely communication with residents, staff, and stakeholders. We aim to ensure that all communications are clear, accessible, and respectful, while reflecting our values of accountability and inclusiveness.

Our communication efforts will:

- Promote transparency by providing accurate and timely information.
- Encourage community engagement.
- Uphold the integrity and reputation of the Municipality in all forms of communication.
- Adhere to applicable laws, policies, and best practices, ensuring confidentiality and privacy where required.

All communication, whether internal or external, will reflect the Municipality's commitment to serving the community with professionalism, integrity, and respect.

This policy is to ensure the Municipality's brand is clear, cohesive and concise. It is consistent with the [Municipality of North Grenville 10-year Community Strategic Plan](#) and the vision, mission and values identified within.

The Municipality's Corporate Communications Department ("Communications") is responsible for the day-to-day management of the Municipality's corporate communications. They collaborate with senior leadership, department staff and elected officials to deliver on strategic goals.

Purpose:

The Communications Policy aims to guide how the Municipality of North Grenville communicates to ensure credible, consistent information and a unified brand message for its audiences. The policy's goals are to:

- Align municipal communications with industry best practices.
- Enhance internal consistency and professionalism in branding, messaging, and communication activities.
- Clarify the roles of the Corporate Communications Department and departmental representatives.
- Ensure efficient use of staff time and resources for external communications.
- Strengthen the Municipality's brand, storytelling, and community presence.
- Foster trust between the community and the Municipality through effective communication.

This policy is informed by best practices from organizations like the Canadian Public Relations Society and the International Association of Business Communicators, along with insights from municipal communications leaders across Ontario.

Overarching Corporate Communications Goals

- Foster a well-informed and engaged community.
- Promote a positive and inclusive community culture.
- Instill a sense of pride and belonging among residents.
- Strengthen partnerships within the community to achieve shared goals.

Guiding Principles

The Municipality's external communications will embody key principles to ensure effectiveness and alignment with our mission. Communications will be proactive, positive, and transparent, fostering respect and inclusivity in every message. We aim to be collaborative and consistent, presenting information that is engaging, and accessible to all. Data-driven and outcome-oriented, our approach also embraces a unified, one-team mindset to strengthen community connections and trust.

Application:

This policy applies to anyone involved in creating, delivering, or approving internal and external communications for the Municipality of North Grenville, including municipal staff, consultants, contractors, partners, volunteers, stakeholders, and elected or appointed officials. While the messaging of elected officials may reflect their political views, Corporate Communications will collaborate with the Mayor's Office and Councillors as needed. However, elected officials are responsible for their own communications, including fundraisers, events, newsletters, and social media. All activities should align with the values in North Grenville's 10-year Community Strategic Plan and Code of Conduct.

Exempt:

Excluded from this policy are the following:

- Freedom of Information requests: responsibility of the requirements of the *Freedom of Information and Protection of Privacy Act* (FIPPA) and the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA).
- General public email and telephone inquiries: responsibility of department staff.
- Council reports and webcasts: responsibility of Directors as determined by CAO.
- Council personal or political communication: All individual members of Council, including the Mayor, are responsible for their own communication and must abide by the *Municipal Act, 2001* and other such stipulations.

Definitions:

Brand: the Municipality's consistent, professional and distinct identity through the use of an official corporate logo, visual imagery, font choice.

Campaigning: means engaging in activities with the goal of affecting – positively or negatively – a candidate for municipal office.

Community: means residents of North Grenville and others who work or visit

Member of the Media: A journalist, or member of the media, is someone who gathers, assesses and presents news and information to the public using traditional news media (print, radio, and television), online news sites, and blogs or podcasts where authors are identified, interviews are conducted with an open mind, and accepted principles and ethics of journalism are followed.

Media Release: means a factual written summary of information issued to the Media for the purpose of making an announcement or relaying important municipal information.

Municipal Spokesperson: means the individual who is authorized by this Policy to represent the Municipality in response to a media request for an interview in written communications, in-person interviews, or if approached in the workplace, at a function or at an event. Spokespeople are expected to respond to media inquiries that come through the Corporate Communications Department, promptly and to respect requested deadlines from journalists where possible.

Public Notice means a factual written summary of information that is posted on the municipal website for the purpose of sharing information or relaying important municipal information.

Social Media: means the web-based technologies and sites, including blogging, microblogging, photo sharing, video sharing, and networking, which allow users to interact with each other by sharing information, opinions, knowledge, photographs, and interests.

Stakeholder: refers to a business owner, municipal neighbour, other level of government, board, advisory committee, authority, agency, association, and anyone with an interest in municipal affairs or is impacted by a Municipal program, service or decision.

Subject Matter Expert: is a person who is an authority in a particular area or topic to present information on specific programs or projects with which they are more familiar.

Municipal Publications: refers to any official materials produced or distributed by a municipality to inform, engage, or serve the public. This includes, but is not limited to:

- Printed materials like brochures, newsletters, flyers, reports, and guides
- Digital content on the municipal website, social media platforms, or email newsletters
- Multimedia content such as promotional videos, press releases, and public service announcements
- Any other communications intended for public consumption under the municipality's branding and communication channels

Policy:

General Responsibilities

The Municipality's Corporate Communications Department manages a comprehensive array of services essential for effective communication and brand consistency. These services include:

- **Strategic Communications:** Conducting research, planning, implementation, and evaluation to ensure impactful communications.
- **Content Development:** Writing, editing, and ensuring clarity and accessibility in all corporate materials.
- **Brand Management:** Overseeing marketing, design, creative services, and adherence to brand standards.
- **Strategic Guidance:** Providing advice on messaging and positioning for effective communication.
- **External Communications:** Coordinating all outward-facing messaging.
- **Digital Engagement:** Managing corporate social media accounts, website content, and digital outreach.
- **Media Relations:** Supporting media engagement, including spokesperson preparation and coaching.
- **Council Support:** Assisting Council communications to align with corporate priorities, objectives, and values.
- **Reputation & Crisis Management:** Preparing for and managing reputation, issues, and crises.
- **Community Engagement:** Assisting departments with public engagement initiatives.
- **Internal Communications:** Developing strategies for employee communication and engagement.

All communications intended for public release—including media engagement, social media, public relations, marketing, video production, and promotional materials—must be approved by the Director of Client Services or designated staff.

Roles and Responsibilities:

Mayor:

- Serve as the official spokesperson for Council or appoint a delegate, representing Council's decisions accurately and impartially.
- Approve quotes and communications from the Mayor's office.

- Adhere to elected officials' roles and responsibilities as outlined.

Chief Administrative Officer (CAO):

- Direct the overall strategic vision for the organization, guiding communications priorities and messaging.
- Act as the official spokesperson for the Municipality or appoint a delegate as necessary.
- Approve key communications materials as required.

Directors:

- Foster collaboration across departments to strengthen communication.
- Set department-specific communications strategies that align with project priorities and organizational goals.
- Ensure department staff adhere to the Communications Policy and allow adequate time for coordination with the Corporate Communications Department.
- Approve communications materials and share accomplishments or positive news stories with the Corporate Communications Department.

Department Staff:

- Collaborate across departments and integrate communications considerations into all projects and initiatives, especially those that may be sensitive or high-profile.
- Work with relevant staff and adhere to timelines for planning and executing effective communications, alerting Directors and the Corporate Communications Department to potential issues.
- Adhere to logo usage and Visual Brand Standards.
- Comply with legal requirements on information access, privacy, copyright, and accessibility (MFIPPA, Copyright Act, AODA).
- Act as subject matter experts and share good news stories or accomplishments with the Corporate Communications Department for promotion.

Elected Officials:

- Uphold the values of the Municipality's 10-year Community Strategic Plan.
- Maintain confidentiality and privacy, particularly regarding closed session information or sensitive details about other Councillors, staff, or constituents.
- Refer all customer service inquiries to official Municipal channels for proper handling.

This framework ensures unified and effective communication across all levels of the Municipality, building public trust and reinforcing a consistent, positive brand image.

Municipal Advisory Committees

Municipal advisory committees are official representatives of the municipality, and all communications from these committees must align with the municipality's policies and reflect its official positions. To maintain consistency, professionalism, and transparency, no committee member may issue statements, share opinions, or otherwise communicate on behalf of the municipality without prior approval. All external communications, including public statements, press releases, or social media posts related to committee activities, must be reviewed and approved by both the municipal council and the communications department. Drafts of any proposed communications must be submitted through the designated staff liaison for review and authorization. Official committee business must be conducted exclusively through municipal-provided communication tools, such as official email accounts, to ensure compliance with public records laws. The use of personal devices or accounts for committee communications is strictly prohibited. Any unauthorized communications or failure to comply with this policy may result in disciplinary action, including potential removal from the advisory committee.

Communications Planning

Effective communication requires advance planning. The Corporate Communications Department will be involved at the start of each project to maximize its impact. To maintain coordination, Directors or Department Representatives will meet monthly with Corporate Communications to discuss ongoing and upcoming communication needs.

External communications planning at the Municipality occurs in three ways:

1. Annual Planning
2. New Program/Initiative Planning
3. Ad Hoc or Last-Minute Planning

Year Planning

The following is the procedure to be followed for Year Planning:

1. Following budget approval, the Communications Department will organize monthly Communication Planning meetings to review all upcoming projects, campaigns, and annual items.
2. Corporate Communications creates a Communications Brief for each project, initiative, and campaign discussed.
3. A planning calendar for the year is developed and shared with departments for confirmation.
4. Six weeks before the project begins, the Communication team meets with Department Representatives to draft a Communications Plan.

5. Four weeks before the project starts, the department reviews and approves or requests changes to the draft.
6. Final materials are prepared with necessary departmental approvals.
7. Departments notify the Communication team of any changes before project launch.
8. Communications implements the plan, monitors success, and adjusts as required.
9. Two weeks post-campaign, the Communication team reviews metrics and lessons learned and discusses them in the next planning meeting.

New Program and Initiative Planning

If a new program or initiative emerges that was not planned or expected following the annual budget process, the following procedure is followed:

1. At least four weeks before launch, the Department Representative completes a Communications Brief and sends it to Communications.
2. The upcoming initiative is discussed at the next Communications Planning Meeting, as needed. The communication team may set up a separate meeting if the next scheduled Communications Planning Meeting does not provide enough time to plan the initiative.
3. The communications team adds the campaign or initiative to the planning calendar and drafts a Communications Plan for approval by the Department Representative and/or Director.
4. The communications team rolls out the plan as approved.
5. At least two weeks following the end of the campaign, the communications team adds a follow-up to the Communication Plan with success metrics, relevant analytics, and notes lessons learned or opportunities to improve future campaigns if applicable. This evaluation will be discussed at the next monthly Communication Planning meeting with the department.

Ad Hoc, Last-Minute Planning

In some circumstances, communications needs cannot be anticipated. In such cases:

1. Department Representatives will reach out to the communications team as soon as a communication need is identified.
2. Together, the department and the communications team determine a reasonable approach, messaging and tactics needed.
3. The communications team rolls out the plan as approved.
4. At least two weeks following the end of the initiative, the communications team adds a follow-up to the Communication Plan with success metrics, relevant analytics, and notes lessons learned or opportunities to improve future campaigns if applicable. This evaluation will be discussed at the next monthly Communication Planning meeting with the department.

Roles and Responsibilities

Corporate Communications:

- Lead annual planning with departments and create/update the communications calendar.
- Develop Communications Briefs and draft plans in collaboration with departments.
- Create and design content per brand, plain language, and AODA standards.
- Manage the approval process with Department Directors/Representatives.
- Publish content according to the approved plan.
- Track success and analyze outcomes.
- Conduct project wrap-up meetings to review lessons learned and improvements.
- Decide on the inclusion of third-party content on Municipal platforms.

CAO and Department Directors:

- Provide strategic direction as needed.
- Attend planning meetings and ensure the timely completion of Communications Briefs.
- Approve items and set department priorities in the annual calendar.
- Review and approve plans and materials.

Department Representatives:

- Attend monthly planning meetings and assist in communication plan development.
- Complete Communications Briefs for new programs and services.
- Coordinate with Communications as per policy.
- Review and approve content for accuracy.

Visual identity

The Municipality's branding reflects both the programs it delivers and how it presents itself to the public. A clear, consistent visual identity helps the community recognize and access Municipal services, policies, and initiatives. To maintain a unified brand, the Municipality of North Grenville logo must appear on all corporate materials, adhering to the Corporate Identity Standards Manual. Communications provides design support and strategies to uphold this identity.

Key elements of the Visual Brand Standards include:

- Logo usage and placement
- Approved fonts and colors
- Corporate document templates
- Guidelines for advertising, signage, posters, brochures, fleet, and e-signatures

The Municipality's logo should be used on all public-facing materials, such as advertising, signage, and both digital and printed documents. Employees are required to follow the Visual Brand Standards. External organizations wishing to use the logo must obtain authorization, and it may only be used externally when the Municipality is a partner or sponsor, as determined by Communications.

While the Municipality has one corporate logo and brand, sub-brands for specific programs or facilities may be created with prior approval from the Communications Department to ensure alignment and protect the main brand's integrity.

Plain language

Communicating in plain language ensures information is more accessible and easily understood. This increases trust, shareability and accuracy of information. It also makes greater impact when asking for behaviour change.

[The Canadian Style Guide](#) provides a comprehensive guide for writing and editing, including requirements and best practices for writing in plain language.

The Communications team has oversight of corporate materials. They can review and edit department materials, as well as provide plain language coaching and / or training to department staff and elected officials as needed.

Accessibility

The Municipality of North Grenville is fully committed to ensuring that all internal and external communications adhere to the **Accessibility for Ontarians with Disabilities Act (AODA)** and are accessible to all members of the community. Our goal is to remove barriers and ensure that information is delivered in ways that can be easily understood, navigated, and engaged with by individuals of all abilities. Furthermore, the Municipality of North Grenville has accessible document guidelines and additional requirements are included within this policy to ensure the material is accessible or available in another

format, when requested. The Clerks Office, with support from Communications, has developed and will train employees on those corporate accessible document requirements.

Communications will ensure the Municipality's website is also compliant with accessibility standards and the Municipality of North Grenville will continue to strive to make all information as accessible as possible and/or provide alternative formats when requested.

Photography and Video

The Municipality of North Grenville prioritizes visual content to enhance engagement, memory retention, and storytelling. The Corporate Communications team manages all visual content, including photos, graphics, and videos, for ads, social media, publications, and more. They also maintain a photo and video library and relevant equipment.

Guidelines for Visual Use:

- Staff must use authorized images from stock sites or with written permission from creators, ensuring no copyright infringement.
- Municipal staff must obtain signed Photo/Video Release Forms for any person featured in visuals used for publications and submit consent records to Corporate Communications.
- Photos or videos must be high-resolution, watermark-free, credited (unless contracted), and inclusive, reflecting diversity.
- Captions and transcripts are required for pre-recorded videos.

External and Public Photography:

- Photos/videos from external sources require a signed release for any identifiable individuals and the creator's permission.
- Notices should be posted at Municipal events indicating that photos or videos may be taken, with opt-out instructions for attendees.

Public and Media Recording:

- The public and media may record in public areas or with permission on private property, provided privacy and safety concerns are respected. Staff with concerns should notify their supervisors.

This approach strengthens the Municipality's visual identity while respecting privacy and copyright regulations.

Media Relations

Media relations are key to shaping public perception of North Grenville's local government, promoting transparency, and fostering community engagement. The Municipality is committed to providing timely and professional information, with media interactions coordinated through Communications to ensure consistency and protect the Municipality's reputation.

Communications leads media strategy, manages media inquiries, issues releases, and provides spokespeople with key messages and coaching. For high-profile inquiries, the Director of Client Services may offer additional support. Staff are required to direct all media inquiries to Communications and collect reporter details, ensuring only designated spokespeople respond.

Designated spokespeople include the Mayor (or alternates), CAO, Clerk, the Director of Client Services, or a Departmental Director as required, all of whom receive periodic media training. Council members can speak independently on personal views but should avoid discussing sensitive topics like investigations or confidential matters.

In election periods, Council members should avoid actions that might appear as campaigning during media engagements.

Proactive media engagement aligns with the Corporate Communication Plan, with releases shared first with Council, followed by employees, media, stakeholders, and the public. Media training is provided every two to three years for relevant officials and staff.

Website

The Municipality of North Grenville's website is managed by the Corporate Communications Department in collaboration with representatives from each department.

Communications oversees all corporate pages, such as the home page. All changes to the content or design of any page must be coordinated with Communications.

The Municipality will make every effort to provide as much information available as possible via the website. When external requests to have specific information posted on the website are received by staff, each request will be reviewed and evaluated and if appropriate it will be posted as part of the applicable department's webpages.

Each Department is responsible for ensuring the information on its departmental pages are up-to-date. Departments must regularly review website pages and contact Communications when any changes or additions are needed. They must also ensure all documents provided to Communications for the website are in an accessible format.

Links to Third Party Sites

Links to third-party sites are provided for visitor convenience and do not imply endorsement by the Municipality of North Grenville, which holds no responsibility for third-party content.

Link approvals are managed by the appropriate department and may be removed at their discretion or by the Corporate Communications Department. Approval factors include relevance, audience needs, business considerations, and alignment with Municipal values. Links that fail to meet Municipal standards or harm the Municipality's reputation are not permitted.

Social media

Social media is a valuable tool for the Municipality of North Grenville to share updates, engage residents, and build a positive reputation. It allows for interactions with community members, stakeholders, and visitors, and provides opportunities to listen and respond to feedback, whether positive or critical.

The Municipality values online conversations, welcoming both support and constructive criticism as opportunities to listen, clarify, or correct misinformation. The goal is always to foster a respectful online community.

Social Media Principles for Employees and Officials:

1. Use simple, clear language.
2. Listen first; understand before engaging.
3. Reflect Municipal values by being honest and friendly.
4. Encourage respect; respond to comments politely.
5. Follow privacy and confidentiality rules.
6. Foster two-way engagement by inviting feedback.

Roles and Responsibilities:

- **Director of Client Services:** Approves and manages all corporate social media accounts, handles sensitive or controversial content, maintains consistent messaging, and ensures account compliance with policies.
- **Department Directors:** Recommend social media moderators and ensure employees follow policies.
- **Social Media Moderators and Staff:** Use social media responsibly in line with Municipal policies and guidelines.

Access/moderators

Only the Corporate Communications Department has access to and manages the Municipality of North Grenville's official social media channels. With approval from the

Director of Client Services and relevant Department Director, additional channels may be created if moderators are qualified to manage them effectively.

Social media is monitored and responded to during business hours, with content acknowledged or answered within one business day. Posts outside business hours may be scheduled or published in emergencies by designated staff. A Social Media Response Chart guides staff on appropriate responses.

Rules of Participation: The Municipality invites respectful engagement on its channels but reserves the right to remove or block posts violating standards, including offensive language, personal attacks, commercial endorsements, discriminatory content, confidential information, illegal conduct, derogatory attacks, or political campaigning.

Starting a New Channel: New or existing accounts require a Social Media Account Request, approved by the Director of Client Services, CAO, and Department Director. Channels must align with corporate goals, target specific audiences, and have a clear management plan. Accounts should display the Municipality's logo, contact info, website link, and terms of use, reviewed annually.

Decommissioning a channel

If a Municipal social media channel is underperforming or not bringing value, the Corporate Communications Department may recommend that it be decommissioned. It will be at the discretion of the Communications Department to initiate this process. The Director of Client Services will seek approval from the CAO and any appropriate Department Director. Corporate Communications will manage all steps to decommission the channel.

Staff personal use of social media

Employees are encouraged to follow the Municipality of North Grenville's official corporate social media channels and use their personal accounts to share positive stories about their coworkers, programs or services.

When employees are online, they are in public and are expected to act with integrity, honesty and respect. Even if they don't identify themselves as a Municipality of North Grenville employee in their personal websites, blogs or social media profiles, employees must act according to the Municipality's Employee Code of Conduct.

Employees must not share private or confidential information, or any other content that reflects poorly on them, their co-workers or the Municipality of North Grenville.

The Municipality does not expect nor encourage employees to deliver customer service, nor respond to questions or comments about Municipal programs, services, decisions or policies on behalf of the organization using their own personal social media channels. Questions received over social media about Municipal programs or services should be directed to the appropriate corporate channel via phone or email.

Opinions expressed on an employee's personal website, blog and/or social media account do not necessarily reflect the official position of the Municipality of North Grenville.

Paid Advertising

Advertising is a powerful tool for municipalities to promote their services, events, and initiatives. Advertising can help build awareness, increase engagement, and drive positive outcomes for the organization and the community.

The Corporate Communications Department oversees communication advertising as requested by departments. Staff needing to advertise content or services should contact Communications for assistance and coordination.

Funding for paid advertising efforts will come from two sources:

1. Department budgets with advertising envelopes as the primary source
2. In unique cases, funding may come from community partners or as part of grants received from other levels of government.

The communications team will advise on the optimal channel to direct advertising dollars based on past experience and success, especially in cases where there is more than one outlet serving a specific target market.

All advertising must include the Municipalities logo and contact information, whether a phone number or email address.

Legislated Advertisements

Legal advertisements are used to inform the public about Municipal actions and proposals, including but not limited to Planning & Zoning issues, requests for proposals, public hearings, elections, and heritage designations. The Municipality places these statutory notices according to the applicable legislation in local newspapers, on social media and/or on the Municipality's website as appropriate.

Issues Management

Issues risk the Municipalities reputation and relationships and may affect some operations.

The Communications will monitor main channels and flag potential issues. However, it is important that Departments inform the communications team immediately when an issue or potential issue arises to start planning communication. The team will advise on an appropriate approach and potential response.

Emergency Communications

When an emergency situation is declared by the Municipality of North Grenville, emergency communications will proceed in accordance with roles and procedures set out in the Municipality's Emergency Plan.

Communications Guidelines for Elected Officials

As per the *Municipal Act*, the Mayor, as the Head of Council, is the official spokesperson for Council. The Mayor “represents the municipality at official functions” and “upholds and promotes the purposes of the municipality.”

That said elected officials are influential voices in any community and play an important role in sharing information and engaging with constituents and listening and responding to their questions and concerns.

Individual members of Council, including the mayor, are responsible for their own personal communication.

However, there are guidelines that may be helpful to consider when communicating with constituents. The following guidelines include any form of communication – in person, over the phone, through email or over other digital channels, such as social media:

- When communicating – including on social media – elected officials should uphold the organization's standards, the values as identified in the [10-year Community Strategic Plan](#) and corporate management processes.
- Elected officials must respect privacy laws, and their responsibilities under the *Municipal Act*.
- Where possible, elected officials should help to share corporate information. Public questions and services requests should be addressed by directing the resident towards the appropriate Municipal channels.
- If an elected official chooses to engage on social media, it is important to monitor and respond in a timely way. Social media participants expect timely responses to requests and expect co-participants to monitor social media properties frequently and regularly.

- It is helpful to think through social media use before engaging. Developing a personal social media plan is valuable and recommended.

Authorization:

This Policy was authorized by Resolution Number _____ adopted by Council at its meeting held on _____.

Revision History

Document Owner	Revised Date	Reason for Changes
Kyna Boyce		

Contact:

Any questions or concerns regarding this Policy shall be directed to:

Kyna Boyce, Director of Client Services

kboyce@northgrenville.on.ca

Standard Communication Tasks Development Timelines and Approvals

Task	Notice needed	Standard development time	Final Approvals
Planning and Preparing			
Communications plan development – new or updated program or service	4 to 6 weeks (longer if high impact)	4-8 hours (depending on complexity)	Director
Event plan development		120 mins	

Media			
Media Release	2 to 3 days	45-90 mins	Mayor, CAO, Director
External newsletter	1 week	1 to 2 hours	CAO, Mayor
Media event coordination	7 to 10 days	90 mins	CAO, Mayor
Media pitch			
Writing			
Key messaging/Q&A doc	2 to 5 days (more if sensitive matter)	120 mins	Director, CAO
Accessibility review (small corrections)	1 to 2 days	15 mins/page	Manager or Director
Internal Memo	1 to 2 days	60-90 mins	CAO
Speech (delivery = approx. 150 words read per min)		30 mins/150 words	
Editing		10-20 mins/250 words	Director, CAO, Mayor
Letter to residents, businesses etc.			
PowerPoint presentation deck		7-10 hours	
Municipal statement			
Promotional / Advertising			
Postcards	1 to 2 weeks	60 to 90 minutes	Director
Boosted Facebook post		20 mins	Manager or Director
Paid newspaper advertising	1 to 2 weeks (prior to newspaper deadline)		Manager or Director
Poster/ad design	3 to 5 days	90 mins	Manager or Director
Radio script development		30 mins	
Swag research and order	1 week	20 mins (per item if research is required)	Director
Website and social media			
Social media post (content and visual graphic)	1 to 3 days	30 to 60 mins	Manager or Director
Web banner design	2 to 4 days	30 mins	Manager or Director
New webpage	One week	One week	Manager or Director
Web content development	2 to 4 days	30-45 mins per page	Manager or Director
Graphic Design			
Publication layout & design	2 to 3 weeks (depending on length of document)	60 mins/page	Director, CAO
Photography / Video			
Imagery sourcing	1 to 2 days	90 mins	Manager or Director
Video – script and shooting	3 to 4 weeks	3 to 5 hours	Director, CAO, Mayor
Community Engagement			
Engagement plan			
Community survey			

Social media poll			