



Town of Greater Napanee
2025/26 Corporate Communications Strategy
July 2025

A comprehensive guide on how the Town of Greater Napanee is building a predictable, reliable and sustainable communications program to support citizen and stakeholder awareness.

Section One – Background and Communications Overview

A Communications Strategy is necessary to determine how the organization can best allocate its resources to ensure effectiveness and efficiency in its communications approach. Having an effective communications strategy that considers community needs and government responsibilities while also considering corporate capacity levels will enable the municipality to effectively and consistently engage and inform the community.

This strategy has been informed by best practices in communications, communications related surveys conducted by other municipalities that have varying population sizes, and the community engagement consultation conducted by the Town in early 2025.

The purpose of this strategy is to determine:

- What information is communicated to the public and various stakeholder groups
- The most appropriate communications to reach the Town's various audiences
- The roles and responsibilities of staff members in organizational communications
- Internal and external communication goals
- An action plan on how the Town aims to achieve its communications goals

As the Town's communications resources are finite, this strategy aims to prioritize Town resources on a limited number of key objectives to ensure communications services can be delivered reliably and sustainably.

Current Communications Strengths, Challenges, Opportunities, and Risks

Strengths

- Over the past year, internal communications and operational updates to members of council to aid them in helping their constituents have significantly improved.
- Timely and more proactive sharing of information with members of the media.
- Town can provide many communications-related services including web, media relations, internal communications, graphic design, social media, and communications planning with the resource of one staff member.

Challenges

- Communications resources have traditionally been tasked with non-communications tasks, eroding already limited capacity.
- Budgeting for communications is challenging as budgets are centralized but advertising and marketing commitments are decentralized with insufficient planning to ensure adequate budgeting is achieved in advance of projects.

Opportunities

- Opportunity to better tailor communications activities and goals to known audiences' preferences in recognition of general information consumption habits.
- Offering a more comprehensive selection of digital communications services that offer citizens desired information in a tailored format and improved searchability of Town information (e.g.

newsletters, more robust web search function, tailored social media strategies, virtual assistants).

- Using data-informed marketing and advertising strategies that base purchasing and outreach decisions on known performance results rather than a past practice based on habit of preference.
- Engaging community members through dedicated feedback mechanisms and consultation efforts.

Risks

- Establishing communications goals that do not align with available resources, which could lead to inconsistent service levels.
- Ability to move from a siloed communications approach to one where public communication becomes a corporate-wide responsibility delivered through corporate communications (change management).
- Trying to achieve the results of larger municipalities with different resource levels (not right-sizing expectations).

Communications Roles and Responsibilities

Mayor's Office

The mayor is the official spokesperson for the municipality as per the *Municipal Act, 2001*. The mayor has the right of first refusal to speak on all matters where representatives of the municipality are speaking to the media, at official functions, and with other levels of government. It is the mayor's responsibility to provide political commentary and/or "the Town's opinion" on behalf of the municipality. The mayor may delegate their responsibilities to another member of Council or a member staff on a case-by-case basis.

The mayor is supported in their efforts by the Town's Corporate Communications team, who assists in the development of communications material, media relations, social media support, and communications support for public events the mayor attends in their role as official spokesperson. A full list of supports provided to the mayor's office is included in Appendix A of this strategy.

Chief Administrative Officer

It is the Chief Administrative Officer's (CAO) responsibility to ensure the Town has a realistic Corporate Communications Strategy that is reflective of the will of Council and that members of administration are aware of and carry out their responsibilities related to the Town's transparency and public communications obligations. The CAO is also responsible for distributing internal communications related to emergency management, corporate policies, staff recognition, and major administrative matters.

Corporate Spokespeople

The CAO and Community Engagement & Communications Coordinator (CECC) are responsible for providing administrative, fact-based information to the media on behalf of the corporation, either verbally or in writing. These comments are operational in nature and refer to what the Town is doing, planning, or spending and do not provide political commentary.

Administrative Subject Matter Experts

Members of the Senior and Corporate Leadership Team (SLT/CLT) are responsible for providing information to the CECC as subject matter experts that can be used to build corporate communications products and/or directly shared through the Town's communications channels and with the media.

Members of SLT and CLT can also be expected to be called upon to serve as corporate spokespeople in their immediate areas of expertise.

Subject matter experts will be provided with a template where 3-4 key messages can be written and provided to members of Council in instances where staff anticipate there will be interest from the media and the public on certain issues. For example, this could include messaging related to significant service changes, project updates, by-law enforcement efforts on high interest topics, etc. Communications staff will be available to review key messages and make recommendations to subject matter experts before messaging is provided to Council.

Key messages for Council will also be provided to staff working in customer service at the Town's municipal office and at the Best & Bash Arena.

Media training will be provided to subject matter experts and official spokespeople where appropriate. The cost for media training will be identified as part of the budget process if required.

Corporate Communications – Community Engagement & Communications Coordinator

The CECC is responsible for the planning, preparation, and distribution of all communications products and material. The CECC is also responsible for making decisions on behalf of the corporation related to the manners and methods employed to reach intended audiences. In line with the Corporate Communications Strategy, the CECC carries corporate responsibility and authority for:

- Advertising and marketing
- Digital communications for public engagement
- Emergency external communications
- Media relations
- Management of the corporate website
- Intergovernmental corporate communications
- Internal communications
- Reputation management
- Social media management
- Visual identity and brand management

The CECC's authority for corporate communications is delegated to them by the CAO.

Human Resources Staff

Human Resources is responsible for ensuring Town staff are aware of HR-related policies and procedures as well as compensation matters and the benefits available to staff. HR also communicates about health and safety matters, employee-related announcements such as the announcements of new employees, and pending retirements.

The Human Resources team is also responsible for ensuring staff have the appropriate education material for onboarding and offboarding and that employees are aware and reminded of their training obligations.

Information Technology Staff

Information Technology staff are responsible for notifying staff of all IT and technology rules and responsibilities as well as system notifications including planned system outages, awareness campaigns, and system changes.

Information Technology staff are also required to notify staff of all cyber security threats and the public of any cyber security events the Town encounters.

Utilities and Solid Waste Staff

Utilities and solid waste staff are required to inform corporate communications of all planned, predicted or known service disruptions, including water main breaks, changes in solid waste and recycling collection, or service changes at waste collection sites.

Public Works Staff

Public Works staff are required to inform corporate communications of all planned, predicted or known service disruptions, including road closures, major construction projects and/or other public works projects that are expected to materially impact the day-to-day experiences of the public.

Corporate Leadership

Corporate leadership is responsible for informing corporate communications of all service updates that will impact citizens related to their individual divisions. These updates may be related to core business, public education, and anything that may be necessary to communicate with the public.

Advisory Committees

Advisory Committees and their members are expected to provide their information for updates through the Council recommendation process. While free to talk about their work with members of the community, Advisory Committees and their members are not authorized to make announcements or speak on behalf of the Town. Committees and their members do not have access to corporate communications resources, unless authorized by a resolution of Council.

Advisory Committees who have events or initiatives approved by Council may be eligible for communications support providing that it has been approved by a resolution of Town Council.

Partner Organizations

The Town of Greater Napanee has both permanent and intermittent partnerships with third party organizations, including service clubs, funding partners, community groups, and the Bay of Quinte Regional Marketing Board.

When partnering with third parties on an intermittent basis, often where the Town is a sponsor of an activity, it is the partner organizations that are responsible for providing information for communications

and creative material to the Town's communications staff and for identifying target audiences so the Town can choose appropriate channels to support their efforts through their own channels.

The Town's partnership with the Bay of Quinte Regional Marketing Board aims to provide tourism and destination marketing support that assists the efforts being made by the County of Lennox and Addington's Economic Development department. Roles and responsibilities for the Bay of Quinte Regional Marketing Board are outlined in Appendix B of this strategy.

Third Party Organizations

The Town does not communicate on behalf of third-party organizations, nor does it lend communications support for initiatives that are not Town related.

Communications Landscape in 2025 – Survey Results from Greater Napanee and Other Municipalities

In January 2025, the Town of Greater Napanee conducted a survey of Town residents to learn about their communication preferences and expectations. These results yielded a response rate of 1.5% of the total population, roughly three times the average response rate of similar surveys conducted by previous surveys and efforts of like-sized municipalities.

To effectively increase the sample size of the survey effort, Greater Napanee compared its results with those of the municipalities of the City of Niagara Falls, City of Hamilton, Augusta Township, and the City of Dryden who each conducted similar efforts to poll citizens on communications preferences. These municipalities were chosen as they were the most recent communications surveys that were conducted by Ontario municipalities that could be identified.

A common result among nearly all surveys, including the Town of Greater Napanee, was a preference for the use of e-newsletters, direct delivery of information, the use of Facebook, and the ability to effectively "self-serve" by effectively being able to find information on municipal websites easily and reliably.

The Town and its comparators' surveys also found similar preferences for the types of information residents wished to receive, which included:

- Program and service updates, including service disruptions
- Council decisions
- Events and programming residents can participate in
- Information on emergencies

Audience Expectations – The Reality of a Fractured Communications Marketplace

Unlike earlier periods in history, information sharing is not restricted to a limited number of communications tools and there are few if any communications vehicles that are able to reach all intended audiences.

As communications has changed significantly over the past 25 years, organizations must navigate a communications environment that includes both traditional mediums as well as newer digital platforms that appeal to widely different groups and often vary by age group.

To determine the best methods and areas of interest to communicate, staff reviewed feedback collected during the community engagement consultation that was conducted by the Town, reviewed survey results from consultations conducted by other municipalities of varying sizes, reviewed available information from Statistics Canada, and reviewed communication best practices.

The chart below provides an overview of the types of information that is preferred for the audiences that are identified and the best methods for communication. This information will be used as a guide and staff will decide how an audience should be targeted based on factors such as age, location, interests, etc. It is the responsibility of program areas to adequately identify the individuals/groups of individuals their information is intended to reach and the role of Corporate Communications to identify how best to reach them.

When submitting requests to corporate communications, staff will be required to be specific on the audience they want to reach with the information. Once staff have identified this, corporate communications will publish information based on the identified audience's preferences.

Age Group	Primary Areas of Interest	Methods of Communication
Under 40	<ul style="list-style-type: none"> • News/announcements • Service updates • Employment opportunities 	Prefers digital formats such as social media and e-newsletters for receiving information.
40-60	<ul style="list-style-type: none"> • Council decisions • News/announcements • Service Updates • Events and programs 	Prefers a mixture of digital and traditional formats.
Over 60	<ul style="list-style-type: none"> • Council decisions • News/announcements • Service updates 	<p>Prefers traditional forms of media such as newspaper, radio, tv, and other print material.</p> <p>Some members of this age group will use digital formats in combination with traditional formats.</p>

There are certainly more ways to break down information preferences than by age group alone. As the Town moves forward, it is the intention of Town staff to continue to take steps to better understand audience preferences through audience segmentation, including by areas of interest, geographic location, and income levels.

The Town will continue to mature its communication approach as it continues to learn about the residents of Greater Napanee and their information needs.

Communications Best Practices

Be proactive and transparent with the communication of information – Publish information that outlines the news items of interest and impacted service areas to be proactive and communicative. It is always better to try to get information to community members before an issue or concern arises.

Evaluate analytics and adapt communication methods – It is important to measure the results of communications efforts and to frequently review the analytics to determine if communication methods currently being used need to be revised based on whether identified goals are being met.

Know who you are trying to communicate with: Understanding your target audience, those who most need to receive your information or are most impacted by it are critical to good communication. Understanding who you are trying to reach will influence the types of messages being sent, the language being used, the method of communication, and the timing of communication. As different audiences require different things, it is important to remember that there are no one-sized fits all for good communications.

Provide clear and consistent messaging – Establishing a consistent tone across all communication channels and using plain language that is easy for target audiences to understand is important. It is equally important to ensure that corporate communications have clear key messages that can be used and modified across multiple channels.

Provide the opportunity for target audiences to engage – Offer the opportunity for target audiences to influence the type of material being published and how they receive it. These efforts can include engagement through consultations, surveys, and public forums.

Use a centralized space for information – Ensure that information being published through different channels always points back to a central place where more information can be found. This place is generally a website.

Utilize multiple channels – Using a variety of channels allows for multiple different audiences to be reached. This can include using a website, social media, e-newsletter, mailed information, newspapers, and radio.

Section Two - External Communications Goals and Workplan

Based on feedback from the Town's survey, communications best practices, and the surveys and experiences of other municipalities, the Town has set a number of goals to be achieved for the remainder of this Council term. The primary goal is to standardize the Town's communications program to make it more predictable and reliable.

Secondary goals are to ensure the Town is best positioned to deliver an effective and efficient communications program.

Primary Goal – Main Commitment of the 2025/26 Corporate Communications Strategy

Deliver a standardized corporate communications program that is consistent and predictable.

Develop and implement a standardized communications program that aligns to the best extent possible with the expectations of the community with Town communications resources and focuses on core services and responsibilities of the Town. Identify and communicate where, how, and about what the Town will regularly communicate with the public and how citizens can predictably and reliably take advantage of the Town's communications efforts to stay informed on Town affairs.

The development and implementation of a standardized communications program will focus on the strategic use of existing communications tools and will tailor its efforts to ensure they are focused on higher priority items.

The Tools the Town will use include:

- Email (Primary tool to connect with specific stakeholder groups)
- E-Newsletters (Subject-specific newsletters that provide subscribers with the latest updates)
- Facebook (Primary social media channel for distributing core information on programs/services)
- Instagram (Tool to echo Bay of Quinte Marketing Board marketing material)
- Let's Talk Greater Napanee (Primary space for public consultation material)
- LinkedIn (Secondary social media channel primarily for job opportunities and HR-related news)
- Media Releases (Primary tool used to inform members of the media on Town matters)
- Newspaper Ads (Used for statutory requirements and to send updates to mature audiences)
- Print Materials (Tax inserts and program/service updates for audiences who prefer this method)
- Radio Ads (Primarily used to relay emergency information, including severe weather notices)
- Website (Primary tool for housing Town information that is searchable by residents)
- YouTube (Used mainly for livestreaming Council meetings)

When communicating core business and services, communications staff will use all or a combination of the delivery methods below depending on the audience and the item being communicated.

While most services are listed below, staff will use the chart below as a guide in instances where a service is not listed in the chart or falls within a category not outlined in the service delivery guide.

Service Delivery Guide

Type of Communications Service	Service Overview	Method of Service Delivery
Town Service Notifications	<ul style="list-style-type: none"> • Updates on pending deadlines, such as taxes, event/program sign up, elections • Service disruptions such as watermain breaks and online payment disruptions • Road closures and road maintenance • Garbage and recycling delays • Office closures • Significant weather events or state of emergencies 	<ul style="list-style-type: none"> • Website notification pop-up • Facebook post • Newsroom notification • Council social media accounts (Councillors to be provided with content) • Signs at service counters
Public Education	<ul style="list-style-type: none"> • Emergency preparedness • Fire prevention education • Winter/summer safety • By-law education 	<ul style="list-style-type: none"> • Facebook • Inclusion in Town newsletter

	<ul style="list-style-type: none"> • General education on services provided by the Town 	
Town Council Business (Council meeting outcomes and Council decisions)	<ul style="list-style-type: none"> • Agendas • Notification of significant decisions • Opportunities to participate such as membership in an advisory committee 	<ul style="list-style-type: none"> • Facebook • Newsroom notification • Inclusion in Town newsletter • Dedicated webpage • Newspaper – when required under the Public Notice By-law
Community Engagement	<ul style="list-style-type: none"> • Community engagement opportunities related to input on by-law amendments, project consultations, etc. 	<ul style="list-style-type: none"> • Facebook • News release • Dedicated page on public engagement site • Inclusion in Town newsletter • Signs at service counters
Events	<ul style="list-style-type: none"> • Events Town is hosting (do not promote external events due to limited staff resources) 	<ul style="list-style-type: none"> • Facebook • Website notification pop-up • Inclusion in Town newsletter • Updates on the website Events & Festivals page
Priority Organizational Updates	<ul style="list-style-type: none"> • Focus on dedicated programs/projects that fall within Council's priority areas • Significant, pre-determined projects that will impact residents' experience of the Town or require resident participation (blue box program, changes to solid waste, upgrades to the old Town Hall etc.) • Town budget updates • Major capital projects identified in the budget and pre-defined as capital projects of interest during budget process • Major updates on priority projects that the Town issues news releases and social media posts on 	<ul style="list-style-type: none"> • Website pop-up • Facebook • Newsroom notification • Inclusion in Town newsletter • Council members social media channels

News Events and Major Events (that include Town involvement)	<ul style="list-style-type: none"> • Town-hosted major events and news conferences attended by the mayor • Third-party news conferences involving the mayor, a member of Council, other orders of government or a community group in which the Town is a partner 	<ul style="list-style-type: none"> • News release • Facebook post • Website updates • Inclusion in Town newsletter • Council members social media channels
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Secondary Goals – 2025/26 Projects and Initiatives to Support the Development of a More Standardized Communications Program

To ensure the Town can reliably deliver the services outlined in its Service Delivery Guide, Town staff will undertake a number of initiatives to assist the Town in meeting its objectives and commitments.

The identified projects and initiatives below will be completed during the remainder of this Council term, at which point the Town will have implemented all the items identified in its 2025 and 2026 Corporate Communications Strategy.

- **Build organizational communications capacity** – Ensure that all Town staff are aware that open and transparent communications is the responsibility of all Town staff, the end phases of which are delivered by corporate communications. This will occur through the development of appropriate processes and associated training and the inclusion of public communications in the work plans of all management staff.
- **Corporate communications training** – After the Communications Strategy and related policy updates are developed, staff will be trained on streamlined communications processes, expectations based on policy, and how guiding documents will impact the responsibilities of staff moving forward. This will be a key element in ensuring timely information is shared with the community by corporate communications as this is not possible without the requisite staff support.
- **Eliminate redundant or non-performing efforts that hinder capacity** – Eliminate all non-communications functions performed by communications staff and discontinue communications efforts that offer no return on investment. This includes eliminating the use of X (formerly Twitter) as a Town and Fire Department platform and ceasing the use of Instagram to relay information on core services (only used to promote destination marketing).
- **E-newsletter development** – An e-newsletter was identified as the most preferred option for receiving updates during the community engagement consultation. E-newsletters will be developed on a variety of subjects to provide updated Town information delivered directly into citizen inboxes.

A platform called Mailchimp will be used to send out a monthly e-newsletter on municipal updates and a Council e-newsletter. The platform will also be used to create additional reach to

citizens by publishing notices, announcements, and news releases that will be emailed directly to subscribers.

Ensure the Town's social media is informative and inviting to all citizens – To ensure the Town's social media remains focused on core services and that all information is inviting and inclusive, the Town will follow the lead of other municipalities by no longer using the comments function on the Town's social media channels. This will eliminate the challenging and discriminatory comments that have begun to appear on Town social media channels and avoid asking staff to engage in content moderation.

- **Improve searchability of website** – The Town will take steps to improve the searchability of its website to allow residents to find information more easily by engaging the services of an external vendor to provide code-assisted search improvements to the Town's website.
- **Integrate communications priorities into SLT/CLT planning processes** – Members of SLT/CLT will be tasked by the CAO to identify all areas where they require communications support as they are planning their work. This will include the items staff are looking for support on, the type of support being requested, a timeline of the items needed to communicate, and identification of target audiences.

At weekly SLT meetings, a section of the meeting will be dedicated to discussing any upcoming items that require communications resources. Decisions that will be part of the discussion at SLT will include projects/initiatives, upcoming service disruptions and changes, areas where increased education is needed on certain matters, and any information that SLT deems as requiring communication with the public.

All staff requiring communications support will be required to fill out a form when making a request to ensure that requests are tracked and to have all information for a request kept in one location.

- **Tailor communications efforts to citizen preferences** – The Town will adjust its communications service offerings based on feedback it received from residents and the experience of other municipalities. This includes using an audience's preferred communications tools, introducing an e-newsletter service (most popular request), and prioritizing the use of Facebook in the delivery of all core-service related information.
- **Policy development and implementation** – Staff will create a Communications Policy to establish clear guidelines and procedures for how information is communicated both internally and externally within the organization. This policy will include clear expectations as well as updated procedures on how staff can work with communications to ensure accurate and timely information is collected and shared with the community. A Corporate Communications Policy is expected to come forward to Council in the fall of 2025. As part of the new policy, an updated version of the existing Social Media Policy will also be included.
- **Prioritize advertising investments that have demonstrated a return on investment** – Reserve paid advertising for key projects and initiatives and legal requirements. Ensure that the monies earmarked for paid advertising use channels that have a demonstrated ability to reach core audiences, as evidenced by objective metrics, and align with the habits of target audiences.

Increase the reach of the Town's recruitment strategy by leveraging the functions of online employment marketplaces, including dedicated websites of professional groups, municipal employment sites, and LinkedIn.

Media Communications Preferences

A survey was sent to local media outlets that the Town frequently interacts with to learn about their preferences and how the Town can provide better communication. Based on the survey results, the following areas will be considered and prioritized when communicating with the media:

- Continue using email as the main form of communication with media.
- Provide more information on a variety of different topics such as council decisions, project updates, etc.
- Prioritize getting immediate and critical news to the media so they can share the information with their audiences.
- Provide information to media in a detailed manner to ensure they can pull out what they need.
- Provide multi-media assets whenever possible.
- Ensure that timely information is sent to the media to ensure they can get information out as quickly as possible to the public, especially in emergencies.

Communications on Funded Projects

When the Town receives funding from any external source, announcements and communication material will be prepared based on the terms outlined in a funding agreement. Town staff will seek clarity on obligations under funding agreement terms as necessary.

When the Town is the organization providing funding, staff will look to clarify expectations of funding recipients based on an agreement between the Town and said organization.

Section Three – Internal Communications Goals and Workplan

A common issue with internal communications is that organizations often do not prioritize it.

In organizations where internal communications are not prioritized, staff and other internal stakeholders may learn about important corporate issues and priorities at the same time as external stakeholders, even though there is an expectation by the public that staff can serve as corporate ambassadors. This is disempowering and may lead to disengagement with an organizations most valuable resources – it's people.

Internal Communications Preferences

A survey was sent to staff to learn more about how they would like to be communicated with and on what topics. Based on the survey results, the following areas will be considered and prioritized when communicating internally with staff:

- Ensuring that staff receive regular updates to promote having an informed organization.
- In addition to existing updates that are provided to staff, focus on providing updates on policy and procedure changes along with how the changes will impact staff.
- Continue using email as the primary method of communication with staff.

- Provide more regular updates to staff on a bi-weekly basis or as needed.

Primary Goal – Establish a System of Clear and Consistent Employee Communications

The primary goal of the 2025/26 Corporate Communications Strategy is to establish and meet expectations for communications with Town staff.

This goal includes establishing clear communications channels, regular timelines for communications, and established channels for updating and communicating with office and non-office staff.

The main areas of regular and planned staff communication will include:

- Decisions of Town Council
- Major decisions of the Town's Senior Leadership Team
- Updates on compensation and benefit matters that impact specific employee groups
- Staffing updates (new staff, retiring staff etc.)
- Policy and regulatory updates that impact staff (key facts of policies to be communicated that impact staff's day-to-day activities. Such as a cell phone policy, AI use policy, etc.)

As a first step in standardizing regular staff communication, the main vehicle for staff updates will be delivered via email.

Secondary Communications Goals – Projects/Initiatives to Support Regular Employee Communications

To enable staff to learn and stay informed about Town initiatives and activities that impact them, there will be some work required to establish the communications infrastructure and processes to do that.

As part of that effort, the following supportive initiatives will be undertaken to enable the Town to regularly engage and communicate with employees. These projects and initiatives include:

- **Development of a low-cost intranet solution** – To ensure that information that is of interest to employees is easy to locate, the Town will explore the development of a low-cost intranet solution using software already available to the Town, such as Microsoft Teams or Microsoft SharePoint. This intranet will allow the Town to host key updates, training information and Town policies.
- **Development of a corporate communications calendar** – Staff will develop a calendar that all members of SLT/CLT have access to. This will ensure that staff are aware of the items being published through Town channels and it will help leadership and communications staff plan when the best time is to communicate information to the public in a way that does not over or overwhelm citizens.
- **Communications support level guidelines:** To ensure that all staff members understand the level of service and support available to them, communications guidelines will be developed and provide to all program areas. These guidelines will identify the support available to them from corporate communications, communications expectations the organization has of them, and the processes in which communications plans and materials are planned, approved and distributed.

Services to be included in the guidelines include web communications support, key message development, graphic design, advertising and marketing support, media relations, development of communications plans for corporate initiatives, digital community engagement support, and communications support for the mayor's office.

- **Communications budget guidelines** – In addition to communications support, management staff will be provided with guidelines on the types of promotions and materials that can be supported through the corporate communications budget. The guidelines will outline the material selection and approval processes.

Section Four – Measuring the Success of the Communications Program

Wherever possible, the Town will measure the impact of its corporate communications efforts. This will enable the Town to learn from its efforts, revise its program offerings, and to respond to changes in the communications marketplace.

To minimize administrative burden, communications success will be primarily measured by reviewing monthly social media and website analytics as well as marketing and advertising outcomes to measure impact and determine ROI. These results will be made available to the Chief Administrative Officer and the Town's Senior Leadership Team so that operational adjustments can be made where needed to help the Town meet its goals.

Calculating success will also be measured by the money that is being spent on different communication methods. If a communications method is not proving successful in terms of ROI, money may be re-allocated to strategies that have a proven rate of return.

Appendix A - Mayoral Communications Support Services

Goal

To identify the types and level of services provided to the mayor's office from corporate communications and to incorporate them into communications service levels for current and future office holders.

Service Overview - (Based on Typical Service Supports)

Service Type	Details of Services	Decision Points for Greater Napanee Service Level
Event Support	<ul style="list-style-type: none"> Attendance with mayor Photography Backgrounder development Point of contact for external organizers Social media promotion Town media event set up (logistics, promotion, invitations, pre-event briefing, media management, development of media materials) 	<ul style="list-style-type: none"> Larger newsworthy items (complex issues related events) Review mayor's notes and provide feedback Staff to review unless asked to write the notes or provide a background note Staff to draft all media materials and handle logistics, mayor to write first draft of speaking notes
Speech Writing	<ul style="list-style-type: none"> Background research (often briefing notes) Speech writing 	<ul style="list-style-type: none"> Staff to review unless asked to write the notes or provide a background note
Media Relations	<ul style="list-style-type: none"> Point of contact for media requests Press conference set up and media scrum management Key message development 	<ul style="list-style-type: none"> Mayor to do environmental scan. Staff to provide overview if asked by the mayor Staff do logistics and media materials and materials are provided to the mayor upon request Key messages developed by communications staff and delivered to mayor pre-interview Media interview intake to go through communications staff and then to the mayor When the mayor is contacted – they will contact communications who will prepare key messages When communications staff are called first, they will

		<p>prepare key messages and then provide the mayor with the request and key messages</p> <ul style="list-style-type: none"> • Develop key message template (overview and themed messages)
Issues Management	<ul style="list-style-type: none"> • Key message development • Maintenance of key message data base • Environmental scans and reporting • Issues coordination 	<ul style="list-style-type: none"> • Include communications on all heads up to Council • In the update emails to Council, include key messages developed by staff member (subject matter expert to write the key messages and have communications staff review) and have those included in note to Council • Do planning for environmental scans (case by case for very large issues)
Proactive Communications	<ul style="list-style-type: none"> • Management and updating of communications calendar • Development of proactive communications materials (social media posts, news releases etc.) on topics of interest • Corporate communications (service disruptions, service updates, budget info etc.) 	<ul style="list-style-type: none"> • Give mayor access to communications calendar • Mayor gets first right of refusal of a quote • Staff provide quote for media and proactive info for technical information • Mayor's quote on what it means and why it's important
Social Media Management	<ul style="list-style-type: none"> • Monitoring of Mayor's social media accounts (if applicable) • Promotion of mayoral activities on mayor's accounts (if applicable) • Issues scanning 	<ul style="list-style-type: none"> • Mayor to request this from communications staff

Proactive Communications Topics

Subject Area	Details for Greater Napanee
Announcements (Partnerships, Funding, Launching of Initiatives etc.)	<ul style="list-style-type: none"> • Rating System • 1 – Critical (wastewater plant) – attend with photos and social and book in calendar

	<ul style="list-style-type: none"> • 2 – Important (Goodyear announcement) – attend with photos and social and book in calendar • 3 – Of Interest (Store opening – things for community groups, SOS grand opening) – attend if mayor requests support and book in calendar if asked • 4 – Not of interest (retirement parties, wedding anniversary certificate presentations)
Accomplishments (Types and Level of Importance)	<p>Types:</p> <ul style="list-style-type: none"> • New funding received (grants that we get, government funding we get, announcements council is going to) • Major capital projects completed • Major purchases made (particularly if it was a budget purchase) • Any awards received • Partnerships entered into • Issuing grants
Projects and Initiatives to Continually Highlight (Projects of Significance and their Milestones)	<ul style="list-style-type: none"> • Wastewater plant (plan in place) • Market square • Doctor investment (updates on that in partnership with the health home) • Housing/development/building permits (development related permits of kinds – to be mapped out – how did we empower others to build/invest/create) • Year end (mid year) highlights – how much, how long, how far etc.
Program Areas to Highlight (Departments or Corporate Functions)	<ul style="list-style-type: none"> • Fire Department (fires put out) • Recreation (new programs) • Public Works (money saving initiatives that we engaged in, number of things we built/cleaned/fixed) • Events (pre and post) • Revitalizing cemeteries
Reputation Management (Proactive Communications on Sensitive Issues)	<ul style="list-style-type: none"> • Issues the mayor raises that Council is getting calls on • Issues management process • An issues tracker will be used to keep track of calls, comments, etc. on issues for staff to track and use to determine when further communication is needed on certain issues.

Appendix B – Bay of Quinte Regional Marketing Board Mandate Letter

Mandate for the Bay of Quinte Regional Marketing Board for April 1, 2025, to March 31, 2028

The Town of Greater Napanee provides a number of programs and services to its citizens and is responsible for \$444 million worth of infrastructure assets, including roads, utilities, facilities, vehicles, and equipment.

The purview of Town Council is to decide how investments in assets are prioritized and which programs and services are offered. These decisions are made through annual budget decisions, through Council resolutions and through directional documents to Town staff, known as mandate letters. In addition, the Town can enter into multi-year agreements with external organizations, such as the partnership agreement it has had since April 1, 2021, with the Bay of Quinte Regional Marketing Board (BoQ).

In 2025, Council voted to extend the Town's partnership with the BoQ for a three-year term. BoQ is a Destination Marketing Organization with the primary purpose of attracting visitors and residents to the regional partnership communities of Belleville, Brighton, Mohawks of the Bay of Quinte, Napanee and Quinte West.

To ensure expectations of both parties in this partnership are clear, the partners agree to the following:

BoQ will be responsible for prioritizing the following items during the mandate period:

- Provide Town staff with the opportunity to pass along content intake forms to businesses four times per year, prior to each BoQ quarterly meeting.
- Offer a marketing best practices session at least once per year to local Greater Napanee businesses with the goal of assisting them in business development.
- Provide data and marketing intelligence collected on Greater Napanee through marketing efforts within 15 business days, including in support of an annual report to Town Council.
- Provide the Town with ample time related to requests for staff input to ensure corporate awareness of a general plan, content requirements, and any associated approvals that may be required from the Town.
- Offer staff the opportunity to provide input on photo shoots and provide continued access to a photo library with the appropriate user specifications such as any copyright information and credit information for photographers.
- Support the development of and content updates for a landing page on the Town's website related to BoQ information.
- Include mention of Greater Napanee in the promotion of major BoQ initiatives when it's appropriate to highlight the Town's involvement or how the initiative will impact the Town.

During the period of this agreement, the Town of Greater Napanee Staff Agrees to:

- Provide notice and content intake forms to Greater Napanee businesses advising them of upcoming marketing opportunities in line with BoQ, in line with the annual content calendar, and the chance to have their efforts promoted.
- Provide ideas and preferences for photos of the Greater Napanee community on a quarterly basis.

- Present an annual report to Council on BoQ partnership efforts, which will include information and data provided by BoQ.
- Provide access to the BoQ to the Tourism/Promotions page on the Town of Greater Napanee website and authorization to update that page as required.
- Credit the BoQ on materials the Town uses in its own promotions, including content, photographs and graphics.
- Promote on the Town's communications channels content specifically about the Town of Greater Napanee that is specifically relevant to local residents.
- A representative of Greater Napanee Council will sit on the BoQ board and a staff member will attend board meetings when scheduling allows.

*This agreement may be amended throughout the duration of the partnership as agreed upon between both the Town of Greater Napanee and Bay of Quinte Regional Marketing Board.