



April 17, 2025

Janice Hallahan, CAO  
Town of Goderich  
57 West St.  
Goderich, ON N7A 2K5

Dear Janice,

Thank you for considering Redbrick Communications to provide strategic communications consulting services for the Town of Goderich. We welcome the opportunity to work with you.

Since 2002, Redbrick has provided strategic communications counsel and training related services to a broad range of public and private sector clients. We are best known for our work in the municipal community and are proud that our main source of business is referrals.

### **Project Understanding and Approach**

It is our understanding the Town is looking to share quality information with the community, to foster well-informed and constructive public discussion of key priorities and initiatives.

Redbrick would provide a well-researched communications plan to achieve these goals. Our research would include:

- Meetings with several key staff and Council members.
- Reviewing your existing communication policies, processes, approaches and materials.
- Review social media platforms and community feedback.
- The Communications Plan will propose strategies and tactics with budgets and proposed resource allocation. Key messaging would be developed where applicable, along with roles, responsibilities, timelines and measurable criteria for performance analysis.

We propose that our recommendations be delivered in a presentation deck format that would facilitate internal discussion.

Redbrick Associate Carrie Beatty would lead this project, with support from Beverly Hendry and other Redbrick staff, as needed.

### **Budget Estimate**

Based on the scope outlined above, the estimated budget would range from \$8,400-\$9,500.

When Redbrick provides budget estimates, we will not exceed them without prior client consent. Furthermore, we only bill for the time we actually dedicate to an assignment, so our estimate may be less than quoted.

Estimated fees do not include HST nor additional expenses such as travel and accommodation. An attached addendum explains our terms in greater detail.

This letter provides further information about Redbrick, our team, and references. I sincerely appreciate your decision to consider Redbrick Communications for this project. If you have any questions, please do not hesitate to call me at 416-729-5425.

Sincerely,

A handwritten signature in black ink, appearing to read "B. W. W." followed by a horizontal line.

Brian Lambie, President  
Redbrick Communications

## About Redbrick

Since 2002, Redbrick Communications has provided training services, strategic communications counsel, and hands-on public relations support to a broad range of public and private sector clients. Our lead consultants have long careers working within and for government and public sector organizations. We are well known for our work with municipalities in Ontario and across several other provinces.

Through our varied client work, we have gained an in-depth understanding of the municipal communications context. Over the years, we have provided support related to every facet of municipal service delivery and responsibilities, and we offer a full range of services, including:

- Strategic communications planning (including conducting communications reviews);
- Issues management and crisis communications;
- Media relations and training;
- Digital communications, social media training;
- Plain language and council report writing training;
- Stakeholder and community relations;
- Change management;
- Writing, editorial and production services; and,
- Public and stakeholder engagement.

## Selected Staff Bios

### ***Brian Lambie, President***

Brian has extensive communications experience gained during his career as a private sector consultant, a political assistant, and a public servant. His specialties include corporate and public-sector communications, issue and crisis management, stakeholder relations, media relations and public sector use of social media.

He founded Redbrick Communications in 2002 with a mission to empower people and organizations to tell their own story, no matter how great the challenge is. Brian leads Redbrick's extensive public sector communications practice.

Brian has served as the primary media contact for the Association of Municipalities of Ontario (AMO) for more than two decades, and he has developed and delivered nearly all the media relations, social media, and communications-related training programs that AMO has offered for Ontario's 444 municipal governments since 2004.

Since 2013, the Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO) has trusted Redbrick to design and deliver the communications, media relations and social media portion of its Executive Diploma in Municipal Management.

Brian has also developed and delivered training programs for organizations such as the College of Family Physicians of Canada, the Chartered Professional Accountants of Canada, and the Canadian Institute of Actuaries. He has Chaired the Summers Direct Municipal Communications Conference since 2006.

In response to COVID-19, Brian organized and chaired weekly calls for public sector communications managers across Canada. Hosted through AMO, these calls helped well over one hundred public sector communicators meet difficult new challenges. In addition, Brian served on a Crisis

Communications Panel for the Institute of Public Administration of Canada (IPAC), and he delivered best-practice articles and podcasts for Municipal World Magazine. His “COVID Communications Advice for Councils” was voted a Top Ten Read for 2020.

For the past two years, Brian has served as a ‘Master Mentor’ and presenter for Inside Public Sector Leadership’s Political Acumen Master Class.

Brian earned his M.A. in Journalism at the University of Western Ontario.

### ***Carrie Beatty, Associate***

Carrie Beatty is an accredited senior communications professional with two decades of experience in municipal government, strategic communications, and public affairs. She has a proven track record of enhancing corporate communications service delivery, improving organizational reputation, managing complex issues, and fostering strong partnerships across the public, private, and non-profit sectors.

As a seasoned advisor, Carrie specializes in providing strategic counsel to senior leadership, elected officials, and technical experts on effective communication strategies, government relations, and public engagement. She has extensive experience in issues management, crisis response, stakeholder engagement, and digital communications. Her leadership has driven the development of high-performing teams and innovative communication strategies that align with organizational objectives and community expectations.

Carrie has led communications and public affairs functions for the Towns of Milton and Lincoln, Niagara Region, and Public Health Ontario. Throughout her career, Carrie has played a pivotal role in guiding municipalities through growth, infrastructure projects, policy changes, and public engagement initiatives. She has advised on complex and sometimes contentious issues, including municipal sustainability planning, public health community outbreaks, intergovernmental relations, emergency communications, and service delivery transformations. Carrie’s ability to translate technical information into accessible, transparent, and meaningful communications has helped organizations build trust and confidence among residents, governing bodies, and stakeholders.

Her expertise extends to training, policy development, and communications service reviews to help organizations optimize their engagement and messaging strategies.

Carrie holds a Bachelor of Arts in Health Studies from Brock University. She is accredited in Public Relations through the Canadian Public Relations Society and is also certified in public engagement from the International Association for Public Participation (IAP2). Committed to continuous learning and professional excellence, she remains actively involved in industry organizations, thought leadership initiatives, and mentorship programs.

### ***Beverly Hendry, Associate***

Bev Hendry is an Associate with Redbrick Communications. She brings a significant depth of public sector experience coming from her 35-plus-year career in government. From 2005 to 2023, she was a CAO at three municipalities: the townships of West Lincoln, Scugog, and the City of Oshawa. Before that, she spent 19 years with the Ministry of Municipal Affairs and Housing, finishing her time there as Regional Director for Central Ontario.

Bev is a strong leader and community builder with a focus on good government and creating safe, welcoming communities. While at West Lincoln, Bev worked with neighbouring municipalities to advocate for rebuilding their community hospital, successfully maintaining local health care.

She has spearheaded modernization initiatives, developed inclusive communications to increase public engagement, implemented comprehensive growth plans, and fostered collaboration to increase municipal accountability and transparency.

Bev is the Past President of the Canadian Association of Municipal Administrators and the Ontario Municipal Administrators Association. She holds a Bachelor of Applied Science and a Master of Science in Management and Economics from the University of Guelph. She also has a Masters Certificate in Municipal Leadership from the Schulich School of Business, York University.

*Additional staff [bios](#) can be viewed on our website at [www.redbrick.ca](http://www.redbrick.ca)*

## **References**

References are available upon request.

## **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 timetable 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.