



ARNPRIOR

Town of Arnprior

Culture and Diversity Advisory Committee Meeting

Date: Monday, November 4th, 2024

Time: 6:30 PM

Location: Council Chambers – Town Hall

105 Elgin Street West, Arnprior, ON K7S 0A8

1. **Call to Order**
2. **Roll Call**
3. **Land Acknowledgement**
4. **Adoption of Agenda**
5. **Disclosures of Pecuniary Interest**
6. **Adoption of Previous Minutes**
 - a) **Committee Minutes – October 7th, 2024** (Page 1-5)
7. **Presentations / Delegations**
 - a) **Curator's Report**, Emily Stovel, Manager of Culture / Curator (Page 6-13)
 - b) **2025 Programming at the Arnprior and District Museum**, Emily Stovel, Manager of Culture / Curator (Page 14-19)
8. **Matters Tabled / Deferred / Unfinished Business**
9. **Staff Reports (by Department)**
10. **New Business**
 - a) **Setting Committee Priorities**, Oliver Jacob, Deputy Clerk (Page 20-28)
 - b) **Approaching Communications with a Cultural Lens Discussion**, Kelley Jaros, A/ MEDO (Page 29-35)
 - c) **2025 Cultural Night Market – Selection Criteria Discussion**
 - d) **Roundtable Discussion**

11. Adjournment

The agenda is made available in the Clerk's Office at the Town Hall, 105 Elgin Street West, Arnprior and on the Town's [Website](#). Persons wishing to receive a print item on the agenda by email, fax, or picked up by hand may request a copy by contacting the Clerk's Office at 613-623-4231 ext. 1840. The Agenda and Agenda items will be prepared in an accessible format upon request.

Full Distribution: Council, CAO, Town Staff, Committee Members

E-mail to: Metroland Media, Oldies 107.7 / My Broadcasting Corporation, Valley Heritage Radio



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**Minutes of the Culture and Diversity Advisory Committee Meeting
October 7th, 2024 at 6:30 PM
Council Chambers – Town Hall**

Committee and Staff Attendance

Committee Members Present:

Michael Bradley, Chair
Chris Couper, Vice Chair
Leslie Ann Hook, Committee Member
Jennifer McGuire, Committee Member
Gaganpal Singh Bhasin, Committee Member

Committee Members Absent:

Dan Lynch, County Councillor
Jo Ann Pecaskie, Committee Member

Town Staff Present:

Emily Stovel, Manager of Culture /
Curator
Oliver Jacob, Deputy Clerk

1. Call to Order

Michael Bradley, Chair, called the meeting to order at 6:30 PM and welcomed those present.

2. Roll Call

The roll was called, with all Members of the Committee being present except Dan Lynch and Jo Ann Pecaskie.

3. Land Acknowledgment

Chair Michael Bradley asked everyone to take a moment to acknowledge and show respect for the Indigenous Peoples as traditional stewards of the land we operate on, by stating:

“I would like to begin by acknowledging that the land on which we work and gather is the traditional unceded territory of the Anishinaabe People. This Algonquin Nation have lived on this land for thousands of years, long before the arrival of the European settlers, and we are grateful to have the opportunity to be present in this territory.”

4. Adoption of Agenda

Resolution Number 016-24
Moved by Leslie Ann Hook
Seconded by Jennifer McGuire

Be It Resolved That the agenda for the Culture and Diversity Advisory Committee Meeting dated Monday, October 7th, 2024 be adopted.

Resolution Carried

5. Disclosure of Pecuniary Interest

None

6. Adoption of Minutes of Previous Meeting(s)

Resolution Number 017-24

Moved by Chris Couper

Seconded by Leslie Ann Hook

Be It Resolved That the minutes for the May 6th, 2024 and September 3rd, 2024 Culture and Diversity Advisory Committee meetings be adopted.

Resolution Carried

7. Presentations/ Delegations

a) September Curator's Report

Emily Stovel, Manager of Culture / Curator, provided a PowerPoint Presentation on the activities of the Arnprior and District Museum during the month of September 2024 and responded to questions.

Discussion ensued amongst Committee Members with the following being a summary of the comments noted:

- Estimated attendance figures for the 2024 Cultural Night Market were in the range of 1,000 to 1,200 attendees, similar to last year.

b) October Curator's Report

Emily Stovel, Manager of Culture / Curator, provided a PowerPoint Presentation on the activities of the Arnprior and District Museum during the month of October 2024 and responded to questions.

Discussion ensued amongst Committee Members with the following being a summary of the comments noted:

- The Museum welcomes cooperative education students to join their team during the school year. Students are introduced to all parts of the Museum organization in their first few weeks and the Manager of Culture / Curator then works with each student to identify their passions and determine an appropriate project for the remainder of their placement. This has been effective with the current coop student who is exploring the possibility of a cricket exhibit suggested by a CDAC member.
- Concern was shared with regard to challenges with hiring a permanent Outreach Coordinator and that in the interim the Town elected to hire a fixed-term employee in the role during the summer months.
- It was shared that the Manager of Culture / Curator is currently working to finalize the 2025 programming line-up at the Arnprior and District Museum and

more information will be brought forward to the next meeting for the committee's information.

- It was shared that a collaborative alliance of cultural groups may be helpful to further coordinate and work together; however, it was noted that there is a lack of capacity within the sector to action this type of endeavour.
- The committee discussed their goals and objectives as listed in the Advisory Committee Terms of Reference document and shared that they would like to discuss priorities at their next meeting.
- Given her professional work with Urban Runaway, Leslie Anne Hook shared that she would be willing to provide information on their community services work across the region as a delegation at a future meeting.
- The Manager of Culture / Curator shared that the Culture Plan is an evolving document and that her desire is to begin the initial data collection work and start to develop initial recommendations. The Culture Plan will take years to refine; however, she agreed to bring back more information on the planning process at the next committee meeting.
- The Manager of Culture / Curator shared that the Peace Initiative has been working together as a small group with a focus on peace activism in our community. They have held some public meetings over the past few months and they are currently working with the Manager of Culture / Curator to develop a plan for 2025.

8. Matters Tabled / Deferred / Unfinished Business

None

9. Staff Reports

None

10. New Business

a) Roundtable Discussion

Michael Bradley, Chair, shared that this item is an opportunity to share any questions, comments, thoughts and perspectives, with the following being a summary of the discussion topics that took place:

- The Manager of Culture / Curator asked committee members to consider the personalization of land acknowledgements and how folks should approach delivering such acknowledgements.
- It was shared that the feeling of support and connection within the community is a key aspect to attracting and retaining New Canadians and cultural programs / activities can assist in allowing them to feel more at ease.

Infrastructure investments in cultural amenities (i.e. cricket pitches) would be a potential improvement to be considered in future.

- Regarding a question about Remembrance Day activities, the Manager of Culture / Curator shared that the Museum will be hosting a film screening of the Fruit Machine, a 2018 Canadian documentary film focusing on the use of psychological testing to attempt to identify 2SLGBTQ+ employees in the Canadian civil service during the 1950s and 1960s. The film screening will take place on November 9th, 2024 between 2:00 PM and 4:00 PM at the Arnprior and District Museum. In addition, the Collections Coordinator is working on a Remembrance Day pop-up exhibit to complement and staff are collaborating with an ADHS Grade 10 class on a new exhibit on military service.
- Following a discussion on the types of proclamations that are approved by the Town, the committee discussed implementing a cultural lens to help the Town consider using all available communication styles and media to reach as many people as possible.
- There was a conversation about volunteer opportunities and how to find such opportunities for those who are new to the community. It was shared that there may be opportunities to work with the Arnprior Public Library and other community services sector entities to improve the volunteer fair and implement a volunteer portal.

b) Community Belongings Workshop

Emily Stovel, Manager of Culture / Curator, led the committee through a short workshop to better understand the role that community belongings play in the Arnprior and District Museum.

c) 2024 Cultural Night Market Debrief and Next Steps

Emily Stovel, Manager of Culture / Curator, and Oliver Jacob, Deputy Clerk, provided an overview of the 2024 Cultural Night Market and encouraged committee members to share their feedback.

Discussion ensued amongst Committee Members with the following being a summary of the comments noted:

- Committee members expressed positive feedback on the event and reported that parking was sufficient and there was no unruly behaviour. It was good to see the variety of vendors and diversity across the event.
- It will be important for committee members to consider the value proposition for the Cultural Night Market event and discuss what they would like to see next year.

- Additional consideration for volunteers and the requirements to have Criminal Record Checks / Vulnerable Sector Checks will be helpful in the 2025 planning process to support increased volunteer participation.
- For food vendors, they seemed to prioritize providing full meals to attendees and there was some feedback around working with food vendors and local businesses to provide samples (smaller portions) to allow attendees to try more items.
- Discussions ensued regarding possible development of a transparent policy through which decisions are made for vendor, performer and contractor (i.e. artist, photographer, videographer, Master of Ceremonies) applications.

d) Information Items

The committee received the information items listed on the Committee Agenda as information.

1. FCM Guide for Municipalities on UNDRIP
2. Data Analysis Practice

Committee members requested that the reading list on cultural planning that was discussed at a previous meeting be shared with the committee before the next meeting.

11. Adjournment

Resolution Number 018-24

Moved by Chris Couper

Seconded by Leslie Ann Hook

That the Culture and Diversity Advisory Committee adjourn at 8:49 PM.

Resolution Carried



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• WHERE THE RIVERS MEET •

Curator's Report

Emily Stovel
Manager of Culture/Curator

November 4, 2024



Community Connections

- The Museum helped host the Opportunity Shop Coat Sale on October 23rd and 24th.
- Wonderful community collaboration on November 9th's Dia de los Muertos event.
- Feedback on 2025 programming from community members.
- Participated in Arnprior's Witch Walk!
- Rental local family memorial event



Exhibits and Programming

- Cool Machines workshop October 12th
- #CultureInArnprior Fall speaker series: Jamie Bramburger on the Almonte Train Crash October 26th
- Lego League Team “Controlled Chaos” approved for Tournament November 30th
- Working toward new panel on Hydro Damming with OPG staff



Community Belongings

- Movement of belongings to new off-site storage allowed for more workspace at the museum.
- Continued work on temporary receipts
- Donations under review from Levesque, Scheels, and Stack families, donation relevant to the Russell family.



Organizational Planning

- Cultural Planning Development
 - Local consultants to work on a preliminary arts-based data collection process to support the Museum while larger community cultural planning is underway.
- #CultureinArnprior
 - [CCNC](#) membership
 - [CSS](#) and Reporting



Resources

- Cultural Planning
 - Borrup, Tom 2021 The Power of Culture in City Planning. Routledge
 - Courage et al. 2021 The Routledge Handbook of Placemaking. Routledge
 - <https://www.ontario.ca/page/cultural-planning> (overview, some links don't work)
 - Creative Cities Network of Canada Cultural Planning, Cultural Mapping and IDEA Toolkits
 - CultureConnects: An [Action](#) Plan for Toronto (draft for approval this month)
 - Culture|Shift: [Blanketing the city in arts and culture](#) (Vancouver)
 - [Lethbridge's Civic Culture Plan](#) (just passed)
- Land Acknowledgements
 - <https://waaseyaaconsulting.ca/services>



Next Up

- Remembrance Day pop-up exhibit and movie first week of November
- Festivus Fair at the Museum 2nd week of November
- Noche Latina 2024 (November 23rd) planning
- Finalize 2025 program schedule
- Finalize 2025 budget
- Finalize 2025 operational calendar

Questions?



• WHERE THE RIVERS MEET •



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2025 Programming at the Arnprior and District Museum

Emily Stovel
Manager of Culture/Curator

November 4th, 2024



Overview

2025 Theme

#SeekingPeace



Programming Line-Up

1. New Year Kick Off

Full Day Programming hosting local specialists who teach spiritual re-awakening to celebrate the New Year (Late February 2025 / Early March 2025)

2. Quaker Exhibit & Workshop

Temporary exhibit and community workshop by Alternatives to Violence brought by Quakers to Canada in 1989 (April 2025)

3. Art Installation & Collage Workshop

Artist Natalie Kauffman will install an art exhibit called “Book on a Wall” (May 2025)



Programming Line-Up

4. Indigenous Leadership

Teachings and Ceremony about Indigenous Leadership in Peace (June 2025)

5. Erin Lee, Lanark County Interval House

Executive Director of a local community services agency serving victims of domestic violence and their families (September 2025)

6. Blackbird Medicines Workshop

Exploration of Death Doula work in Renfrew County and Beyond (October 2025)



Programming Line-Up

- 7. Yulia Schuman / Sanjay Sundaram**
Art Activism and Climate Change (November 2025)

Questions?



• WHERE THE RIVERS MEET •

Town of Arnprior Advisory Committee Terms of Reference

Membership

- The membership of each committee shall be a set number as determined by Council in the attached Appendix for each Advisory Committee and confirmed at the time of its appointment.
- Each committee shall select a Chair and Vice Chair from its members at its first meeting. The Vice-Chair must be a Member of Council and they will preside over meetings in the absence of the Chair.
- Citizen Members shall be residents or taxpayers of the Town of Arnprior who have skills, assets, and expertise in the particular field of the Committee they wish to participate on. These assets are identified in the committee-specific Appendices.
- Citizen Members and representatives serve on Advisory Committees on a volunteer basis.
- Members must have access to a personal computer and have an email address to receive meeting invitations and agenda packages with large files.
- A Citizen Member who misses attending 3 meetings per annum without approval of the Committee may be subject to forfeiting their seat upon recommendation of the Committee, at the discretion of Council; and if such seat is declared vacant, the Town will advertise the vacant seat to be filled in accordance with the Procedure By-Law.

Meeting Schedule and Location

Each Advisory Committee shall meet monthly between March and December of each year (except July, August and December). Meetings shall take place in Council Chambers and may be held in alternative formats in accordance with the Procedure By-Law.

Procedural Rules

Unless otherwise stated in these Terms of Reference, all of the Committees shall adhere to the procedures stated in the Procedural By-law.

Quorum

A quorum of this Committee shall constitute a majority of members. If no quorum is present fifteen (15) minutes after the time appointed for a meeting, the Chair of the meeting or the Recording Secretary may discharge the members present and may cancel or reschedule the meeting and notice for same shall be given in accordance with the Procedure By-Law.

Duties and Responsibilities

Chair

- Presides at all advisory committee meetings, and exercises authority and performs duties as required.
- Provides guidance and leadership to the committee in the completion of its mandate.
- Ensures that decorum is maintained at each meeting and that rules of procedure and conduct are observed.

All Members

Committee Members are expected to:

- Attend and actively participate in all advisory committee meetings;
- Contribute time, knowledge, skill and expertise to fulfill the Committee mandate, goals and objectives and responsibilities;
- Contribute to the development of the committee's workplan, agendas and discussions during meetings and outside of meetings;
- Attend Town of Arnprior and other community events and initiatives where appropriate and available;
- Understand their role and expectations;
- Must conform to all Municipal policies and procedures, including the Council Code of Conduct,
- Communicate using inclusive and non-discriminatory language, respecting the spirit of the Ontario Human Rights Code;
- Respect all decisions made by the committee as a whole; and
- Be cognizant of any conflict of interest or perceived conflict in terms of issues that may serve to benefit them personally and shall disclose accordingly.

Term

Public members shall be appointed to the Committee for a period to coincide with the term of Council ending on November 14th, 2026.

Administrative Support Staff

The Clerk's Office will book meetings, prepare and distribute agendas under the direction of the Chief Administrative Officer (CAO), and take minutes for all of the Committee meetings. The official copy of the minutes shall be filed in the Clerk's Office.

Community participation is key to the success of the Town's Advisory Committees. Additional Town staff and representatives from diverse groups will be invited to attend meetings as required to provide expertise.

Reporting:

- Staff Reports:
 - Applicable Staff Reports, as determined by the Chief Administrative Officer (CAO), shall normally be submitted to the Committee for input as part of the consultation process with any alternate points of view being noted in the Report to Council.
- Committee Reports to Council:
 - Committee reports which rise to Council shall be prepared by a Staff Advisor who will either provide concurrence along with the CAO; or alternatively, indicate staff comments.
- Committee Updates:
 - Council members of the Committee shall provide an update of Advisory Committee Activities to Council on a bi-annual basis in May and November of each year.

Agenda Format:

1. Call to Order
2. Roll Call
3. Land Acknowledgement
4. Adoption of Agenda
5. Disclosures of Pecuniary Interest
6. Approval of Previous Minutes
7. Presentations/ Delegations
8. Matters/ Tabled/ Deferred/ Unfinished Business
9. Staff Reports (by Department)
10. New Business
11. Adjournment

Appendices

1. **Appendix A** – Accessibility and Age Friendly Advisory Committee
2. **Appendix B** – Culture and Diversity Advisory Committee
3. **Appendix C** – Environmental Advisory Committee

Appendix A

Accessibility and Age Friendly Advisory Committee

Background

This document shall constitute the terms of reference for the Town of Arnprior Accessibility and Age Friendly Advisory Committee.

Mandate

The Accessibility and Age Friendly Advisory Committee will provide Council with sound advice and recommendations to Council related to the accessibility of Town programs, services and facilities for all users. They will also serve to promote and facilitate a barrier-free and age friendly community by assisting in the removal and prevention of barriers faced by persons with disabilities and the creation of programs and services that can be enjoyed by residents and visitors of all ages.

Goals and Objectives

The Advisory Committee's goals and objectives are to provide advice and make recommendations to Council on:

- Promote and facilitate a barrier-free and age friendly Arnprior through active community engagement and through raising issues, concerns and opportunities for improvement;
- Developing and implementing a Diversity and Inclusion Strategy for the municipality to address inclusivity and diversity barriers faced by members of our community, in coordination with the Culture and Diversity Advisory Committee;
- Developing new policies and procedures related to accessibility and age friendly community planning;
- Reviewing existing Town policies and procedures with an inclusionary lens to eliminate barriers to Town programs and services for persons with disabilities;
- Acting as the Town's Accessibility Advisory Committee in accordance with the *Accessibility for Ontarians with Disabilities Act* and its regulations;
- Review and monitor the development, implementation and effectiveness of the Town's Multi-Year Accessibility Plan;
- Provide recommendations to Council and staff to improve accessibility at Town facilities through regular audits;
- Fostering a greater understanding and awareness of accessibility and age friendly community planning within the community through community partnerships;
- Facilitating opportunities to educate and celebrate persons with disabilities and age friendly community members; and
- Identifying resources and community outreach activities.

Membership

The Accessibility and Age Friendly Advisory Committee shall be comprised of the following membership:

- 2 Members of Council
- Up to 5 Community Members

Qualifications

Members must be Town of Arnprior residents.

Community Members appointed to this committee shall represent a broad range of individuals, including persons with disabilities, caregivers and other community members who have expertise in accessibility and/or age friendly community planning.

There shall be a minimum equal number of members who have a disability as compared to members who do not have a disability (50%).

The following asset qualifications will be considered for appointing community members to the advisory committee:

- Knowledge, living or lived experience with accessibility and age friendly community planning matters.
- Commitment as a change-agent in the accessibility community.
- Experience working in teams and/or with community groups, boards or organizations.

Appendix B

Culture and Diversity Advisory Committee

Background

This document shall constitute the terms of reference for the Town of Arnprior Culture and Diversity Advisory Committee.

Mandate

The Culture and Diversity Advisory Committee will provide sound advice and recommendations to Council related to cultural programs and activities and diversity, equity and inclusion across the Town of Arnprior and in the community. They will also advise the Town on actions that can be taken to build a more inclusive, respectful and safe community where everyone has equitable opportunities to thrive in our community.

Goals and Objectives

The Advisory Committee's goals and objectives are to provide advice and make recommendations to Council on:

- Developing and implementing a Culture Plan for the municipality to inform the development of cultural programming and services for the diverse community that the Town serves;
- Developing and implementing a Diversity and Inclusion Strategy for the municipality to address barriers to equitable inclusion faced by members of our community, in coordination with the Accessibility and Age Friendly Advisory Committee;
- Developing new policies and procedures related to culture, equity, diversity and inclusion;
- Reviewing existing Town policies and procedures with an inclusionary lens to eliminate barriers to Town programs and services for the diverse populations of our community;
- Fostering a greater understanding and awareness of culture, diversity, equity, and inclusion matters within the community through community partnerships and advocacy;
- Facilitating opportunities to educate and celebrate the diverse social, cultural and traditional elements that make up Arnprior;
- Implementing anti-racism and anti-discrimination initiatives;
- Identifying resources and community outreach activities; and
- Serving as the Museum Board for the purposes of strategic planning, program oversight and community engagement with the Arnprior and District Museum.

Membership

The Culture and Diversity Advisory Committee shall be comprised of the following membership:

- 2 Members of Council
- Up to 5 Community Members

Qualifications

Members must be Town of Arnprior residents.

Community Members appointed to this Committee shall represent a broad range of equity seeking groups including, but not limited to:

- Indigenous, Black, and People of Colour (IBPOC)
- Racialized people, people of diverse ethnic or cultural origin, and marginalized community members;
- 2SLGBTQ+ community members;
- Newcomers and New Canadians;
- Other groups as may be deemed appropriate by Council.

The following asset qualifications will be considered for appointing community members to the advisory committee:

- Knowledge of or living/lived experience with diversity, equity and inclusion matters.
- Commitment as a change-agent in diversity, equity and inclusion matters in the community.
- Experience working in teams, with community groups, boards or organizations.
- At least one member aged 25 or younger.

Appendix C

Environmental Advisory Committee

Background

This document shall constitute the terms of reference for the Town of Arnprior Environmental Advisory Committee.

Mandate

The Environmental Advisory Committee provides advice and guidance to Town Council and staff with respect to environmental issues including sustainable practices, conservation, alternative energy solutions and environmental regulations.

Goals and Objectives

The Advisory Committee's goals and objectives are to provide advice and make recommendations to Council on:

- Developing ways to further conserve and protect the natural environment, including improvements to existing and future Town programs, services, policies and planning.
- To request, where necessary, input from the public and community partners concerning areas of improvement and future protection of the natural environment.
- To ensure that the community engages in action-oriented strategies that are aligned with the principles of relevant Town and Regional strategies.
- Assist the Town in the preparation of a community energy plan, designed to improve energy efficiency, reduce greenhouse gas emissions and foster local sustainable energy solutions.
- The committee will work in alignment with other committees of Council.

Membership

The Environmental Advisory Committee shall be comprised of the following membership:

- 2 Members of Council
- Up to 5 Community Members

Qualifications

Members must be Town of Arnprior residents.

Community Members appointed to this committee shall represent a broad range of individuals with various skill sets, knowledge and experience.

The following asset qualifications will be considered for appointing community members to the advisory committee:

- Expertise in environmental matters and those applicants who have skills, assets, and expertise in the particular field;
- Experience working in teams, with community groups, boards or organizations.
- Relationships with community organizations.

A cross-section of members with experience representing as many of the following fields is desirable:

- Urban forestry or horticulture
- Water Resources
- Environmental studies
- Community outreach and public education
- Government policies, procedures, or budgets
- Municipal Planning
- Active Transportation
- Greenhouse gas emission reduction initiatives



Town of Arnprior

Communications Plan 2023 to 2025

VISION: A communications program that lays the foundation for success toward a more informed and engaged community

Communications Plan

Introduction

This Communications Strategy represents a first for the Town of Arnprior. Its goal is to set a clear direction for the municipality's communications efforts over the next three years. It details realistic goals and objectives that will help lay a stronger foundation towards a more informed and engaged community.

Through the COVID-19 pandemic, effective communication with internal Town staff and the community became more important than ever. It emphasized the critical role of communications to maintain trust, inspire behaviour change and instill calm in a disruptive time.

As we come out of the pandemic, the Town recognizes the need to continue to enhance communications efforts to better meet changing community needs, improve stakeholder relations and demonstrate transparency and accountability from the Town.

This Communications Strategy is aligned with the Town's Strategic Plan and is informed by the community's input and that of internal leadership, staff and elected officials. It is also informed by municipal best practice. It defines opportunities for the Town to analyze needs, increase two-way engagement with the public it serves and improve internal efficiencies.

This Strategy is a step forward for the Town in meeting its commitment to open, exceptional and highly effective customer service delivery where our residents feel included in the process and decisions being made.

Corporate Values

- Honesty + Integrity
- Teamwork + Collaboration
- Open + Transparent
- Respect, Inclusivity + Accessible
- Accountability, Dependability + Reliability

Community context

Arnprior is a great place to live, work and play. It offers a number of urban conveniences with a small town feel in the beautiful Ottawa Valley. Residents are proud of where they live, and more are moving here to call Arnprior home.

The municipality is facing population growth and working with the community to meet needs and find ways of welcoming and engaging new residents from diverse backgrounds. The Town is putting focus on building and sustaining a strong local economy and increasing the quality and timeliness of its communications using a variety of channels to reach residents where they are.

Communications

Purpose

Communications staff support the organization through:

- Inspiring a positive culture and community
- Fostering an engaged/informed community
- Increasing community pride
- Promoting a vibrant local economy
- Supporting Strategic Plan Deliverables

Guiding Principles

- Proactive
- Collaborative and consistent
- Human and engaging
- Accessible and clear
- Innovative

Core functions

- External communications
- Community engagement
- Media relations
- Digital and social media
- Council support
- Issues management
- Branding and marketing
- Internal communications

Target Audiences

- Residents
- Visitors
- Businesses
- Council
- Staff
- Media
- Renfrew County, neighbours
- Community organizations and agencies
- Targeted
- Diverse communities in Arnprior
- Potential investors

Strategic goals

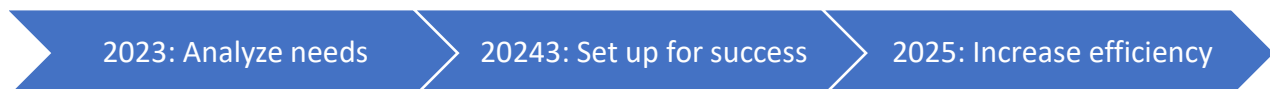
This strategy outlines five strategic goals for the Town of Arnprior’s communications. These priorities are based on feedback from the community, the Town’s council, leaders, and staff across the organization. They are also based on municipal best practice. They provide the Town with a clear focus to 2024 to enhance how the Town informs and engages the community.

5 strategic communications goals

1. Create a culture of communications at the Town
2. Ensure factual, timely information is easy to find and share
3. Tell a more consistent and positive story about the Town
4. Enhance public engagement efforts
5. Ensure proactive issues mitigation and management

Phased Implementation Plan

To manage resources effectively and efficiently and to ensure realistic timelines, the Town will take a phased approach to achieve each of the five strategic goals. Each year of the communications strategy will have an area of focus to drive actions.



2023: Analyze needs

Objective	Actions
Assess current capacity for communications	<ul style="list-style-type: none"> Propose establishing a dedicated communications role at the Town Establish a clear role for the Communications Officer
Increase monitoring and reporting on common community contact points	<ul style="list-style-type: none"> Monitor and establish regular reporting on Town call volumes, social media activity and media coverage
Maintain communications as top of mind across the organization	<ul style="list-style-type: none"> Leverage this communications strategy to rollout a “communications roadshow”; include the importance of positive story telling and proactive issues management Regularly attend department meetings Add a “Communications and Public Engagement” section to Council reports Add communications to new employee orientation – brand expectations, contacts, policies etc.
Establish consistent processes for issues monitoring, flagging and reporting	<ul style="list-style-type: none"> Create a checklist of prompts for staff flagging issues Create an issues briefing note template, that includes communications and audiences Establish a clear process of information flow when issues arise and create feedback loops
Develop proactive approaches and messaging to common issues	<ul style="list-style-type: none"> Identify the top 3 to 5 more common issues faced by the Town (e.g., watermain breaks, snow plowing) Work with program area staff on consistent processes to alert communications and effectively manage these issues Develop approved related key messaging and materials (media release, social media content etc.)
Review opportunities to improve Arnprior app and the website	<ul style="list-style-type: none"> Review app and opportunities for improvement Rollout enhancements as appropriate – raise its profile As an area of top community concern, review Construction pages – create consistency, improved mapping
Review best practices in public engagement	<ul style="list-style-type: none"> Research municipalities who do engagement well and share lessons learned with key staff

2024: Set us up for success

Objective	Actions
Increase staff competency	<ul style="list-style-type: none"> Identify key individuals who would benefit from specific communications training Create a communications training plan – media training, plain language writing, writing for the web, issues management, social media and public engagement (IAP2)
Engage and support Council as key influencers in the community	<ul style="list-style-type: none"> Provide materials and templates for Councillor use (Community Snapshot and newsletter template)

Objective	Actions
	<ul style="list-style-type: none"> • Provide support and messaging on emerging issues, includes crisis communications • Provide communications training to new council following the municipal election
<p>Improve processes to tell a consistent story and to gather content, and share Town achievements and photos</p>	<ul style="list-style-type: none"> • Work with leaders and/or Town staff to develop top key messages about the Town (about the Town, organizational values, etc.) • Share messaging across the organization and embed where appropriate • Launch internal “campaign” to inspire sharing positive stories and keep them top of mind • Improve processes to better showcase all businesses in Arnprior
<p>Provide stronger toolkits, guidelines, resources to staff in all departments</p>	<ul style="list-style-type: none"> • Support staff and develop a clear and easy process for them to take photos/video share stories • Create social media guidelines and photo standards • Provide templates for common communications tactics (for example, posters, newsletters) Review communications tools available – high quality phone/camera, tripods, simple design and video editing tools, lighting, microphones, and consider investing in needed equipment • Develop a public engagement framework guide that details key principles/values and commitments from the Town • Update social media and media relations policies
<p>Enhance the Town’s social media presence</p>	<ul style="list-style-type: none"> • Establish regular, consistent post series, such as weekly social media days – e.g., Recreation Tuesdays, or this week in Arnprior • Humanize staff – profile staff on social; or use them as story tellers on key projects • Increase the use of video by creating and posting 3 new videos per year
<p>Increase public engagement coordination / collaboration across the organization to leverage opportunities to cross promote</p>	<ul style="list-style-type: none"> • Create a central stakeholder list of groups to be engaged • Develop an annual engagement calendar – community event opportunities • Establish a public engagement committee to share lessons learned, best practices, idea sharing
<p>Establish regular opportunities to hear from the public</p>	<ul style="list-style-type: none"> • Promote a monthly social media poll • Conduct a bi-annual short community pulse survey
<p>Increase engagement with media outlets</p>	<ul style="list-style-type: none"> • Engage media to find out how Town can better support them and implement findings • Look for opportunities to pitch stories, beyond media releases
<p>Leverage community partners and build local champions</p>	<ul style="list-style-type: none"> • Identify opportunities to work with and share content with local partners

Objective	Actions
	<ul style="list-style-type: none"> • Identify community influencers and engage in how they might help share Town stories • Offer a seasonal photo contest and feature winners on the website or other channels • Consider launching a “Local heroes” or “#inArnprior” campaign to inspire stories of people making a difference in the community • Consult with Indigenous communities re opportunities to improve engagement and develop a shared understanding or key principles/processes going forward
Increase capacity as needed for issues management support	<ul style="list-style-type: none"> • Consider options to engage a third party as needed for sensitive or high-profile issues management to increase capacity and leverage expertise

2025: Increase efficiency

Objective	Actions
Enhance internal communications	<ul style="list-style-type: none"> • Consider developing an intranet as a central resource for staff • Consider regular CAO email or short video to staff (e.g., monthly) • Create an internal communications committee to work together to keep staff informed and engaged, increasing staff morale
Improve communications measurement and evaluation	<ul style="list-style-type: none"> • Set clear measurement objectives in all communications plans – define up front how success will be evaluated • Consistently measure and report on social media engagement scores – number of shares, likes and comments • Monitor and report on media coverage – sentiment, alignment with Town key messaging, breadth of coverage • Track Town call volumes and top issues
Enhance the use of social media	<ul style="list-style-type: none"> • Develop a strategy for social media use and needed channels • Increase promotion of Town channels • Increase capacity within the Town to manage channels effectively • Include social media in regular program meetings with communications
Establish consistent practices to meet common departmental needs	<ul style="list-style-type: none"> • As an initial pilot, develop a Public Works communications toolkit to inform processes and practices for construction projects.