



# 2024 COMMUNICATIONS Master Plan

City of Prince Albert

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## Introduction

Effective communication is crucial for the City of Prince Albert. Providing timely and accurate information to the public promotes transparency for property owners and builds trust and confidence in the organization.

The purpose of this plan is to identify the goals of the Communications Office so that Council and Administration are aware of the direction that will be taken over the next several years. This document will be reviewed annually to ensure objectives are being achieved.

The plan identifies ambitious goals and activities beyond the current resource levels but has been identified to ensure a comprehensive approach. The intention is not to attempt to achieve everything all at once but instead to identify the long-term outcomes and the activities that will help to achieve those outcomes. To improve, it is important to have a plan forward to ensure measurable progress in how we communicate and not just continual maintenance of the status quo arrangements. In the long term, the vision for the communications office is to be more of a centralized hub for marketing and communications expertise, advice and support for the City.

## Background

The last Communications Master Plan was approved in 2017. This plan established five goals for the Communications Office and several priorities and action items to pursue.

The following five goals were identified in the 2017 plan:

1. Encourage a Culture of Proactive Communication

This objective is about identifying sensitive issues in advance to ensure that all information is rolled out to the public early. Rather than explaining ourselves after the fact, proactive communication adds credibility to the organization. It eases tensions by supplying everyone with the information they need to understand issues fully before making a decision.

2. Improve Public and Stakeholder Engagement

Public and Stakeholder engagement is an essential part of the decision-making process and is important to effective communication. It is about actively reaching out to the public to invite feedback so that all perspectives are incorporated into final decisions. Forms of engagement depend on the size, scope and nature of the issue at hand and can range from limited or low involvement to comprehensive or higher-level engagement from individuals and stakeholders.

3. Strengthen the City's Image and Establish a City Brand

Two brands are at play when discussing a City brand: the City's brand as a corporation and the City's brand as a community. The activities of the 2017 Master Plan focused largely on the City's brand as a corporation. In this regard, the goal was to establish consistency in the City's visual brand (corporate logo) and messaging. The secondary goal is Prince Albert's image as a place to live, work and invest, which relates directly to the City's role in fostering economic development.

#### 4. Improve Access to Information

Ensuring the effective delivery of information to the public is the core function of any communications office. In recent years, the focus has been on establishing new digital communication options, including a website, digital billboard and social media. These new forms of communication have been highly effective. However, traditional methods remain relevant, including print communication through water bills and the newspaper. The key is finding your target audiences and how best to reach them.

#### 5. Improve Internal Communication Flow and Coordination

There are two core components of internal communication. The first is an understanding that the impact of decisions often crosses multiple departments and divisions. To avoid decisions made in isolation, issues should be managed with fuller engagement of employees beyond the senior management level so they may contribute their knowledge and experiences and identify solutions. The second is ensuring that employees understand the vision, mission and goals of the organization. Employees cannot contribute to the organization if they do not understand what the organization is trying to achieve. This includes broad visions as set by City Council, but also the vision of each work unit level.

### Progress of the 2017 Plan

Since the plan was approved in 2017, considerable progress has been made across the five objective areas. During engagement sessions, it was noted that having a designated communications office has resulted in a more centralized approach. There is more trust in the information given out by the City, and an improvement in the quality of materials and information being distributed. Our modern and easy-to-use website was noted as an improvement and more timely response to emerging issues.

Over the years, the Communications Office has referred to the Communications Master Plan annually to guide activities and set workplan priorities. Please see Appendix B for a list of action items that have been completed.

As the communications function evolves, however, it is important to review progress and re-establish new priorities for the future.

### Feedback

In 2022 City Council initiated a Communications Subcommittee through the Management Committee. This committee met with Administration over the course of the year to initiate dialogue about what could be improved with respect to communications. The following City Departments met with the Committee to share their top communications objectives and to hear feedback from the committee members: Corporate Services, Fire and Emergency Services, Planning and Development, Public Works, Community Services and Financial Services.

In early 2023, the Communications Office held a strategic planning session with approximately 30 managers and members of City Council to present on the communications function and to receive feedback.

In April 2024, a short survey was released on social media to ask the public how they received their information about the City, what issues they would like to know more about and any other feedback they wanted to share.

Following a review of the feedback, it was clear that many of the same themes identified in 2017 remained relevant today. The five objectives of the previous plan are, therefore, the same going forward: proactive communication, engagement, branding, access to information and internal communication.

Although the objectives remain the same, and new action items are captured within these broad areas, unique feedback is worth noting here.

## 1. Proactive Communication

First, there was notable feedback about the role that sensationalized news has taken locally and the spread of misinformation. Although this language was not used during the preparation of the previous plan, it is commentary that fits within two of the objectives identified in the plan:

1. Encourage a Culture of Proactive Communication and
2. Improve Access to Information

Proactive communication is about identifying the issues that are misunderstood or have the potential to be misunderstood and prioritizing a thoughtful approach to understanding the core issues driving the discussion and ensuring that both Council and the public have the opportunity to engage with the substantive facts. Sensationalized headlines are often the result of a lack of understanding about the core issues of a subject, and Administration has a role to play in ensuring this information is properly identified and communicated. Of course, good communication is rooted in good decisions. Well-researched and thoroughly considered decisions are the foundation for good communication. For this reason, the proactive communication priorities focus on training employees to initiate good reports and solid recommendations for Council's consideration.

Addressing misinformation is a two-part approach. Once the core issues are understood, they must be actively disseminated through different methods. This is part of improving access to information, but public apathy is proving an ongoing barrier to sharing information. Traditional methods of sharing information through the website, social media, billboard, and utility bills have a measure of effectiveness in disseminating information. However, there was notable feedback that these traditional mediums have limitations. There is a segment of the population that is not engaging in the materials being sent by the City. It remains an ongoing objective, therefore, to continue to explore new marketing and communication options that reach these individuals.

## 2. In-Person Interaction

Another piece of unique feedback this year was the comment that there is “too much email and not enough conversation.” This comment is notable because it gets to the heart of one of the driving elements of communications, which is the role that in-person interaction has in establishing meaningful exchanges. The role of in-person interaction is relevant to the following goals:

1. Improve Public and Stakeholder Engagement and
2. Improve Internal Communication Flow and Coordination

Information flow is often best delivered in person, and, as noted in the feedback, there is power in strong understanding across admin, Council and key stakeholders. There is a level of nuance that is not achievable through written communication. The need to engage with the public and employees at this level remains important, and we must continue to find unique opportunities to establish this connection both inside and outside the organization. This goal was further supported by feedback from the online survey, where one respondent noted, “The city should have more community workshops letting us tell you what’s going on.”

Through the public survey, another theme was the need to promote Executive and City Council meetings so the public is more informed about the topics on the agenda.

## 3. Promoting Prince Albert

Finally, the need to promote Prince Albert as a great place to live, work and invest has become an important and notable priority in the coming years. Prince Albert City Council has assertively championed this theme in recent years, and it was raised routinely in both recent feedback received and in the priorities of the current Strategic Plan.

The Communications Office continues to play an important supporting role in this objective, providing the Economic Development Office with marketing and messaging support that can be used to promote Prince Albert and challenge negative opinions and stereotypes about the community. There has been notable progress in this area in recent years, as noted in Appendix B. However, given the ongoing feedback, further work is required.

These issues and more have been captured in the new priorities and action items for the 2024 Plan. The full list is included in Appendix A: Communication Action Items.

### **Conclusion**

There has been a fundamental shift in how employees approach communications. Managers across all departments are interested in communications and how good communications will support the implementation of their projects. This plan identifies activities that will build on the success of the last several years.

As noted in the consultation, there is power in having a strong understanding of issues across administration, Council and key stakeholders. To achieve this, there needs to be a commitment to communications across all five of the goals in the Communications Master Plan. Administration must

first be committed to establishing good quality information. This is achieved through comprehensive early research and consulting with internal and external stakeholders and the public. Once the research is completed, it needs to be disseminated, but to deal with public apathy, new ideas to deliver messages need to be considered. To be effective, communication needs to be delivered clearly and compellingly, repetitively and across multiple channels.

“Communication is about what is received, not what is intended. If there is a gap between what you are saying and what they are hearing, you have to find a new way to say it.” – James Clear.

## APPENDIX A: Communications Action Items

**The goals, priorities and action items for the 2024 Communications Master Plan were developed using the following:**

1. A review of the 2017 plan.  
Items that remained relevant were included in this plan.
2. Feedback Council and Administration  
Feedback noted from the Management Committee Communications Subcommittee meetings with Department Directors and the 2023 Strategic Planning Session with senior management and City Council was reviewed and incorporated.
3. Review of Other City Master Plans  
City Master Plans were reviewed, and marketing and communication priorities from these plans were incorporated. Plans reviewed included the 2023 City of Prince Albert Strategic Plan, Community Services Master Plan, Little Red River Park Master Plan, Airport Master Plan and the Culture Plan.
4. Feedback from the public  
**A short public survey was released on social media in April 2024. 56 responses were received, and relevant responses were incorporated into the plan.**



## GOAL #1: Encourage a Culture of Proactive Communication

### PRIORITIES

1. Work with employees early to develop communication strategies in reports with key messaging.
2. Improve the organization's ability to anticipate and respond to complex issues.
3. Through training and behavioural change, improve the communications capacity of employees, better equipping them to thoroughly consider complex issues, identify the core issues and support the communication process to combat misinformation and sensational news reporting.
4. Identify sensitive areas in advance and implement thorough quality communication.
5. Work with the City Manager's Office to ensure communication messages on high-stake issues are driven from the top.
6. Increase communication skills and enhance the organization's communications capacity as a whole.
7. Build an understanding of the organization's communications function to help foster a cultural shift so employees understand their role in the issues management process.

### ACTIONS

- Hold information sessions with new journalists to help them understand the City's processes.
- Create a template within the Communications and/or Announcement Plan section of reports for City Council.
- Work with the Clerks office to conduct report writing training with report authors to educate them on report writing best practices and the role a report plays as a communication tool.
- Conduct training for employees on the role of effective communication on issues they are managing, the common communication tools available to them and the role each tool plays in communicating a message
- Develop training videos for report writing and communications training to expand the capacity to train more employees.
- Measure the effectiveness of communication strategies to determine what is working.
- Actively and regularly identify misinformation and rumours circulating in the community and research and make available accurate information.
- Regularly monitor social media comments and respond as necessary to correct misinformation.
- Conduct communications training with new City Councillors during orientation to provide them with information on the role of the communications office and best practices in communications.
- Make media training available to new City Councillors.

## GOAL #2: Improve Public and Stakeholder Engagement

### PRIORITIES

- 1) We are committed to robust discussions with the sectors involved before making decisions and will maintain engagement throughout implementation.
- 2) We embrace new ideas and are open to change that benefits our diverse community's needs.
- 3) Create an environment where residents and other stakeholders can engage with the City and know their voices are heard.
- 4) Work with Departments, so they better understand their role in ensuring thorough engagement with the public and stakeholders.
- 5) Increase the public trust that the City genuinely wants input and will consider various points of view.
- 6) Increase the number of consultations with stakeholders, particularly in person, wherever possible.

### ACTIONS

- Review past structure for neighbourhood and community meetings and establish a cycle for future meetings.
- Complete a City-wide citizen survey to measure satisfaction with core city services.
- Survey impacted residents following construction projects on their street to assess strengths and weaknesses of communication on the project.
- Consider alternate methods to get messages out to the public, including hosting in-person engagement/education sessions.
- Where there are complex capital projects that will be long, disruptive or change the structure of a neighbourhood, conduct early consultation with the property owners and council.
- Training for communications in how to hold public meetings and best practices in public engagement.
- Explore best practices in public engagement and provide training to departments so they understand their responsibilities to ensure thorough consideration of public and stakeholder input.
- Train employees to select the best engagement strategies to serve their purposes and train employees on how to facilitate them.

## GOAL #3: Strengthen the City's Image and Establish a City Brand

### PRIORITIES

1. Promote the positive attributes of the City, which will support our economic development efforts and workforce attraction and retention.
2. Build trust in the City as an organization by preparing high-quality communication.
3. Cultivate branding and marketing materials that elicit community and organizational pride.
4. Partner with Prince Albert Tourism to develop ways to promote Prince Albert
5. Develop ways to effectively promote Prince Albert's amenities, assets and other improvements.
6. Promote the positive economic development outcomes generated through the City's Strategic Plan so new residents will be attracted to Prince Albert.
7. Identify opportunities to remember, honour and celebrate Prince Albert's heritage and history.
8. Promote Prince Albert's rich cultural history through tangible and intangible activities and initiatives that acknowledge and elevate Prince Albert as a historic "gathering place" - embracing this as a legacy-building effort to be further enhanced by each generation to come, i.e. paying 'our heritage' forward.
9. Promote Prince Albert as an Event Hosting destination contributing to the Business and Tourism Economy.
10. Celebrate, support, and promote Prince Albert's rich Indigenous history and makeup, including the acknowledgment of settlers to ensure the retention and enhancement of Prince Albert as a community of inclusion and multiplicity extending out to the surrounding region.
11. Promote positive perceptions about our cultural make-up, identity, and unique sense of place as a community.

### ACTIONS

- Training in basic graphic design principles for employees, including easily accessible online design tools such as Canva.
- Promote the community calendar of events to showcase entertainment options available in Prince Albert.
- Create promotional packages highlighting what makes Prince Albert a great place to live. Offer packages to employers looking to recruit employees to Prince Albert.
- Expand the new "Move to PA" and include updated content.
- Develop interactive marketing tools such as videos to promote Prince Albert.
- Identify subjects that will build trust in the organization and prepare communication plans to promote accurate and reliable information. Subjects may include financial reporting, grants/sponsorships received, the number of sports/cultural events in our city, the social and economic benefit of the Airport, addressing rumours around legacy issues like Lacolle Falls and the size of the Alfred Jenkins Fieldhouse.
- Support the Economic Development division in the preparation of marketing materials to promote Prince Albert as a place to live for the purpose of labour attraction.

- Support Economic Development in the promotion of a Tourism Conference.
- Invest in broader marketing of Little Red River Park. Commit to funding a marketing budget for the Park to develop promotional material that features the Park's amenities using a combination of photography, video, copy and current media platforms in accordance with the graphic identity package. Promotion should be far-reaching, drawing in potential visitors from Saskatchewan, Western Canada and beyond.
- Develop a dedicated Little Red River Park website and social media account. Assign operations to dedicated personnel, either within the City or externally, through a marketing firm.
- Support the Airport in preparing marketing materials that can be used to promote commercial development.
- Continue to reinforce key messages identified in the City's strategic plan and build into City communications.
- Explore options and begin to plan for community re-branding efforts.
- Continue to expand on the library of marketable videos and photography that represents Prince Albert.
- Create a unique 'brand' or theme that embraces Prince Albert as a gathering/meeting place that celebrates and promotes its diverse cultural make-up and identity.

## GOAL #4: Improve Access to Information

### PRIORITIES

1. Continue to use social media as a communication tool; look for unique ways to harness these platforms to a fuller extent.
2. Combat public apathy by consistently identifying newsworthy stories and presenting them in a compelling way.
3. Move communication activities beyond social media and harness traditional tactics like advertising in the paper and radio and explore new and unique opportunities to share communication messages to a broader base (Key messaging is not getting out to a broad base)
4. Use paper-based communication for non-technical individuals who do not have internet or use online communication options.
5. Leverage employees as brand ambassadors to share positive news about the City.
6. Communicate with residents about City services and inform them about their city from the underground up.

### ACTIONS

- Establish regular reporting to the Solutions Hub employees on key projects and emerging issues so they can access accurate information to address questions.
- Establish a process to review stagnant web pages and update them as required.
- Audit the search function tool on the website to determine gaps in how it is being used.
- Regularly clear out old events, media releases and documents to reduce search results for outdated information.
- Continue to incorporate interactive elements on the City's website, such as interactive GIS Maps, Online Payments, etc, to enhance the user experience.
- Identify core City services that would benefit from clear communication and prioritize preparing communication plans on these subjects (see Appendix C for a list of subjects identified through consultation on this plan).
- Target stakeholder groups as a key audience to engage when communicating about City services, bylaws and programs.
- Centre City employees, when communicating messages about City services/use staff as ambassadors/personalize our great staff.
- Prioritize promoting stories that are not just parks related, i.e. new piping to help with sewer situation.
- Identify tradeshow where the City can have a presence to teach the public about the different services of the Departments and/or deliver communication materials on targeted projects.
- Use existing City infrastructure to promote programs and services (i.e. displays at busy City facilities).
- Create a template for letters to the public that includes corporate messages, such as encouraging subscriptions to notices or links to promotional videos.

- Identify unique opportunities to promote specific services, including brochures in home reno buildings like Rona, Home Hardware, and Econo Lumber, or promote Transit Live by adding QR codes to bus stops.

## GOAL #5: Improve Internal Communication Flow and Coordination

### PRIORITIES

1. Increase opportunities for employees to share input with senior management.
2. Create opportunities for more face-to-face interaction among employees.
3. Increase the awareness throughout the organization of our messaging/brand and the role employees have in achieving it.
4. Educate employees on customer service, including internal customer service.
5. Inform employees of matters that affect them before informing the public.
6. Promote the City's mission, vision and core values and ensure employees understand their role in achieving the vision.

### ACTIONS

- Share key messages with those answering public inquiries in the Solutions Hub.
- Expand on media policy to better define protocols for grand opening events.
- Conduct an internal employee survey to measure the attitudes and opinions of employees.
- Prioritize frontline staff training.
- Hold regular OOS staff meetings to inform managers of emerging issues related to employee management and the organization.
- Work with the Solutions Hub Call Centre to expand the City Works online database that addresses common inquiries and, where applicable, build out this information onto the city website, so it is easy to access for the public.
- Re-build the internal City website, COPA Connected, to make it easier to access, navigate and update
- Continue to use the annual spring meeting to share key information with all employees.
- Work with the City Manager's Office to host more regular management meetings with OOS employees to inform them about City priorities, initiatives, financial positions, etc. Record sessions and make them available to employees.
- Incorporate the value of internal communications into the report writing training to ensure that internal stakeholders are not missed when decisions are presented to City Council.

## APPENDIX B – Progress Of The 2017 Plan

Since 2017, there has been considerable progress in communications. The following are some action items undertaken to contribute to progress in these goals.

### **1. Encourage a Culture of Proactive Communication**

- Adding a communications section to the City Council report template.
- Hosting report writing training for employees to educate them on the details that help with decision-making and good reporting to the public.
- Development of a media relations policy that includes a protocol for responding to media inquiries for senior administration members.
- Implementation of media training for all identified spokespeople in the organization.
- Development of background information and key messaging for large projects.
- Made communications the primary point of contact for media inquiries.

### **2. Improve Public and Stakeholder Engagement**

Since 2017, a dedicated online engagement platform was used to gather feedback on key projects such as the Community Services Master Plan and the Downtown Streetscape Plan. Although useful, the platform was not considered worth the expense to maintain. Digital engagement is now typically limited to online surveys.

- Training for communications in how to hold public meetings and best practices in public engagement.
- Implementation of an online engagement platform
- Regular hosting of Neighbourhood/Community Meetings to see residents face-to-face to receive feedback and respond to issues
- Implementation of social media policy to identify who can post on social media
- Incorporation of feedback tools such as surveys in day-to-day project management, including surveys for new park spaces and transit ridership, limiting alcohol retail sale hours.
- Incorporation of extensive consultation in creating master planning documents such as the Community Services Master Plan, Little Red Master Plan, Airport Master Plan and the Central Avenue Streetscape Plan.

### **3. Strengthen the City's Image and Establish a City Brand**

- Development of an Annual Report to document and showcase the achievements of the City of Prince Albert.
- Modernization of the City Coat of Arms and Logo to meet modern design standards.
- Creation of graphic standards manual and style guide for use of logo including colours, fonts, etc.
- The logo roll-out on City signage, fleet, documents, promotional materials, etc.
- Creation of a sign strategy for all City signage, including wayfinding signs for recreation facilities
- Centralization of design and printing through the communications office to ensure consistency of design and messaging in communication materials.

- Development of a multi-media asset library to promote the City, including an extensive library of professional quality photos and videos.
- Creation of a program to accept community submissions for a Calendar of Events to promote things to do in Prince Albert.
- Development of a Welcome Guide with PA Tourism.
- Development of a “Move to PA” website as a labour attraction initiative to showcase Prince Albert to potential new residents.

#### **4. Improve Access to Information**

- Rebuilt website with
  - A content management plan ensures easy navigation and simple but clear website content.
  - an easy-to-use content management system and flexibility to build out accessible content to the public.
  - Integration of interactive website tools (online forms, micro-sites, photo and video galleries, GIS mapping, airline arrivals and departures, CASL-compliant subscriptions, event calendar, etc.)
- Writing for the website training for employees to ensure easy-to-read webpages for the public.
- Construction of a double-sided digital billboard on 2<sup>nd</sup> Avenue West and 15<sup>th</sup> Street to promote City messages and community events.
- Increased impact and reach of social media posts on Facebook.
- Implementation of monthly utility bill inserts to communicate City Services.
- Use of videos to explain City services (assessment, tax, garbage, recycling pick-up, Artists in Communities, etc.)

#### **5. Improve Internal Communication Flow and Coordination**

- Host annual Spring meeting all-staff and including upcoming projects, employee expectations, etc.
- Continue to host bi-annual Out of Scope staff meetings
- Continue to participate in the promotion and coordination of the Employee Awards to encourage a culture that identifies and celebrates the accomplishments of City employees
- Development of a Social Media Policy that identifies appropriate conduct for employees on their personal social media accounts.
- Hosing comprehensive project review meetings annually with Department Heads to inventory projects, share ideas, review areas of concern and consider opportunities for partnerships with other departments, groups or organizations before the projects get started.
- Hosted Expectations and Performance Management sessions with senior managers to establish expectations for managers at different levels of the organization.
- Attended Work unit engagement sessions at City sites to meet with various employee workgroups to share the strategic plan priorities and receive feedback directly from employees.
- Established key messages of the new Strategic Plan and shared them through site visits, spring meetings with all employees and circulation of posters.



## APPENDIX C – Improving Access To Information Topics To Communicate

The following initiatives were identified throughout the course of consultations as potential topics to direct resources to support communication priorities. These initiatives will be reviewed annually by the Communications Team and prioritized based on the City's strategic plan and the priorities of departments.

### **Education and Promotion**

1. Water Billing, including the Eye on Water App, water meter shut-off tagging process and payment processing time.
2. Explanation of Tax Bills.
3. Services offered by Fire and Emergency Services beyond firefighting.
4. Option to check flight information online.
5. Responsibilities for maintenance along private fences and back-lane trees.
6. Responsibilities for caring for different animals, including skunks, dangerous animals, dogs, etc.
7. The process used to fill a pothole.
8. Where parking passes can be bought.
9. Claims procedure – document the process and communicate to the public.
10. Encourage the public to contact the building department before they start construction.
11. Promote grants/sponsorships that we receive.
12. Celebrate the strong volunteer community.
13. Clearly communicate common bylaws to encourage compliance rather than relying solely on enforcement through fines.
14. Responsibilities and accountability of a municipality.
15. Promoting that we have a community arts centre and community pottery studio, gallery, space for arts groups/maker space, etc.
16. The amount of infrastructure under the pavement – water and sewer and the cost to maintain.
17. The ownership distinction between Cooke Golf Course, the Culling Club, and Darcy's Golf Shop.
18. What is allowed in the sewer system.
19. Water Park admission fee and Hours of operation.
20. How does tax enforcement work.
21. Promote stats relating to the bylaw issues received and closed.
22. Ensure newcomers are welcomed into the community.
23. Promote the arts through ongoing and key awareness-raising events and initiatives.
24. Promote local food production and food security.
25. Promote the riverfront as a cultural focal point of the community that can host community-wide events and activities.
26. Market and promote Little Red River Park