



**GRAND VALLEY**

The Corporation of the Town of Grand Valley

## **COUNCIL MEETING**

Tuesday, June 14, 2016

6:00 P.M.

Council Chambers

5 Main Street N.

# **MINUTES**

The Town of Grand Valley Council met in Council Chambers of the Municipal Office at 5 Main Street North, Grand Valley on June 14, 2016 commencing at 6:00 p.m.

**PRESENT:**

Mayor	Steve Soloman
Deputy-Mayor	Rick Taylor
Councillor	Philip Rentsch
Councillor	Elizabeth Taylor
C.A.O./Clerk-Treasurer	Jane Wilson
Deputy Clerk	Jeff Bunn
Public Works Superintendent	Glenn Sterrett
Planner	Tracey Atkinson

**REGRETS:**

Councillor	John Ince
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**1. Call to Order**

The Mayor called the meeting to order at 6:00 p.m.

**2. Adoption of Agenda**

**#2016-06-01**

Moved By: E. Taylor

Seconded By: R. Taylor

**BE IT RESOLVED THAT** Council adopts the Agenda dated June 14, 2016 as circulated.

Carried.

**3. Disclosure of Pecuniary Interest**

There were no declarations of pecuniary interest or the general nature therein.

**4. Approval of previous Minutes**

4.1. May 24, 2016 Council Meeting

**#2016-06-02**

Moved By: R. Taylor

Seconded By: E. Taylor

**BE IT RESOLVED THAT** the minutes of the May 24, 2016 Regular Council Meeting be approved as circulated.

Carried.

**5. Public Question Period**

There were no questions from members of the public.

**6. Unfinished Business**

**7. Staff Reports**

7.1. CAO/Clerk-Treasurer

7.1.1. Livestock Claims 2016-05-01 & 2016-06-01

**#2016-06-03**

Moved By: E. Taylor

Seconded By: P. Rentsch

**BE IT RESOLVED THAT** Council approve the payment of livestock claim:

- 2016-05-01 to Lot 21, Concession 11 in the amount of \$250.00;
- 2016-06-01 to Lot 29, Concession 8&9 in the amount of \$275.00;
- 2016-06-02 to Lot 20, Concession 14 in the amount of \$250.00;

Subject to no denial being issued by the Ministry of Agriculture and Food on the application.

Carried.

7.1.2. Downtown Curb Painting

The Public Works Superintendent noted that the curbs on the south side of Main Street would be painted. It was noted that the curbs were missed during the road painting, and that the contractor has been contact.

7.1.3. Fire Department Request for Special Occasion Resolution

**#2016-06-04**

Moved By: P. Rentsch

Seconded By: R. Taylor

**BE IT RESOLVED THAT** Council grant permission to the Grand Valley & District Firefighters Association to hold the Annual Fire Hall Fance at the Grand Valley & District Fire Department Hall on Saturday September 10, 2016 from 8:00 pm until 1:00 am;

**AND FURTHER THAT** Council has no objection to the Grand Valley & District Firefighters applying for licensing for the Annual Fire Hall Dance. This is in accordance with the Liquor Licence Board of Ontario in order to obtain a Special Occasion Permit;

**AND FURTHER THAT** Council deems this as an event of municipal significance.  
Carried.

7.2. Public Works Superintendent

The Public Works Superintendent informed Council that the curb and sidewalk work was completed. It was noted that there was still gravel and calcium to be applied, but that work was close to being finished.

**8. Planners Report**

8.1. Block 142 Phase 2 Mayberry

The Planner provided Council with an overview of Block 142 Phase 2. The planner noted that the plan would include freehold, single detached homes, and smaller lots. The Planner noted that she was not seeking approval from Council, but rather comments on the proposal.

8.2. Update on on-going files

**9. Public Meeting under the Planning Act at 7:00 p.m.**

**#2016-06-07**

Moved By: E. Taylor

Seconded By: R. Taylor

**BE IT RESOLVED THAT** we do now adjourn this Council Meeting to hold a Public Meeting under the Planning Act at 7:15 p.m

Carried.

9.1.1. B5-16 Scott Street, Part Lots D and E, Plan 29A, Pt 3 RP7R-4832

9.1.1.1. B5-2016 Planning Report

The Planners report forms part of these minutes.

**#2016-06-08**

Moved By: P. Rentsch

Seconded By: E. Taylor

**Application B5-16**

**Legal Description:** Part Lot D and E, Plan 29A, Pt 3 RP7R-4832

**Municipal Address:** Scott Street

**Application Approved**

**Reasons:** the application conforms with the policies of the Official Plan and Provincial Policy Statement and Growth Plan

**CONDITIONS BELOW TO THE ABOVE APPLICATION, BEING A LOT CREATION SEVERANCE OF PART OF LOT D AND E, PLAN 29A RP7R-4832 WITH AN AREA OF APPROXIMATELY 0.045 HA AND A FRONTAGE OF APPROXIMATELY 13M**

1. That this consent applies to a parcel having an approximate area of approximately 0.045 ha, with approximately 13 metres of frontage on Scott Street, and a depth of approximately 35 metres.
2. That the deed for the conveyance be submitted for endorsement on or before one year from the date of notice of decision.
3. That all costs pertaining to this application, survey expenses and all others applicable shall be borne by the applicant.
4. A plan of survey, both paper and digital format on cd/usb is required. All surveys shall include integrated survey data. The applicant shall submit a draft reference plan for review and approval from the Town prior to submission to the Land Registry Office. The application shall submit two hard copies and one electronic copy on CD/DVD of the resultant deposited reference plan in an AutoCad drawing format in UTM-17 (NAD 83-CSRS) coordinates, which is accurate to the Urban Standard as specified in s. 14(2) of O.Reg 216/10 of the Surveyors Act.

5. The lands subject to this application shall comply with the property standards by-law. Any derelict vehicles, derelict equipment, sea containers, scrap, materials and garbage and any other contraventions shall be rectified to the Town's satisfaction.
6. Taxes must be paid in full to date.
7. Parkland dedication in the amount of \$2500 shall be paid.
8. A grading deposit of \$2000 per retained and severed parcel shall be provided to the Town for the purpose of reviewing the site plan accompanying an application for development on the retained and severed lots. The funds less any review costs would be returned following an inspection that the works are to the Town's satisfaction.

Carried.

**#2016-06-09**

Moved By: R. Taylor

Seconded By: P. Rentsch

**BE IT RESOLVED THAT** Council reconvene their regular meeting of Council at 7:40 pm.

Carried.

**10. Deputations/Presentations**

10.1. EDC Communications Committee – Errol Chambers (6:30 p.m.)

**#2016-06-05**

Moved By: E. Taylor

Seconded By: P. Rentsch

**BE IT RESOLVED THAT** leave be given to the Communications Committee regarding the EDC Communications Committee Report.

Carried.

10.1.1. Communications Committee Report

The Communications Committee was in attendance to present Council with their research report on Communications within Grand Valley. The Committee spoke to

their recommendations found in the report and had a robust conversation with Council regarding possible improvements to communication within Grand Valley.

Council direct staff to move forward with investigating the redesign of the Town's website.

The Communications Committee Report forms part of these minutes.

**#2016-06-03**

Moved By: E. Taylor

Seconded By: P. Rentsch

**BE IT RESOLVED THAT** Council receives the Economic Development Committee Strategic Plan Communications Research Report as prepared by the Communications Committee.

Carried.

**11. Pending Items List**

11.1. Colbeck Hall

The Deputy Clerk indicated that a request for quote has been given to three local monument companies. Council unanimously spoke in favour to an upright cairn to be placed at the Colbeck Hall site. The Deputy Clerk noted he would bring forward the quotes once they have been received. It was also noted that once the cairn was built, two new picnic tables would be placed on the property.

11.2. Parking/Ticketing

11.3. By-Law Enforcement

11.4. Inflow & Infiltration

It was noted that Glen Clark and Gord Feniak would be attending the next meeting of Council to speak to the progress on the I&I project.

11.5. Sewage Pumping Station – No discussion.

Councillor Taylor noted that the Melody Lane pump house needed to be repainted. The CAO noted that she would do an inventory of all municipally owned property that required maintenance (painting) and receive a quote for the work.

11.6. Bridge Maintenance

**12. Correspondence**

- 12.1. Township of Russell Resolution Re: Support for Rural Economic Development Program
- 12.2. Tay Valley Township Resolution Re: Enforcement of “No Wake” Restriction Legislation
- 12.3. Municipality Chatham-Kent Resolution Re: Human Trafficking
- 12.4. Ontario Provincial Police Re: New Municipal Policing Bureau Initiatives
- 12.5. Town of Richmond Hill Re: Support Bill 158, Saving the Girl Next Door Act, 2016
- 12.6. Ontario Provincial Police Re: New Report Available Related to Current Billable Calls for Service (CFS)
- 12.7. Pelham Resolution Re: Lyme Disease
- 12.8. Township of South-West Oxford Resolution Re: Correspondence Encouraging Combining of OGRA ROMA Conference

**#2016-06-10**

Moved By: R. Taylor

Seconded By: P. Rentsch

**BE IT RESOLVED THAT** Council supports the letter of opposition from Township of South-West Oxford regarding the division of the OGRA/ROMA conference;

**AND THAT** staff be directed to forward a letter of support to the Township of South-West Oxford and AMO.

Carried.

**#2016-06-11**

Moved By: E. Taylor

Seconded By: R. Taylor

**BE IT RESOLVED THAT** the correspondence listed on the agenda is here-by received.

Carried.

**13. County Council Report**

**14. Committee Reports**

- 14.1. Fire Board
- 14.2. Community Centre Board

14.3. Library Board

14.4. Police Services Board

Council had a brief discussion on the use of ATVs within the urban town boundaries. It was noted that at this time a by-law would not be passed to allow the use of ATVs and dirt bikes on Town roads, as per the Ministry of Transportation's legislation regarding the same.

14.5. Medical/Dental Board

14.6. Highland Youth for Christ Youth Centre (The Door)

14.7. Business Improvement Area (BIA)

14.8. Upper Grand Watershed Committee

14.9. Upper Grand Trailway

14.9.1. 2015 Financial Statements

14.10. Grand River Conservation Authority

14.11. Accessibility Committee

14.12. Grand Valley Economic Development Committee

14.13. Source Protection Committee

14.14. Health and Safety Committee

**15. New Business**

**16. Announcements/Notice of Motion**

**17. By-Laws**

17.1. By-Law 2016-26, A By-Law to adopt a Code of Conduct for Members of Council.

**#2016-06-03**

Moved By: E. Taylor

Seconded By: R. Taylor

**BE IT RESOLVED THAT** leave be given to introduce a By-Law to adopt a Code of Conduct for Members of Council, and it be given the necessary readings and be passed and numbered 2016-26

Deferred.



**18. Closed Session**

**#2016-06-13**

Moved By: P. Rentsch

Seconded By: R. Taylor

**BE IT RESOLVED THAT** That Council resolve itself into closed session under the provisions of the Municipal Act, 2001, Section 239 (2) in order to discuss:

1. Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board.

At approximately 8:40 pm.

Carried.

**#2016-06-14**

Moved By: P. Rentsch

Seconded By: R. Taylor

**BE IT RESOLVED THAT** the minutes of the March 29, 2016 Closed Session meeting be approved.

Carried.

**19. Rise and Report**

**#2016-06-15**

Moved By: P. Rentsch

Seconded By: R. Taylor

**BE IT RESOLVED THAT** Council rise and report at approximately 9:00 pm.

Carried.

**20. Confirmatory By-Law**

- 20.1. By-Law 2016-27, A By-Law to confirm the proceedings of the Council of the Corporation of the Town of Grand Valley at its meeting held on June 14, 2016

**#2016-06-13**

Moved By: P. Rentsch

Seconded By: R. Taylor

**BE IT RESOLVED THAT** leave be given to introduce a By-Law to confirm the proceedings of the Council of the Corporation of the Town of Grand Valley and it be given the necessary readings and be given the necessary readings and be passed and numbered 2016-27.

Carried.

## 21. Adjournment

**#2016-06-17**

Moved By: P. Rentsch

Seconded By: R. Taylor

**BE IT RESOLVED THAT** we do now adjourn this Regular Meeting of Council at 9:02 pm to meet again on June 28, 2016 at 9:30 a.m. or at the call of the Mayor.

Carried.

The Town of Grand Valley  
Economic Development Committee Strategic Plan  
Communications Research Report



Communications Committee

Prepared by: The Communications Committee  
June 2016

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## Executive Summary

As the community of Grand Valley grows in population, it is increasingly difficult to reach all residents within the community to keep them informed. Anecdotal evidence suggests that residents are often not aware of community events, initiatives, and organizations, and that there are potentially several barriers to communication within our town such as social isolation and inclusivity issues with current methods of communication (e.g. social media, word-of-mouth, etc.).

Since the fall of 2014, the Communications Committee has been actively engaged within the community of Grand Valley to both determine how organizations and businesses communicate with the community at large, and how effective those communication methods have been in achieving their objectives. After compiling a comprehensive list of known organizations, businesses and service organizations within Grand Valley, the committee sent out a survey to those organizations to get their perspective and better understand what works, what doesn't, and what could be improved with respect to communication.

The survey was conducted via several methods, including email, hard copy print, and by telephone interview.

After collecting and analyzing the data, our findings are as follows:

- Over half (54%) indicated that their event/organization would be more successful if they had assistance in promoting their event
- 45% indicated that they would be more successful if they spent more money on advertising/communication
- 47% disagreed or strongly disagreed that Grand Valley organizations do a good job of communicating
- The key target demographics were "all ages" at 47% and "families with preschool/elementary school children" at 33%
- The main barrier of communication, according to those surveyed, was a lack of centralized, coordinated communication efforts in town

Based on the results of the survey and the comments provided by the participants, our recommendations are:

1. Hire a professional website designer to properly design and establish a website that is user-friendly, easy to navigate, informative and is frequently updated
2. Publish a quarterly newsletter for those who don't have online access
3. Have two bulletin boards in town to promote upcoming events
4. Have two electronic signs on either end of town for further event promotion and town information

We suggest the following implementation for each recommendation:

### **Town of Grand Valley Website**

Contract a professional with website design experience demonstrating a solid portfolio of easy-to-navigate and simple websites. The estimated cost for this website build is \$5,000 - \$8,000 with additional maintenance costs over time.

### **Newsletter**

Simple, easy to read newsletter with opportunities for advertisements from local businesses. Estimated cost for 1,000 homes in black and white is \$100 per quarter and \$400 per year. The estimated cost for a colour newsletter is \$390 per quarter and \$1,560 per year. The purpose of creating print-based communication materials is to be fully inclusive to all residents, including those who do not use the internet or do not have regular access to the internet. Additionally, some residents may be less able to leave their residence often enough to view a physical bulletin board or electronic signs in the community, therefore a print-based and home-delivered newsletter will help to reach those residents who are more difficult to reach by other means.

### **Bulletin Board**

Two boards in town for local postings. Potentially illuminated with solar energy and easily accessed. Estimated cost is \$2,000 per board.

### **Electronic Signage**

Strategically placed signs near each of the two main town entrances or in front of the town office. Estimated cost to be determined.

Each of these four recommendations are intended to work as single multifaceted recommendation in order to reach all of the residents of this town and to be inclusive of all residents and the communication methods that work for them.

## Introduction

In the spring of 2014, the Grand Valley Economic Development Committee (EDC) initiated the development of a strategic plan to create long-term economic benefits for Grand Valley and its residents. The Communications Committee was formed as a sub-committee of the EDC dedicated to improving communication within the community (see Appendix A for the list of committee members).

The mandate of the Communications Committee is to research, develop, and create a comprehensive community-wide communication plan, infrastructure, and process that will enable community groups, residents, businesses, volunteer organizations and town council to communicate more effectively with the community at large, as well as the broader markets.

During the past year, much time and effort has been devoted to developing an understanding of the communication platforms currently used in Grand Valley and the communication needs of Grand Valley organizations and residents. The Communications Committee employed a survey of Grand Valley community groups, embarked on best practices research, group discussion, and analysis of survey results and verbatim commentary to develop our recommendations for a communications framework.

This committee's intention is to recommend a thorough implementation strategy along with a research and evaluation criteria to measure our success and form the basis of improvement decisions. The Communications Committee's objective is to provide a recommendation for a communication infrastructure that is inclusive, provides 'ease of access', effectively reaches the targeted market, and is financially viable.

## Process

The Communications Committee was formed with the appointment of a Chair and a Secretary. A full list of committee members is listed in Appendix A<sup>1</sup>. The committee collectively decided to meet on a monthly basis beginning in September 2015 and agreed to a documented management process that would be implemented to ensure accurate record keeping for meeting minutes, findings, research, and other documentation going forward.

During the early meetings, the Communications Committee members participated in discussions to clearly outline and understand the scope of our committee mandate. The committee developed a work plan and divided the work plan into actionable items. The committee then formed subcommittees that would be assigned to work on the action items and be responsible for completing these tasks within manageable deadlines.

Subcommittee 1– created a questionnaire (<sup>2</sup>see appendix B)

Subcommittee 2 – created a community organization and business database (<sup>3</sup>see appendix C)

Subcommittee 3 – created a list of ways to communicate within a community

Subcommittee 4 – brainstormed the communication needs of the six different community groups in terms of their communications needs and strategies: schools, municipality, sports groups, businesses, community groups/service clubs, and faith-based organizations (e.g. churches). This brainstorming was done to explore and anticipate the communications usage and needs

Subcommittee 5 – developed an introduction script and logo to introduce our committee to the various organizations (<sup>4</sup>see appendix D)

Subcommittee 6 – launched the survey via email invitation, attempted two email reminders; remainder of organizations were approached by telephone or in person to complete a survey

Subcommittee 7 – analyzed the results of the questionnaire

Each subcommittee appointed a leader and worked independently of the main committee to conduct the assigned research or task and report back to the main committee by a pre-determined meeting date. Findings and progress of each subcommittee was presented at the monthly meetings, where continuous committee dialogue and debate ensured refinement of the research approach to ensure a comprehensive input into the communication plan. A cornerstone of the research effort was the creation of a community based survey for Grand Valley businesses and organizations. This survey was informed by several months of committee debate/discussion, subcommittee research, and independent research efforts.

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<sup>1</sup> Appendix A –Communications Committee membership list

<sup>2</sup> Appendix B – questionnaire

<sup>3</sup> Appendix C – community organizations list

<sup>4</sup> Appendix D – introductory script and logo



This final report is based on the aggregation of the foregoing process which enables a deep understanding of the communication needs within Grand Valley, the challenges therein, and benefits of implementing a community-wide communication plan, infrastructure, and process.

## Findings

### Key Findings

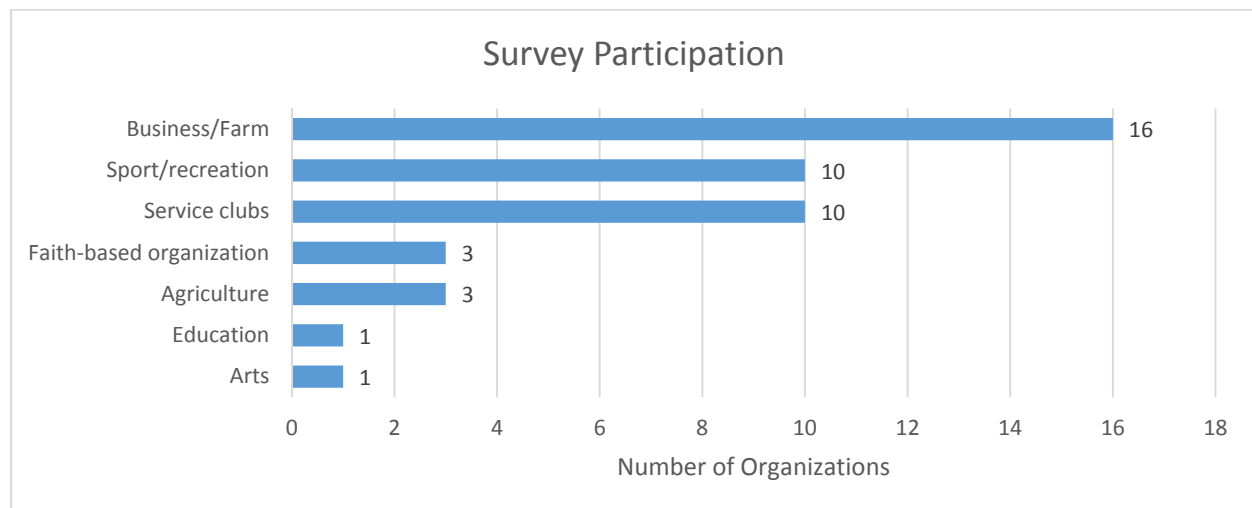
- 44 Grand Valley organizations participated in the survey
- Over half (54%) indicated that their event/organization would be more successful if they had assistance in promoting their event
- 45% indicated that they would be more successful if they spent more money on advertising/communication
- Almost half (47%) *disagreed or strongly disagreed* that Grand Valley organizations do a good job of communicating
- The key target demographics were “all ages” (47%) and “families with preschool/elementary school children” (33%)
- The main barrier of communication, according to the organizations surveyed, was a lack of centralized, coordinated communication efforts in town

### Detailed Findings

A total of 115 Grand Valley organizations and businesses were identified and contact information was acquired. The team reached out to all businesses and organizations through email survey invitations and telephone survey requests and was able to acquire 44 survey responses from the local organizations. The response rate was 38%, resulting in a margin of error of +/-11.7% (at the 95% confidence level, 19 times out of 20).

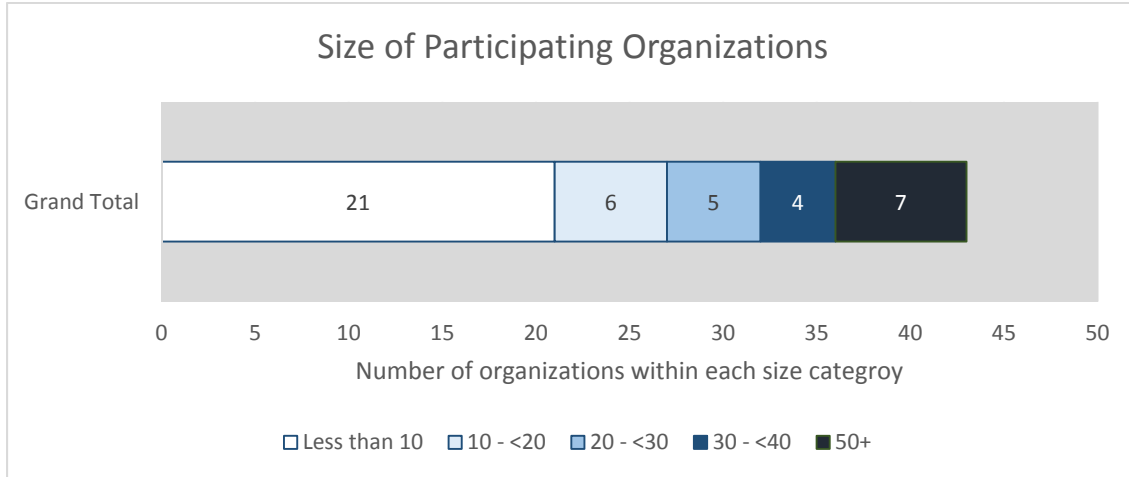
Organizations were asked to identify the category that best describes their organization and the results are displayed in Chart 1. The survey garnered the largest participation from businesses/farms, sport/recreation organizations, and service clubs in Grand Valley (16, 10, and 10 responses, respectively). A small number of faith-based organizations, agricultural organizations, educational and arts organizations also participated (total of eight participants).

**Chart 1**



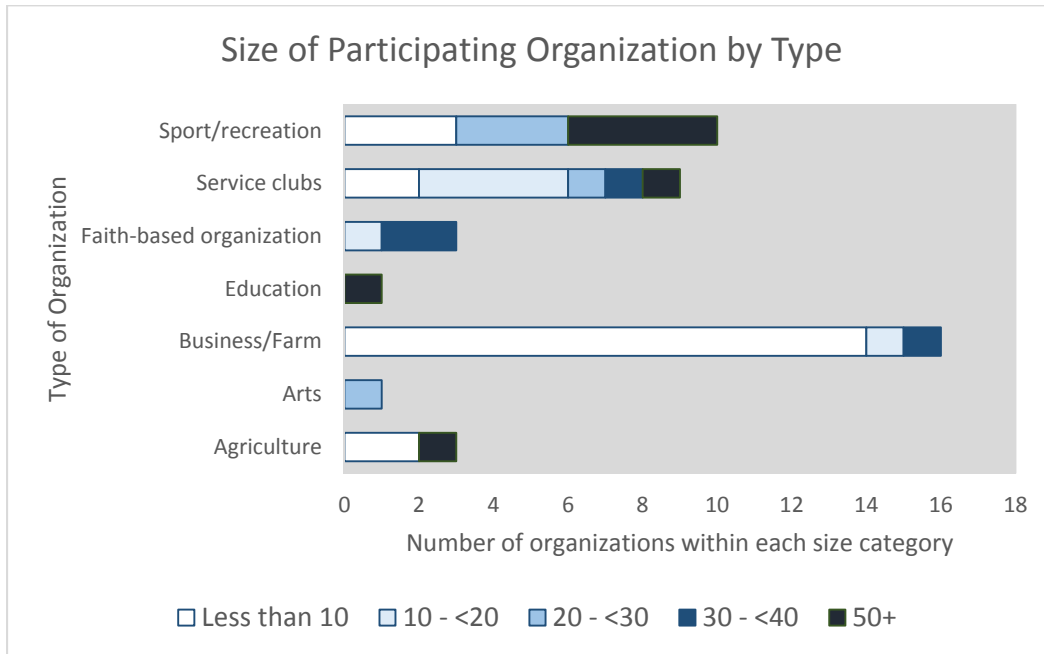
When asked to identify the size of their organization, almost half of the organizations surveyed (49%) were composed of less than 10 people, as shown in Chart 2.

**Chart 2**



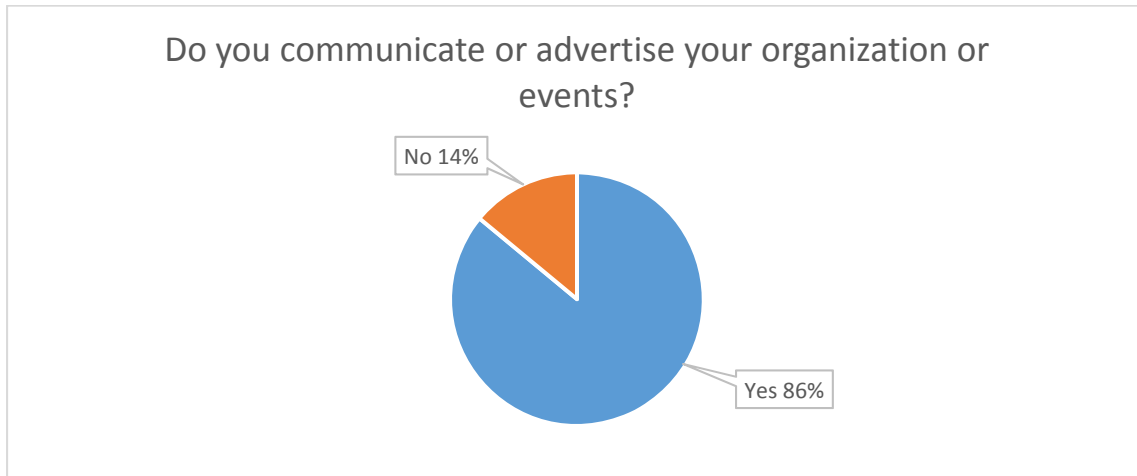
Looking at the size of the participating organizations, more sport/recreation groups were of a large size and the responding businesses/farms were primarily very small, as shown in Chart 3.

**Chart 3**



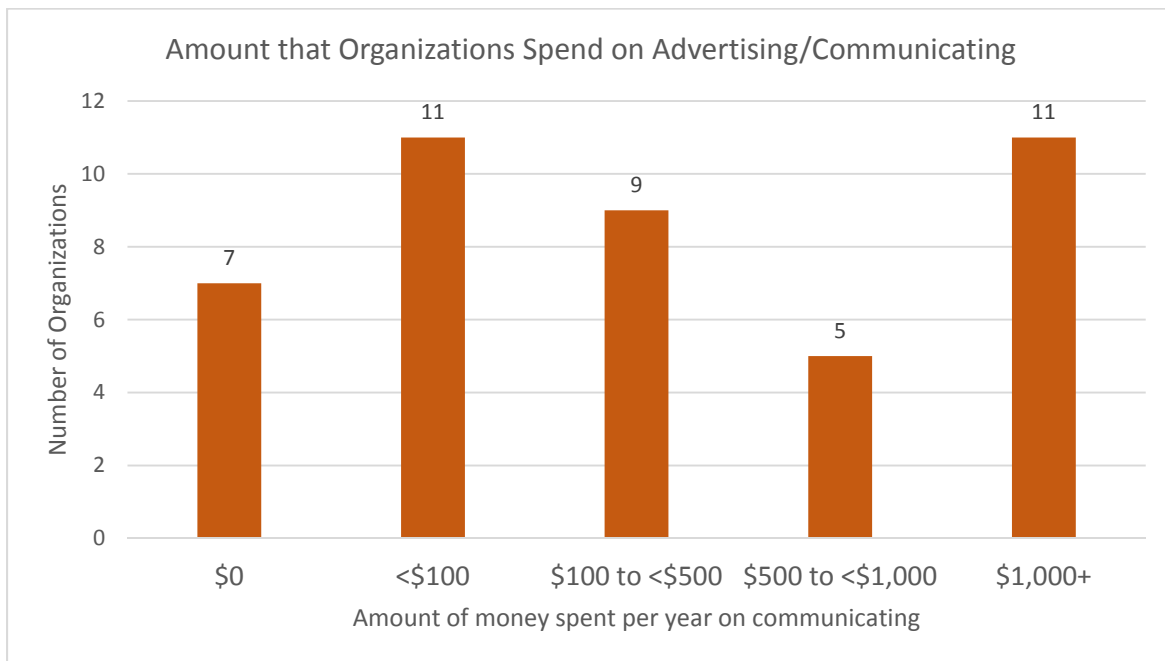
The large majority of the organizations surveyed (86%; 38 out of 44 surveys) indicated that they communicate or advertise their organization or event, as shown in Chart 4.

**Chart 4**



In terms of money spent on communicating, organizations varied widely in the amount spent on communicating, with seven organizations not spending any money on communicating, 11 spending less than \$100, and 11 spending more than \$1,000 per year (Chart 5).

**Chart 5**



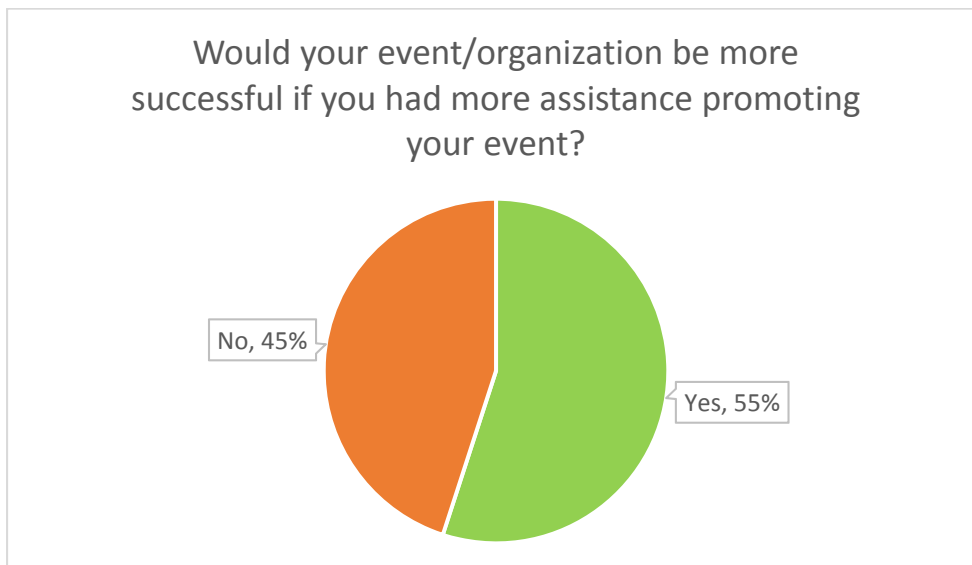
Almost half of the organizations surveyed (45% or 20 out of 44) indicated that they would be more successful if they spent more money on advertising/communicating (Chart 6).

**Chart 6**



Similarly, about half of the organizations surveyed (54% or 24 out of 44) indicated that yes, their event/organization would be more successful if they had assistance promoting their event (Chart 7).

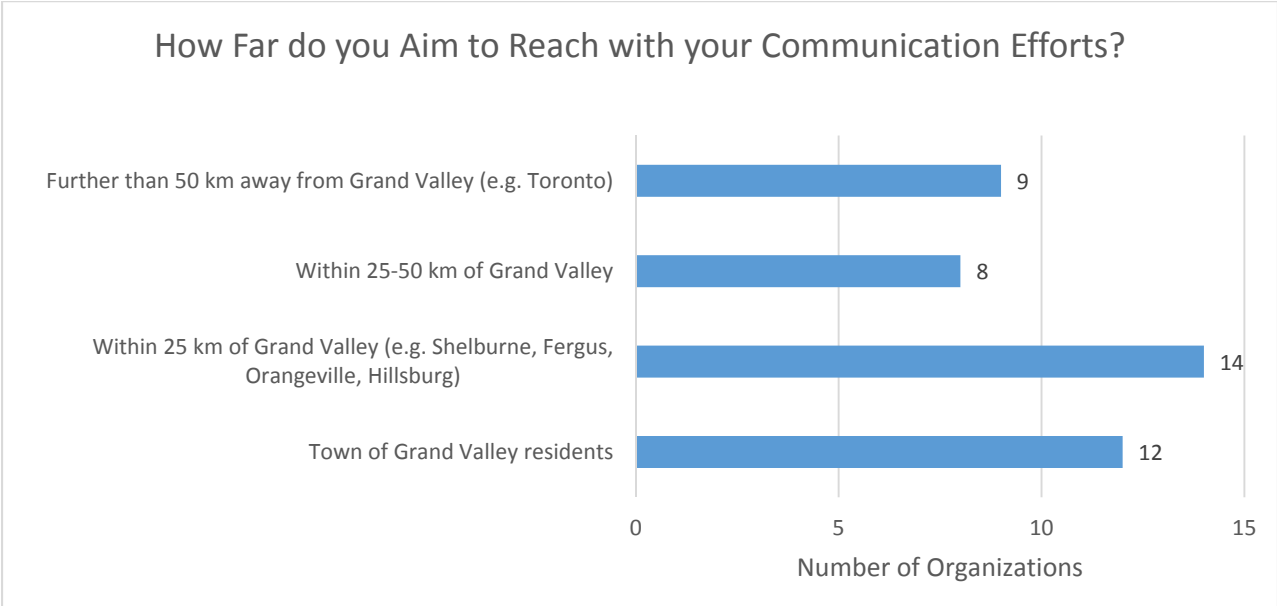
**Chart 7**



When asked, "if a newcomer came to town, how would s/he find out about your organization?" there was a wide variety of verbatim responses, with no consistent theme among the organizations that responded to the question. While some organizations use particular methods to reach residents of Grand Valley (town office, brochures, flyers, signage), others use various websites, social media, and word of mouth to communicate on behalf of their organization.

More than half (60%, n=26) of the organizations surveyed aim to communicate with people that live either in the town of Grand Valley or within 25 km of the town.

**Chart 8**



Survey participants were asked a series of questions regarding their level of use of various types of communication methods, followed by how effective they believed each method of communication was at reaching their target audience. Results are summarized in Chart 8. The green stoplight symbolizes the communication methods where at least the same number of organizations that used the method “often” or “sometimes” felt that the communication method was “very” or “somewhat” effective. Thus, as shown in Chart 9, the top method of communications are: trade show/home shows, Facebook group, Newspaper/flyer, roadside sign, digital sign (at the Community Centre), Twitter, school newsletter, and letters. Note that of the methods considered most effective by the responding organizations, Facebook, Newspaper/flyer, and roadside sign were the most often used.

**Chart 9**

Communication Method	# Use often+ Use sometimes	# Very effective + Somewhat effective	% Effectiveness
Trade show/home shows	6	8	133%
Facebook group	18	21	117%
Newspaper/flyer	16	16	100%
Roadside sign	20	20	100%
Digital sign, community centre	5	5	100%
Twitter	6	6	100%
School newsletter (GVDPS)	7	7	100%
Letters	9	9	100%
Phone calls	14	13	93%
Word of mouth	40	37	93%
Information booth	12	11	92%
Personal contact	35	32	91%
Email to members of organizations	21	19	90%
Organization newsletters	8	7	88%
Post office	10	8	80%
Poster	24	19	79%
Town of Grand Valley website	11	7	64%
Other website	21	13	62%
Library website	5	3	60%
Welcome wagon	4	2	50%

A considerable number of organizations were in *disagreement* that Grand Valley organizations do a good job of communicating (47% disagree or strongly disagree; n=20) (Chart 10). Furthermore, none of the 43 organizations that responded to this question indicated that they strongly agree that organizations do a good job communicating (Chart 10).

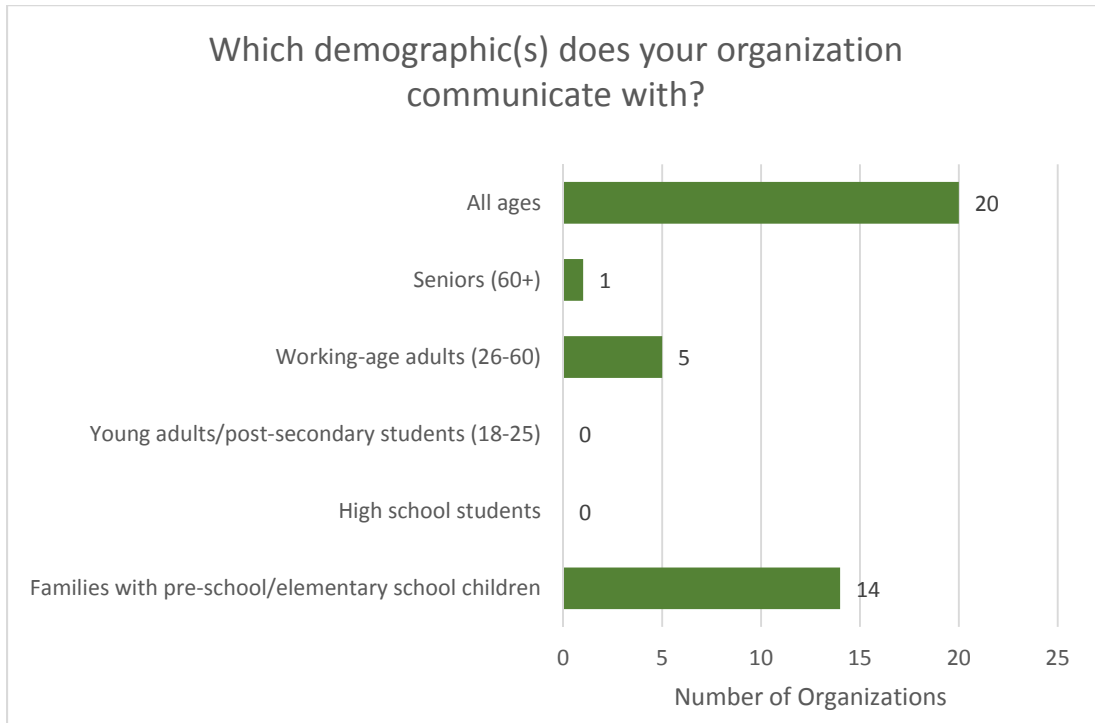
**Chart 10**





Organizations in Grand Valley aim to communicate with all ages (47%; n=20) or with families that have pre-school or elementary school aged children (33%; n=14) (Chart 11).

**Chart 11**



One theme that surfaced several times when asked what the barriers to communication are in Grand Valley was the lack of a centralized, coordinated communication effort in town. A lack of inclusivity was also identified as a barrier to communication by multiple organizations (Appendix E).

Multiple ideas were shared with respect to how Grand Valley organizations can better communicate. Similar to the common themes for barriers, multiple respondents suggested a centralized and coordinated communications effort, inclusivity, as well as multiple methods of outreach (Appendix E).

## Recommendations

With consideration to the research findings from the survey and subcommittee research efforts, the following statements warrant serious consideration:

1. There is a clear lack of effective multi-channel communication in our community
2. There is a clear desire and need, from the community (individuals & organizations) for a co-ordinated communication capability
3. Other communities with a successful economic strategy have utilized a multi-channel communication strategy
4. There must be a multi communication strategy that addresses the need for multiple messaging access, including:
  - a. Internet based – website and social media (Facebook, Twitter etc.)
  - b. Paper based – bulletin boards and newsletters
  - c. Dynamic based – digital signage

Each of the following recommendations, while addressed individually, should be considered as a whole. These recommendations are a single recommendation for a comprehensive communication strategy.

### Recommendations

- Town Website – We need an updated and professional website set up by a professional Webmaster that is informative, easy to navigate, and provides up-to-date and accurate information. It has to draw people in and entice them to spend time on it browsing and collecting information.
- Newsletter – This would be a two-sided home-delivered newsletter for people who don't communicate through a computer and for those who like to have a hard copy and/or do not have access to the internet or who are unable leave their home. A newsletter should be eye-catching and easy to read.
- Bulletin Boards (2) – A bulletin board could serve as a main information centre for residents to see upcoming events in a stationary, physical location. Postings will be designed to be easy to read and organized and will include such items as coming events, classified ads, services, and business cards (some postings could charge a small cost). This would be a fixed visual source of information for residents and should be placed in high traffic areas.
- Electronic signage (2) – An electronic sign can serve as a dynamic pop of headline-style information as you are driving in or out of town. Headlines would be a “teaser” to get people thinking about an upcoming event and creating curiosity which would encourage asking questions, finding answers, and getting people talking. The electronic signs will point residents to the updated town website for more detailed information on each headline.
- Social media investigation – Another method of communication that could be effective for future consideration would be utilizing popular social media avenues such as Facebook or Twitter. At the present time, this method is in need of further study before implementation strategies are suggested.

These recommendations were based on a combination of the comments received on the completed surveys and discussions within the Communication Committee resulting from additional research.

## Implementation

We believe that Grand Valley needs to contract or hire a Community Communications Coordinator to manage resources and provide a central “hub” of communication activity. This professional would be responsible for maintaining the website, producing the newsletter, overseeing and maintaining the bulletin boards and the electronic signage. This person would be the central contact for collecting all town-related information and distributing it via each method so that all residents will have access to up-to-date and relevant information.

### **Town of Grand Valley Website**

Contract or hire a person that has had the education and background to build the website infrastructure and supporting resources (e.g. newsletter templates, online calendars, etc.). The webmaster should have the experience and availability necessary to build a fully functional and informative website and if required, other means of social media (e.g. Facebook). Another person could be fully trained to maintain the website and update messages and information on a regular basis. The website would need to be attractive, informative, easy to navigate and showcase our beautiful picturesque town through pictures of our community celebrating events and points of interest around town. Links to community websites associated with Grand Valley such as the Grand Valley Garage Sale, Grand Valley Connect, Service Clubs, and Sports Organizations would also be included on the website. The website could also publish the Town Hall meeting minutes, board meeting minutes, upcoming events, tourist attractions, items of interest, and a business directory (for a fee). The website should be multi-use with the main focus of connecting our residents to their community.

- a. Estimated cost: Start-up - \$5,000 - \$8,000 + maintaining. Business postings could offset some of the cost.

### **Newsletter:**

Because there is a segment of the population that does not have access (or regular access) to the internet and/or may be house-bound (particularly in the wintertime), an important component of the communication strategy needs to address this potential gap by creating a print-based and home-delivered communication initiative. A town newsletter would be creative, attractive, easy-to-read, informative and have a similar look and feel to the town website. Information on the front could include Town & EDC logos with information about our Town Website, with possible advertising on back for advertising upcoming events for a small fee to offset the cost of the newsletter.

- a. Webmaster would be in charge of creating the newsletter
  - i. Estimated cost: 1,000 homes – 2 sided black/white @ .10 = \$100.00/quarter
  - ii. Estimated cost: 1,000 homes – 2 sided colour @ .39 = \$390.00/quarter

### **Bulletin Boards:**

An additional complement to the print-based newsletter would be stationary, strategically-placed bulletin boards where residents are likely to view the town information and have a consistent place to view information and share the town happenings with their neighbours, thus encouraging word-of-mouth communication that is already popular among residents. Portions of the bulletin boards, like the heading, could be illuminated by solar panel with easy access to change information that is not time

consuming. Locations could be strategically placed in high traffic areas of the town as well as Colbeck and/or Monticello. This could be a multi-purpose board divided into sections.

- a. Estimated cost: \$2,000.00 per board.

**Electronic Signage:**

Electronic signs are a high-visibility form of communication. As a committee, we would seek to leverage council's current thinking and recent research on electronic signage. Strategically-placed electronic signs notifying residents of the most current events.

- a. Estimated cost to be determined.

In combination, these initiatives would all be valuable to our town because they would consistently keep our citizens informed about the on goings of their community in the hopes that they would become more involved. Events would be more successful and profitable, and our citizens will feel an even greater sense of inclusiveness and belonging.

An updated and exciting website could bring tourists to our town. Additionally, as word-of-mouth communication was often cited as a key means of current communication, these multi-method and coordinated efforts will provide residents with easy access to accurate information that they can share with neighbours and fellow townspeople. As residents become better informed, they will be more likely to participate in community events, feel connected to their community, and support the community activities in our great town, making it an even better place to live.

## Summary

Effective communication is key to an engaged, inclusive, and prosperous community. Considering the recent and ongoing population growth of the town and the corresponding changes in communication needs among residents of Grand Valley, our town needs to make investments in communication infrastructure and manpower to provide all residents with timely and accurate information about our town.

The Communication Committee's research findings have clearly identified several deficiencies in communications, most notably the lack of a central 'communication hub' and inclusivity in the current and sporadic communication efforts. Recommendations derived from the research suggest a multi-modal approach to communication, which could include a professionally designed and managed online profile with regularly updated current events and information postings, a community bulletin board, newsletter, and centrally located digital signage. This is an opportunity for the Town Council to take a leadership role, support these efforts with a financial commitment and combine our efforts to reach out and keep our residents informed and involved in our great community.

Grand Valley is a community poised for great change and it's imperative that Town Council consider the Communication Committee recommendations as an opportunity to invest in our future.

## Appendix A –Communications Committee Members

### **List of Communications Committee Members**

Errol Chambers – *Committee Chair*

Coralee Bell - *Secretary*

Kathleen Chambers

Carrie MacKinnon Molson

Michelle Martin

Peter Marshall

Randy McClelland

Barb McKim Landman

Alexandra Mihan

Theresa Mitchell

Sibbelina Mullis

Jill Pogson

Myrna Roberts

### **Advisors to the group:**

David Reimer – *EDC Advisor*


Demitrius Marshall – *EDC Advisor*

Philip Rentsch – *Grand Valley Council Member*

# Appendix B

## Survey Questionnaire

### Grand Valley Survey for Community Organizations



[Edit this form](#)

## Grand Valley Survey for Community Organizations

Please respond to the survey on behalf of your group or organization. This is a joint survey created by the Communications Committee and the Community Centre Committee. Thank you for taking the time to complete this survey!

**What category best describes your organization?**  
Please select one response

- Sport/recreation
- Arts
- Education
- Agriculture
- Service clubs
- Faith-based organization
- Business/Farm
- Other:

**Approximately how many individuals are currently involved in your organization?**  
Please select one response that best represents your organization membership

- Less than 10
- 10 to less than 20
- 20 to less than 30
- 30 to less than 40
- 40 to less than 50
- 50 or more individuals

**Do you communicate or advertise your organization or events?**  
Please select one response

- Yes
- No
- Other:

**Approximately how much do you (does your organization) spend on advertising/communication per**

[https://docs.google.com/forms/d/1VNGm1Xd1S3HbWD3T\\_r0wE-aCxXzUYbQSFirjDoivna0/viewform](https://docs.google.com/forms/d/1VNGm1Xd1S3HbWD3T_r0wE-aCxXzUYbQSFirjDoivna0/viewform)[4/14/2016 1:11:35 PM]



## Appendix C

### Database of community organizations

<b>Sport Organizations</b>
Belly Dancing
Goal Diggers Ladies Hockey Club
Grand River Rodeo
Grand Valley Athletes Men's Ball Club
Grand Valley Curling Club
Grand Valley Men & Pickup Hockey Club
Grand Valley Minor Hockey
Grand Valley Minor Soccer
Grand Valley Minor Softball
Grand Valley Mixed 3-pitch
Grand Valley Walking Group
Hot Mama's Ladies Hockey Club
Learn to Skate
YMCA - Before & After School Program
Zumba - G.V.D.P.S.

<b>Churches</b>
G.V. Ministerial Includes: Church of Christ, Trinity United Church, Community of Christ, Knox Presbyterian Church, St. Alban's Anglican Church
Grand Valley Canadian Reformed Church
Jehovah's Witnesses Kingdom Hall
Monticello United Church
Riverside Pentecostal Assembly

<b>Schools</b>
Grand Valley Public School
Ontario Early Years

<b>Town of Grand Valley</b>
Grand Valley & District Fire Department
Grand Valley & District Medical Centre
Grand Valley & District Medical/Dental Board
Grand Valley Cemetery Board
Grand Valley Community Centre
Grand Valley Council

Grand Valley Police Services Board
Grand Valley Public Library
Grand Valley Watershed Committee
Grand Valley Works Department

<b>Community Groups/Service Clubs</b>
85 Tornado Air Cadets
Concern Food Bank (Trinity)
Dufferin Area Family Health Team
Dufferin Piecemakers Quilting Guild
Grand River Conservation Authority
Grand Valley Agricultural Society
Grand Valley Fire Association
Grand Valley Fireside Club
Grand Valley Historical Society
Grand Valley Horticultural Society
Grand Valley Ladies Auxiliary
Grand Valley Lions Club
Grand Valley Masonic Lodge
Mayberry Hill
Meals-on-Wheels
Riverbend Artists of Grand Valley
Skate Park Committee
Splash pad Committee
The Door
Upper Canada 2 Cylinder Club(John Deere Club)
Upper Grand Trailway
Welcome Wagon

<b>Businesses</b>
Allto Construction
Alpaca Central
Amaranth Aggregates
Belwood Electric
BHR Renovation
Brewed Awakenings
Casey's
Comolea Farms- Highland Beef

Country Estate Water Services
D&S Hall
Davison Bus Lines
Donna Marie Davison - Remax
F. Wilson Electric
Freedom Lock & Security
Fuller Contracting
Glasscraft
Grace E. Brown Insurance
Grand River Chop House
Grand Valley Dental
Grand Valley Drug Store
Grand Valley Feed Store
Grand Valley Food Town
Grand Valley Home Hardware
Grand Valley Insurance
Grand Valley Midwives
Grand Valley Wellness Clinic
Grandview Builders
Happy Trails Thrift Emporium
Hermosa Clothing Boutique
Hillside Automotive
Houley's Bar & Grill
Kelly's Korner Restaurant
Landman Bakery and Gardens
Mac's
Marie's Restaurant
Modern Hair
Mr. Woodsy
Olympic Pizza
Ontario Corvette Corral
Ontario Early Years
Orica Canada Inc.
Piyo and Insanity Fitness Class
Pryde Heating Services
Raggedy Anne's Second Hand Shop
Rivers Edge Innovations & Detailing
Sally Franco Real Estate
Sandhill Bed & Breakfast

Sheik Halal Farms
Shell Station
Silverdale Motors
Sime's Funeral Home
Skate board store
Summer Place Trailer Park
TEK Renovations
The Grand Valley Times
The Painted Peacock
WD Tait Enterprises

## Appendix D

### Survey Introduction and Script

In the spring of 2014 the Grand Valley Economic Development Committee (EDC) initiated the development of a strategic plan to create long-term economic benefits for Grand Valley and its residents. We represent a Sub-Committee of the EDC dedicated to improving communication within the community. To prepare for the growth and changes our wonderful little town is already experiencing, we need to develop a comprehensive community-wide communication plan, infrastructure and processes that will enable community groups and Town Council to communicate more effectively with the community at large, as well as the broader markets. Development and implementation of this plan will be the foundation of the overall Economic Strategic Plan. To better understand your specific requirements as they relate to how you communicate with our local community and beyond, we need to gather information about your organization. Being well informed about the specific communication requirements and priorities of each organization is key to developing an effective communication plan. The first step in our information-gathering process will be in the form of a survey. As you are likely aware, there are many ways to effectively communicate and create positive messaging. It will be necessary to determine the channels that will achieve the maximum effect and the best outcome for each individual group.

Please respond to the survey on behalf of your group or organization. This is a joint survey created by the Communications Committee and the Community Centre Committee. Thank you for taking the time to complete this survey!

I've invited you to fill out the form Grand Valley Survey for Community Organizations. To fill it out, visit: [https://docs.google.com/forms/d/1VNGm1Xd1S3HbWD3T\\_r0wE-aCxzUYbQSFirjDoivna0/viewform?c=0&w=1&usp=mail\\_form\\_link](https://docs.google.com/forms/d/1VNGm1Xd1S3HbWD3T_r0wE-aCxzUYbQSFirjDoivna0/viewform?c=0&w=1&usp=mail_form_link)

## Appendix E

The following is the verbatim commentary from the survey of community organizations.

What do you think are the barriers to communication within Grand Valley?
The is no central gatekeeper (hub) for receiving information and passing it on.
We need one area where ALL events and notices can be found.
a lot of stuff is not communicated ....period!!
Gossip.
There needs to be one vehicle for communication on which we can post all Grand Valley events. It would include an introduction to all community organizations and services including contact information.
A very inclusive town website benefits everyone.
Don't know
Targeting different age groups - while social media works for certain age criteria there are many that don't use or are not interested. Finding a common place for all to access information would be beneficial.
Internet access. Not everyone has easy access to the internet or WiFi. Some simply cannot afford it, others live out of range.
A one-stop-shop place to look for information.
Groups don't want to spend money and effort on a website when the group is so small, and the service area limited.
Many service volunteers do not have time to build and maintain a website
no newspaper
Need a stronger active BIA
It's size, most people already hear from work of mouth.
Lack of a central communication platform that is known about and used by the community.
Too many places to put information out to.
past personality conflicts
location of sign on community centre
everybody doing their own thing in their own litle corner
Limited access to social media/internet, bedroom community with mainly commuters, not as many community places to meet and socialize.
Bedroom community, most people don't work or shop here.
Limited high-speed internet access, no dedicated local media, no Town Events Board at the north and south end of Hwy 25.
No newspaper, or local distribution that goes to ALL residents. No leadership on communications within Grand Valley.
Old ways of thinking. We all have to think of what is best for Grand Valley.
People don't want to get involved, aren't all that interested.
Resistance to change
Yes. I feel like there is a disconnect. Different generations are used to using different mediums when looking for news. For example facebook vs the newspaper
There is not really a good way to get information out to everyone
Old ways of thinking.
Limited exposure.
No promotion of Grand Valley or the businesses in Grand Valley.

Lack of a local newspaper. Some lack of co-operation in posting information on the post office bulletin board.

There is no one person to organize all the groups and keep information about the groups. Presidents and executives change frequently and contact information does not necessarily get update or maintained on websites.

**How do you think Grand Valley organizations can better communicate about organizations and events?**

The is no central gatekeeper (hub) for receiving information and passing it on.

If there was one central area to advertise/post information it would be more effective.

signs.

the way to voice your ideas for council is good

radio

newspapers

Community newsletters

post information

There needs to be one vehicle for communication on which we can post all Grand Valley events. It would include an introduction to all community organizations and services including contact information.

A very inclusive town website benefits everyone.

Don't know

I think a message board whether electronic or bulletin in commonly used areas of town ie post office, library and community center would improve communication about events and services. Social media. Email, having tax payers include email addresses for communication - a town of grand valley e-newsletter?

Have screens advertising events located in well-travelled locations -- e.g. arena, library, post office, grocery store

I like YOUR billboard advertising campaign...

user friendly website

coming events - wellington advertiser or orangeville banner

By all working together as we all have the same goals! Raising money!

yes

incased community billboard downtown other than the arena

Communication centralization.

Need one central spot for the majority of communications.

listing of contacts and organizations in tax pamphlet

dedicated web page on town webpage

community sign (eg like the GV Lions)

Collaborate more, work together as one community.

Have a central communication device so everyone can access it.

Working together to construct community events boards, the Lions Club roadside sign is old and doesn't catch the eye. A couple of miniature billboards would be a huge help. Positioned at 109 and 25 as well as 89 and 25.

Have a better way of bringing people here. Farmer's market. Bigger fairs.

working together!

Need one main central spot / group to have information on all events coming up in Grand Valley.
Greater emphasis on communication. Different options to distribute information and more promotion of local events and content.
Billboards Promote Grand Valley website better
More active town website, fb page, Twitter account. More community events featuring local organizations.
Perhaps a webpage where events can be posted.
Embrace online technology.
More exposure on the Internet and through Trade Shows. Take advantage of local amenities, ie: camping
Encourage groups to use a common website that is vetted by town officials.