



**Corporation of the Municipality of South Huron
Committee of the Whole
Agenda**

**Tuesday, March 20, 2018, 6:00 p.m.
Olde Town Hall-Carling Room**

Accessibility of Documents:

Documents are available in alternate formats upon request. If you require an accessible format or communication support, please contact the Clerk's Department at 519-235 -0310 or by email at clerk@southhuron.ca to discuss how best we can meet your needs.

Pages

1. Meeting Called to Order
2. Election of Chair
3. Amendments to the Agenda, as Distributed and Approved by Council

Item 2 added - Election of Chair

Recommendation:

That South Huron Committee of the Whole approves the Agenda as amended.

4. Disclosure of Pecuniary Interest and the General Nature Thereof
5. Reports

5.1	Cat Voucher Program - follow up	1
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5.5	Recreation - update	

6. Adjournment

Recommendation:

That South Huron Committee of the Whole does now adjourn at _____ p.m.

Cat Control Voucher Program

Committee of the Whole March 20
2018



What the Experts Say – Why You Need A Program

Conflict & Health Risks	<ul style="list-style-type: none"> •Conflicts between neighbours, complaints by residents about cats running at large and howling at night. •Public health risks to humans from zoonotic diseases and parasites.
Unwanted cats	<ul style="list-style-type: none"> •High pregnancy rates lead to many unwanted kittens •Unwanted cats and kittens surrendered to shelters •High rates of euthanized animals
Feral cat problem	<ul style="list-style-type: none"> •Unwanted cats and kittens abandoned in the wild •Growth of feral cat colonies
Cost of animal control	<ul style="list-style-type: none"> •Municipal animal control budgets •Humane shelter budgets •Feral cat socioeconomic Trap/Neuter/Vaccinate costs
Environmental costs	<ul style="list-style-type: none"> •2---7% of bird population killed by cats annually •Small mammals, amphibians and reptiles killed by cats. •Cats roam in sensitive habitats and impact species at risk.

What the Experts Say- Options

Bylaw	Added administrative costs	Added enforcement cost	Potential to reduce bird mortality	Potential to reduce cat over population
No Free Roam	Nil	Medium	Very high	Very high
Cats limited to owner's property	Nil	High	Medium	Medium
Spay/neuter requirement for cats sales/adoptions	Nil	Low	Low	High
Low--cost spay neuter fund	Low	Nil	Low	Medium
Licensing	Medium	High	Nil	Nil
Identification	Nil	High	Nil	Nil
No public feeding	Nil	High	Nil	Nil
Trap--Neuter & Rehome	High	Low	High	High
Trap--Neuter--Release	High	Low	Low	High
Live--trapping allowed	Low	Low	Medium	Low

Spay and Neuter Program

At the COW of March 20th, following directional elements for a program were passed.

- The program would be universal
- Pilot project would be until December 31, 2018
- Budget would be established at \$5,000

Key Terms – For this program only

- "Applicant" means a person who submits an application for a Spay or Neuter Voucher and/or an application for a Spay or Neuter Voucher for Feral Cats.
- "Application" means the form of Application for Spay or Neuter Vouchers established by the Municipality of South Huron from time to time.
- "Clerk" means the Clerk or delegate.
- "Funds" means the amount which may be allocated to the Spay or Neuter Vouchers in the Municipality of South Huron's annual budget.
- "Family" means the Applicant alone or with one or more persons who reside together and are related to each other by blood, marriage, common-law or adoption.

Key Terms – for this program only

- "Feral Cat" means a cat that is not accustomed to contact with people and is too fearful or wild to be handled and which may never adapt to living in close contact with people or is not an Owned Cat.
- "Owned Cat" means a cat that resides with and receives food, shelter and care from a Family.
- "Spay or Neuter Voucher for Feral Cats" means a voucher issued to an Applicant who is eligible in accordance with this Policy and who wishes to spay or neuter a Feral Cat.
- "Spay or Neuter Voucher" means a voucher issued to an Applicant who is eligible in accordance with this Policy and who wishes to spay or neuter an Owned Cat.

Voucher Criteria – Two Streams

Feral and Owned

An Applicant is eligible to receive Spay or Neuter Voucher if:

- he or she submits a completed and signed Application;
- he or she is 18 years of age or older; and
- he or she has resided in the Municipality of South Huron for one year or more

Voucher Criteria - Issuance

- to only one Applicant per Family;
- to an Applicant who is also in receipt of Spay or Neuter Vouchers for Feral Cats.

Voucher Criteria – Issuance

Low Income Families Only - *Optional*

- to only one Applicant per Family;
- to a maximum of 3 per Applicant; and/or
- to an Applicant who is also in receipt of Spay or Neuter Vouchers for Feral Cats.

Voucher Criteria – Issuance

Low Income Families Only - *Optional*

- Low Income Cut-Offs Before Tax ("LICO") means the income level as established by Statistics Canada from time to time at which a Family may be in strained circumstances because it has to spend a greater proportion of its income on necessities than the average family of similar size.

Voucher Criteria – Issuance

Low Income Families Only - *Optional*

- the annual before-tax income of the Family is no greater than the LICO will be the determining factor staff will use
- Should Council wish to proceed, a procedure will be established

Questions



General information on feral and stray cats

Is there a difference between feral and stray cats?

Feral, stray, and pet cats are all members of the same species; they are all domestic cats. But stray cats and feral cats are also different from each other in a very important way—in their relationship to and interactions with people.

Pet and stray cats are socialized to people. Feral cats are not socialized to people. While they are socialized to their colony members and bonded to each other, they do not have that same relationship with people.

What is a feral cat colony?

Feral cats tend to live in colonies, or groups. Often, as many as three or four generations of a family will live together. A colony is a population of feral cats. The term is used primarily when a noticeable population of feral cats live together in a specific location and use a common food source.

These feral cat colonies can be found in either rural or urban type areas and are prolific breeders, they are elusive and do not trust humans. One female cat can have up to three litters per year, with up to five kittens per litter which in turn can start breeding in six months.

What to do with feral cats

People should not try to care for feral cats as they are conditioned to look after themselves.

- Avoid feeding stray and feral cats. Feeding healthy cats that haven't been spayed or neutered can result in larger litters that increase the feral and stray cat population.
- Do not bring stray and feral cats into the shelter unless they are sick, injured, or aggressive cats that could pose a danger to the public.

Can feral cats be domesticated?

Feral kittens can make good house cats if removed from the colony early enough and socialized with humans. Older feral cats can sometimes adapt but they generally resist domestication and are reluctant to trust humans.

Why should we be concerned about feral and stray cats?

Concerns about feral and stray cats include:

- A growing population.
- Feral and stray cats hunt and scavenge for food in areas shared by foxes and skunks, the two most prolific carriers of rabies.
- Often inhumane conditions for feral and stray cats.
- Homeowners that do not want feral or stray cats in their neighbourhood (noise from yowling, fighting and spraying).

How to deter feral and stray cats from your property

There are several easy environmentally safe solutions that will help to keep cats out of your gardens, flower beds, and away from your house:

- **Wash outside doors or walls.** Get rid of the cat urine spray or the cats will return to refresh the scent. Vinegar, baking soda or cornstarch are good options. Avoid bleach.
- **Clean up.** Clutter provides homes to rodents which will attract stray cats to your property.
- **Make digging difficult.** Cats love soft soil to dig for a litter spot, so make it unattractive. Before you plant, line flower beds with chicken wire the vegetation will grow through the wire and will prevent cats from digging.
- **Use mulch that's uncomfortable.** Prickly cuttings from holly, rose clippings, pine cones, or other uncomfortable material helps to deter cats. It's also environmentally friendly.
- **Avoid attractive plants.** Cats love mint, and may be attracted to some types of honeysuckle. Instead, plant vegetation like rue, lavender, pennyroyal, Coleus canina, and lemon thyme throughout the garden.
- **Use scents that are repulsive to cats.** Cats have a strong sense of smell; you can make your own natural cat repellent. Rub a sliced onion around fence posts or deck chairs. Place used coffee grounds in your flower beds or garden that will keep most critters out.
- **Tip for keeping cats off of cars.** Office supply stores carry floor mats/chair mats designed for carpets that have a textured underside with little rubber nubs. Place these mats upside down on the hood, trunk, or roof of your car. Cats don't like the spiky feel of these mats and will avoid walking or resting on their surface.
- **Avoid feeding stray or feral cats.**
- **Keep garbage in a secured container** to ensure that it does not provide a food source for feral cats.

Outside risks to unsupervised cats

Traffic

Some people mistakenly think cats are naturally "street smart." Vehicles are a serious threat to all cats allowed outside – and each day many are killed on roads

Disease

Feline Leukemia, Feline Immunodeficiency Virus (FIV), and rabies are just three of the deadly illnesses your cat can come into contact with from wild and domestic animals. In addition, outdoor cats are vulnerable to parasites such as fleas.

Abuse

Sadly, there are people in our society who abuse animals, including cats. Letting your cats outside makes them vulnerable to cruelty.

The elements

Domestic cats are not well suited to surviving Ontario's extreme weather conditions. Extreme heat in the summer, and bitterly cold winters both pose health risks to your cat.

Other animals

Confrontations with other animals, including other roaming pets, Community cats, and wildlife, can cause your cat injury, or even result in death.

Becoming lost

Cats may not always be able to find their way home, or they may be mistaken for stray cats and end up at a pound or animal shelter. Far too often a cat simply doesn't return home one day, and the owner never finds out what really happened.

The impact of roaming cats on communities

Allowing your cat to roam not only endangers the life of your cat, but directly impacts other animals and residents within your community.

Pet overpopulation

Roaming cats not spayed or neutered contribute significantly to the ongoing pet overpopulation crisis. Sadly, thousands of cats are euthanized in Ontario each year because there are not enough adoptive homes.

Effects on wildlife

Roaming cats are common culprits in the deaths of wild animals, especially birds and small mammals. The effect of outdoor cats on a local wildlife population can be devastating and cause unnecessary suffering to thousands of wild animals.

Conflicts with neighbors

Cats who wander may defecate in gardens and other undesirable places, kill birds at a neighbour's birdfeeder, or bother indoor cats visible through windows. These and other situations may damage your relationship with neighbors and lead to unnecessary conflicts for both you and your cat.

Municipality of South Huron “Draft” Communication Plan

3/20/18

Municipality of South Huron Draft Communication Plan

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Introduction

The Municipality of South Huron Communications Plan provides a framework for the organization to enhance its two-way communication, improve stakeholder relationships, and encourage public participation in the municipal process.

The Plan is designed to influence all activities that relate to communications within the organization, and outlines positive and achievable practices that will help the Municipality achieve its organizational goals.

All employees have a role to play to ensure the success of the Plan. By working collaboratively across departments to ensure communication efforts are well-co-ordinated and responsive to the needs of stakeholders, we will achieve a more informed and engaged workforce, community and Council.

This is an evolving strategy for the entire organization. The Plan will help build our communications capacity and allow us to develop trustworthy relationships and effective public policy.

Vision

An aware and involved community and engaged and responsive employees, capable of listening, sharing ideas openly and working collaboratively to shape the future of South Huron.

Mission

To provide a framework to enhance the Municipality of South Huron two-way communications capacity, improve stakeholder relationships, and deliver effective communications programs that help achieve organizational goals.

Guiding Principles

- Provide information that is timely, accurate, clear, accessible and responsive.
- Consider the range of communication tools at our disposal and use those most appropriate to address the needs associated with each circumstance.
- Work collaboratively across the organization to ensure that information is thorough, factual and timely.
- Respect the access to information and privacy rights of citizens and employees.

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- Support opportunities for engagement to inform public policy.
- Strive to achieve a culture of two-way communication and “communications excellence” practices

Goals of the Communication Plan

1. To Improve the Quality of Internal Communications
2. To Proactively Identify Issues and Respond to Them in A Timely Manner, Reducing The Likelihood of Escalation
3. To Support and Encourage an Engaged Community That Is Aware of and Participates in The Public Involvement Process, Recognizes Its Role in Addressing Issues and Contributing to Municipal Policy and Solutions
4. To Establish and Build On Mutually Beneficial, Trustworthy Relationships with Stakeholders

Implementation Plan

The implementation plan will provide a map that establishes objectives, strategies and actions within the framework of the four Communication Plan Goals. The following outlines the Implementation Plan:

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Goal 1: To Improve the Quality of Internal Communications

OBJECTIVE	STRATEGY	ACTION
Increase the number of employees who consider themselves well-informed about programs, issues and initiatives	Make information about corporate priorities and initiatives easy to access	<p>Create a source for employees to get important updates on “need to know” information (Council decisions, new policies, etc.).</p> <p>Host quarterly information sessions for employees to keep them informed about MOSH priorities, initiatives, financial position (budget), etc. Record sessions and make them available to employees via streaming or other media.</p>
	Increase employees’ knowledge of departmental functions across the organization	<p>Create department pages on web to educate employees on the function of the department and its divisions, and provide relevant resources and additional information/links to program information, etc.</p> <p>Provide an overview of organizational structure and department functions in the new employee orientation program</p> <p>Increase opportunities for employees across the organization to collaborate through cross-departmental projects, initiatives, and teams</p>

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OBJECTIVE	STRATEGY	ACTION
Increase employees' readiness for communication and problem solving across departments	Increase communication skills and enhance the communications capacity of the organization as a whole	<p>Develop background information and key messages for employees for large projects</p> <p>Provide training opportunities and resources for employees to improve communication skills</p>
	Build understanding of the organization's communications function in helping to build better relationships	<p>Better inform employees on the role of Corporate Communications; incorporate more information into new employee orientation program.</p> <p>Implement annual needs-assessment sessions between Corporate Communications and Municipal service areas; develop service level agreements</p> <ul style="list-style-type: none"> • Nurture leadership's understanding of the communications function

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Goal 2: To Proactively Identify Issues and Respond to Them in A Timely Manner, Reducing The Likelihood of Escalation

OBJECTIVE	STRATEGY	ACTION
Improve the organization's ability to anticipate and respond to issues	With the involvement of the Senior Management Team, develop an issues management protocol to effectively identify, monitor and respond to issues.	Explore the possibility of establishing an issues committee to identify and review the status of issues and the organization's response. Develop tools to be used across the organization (risk analysis template, communications plan template, key message template) Prepare employees to be ready and accessible to respond to inquiries.
	Enhance the issues management capacity of communications staff	Ongoing professional development for communications team Conduct environmental scanning; review on a regular basis to identify emerging issues, top issues, etc.
	Develop a public engagement strategy to guide the public consultation process and create consistency across the organization. Ensure that the process for receiving and responding to feedback from the public is accessible and compliant with the AODA Accessibility Standards	Create more formal/informal opportunities for feedback.

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OBJECTIVE	STRATEGY	ACTION
	Foster a cultural shift whereby employees understand their role in the issues management process	<p>Through training and behavioural change, improve the communications capacity of employees, better equipping them to interact with stakeholders and respond to issues more effectively.</p> <p>Work with employees and Council earlier on to develop key messages; be more proactive</p>

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Goal 3: To Support and Encourage an Engaged Community That Is Aware of and Participates in The Public Involvement Process, Recognizes Its Role in Addressing Issues and Contributing to Municipal Policy and Solutions

OBJECTIVE	STRATEGY	ACTION
Increase participation in public consultation and dialogue	Develop a public engagement strategy to guide the public consultation process and create consistency across the organization. Ensure that the process for receiving and responding to feedback from the public is accessible and compliant with the AODA	Explore best practices in public engagement Train employees to select the best engagement strategies to serve their purpose; train employees on how to facilitate them.
	Increase awareness of existing opportunities for public engagement and dialogue	Better promote opportunities for the public to get involved and provide feedback
	Identify new/alternative opportunities for public engagement that are accessible and convenient to the public.	Take consultation activities to the Community to a place that's convenient for the public. Provide informal opportunities for stakeholders to provide feedback (online polls and forums, etc.). Hold Community meetings that provide opportunities for the public to ask questions about Municipal issues
	Leverage southhuron.ca and introduce social media to promote opportunities for input	Develop a social media policy.

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OBJECTIVE	STRATEGY	ACTION
	Increase the public's trust that the Municipality genuinely wants input and will take various points of view into consideration	<p>Create a "How to get involved" section of website that lists public engagement opportunities, how to provide feedback, a summary of feedback received, and how the feedback was used</p> <p>Promote the web page, generating awareness and encouraging future participation</p>
	Establish communication channels with local organizations to reach a multitude of stakeholders in a targeted and cost-efficient approach	<p>Conduct a pilot project with a local organization to establish and test an approach where the organization provides Municipal information to its members on behalf of the Municipality and solicits feedback</p> <p>Have stakeholder groups host public events and opportunities for people to talk to key Municipal staff to learn more about Municipal initiatives and issues</p>

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Goal 4: To Establish and Build On Mutually Beneficial, Trustworthy Relationships with Stakeholders

OBJECTIVE	STRATEGY	ACTION
Improve the quality of the MOSH key stakeholder relationships	Enhance the MOSH media relations strategy. Ensure that MOSH news is covered by local media; increase accurate media coverage of MOSH services and initiatives	Provide more information on critical or complex issues through media briefings, and more face-to-face time with key reporters Consistently identify newsworthy stories and present them in a way that's compelling. Ensure inquiries from the media are given a high priority and responded to as quickly and efficiently as possible
	Develop a public engagement strategy to guide the public consultation process and create consistency across the organization. Ensure that the process for receiving and responding to feedback from the public is accessible and compliant with the AODA Accessibility Standards	Create guidelines and provide training to help employees foster relationships with stakeholders (e.g. conflict resolution, negotiation, effective listening, problem solving and decision making, constructive feedback). Balance the use of traditional consultation methods (e.g. public meetings, surveys) and emerging methods (e.g. online forums) to best suit the situation

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OBJECTIVE	STRATEGY	ACTION
	Develop a social media strategy	Develop social media guidelines and media relations policies
	Establish stronger ties with neighbourhood groups, boards and committees, and coalitions	<p>Work with stakeholder groups to host public events at which MOSH key employees and/or Councillors can address issues.</p> <p>Explore the possibility of leveraging existing advisory committees (or groups with a similar structure) to help identify key issues, pulse checking, etc.</p> <p>Ensure that there is a formal reporting mechanism established for Councillors sitting on Committees reporting back to Council via a verbal or written report</p>
	Increase communication skills and enhance the communications capacity of the organization as a whole	<p>Better equip our organization's spokespeople</p> <p>Provide media training</p> <p>Provide training opportunities and resources for employees to improve their communication skills</p>
Increase stakeholders' awareness of MOSH programs and initiatives	Make MOSH information and opportunities for input more accessible	Develop a high level "Get to know MOSH" document which includes core service information.
	Participate in Speaking engagements and public outreach	Continue to host public outreach events and open houses

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OBJECTIVE	STRATEGY	ACTION
	<p>Revamp southuron.ca</p> <p>Whenever possible, build in opportunities for users to provide feedback on issues/services of the day</p>	<p>Work to ensure website is compliant with the AODA accessibility standards</p> <p>Explore centralizing content around easy-to-recognize user themes and customer-focused Content categories</p> <p>Use the most straightforward language as possible</p>
	<p>Continue to support the MOSH Brand</p>	<p>Be consistent with branding internal and external documents and promotional materials.</p> <p>Develop and roll out sign guidelines so that all city signage is consistently designed and branded</p> <p>Develop and implement a rebranding process</p>

Municipality of South Huron Policy

Policy Name:	Communication Policy
Policy Number:	A09-X-XX
Corporate Services	
Effective Date:	2018-03-20
Supersedes:	
Last Modified:	

Purpose:

To establish the Communication Policy for the Municipality of South Huron in accordance with the Strategic Plan.

To ensure efficient, effective, timely and comprehensive communications to stakeholders of the Municipality of South Huron.

The Strategic Plan outlined the desire to provide exceptional public service to the community. Communication is an important theme in the Strategic Plan, and both the Phase 1 (Policy) and Phase 2 (Implementation Plan) will provide the core of an overall Communications Strategy.

Scope:

This Communication Policy has been inspired by the Municipality of South Huron Strategic Plan and the desire to provide exceptional public service to the community.

The Municipality's success in meeting its mandate and mission depends in part on creating a culture of communication within the organization and with the community. Through the Strategic Plan it is anticipated that there is a strong focus on community engagement and improved communication with stakeholders.

By establishing a strong communications foundation, the Municipality of South Huron will adopt a more strategic approach to managing issues, being bold with getting the good news out about the Municipality and focus on two-way communication with the community. The objectives of the policy are as follows:

- Provide citizens with timely, accurate, clear, objective and complete information about its policies, programs, services and initiatives.
- Employ a variety of ways and means to communicate and provide information to accommodate diverse needs.

- Citizens will know where to find information on their local government and will be able to complete routine transactions with the government in a timely manner.
- Citizens will be able to attend and participate in public meetings.
- Citizens will have opportunities to best impact local decision making.
- Municipal information, both online and in print, will have a clearly recognized identity.

Policy:

Citizens Finding Information

Municipal Website

A primary source of official information for citizens of South Huron is www.southhuron.ca. The website is utilized to access information written by our administration and it is a resource for searchable reference material on the Municipality.

The website will maintain up-to-date user-friendly information to assist citizens in their business with the Municipality. The site will be informative and inter-active to facilitate communication between the public, Councillors and staff. A calendar of municipal meetings and events open to the public will be kept up to date on the municipal website.

The municipal website is the primary source of official municipal information. It shall be neutral in focus, shall archive agendas and minutes of official meetings, and shall be updated on a regular basis.

The website is not a forum for commenting on municipal issues and services.

The website shall contain links to easily enable e-mails to municipal officials.

Online municipal services shall be expanded where appropriate.

Press Releases

The Municipality of South Huron shall issue press releases regarding municipal issues and activities. Press releases shall be sent to print media, television and radio providers

Press Releases will be issued by the Chief Administrative Officer

Advertising

The Municipality shall place advertisements in any medium deemed appropriate to inform residents about their rights, responsibilities, municipal policies, programs, services, initiatives, upcoming meeting, dangers or risks to public safety.

The Municipality does not purchase ads for general promotion of the Municipality.

Other Opportunities for Citizens to Find Information

The Municipal CAO shall provide Council updates each month, after each Council meeting, on municipal activities that may be of interest to the public. These shall be sent to the same list as press releases and posted on the municipal website.

The tax bill shall contain an insert each time that outlines current municipal information.

The Municipal Council will seek opportunities to speak to local groups on municipal issues on a regular basis as approved by Council

Citizens Communicating with Council

Council contact information shall be provided on the municipal website, and the tax bill insert.

Citizens communicating verbally with any member of Council is considered to be general in nature and will not receive a formal response unless specifically requested in writing.

Citizens communicating with any single member of Council in writing is considered to be general in nature and will not receive a formal municipal response unless specifically requested in writing, or unless the member of Council puts the matter before Council on a Council meeting agenda.

Citizens requesting action from the Municipality or wishing to ensure their communication is addressed formally by all of Council should send their communication to the Municipal Clerks office addressed to all of Council.

Any communication in writing addressed to all members of Council will be added to a Council agenda so that Council can formally deal with the matter. Formal written responses will be sent to all communications listed on a Council agenda.

Citizens Attending Meetings

Meeting Space

The current Council chambers is, at times, not large enough to accommodate the public in attendance. When anticipated, meetings should be moved to a suitable Municipal facility to provide appropriate seating for the public.

Participation at Meetings

All Municipal Council meetings shall provide an opportunity for members of the public to speak through a listed delegation as outlined in the Municipal Procedural Bylaw.

Members of the public will be provided an opportunity to delegate/present matters with Council according to the Municipal Procedural Bylaw.

Council Open Houses

A minimum of two public open houses will be held annually where members of the public can attend and discuss any matters they wish with their members of Council.

The open houses will have an informal format allowing Council to meet face-to-face with local residents.

Notice of the public open houses will be published in the same list as press releases and posted on the municipal website.

Matters brought forward to members of Council that require further study or action, will be referred to staff by the members of Council at a subsequent Council meeting.

Citizens Having Opportunities to Impact Local Decision Making

In accordance with the Procedural Bylaw, except for emergency special meetings, 96 hours' notice of any municipal meeting shall be provided. The notice shall include a copy of the agenda for the meeting posted on the municipal website.

The procedural rules for Council shall be posted on the website.

The Municipality will provide an opportunity to contact Council members and staff directly via the municipal website.

Special public meetings will be held from time to time on matters that have a significant impact on a majority of ratepayers.

The Municipal Council shall invite public input on citizen priorities prior to the completion of Strategic Plans.

Media Communications

Media Enquiries

The Media play an important role in providing information to the public on matters of the civic interest.

The Mayor is the official spokesperson on behalf of Council, and the CAO is the official spokesperson for all operational matters.

While it is recognized that Councillors are able to speak to the media in their capacity as individual Councillors, Council members will be honest and respectful of each other in their communications, and will communicate accurately with the media regarding municipal business.

Municipal Information Will Have a Clearly Recognized Identity

Municipal Logo

The Municipal logo shall be utilized on municipal vehicles, on letterheads, on agendas, on municipal publications, on the website and on signage when appropriate.

2018

Public Engagement Guide



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Purpose

The Municipality of South Huron is a dynamic municipality that interacts with the public in multiple and various ways. For this reason, Council and Staff require a range of flexible public engagement techniques, both in person and online that can be used separately or in combination to engage the community in the activities and decision-making processes of the municipality.

The Municipality of South Huron Public Engagement Guide was developed to ensure open two-way communication with the community. Public engagement is a key component of open and transparent governance; it helps us to develop and deliver quality programs and services; and is important to South Huron achieving its mission and vision.

If you think you need to engage external stakeholders in the course of your work, such as if you are involved in the development of policies, programs or projects, then this guide is for you. It should be used for both short and long-term initiatives. The guide provides a practical step-by-step public engagement plan.

The guide should be used at the beginning of projects to ensure that the appropriate engagement tool or set of tools are being used. In addition to using the guide, staff should consider relevant legislation or other municipal public engagement policy requirements.

This guide will be kept evergreen. Comments are welcomed and suggestions for additional information or other tools required.

What is public engagement and what are the benefits?

For some residents, engagement in municipal government means voting – and yes, voting is a form of public engagement called empowering, that is, when decision-making is placed in the hands of the community. But the municipality benefits immensely when it provides more active opportunities for public engagement than voting. Public engagement means regularly engaging the community through sharing information, through consulting, involving and collaborating on projects, development of municipal policies, strategies and plans for strategic investments. Public engagement includes any process that involves the public in problem-solving or decision-making and uses public input to help make decisions.

Our current engagement practices occur in two ways:

1. When engagement is mandated by legislation – such as the Planning Act, Environmental Assessment Act and Municipal Act
2. When engagement is not mandated by legislation – such as building new facilities or creating municipal budgets.

Benefits

Public engagement can help the Municipality of South Huron do a better job. It provides a means for the municipality to share ideas, values and discover areas of mutual interest. It can also identify potential and existing concerns and areas of conflict before they escalate.

Ideally, the process brings together individuals and groups building cooperative working relationships and mutual understanding.

There are many benefits of engaging stakeholders, here's what public engagement can accomplish:

- Build cooperative working relationships
- Understand views, concerns, interests and expectations
- Leverage the wealth of talent in the community
- Collaboratively identify and/or develop recommendations and alternatives
- Bring attention to an important issue
- Reduce opposition and delays, prevent crises
- Achieve better decisions
- Create shared visions embraced by interests
- Help stakeholders understand the complexities of the issue
- Build stakeholder support and shared ownership in the decision, implementation and/or evaluation
- Help Council understand the needs and priorities of the community so they can make decisions with these needs and priorities in mind
- It is important to remember that benefits of public engagement are long-term.

What guides public engagement?

In every process, regardless of the scope, the following principles should guide all public engagement activities. The Provision to Provide Public Notice and this Engagement Policy sets out the Municipal commitment to public engagement, including the guiding principles. This policy and guiding principles are the foundation upon which the public engagement framework is built and are fundamental to all engagement activities.

1. Valuing inclusiveness — ensuring public notice and engagement is based on building trust and relationships that seek to involve all members of the community.

2. Promoting open two-way communication — working with the community in a co-operative and collaborative way to share information and provide opportunities for open and constructive dialogue.

3. Providing timely communication — ensuring information is available in a timely manner.
4. Providing clear and accessible communication — ensuring the use of plain language in a wide variety of formats and channels of communication.
5. Being fiscally sustainable — ensuring methods and resources for public notice and engagement reflect the magnitude and complexity of the initiative.
6. Being transparent and accountable — sharing information and having open public engagement processes, final decisions and outcomes.
7. Being environmentally sustainable — ensuring environmentally friendly public notice and engagement methods.
8. Striving for continuous improvement — seeking better ways of engaging the community and providing efficient and effective public notice and engagement processes.

Following the guiding principles is the most effective way to build trust and to demonstrate Municipal commitment to the community. The guiding principles must be consistently demonstrated by Staff and Council involved in engagement activities.

Developing Your Plan

This guide provides a step-by-step process to help you develop an engagement plan. Here is what the plan looks like:



Step 1 – Determine the goal of public engagement

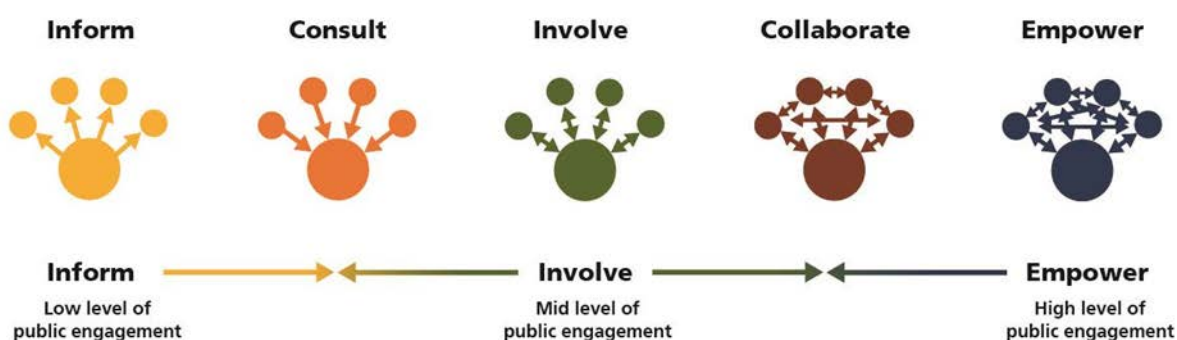
Sometimes it is difficult to determine if and when public engagement is necessary. As you begin to develop your project plan/work plan, you need to understand the results that are to be achieved by engaging the public. Start by asking yourself:

- In my project, which decisions can be influenced? Or is there an opportunity for people to influence the decision?
- If I engage, what is the public engagement objective (what am I looking to find out)?

Public engagement efforts should reflect the magnitude and complexity of the issue/project and the desired public engagement goal or outcome. If decisions cannot be influenced, then you will be providing the public with information or an education process. If decisions can be influenced or public engagement is appropriate for support for your project, creating an engagement plan is necessary. Begin with determining the goal and measurable outcomes of engaging the public.

The Municipality has adopted a framework (below) to help Staff, Council and the Community understand the various goals of public engagement. Each of the goals should not be seen as being isolated. Rather, each is a complimentary approach that can be used independently or in combination within a single project.

Public Engagement Continuum



Public Engagement Goal	Promise to the Public
<i>Inform</i> - involves providing information to: <ul style="list-style-type: none"> • Notify stakeholders of an issue/project/decision • Assist stakeholders in understanding an issue/project – alternatives, opportunities, solutions • Prepare stakeholders for more intensive forms of engagement 	We will keep you informed
<i>Consult</i> - allows stakeholders the opportunity to provide feedback -	We will keep you informed, listen to and acknowledge concerns and

Public Engagement Goal	Promise to the Public
usually at one point in the project planning or implementation process	aspirations, and provide feedback on how public input influenced the decision
<i>Involve</i> - allows stakeholders to work directly with the municipality throughout the process to ensure that aspirations are consistently understood and considered	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision
<i>Collaborate</i> - allows stakeholders to partner with the municipality in various aspects of the planning and decision-making process, usually including the development of alternatives and identification of the preferred solution	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible
<i>Empower</i> - final decision-making is placed in the hands of the community	We will implement what you decide

How much engagement do you need to reach your goal?

Less engagement is appropriate when:

- There is no decision to be made
- Issues are low priority, routine in nature
- Providing information to the public (one-way communication) is most effective
- Legislative requirements define how much public engagement is required

More engagement is appropriate when:

- There is a decision to be made that requires public feedback
- Issues are high priority, controversial or have a health and public safety impact
- Public comments can have an impact on the design and development of a project
- Public buy-in is important for the project to be successful
- It's important to build partnerships and strengthen relationships between the community and the municipality on a project
- Issues that place the final decision-making with citizens or other stakeholders
- Legislative requirements define how much public engagement is required

Remember that communicating the plan will be very important. Contact the Corporate Communications section (Office of the CAO) early in the process to inform them about the project and to obtain suggestions. By involving Corporate Communications early in the process, staff will be able to help you determine optimal times and techniques to get your message out. Also remember the

municipality has corporate identity standards which should be followed at every stage of the public engagement process.

Step 2 – Identify Stakeholders

Now that you have determined the goal of public engagement for your project (or goals depending on the complexity of your project), you need to identify the stakeholders.

It is important to remember that not all stakeholders will be impacted to the same extent or have the same level of interest in a project. Knowing your stakeholders will impact what engagement techniques to pursue (i.e. youth may want to communicate through social media outlets, to reach the silent majority you may want to consider using surveys or posting local signage in the community).

Remember that stakeholders do not have endless amounts of time to offer, so ensure their time is well spent by giving them the opportunity to have a meaningful impact on your project. Keep in mind that tokenism damages trust and buy-in so avoid involving a certain group simply to meet a quota or asking for input that cannot or will not be used or at least seriously considered.

The following is a list of potential stakeholders. The list is not meant to be exhaustive so make sure you identify any stakeholders who may not appear below.

- General Public
 - Those directly affected
 - Those indirectly affected
- Groups and Organizations
 - Residents associations
 - Businesses and business associations
 - Sport and recreation groups
 - Cultural groups and associations
 - Health organizations and associations
 - Professional associations
 - Environmental groups
 - Charities and service clubs
 - Places of worship and religious organizations
 - Not-for-profit organizations
- Government Institutions
 - municipal agencies, boards, commissions
 - Other municipalities
 - Provincial government
 - Federal government
 - School boards and local schools

- Council
- Municipal business units and departments

Anyone who is affected by a decision should be involved in some way in the decision.

Remember that depending on the scope and magnitude of your issue/project, interdepartmental communication is important. Other departments may help identify potential stakeholders.

Step 3 – Assess the Level of Community Impact and Choose Techniques to Engage the Public

Assessment

Now that you have identified the goal of public engagement and who the stakeholders are, you will need to assess the “level of community impact” before choosing the appropriate engagement techniques. This means assessing the effect of an action or potential change in the community for which the Municipality of South Huron is responsible, or involved in. In other words, the degree (level one to five, below) to which people in South Huron would experience a change in lifestyle due to changes in service, a new development and/or issue.

Level of community impact

Level one – for issues or initiatives that are low priority, limited geographic area and/or community impact, limited target audience, routine in nature. Goal: to inform

Level two – for issues or initiatives that are low priority, broad geographic area and community impact, broad target audience, routine in nature. Goal: to inform

Level three – for issues or initiatives that are high priority, limited geographic area and/or community impact, limited target audience, controversial, health and public safety impact. Goal: to consult, involve or collaborate

Level four – for issues or initiatives that are high priority, broad geographic area and community impact, broad target audience, controversial, health and public safety impact. Goal: to consult, involve or collaborate

Level five – for issues that place decision-making with citizens or other stakeholders. Goal: to empower

Engagement Techniques

You will need to select techniques at each step in a decision-making process. Depending on the scope of your project, your objective, timelines and budget, there are a number of ways to engage the public both online and in person. The chart below provides techniques to engage the public but there are many other ways, be innovative and remember to keep accessibility of the participants, location and materials in mind. Be cognizant of Notice Requirements in accordance with Policy.

Technique Description	Engagement Goal	When to use the technique – level of community impact	Cost and Time (level of effort)	Tips and Accessibility Considerations
<i>Information on website</i> Use the municipal website to reach out and provide information.	Inform	Level: all	Time and resource/expertise are required to create and maintain content	Use plain language Websites can make information accessible and available to people who have vision loss, learning disabilities or difficulty getting to public meetings
<i>Posters</i> Use to provide information/promote event, project, program, service.	Inform	Level: all	Printing costs; design expertise Medium time	Use plain language Graphic depictions work well. Use colour contrast where appropriate to improve accessibility
<i>Digital screens</i> Used to advertise a meeting, event, survey, program or service. Located at the municipal offices, libraries and community centres.	Inform	Level: 1-5	Costs to prepare are minimal; however time and resource/expertise are required	Reaches those who attend municipal facilities in-person Corporate Communications designs digital screens, involve

Technique Description	Engagement Goal	When to use the technique – level of community impact	Cost and Time (level of effort)	Tips and Accessibility Considerations
				them early in the process
<i>Newspaper advertisements</i> Use to provide information/promote event, project, program, service.	Inform	Level: 2-5	Medium cost Medium time	Use plain language
<i>Television/Radio</i> Use media such as radio and community channel to present information (and elicit response) to a broad audience.	Inform	Level: 3-4 Many people will take the time to watch/listen rather than read	Can be expensive if you are buying the time Medium time	Develop tools to measure impact on audience
<i>Mobile (road) signs</i> Signs placed by the road to advertise a meeting, event.	Inform	Level: 3-4	Signs must be placed in accordance with the municipality's Sign By-law	Reach those who travel by the sign Information must be easily conveyed

Technique Description	Engagement Goal	When to use the technique – level of community impact	Cost and Time (level of effort)	Tips and Accessibility Considerations
<i>News Releases</i> <i>Use to inform media of an issue, project or event, municipal positions/statements, progress on projects or in response to events that have occurred that require a municipal response.</i>	Inform	Level: 3-5	Skill and expertise is needed to prepare this properly	Corporate Communications issues news releases for the municipality, involve them early in the process
<i>Open Houses</i> <i>Materials, plans and exhibits are displayed in a station format and the public is invited to tour through. Use to share information. Can be used in combination with other strategies to gather public perception/comment such as using comment cards.</i>	Inform	Level: 2-4 Excellent opportunity to educate Fosters small group or one-on-one communication Builds credibility	Preparation of materials, handouts, speakers and displays could be costly Usually more staff intensive than a public meeting	Information materials should be in plain language and available in accessible formats The location should be set up with several information stations, each addressing a separate issue. Venue should be accessible May be difficult to document public input One perspective can dominate discussion

Technique Description	Engagement Goal	When to use the technique – level of community impact	Cost and Time (level of effort)	Tips and Accessibility Considerations
<i>Tours and Field Trips – guided and self-guided</i> <i>Allows group(s) of stakeholders to tour specific site or sites. Opportunity for stakeholders to acquire greater knowledge about an issue or project.</i>	Inform Can be used to consult, involve or collaborate by providing an opportunity for people to discuss issues	Level: 3-4 Opportunity to build rapport	Costs of transportation must be considered Intensive planning and organization needed by staff	Be aware of accessibility needs such as accessible venues, materials in accessible formats and dietary considerations if food is provided
<i>Fact Sheets/FAQ's</i> <i>Provide information about a particular issue or project, usually one page on municipal website or print out.</i>	Inform	Level: all Opportunity to clarify information that is easy to read and reduces public concern	Minimal cost, depending on distribution Low to medium amount of staff time to gather information and prepare this effectively	Materials should be in plain language and available in accessible formats Consider using question and answer style
<i>Email</i> <i>Use to contact stakeholders and solicit input.</i>	Inform Consult	Level: all	No cost Medium to high amounts of time are needed to read, respond and direct input	Ensure you develop a way to analyze responses to make the data useful
<i>Interviews</i> <i>A one-on-one meeting or a small group focused discussion designed for a specific objective, such as learning about issues and publics for next phase of the</i>	Inform Consult	Level: 3-4	Costs can increase if providing food and travel. Need to book a room/ space Time needed to develop effective questions and approaches upfront	Be on time, polite, neutral Know your objectives for the interview Interview room/ location should be accessible Provide the interviewee with information beforehand

Technique Description	Engagement Goal	When to use the technique – level of community impact	Cost and Time (level of effort)	Tips and Accessibility Considerations
<i>engagement process.</i>				Helps build rapport
<i>Information Kiosks</i> <i>A station where project information is available. Can use to solicit input.</i>	Inform Consult	Level: 3-5	Can be minimal cost if materials are already prepared Staff resources needed to maintain and monitor	Can be permanent or temporary Can use technology to make the kiosk interactive and to gather comments
<i>Fairs and Events</i> <i>Use to build awareness or provide and share information about issues through exhibits and interactive activities.</i>	Inform Consult	Level: 3-4 Opportunity to highlight a project/ initiative and share information to a targeted and/or large audience	May be expensive with high degree of organization Usually one or two days at or hosting fair/event. Conducive to media attention	Be prepared for crowds if advertised widely Consider accessibility of venue Weather could play a factor if outdoors
<i>Telephone Hotlines</i> <i>Use to take calls from the public to gather information about issues or gauge concerns. Also used to provide information.</i>	Inform Consult	Level: 3-4 Provide updates on project activities so people don't get "the run around" when they call	If telephony is in place, costs are minimal Medium amount of staff time to create effective message and information	Need designated contact prepared for prompt and accurate responses Controls information flow Conveys image of accessibility

Technique Description	Engagement Goal	When to use the technique – level of community impact	Cost and Time (level of effort)	Tips and Accessibility Considerations
<p><i>Municipal Offices/Public Meetings – in-person, online</i></p> <p><i>An organized large group meeting usually used to make a presentation and give the public an opportunity to ask questions and give comments. Public meetings are open to the public at large.</i></p>	Inform Consult	<p>Level: 3-4</p> <p>Participants hear relevant information and have an open opportunity to ask questions and make comment</p> <p>People learn by hearing others' questions and comments</p>	<p>Costs usually minimal</p> <p>Staff resources usually minimal, depending on issue</p>	<p>Facilitators need to establish open and neutral environment for all views to be shared</p> <p>Emotions can be high and one perspective can dominate</p> <p>See planning a public meeting checklist (including accessibility considerations) attached</p>
<p><i>Public Information Meeting (PIM)</i></p> <p><i>Use to provide information and receive public feedback on development applications. Typically, this meeting is held before recommendations to Planning and Development Council.</i></p>	Inform Consult	<p>Level: non-statutory</p> <p>meeting held prior to legislated Planning and Development Council meeting</p>	<p>Costs minimal</p> <p>Staff resources needed to attend meeting, provide information and answers questions as needed</p>	<p>Planner makes a brief presentation</p> <p>Usually a workshop setting Venue should be accessible</p>

Technique Description	Engagement Goal	When to use the technique – level of community impact	Cost and Time (level of effort)	Tips and Accessibility Considerations
<i>Public Information Centre (PIC)</i> <i>Use to provide information and receive public feedback on road/engineering projects from traffic calming to road design.</i>	Inform Consult	Level: 1-4 Non-statutory unless chosen as public engagement type for class Environmental Assessments Fosters one-on-one communications	Costs associated with creating visuals Staff resources needed to attend, provide information and answer questions as needed	Consultant usually present to answer questions Drop-in event Visuals (story boards) provided Venue should be accessible Comment sheets are provided and should be available in accessible formats
<i>Twitter</i> <i>Social media messaging tool where brief messages can be shared with followers (could be a large audience). Can be used to inform of issues (such as service disruptions), upcoming meetings, events, programs.</i>	Inform Consult	Level: all	Costs to prepare are minimal; however time and resource/expertise are required Time needed to monitor and respond	Messages are brief, must be under 140 characters Followers may re-tweet your message so the potential audience reach is significant Social media may offer a platform for discussion/feedback to people with disabilities who find it difficult or cannot attend meetings. But remember that many popular social media platforms are not yet fully accessible

Technique Description	Engagement Goal	When to use the technique – level of community impact	Cost and Time (level of effort)	Tips and Accessibility Considerations
				Corporate communications drafts and shares tweets for the municipality
<i>Facebook Social media platform where meetings, events, photos, programs, services can be shared with followers.</i>	Inform Consult	Level: all	Costs to prepare are minimal; however time and resource/expertise are required Time needed to monitor and respond	Followers may share your message so the potential audience reach is significant Social media may offer a platform for discussion/feedback to people with disabilities who find it difficult or cannot attend meetings. But remember that many popular social media platforms are not yet fully accessible Corporate communications drafts and shares information for the municipality

Technique Description	Engagement Goal	When to use the technique – level of community impact	Cost and Time (level of effort)	Tips and Accessibility Considerations
<i>South Huron Citizen Engagement Tool (crowd sourcing) where participants share their opinions and ideas and vote or comment on others.</i>	Consult	Level: 3-4	Costs to prepare are minimal; however time and resource/expertise are required Time needed to monitor and respond	A question is posed to gauge community ideas and opinion. Residents can vote on ideas posted by others. Set a duration of time for keeping the forum active Social media may offer a platform for discussion/ feedback to people with disabilities who find it difficult or cannot attend meetings. But remember that many popular social media platforms are not yet fully accessible
<i>Symposium A meeting or conference to discuss a particular topic. This may involve multiple speakers and multiple aspects of the topic.</i>	Inform Consult	Level: 3-4	Can be costly to bring in speakers Facilitator is necessary	Intended to expose participants to multiple aspects/ views on one topic Venue should be accessible

Technique Description	Engagement Goal	When to use the technique – level of community impact	Cost and Time (level of effort)	Tips and Accessibility Considerations
<i>Advisory Group/Committees</i> <i>A group of stakeholders or representatives of stakeholder groups that provide input on a project or initiative. Group can also be ongoing.</i>	Consult Involve Collaborate	Level: 3-4	Costs of staff time to support and resource the committee is substantial Volunteers must dedicate substantial time	Define the terms of engagement up front One perspective can dominate discussion Venue should be accessible Materials should be in plain language and available in accessible formats See Establishing an Advisory Group Guide attached
<i>Surveys – online, telephone, mail, in-person, hand-out</i> <i>Use to obtain data on issues, satisfaction levels, opinions and concerns.</i>	Consult	Level: 3-4 Works well for needs assessments and satisfaction levels for a representative number of people within the municipality, a particular group or the entire community	Can be costly It takes time to develop a valid and reliable survey	Determine whether the issue requires statistically valid data or qualitative input Questions should be worded carefully so as not to influence an outcome and written in plain language

Technique Description	Engagement Goal	When to use the technique – level of community impact	Cost and Time (level of effort)	Tips and Accessibility Considerations
<i>Comment Forms/Cards</i> <i>A form given to people to complete and return.</i>	Consult	Level: 3-4	Costs are minimal Effective questions take time to create, ensure they solicit information that is useful for decision-making	Results may not be representative of larger population Plan to accept feedback in a variety of ways. For example, some people with low vision may prefer to give verbal rather than written feedback
<i>Focus Groups</i> <i>Small selected group that are formed to test ideas, messages and gauge public opinion.</i>	Consult	Level: 3-4 Opportunity to test key messages prior to implementing program	Facilitator is necessary	Be clear about the objective when inviting participants Allow for insights, perspectives, opinions, ideas and suggestions If in-person meeting, venue should be accessible
<i>Voting pads (also called clickers or audience response technology)</i> <i>Interactive tool which allows participants to weigh-in real time during meetings, events, etc. anonymously.</i>	Consult	Level: 1-4	Facilitator is necessary	Be clear about the objective of using voting pads Provides instant feedback from participants to help guide a conversation/ gauge participants understanding or feelings on an

Technique Description	Engagement Goal	When to use the technique – level of community impact	Cost and Time (level of effort)	Tips and Accessibility Considerations
				<p>issue/identify priorities</p> <p>Venue should be accessible</p>
<p><i>Dot stickers</i> <i>Use stickers to allow participants to weigh-in real time during meetings, events, etc.</i> <i>Used in the same way as voting pads but participation is not completely anonymous.</i></p>	Consult	Level: 1-4	<p>Facilitator is necessary</p> <p>Cost is minimal</p>	<p>Be clear about the objective of using stickers</p> <p>Provides immediate feedback from participants to help guide a conversation/ gauge participants understanding or feelings on an issue/identify priorities</p> <p>Venue should be accessible</p>
<p><i>Task Force</i> <i>A small group of stakeholders or experts formed to develop a product within a limited time, such as a set of recommendations, policy or proposal.</i> <i>The product is passed through to official decision makers.</i></p>	Involve	<p>Level: 3-4</p> <p>Findings of a task force of independent or diverse interests will have greater credibility</p>	<p>Costs will increase if a facilitator is required</p> <p>Staff support/prep time is intensive</p>	<p>Be prepared to work through to compromise</p> <p>Venue should be accessible</p>

Technique Description	Engagement Goal	When to use the technique – level of community impact	Cost and Time (level of effort)	Tips and Accessibility Considerations
<p><i>Workshops</i> <i>Involves a group of people who meet to work through an issue and/or develop solutions. To make workshops more interactive, discussions and dialogues typically involve the larger group as well as smaller group exercises.</i></p>	<p>Involve Collaborate</p>	<p>Level: 3-4 Excellent for discussions on criteria or analysis of alternatives Fosters small group communication Ability to draw on other team members to answer difficult questions Fosters public ownership in solving the problem</p>	<p>Costs can be minimal Several small group facilitators are necessary</p>	<p>Hostile participants may use a “divide and conquer” strategy of breaking into smaller groups Venue should be accessible Materials and presentations should be in plain language and available in accessible formats</p>
<p><i>Public Hearings</i> <i>Formal meetings where individuals or groups are invited to make presentations. May be formal or quasi-judicial meeting with legislated requirements. Typically used to satisfy regulatory requirements. Dialogue is time-limited. Comments are recorded. Examples include: Ontario Municipal Board (OMB) and Licensing Appeal Committee.</i></p>	<p>Involve Collaborate</p>	<p>Level: legislated</p>	<p>Costly Staff experts needed to attend and speak to issues, can be time intensive to prepare for hearing</p>	<p>Designed around one specific issue Feelings of conflict may accompany this type of activity, ensure neutral environment</p>

Technique Description	Engagement Goal	When to use the technique – level of community impact	Cost and Time (level of effort)	Tips and Accessibility Considerations
<i>Charrettes</i> <i>Mostly used with planning issues, the charrette is an intense problem-solving session where a facilitator leads a group to alternative solutions.</i>	Involve Collaborate	Level: 3-4 Promotes joint problem solving and creative thinking	Facilitator is necessary	Be clear on the promise to stakeholders about how their input will be used Use of visual techniques in designing issues can be helpful Venue should be accessible
<i>World Cafes</i> <i>A meeting process featuring a series of simultaneous conversations in response to predetermined questions. Participants change tables during the process and focus on identifying common ground in response to each question.</i>	Involve Collaborate	Level: 3-4	Costs usually minimal Time needed to prepare effective questions. Staff may be needed as facilitators/note takers at each table	Room set-up is important. The room should feel conducive to a conversation and not as formal as the standard meeting format. Venue should be accessible Think through how to bring closure to the series of conversations
<i>Citizen Panels</i> <i>A process that gathers a randomly selected and demographically representative panel of citizens to carefully examine an issue. A panel is usually tasked to provide recommendations or undertake research in support</i>	Collaborate	Level: 3-4	Costs medium-high Time and resource intensive	Involves citizens providing feedback on a public problem or issue A panel may provide feedback on more than one issue or on one issue more than one time

Technique Description	Engagement Goal	When to use the technique – level of community impact	Cost and Time (level of effort)	Tips and Accessibility Considerations
<i>of a pending decision.</i>				
<p><i>Citizen Juries</i> A process that gathers a randomly selected and demographically representative panel of citizens for three to five days to carefully examine an issue. As the word “jury” suggests this group is usually empowered to make the decision on behalf of the decision-maker and a consensus decision is usually required.</p>	Collaborate Empower	Level: 3-4	Costs very high Time and resource intensive	<p>Involves citizens in developing a thoughtful, well-informed solution to a public problem or issue Venue should be accessible Materials should be in plain language and available in accessible formats A jury is disbanded once the decision is made</p>
<p><i>Voting</i> Casting one’s ballot, the democratic voice of the people.</p>	Empower	Level: 5	Substantial cost to ensure voting process is valid Intensive staff resources	<p>Encouraging the public to vote is important Voting process should be accessible</p>

Step 4 – Communicating the plan

Communicating the plan is an important element to the success of the public engagement process. With the Corporate Communications section, communication objectives should be set within overall public engagement objectives. Different communication strategies may be needed for different types of engagement. By involving Corporate Communications in step 1, you should now be ready to get your message out.

Step 5 – Implementing the plan

This is where all the pieces come together. Keep in mind that public engagement work includes many variables so it is important that you closely monitor, and where appropriate, modify your approach. For example, the goal of engagement may need to change if the scope or magnitude of the issue changes; i.e. if an issue that was considered to be low impact becomes higher impact, the level of engagement should increase or vary accordingly.

Are you ready to implement the plan?

Be sure you have completed the following:

- Reviewed the guiding principles
- Identified public engagement goal and measurable outcome(s)
- Identified stakeholders
- Assessed the level of community impact
- Selected effective techniques to engage stakeholders
- Worked with Corporate Communications for how best to communicate your plan

Step 6 – Reporting and follow-up

Reporting and giving feedback is an important step in the process – it ensures those involved see their input was received, understood and valued.

Be sure to:

- Acknowledge the participants who gave generously of their time, energy and expertise
- Advise participants when an outcome is expected
- Provide a record of the engagement process and how the final decisions were reached

Depending on your project, reporting to Council may be necessary. Remember that it means providing complete and unbiased results of the engagement process, supplying background information on the objectives of the engagement, defining the process used and the follow-up action taken and providing an outline of next steps or the decision.

Step 7 – Evaluating the public engagement process

The final stage of the plan is evaluating the effectiveness of your public engagement process. It is important to understand what was done well and what could be improved upon in the future. It may also identify future needs within the same project as well as gather valuable information that may help with future projects that are similar. Evaluation should include internal and external considerations.

Key questions to ask during the evaluation include:

- Did the process reach the right people and ask the right questions?
- Did the people who got involved feel they were heard?
- Did the answers tell you what you needed to know?
- Did the process stay within the allocated time, budget and resources?

There are a number of techniques that can be used to evaluate the process. These can include informal discussions, interviews, questionnaires and evaluation forms.

One of the questions you might struggle with is how many people you need to engage in the evaluation. Of course it is ideal to involve as many people as possible but bigger isn't necessarily better. The scale and scope of an evaluation should consider scale and scope of the public engagement process itself, as well as the purpose and audience for evaluation.

Measures - measuring the expected outcomes is important to discovering whether you have achieved your goals and should be included in the evaluation. As you identified measurable outcomes in step 1, you will now be able to demonstrate the results of your plan. Opportunities should be provided to involve stakeholders in expressing their level of satisfaction with the progress made in achieving the objectives/outcomes. An outcome may indicate:

- satisfaction with the process
- success with the conclusion of the work
- approval of the recommendations/resolution of the issue

There is an evaluation questionnaire in the appendix to help you complete this final step.

Congratulations! You have completed the public engagement plan.

Tools and Worksheets (attached)

Establishing an advisory group guide

Planning a public meeting checklist (including accessibility considerations)

Accessibility statements for public meetings, feedback, accessible
formats/communication supports

Evaluation questionnaire

Example of how many techniques might be used in one project

Establishing an Advisory Group Guide

What is an advisory group? A group of stakeholders or representatives of stakeholder groups that provide input on a project or initiative. Group can also be ongoing.

When to use them:

- When required by legislation, such as the County's accessibility advisory committee
- When there are high priority issues either municipality-wide or area specific and it is important to solicit information from diverse perspectives
- To solicit input on complex topics
- Some advisory groups are convened to provide advice over time, irrespective of a specific decision process, others are convened to support only one decision
- In either case, an advisory group can be used at any single step in the decision-making process or throughout the entire decision process

Why we use ongoing advisory groups:

- To build partnerships in the community
- To inform Council and/or staff of key community perspectives
- To provide a forum for constructively resolving issues
- To facilitate an effective information exchange
- To leverage expertise in the community

Key tips

- Advisory groups are useful when there is a high volume of decisions to be made that require some level of public engagement and the public is worn out
- Advisory groups may be helpful when the municipality can't really move forward because controversy will result in criticism, whatever it decides
- Advisory groups should talk at the level of strategies, not tactics

Keep in mind

- An advisory group's true purpose is to reflect public perspectives
- Ongoing advisory groups cannot substitute for broader public engagement
- Recommendations from advisory groups are not binding

Components of advisory groups

Terms of reference must be developed that includes:

Establish the group's objective

- Advisory groups need to understand why they have been convened and to have a clear sense of purpose and the scope or topic on which their advice will be sought
- They can advise or recommend depending on their authority

- They can comment on reports and products
- Develop a specific product, like a plan, that will take a lot of effort over an extended period of time
- Provide input into the development of the public engagement plan
- Their mandate should be signed off by senior staff

Determine membership

- Can range in size but 8-10 is ideal
- Membership should reflect the breadth of relevant interests or perspectives around the issue to be addressed
- It may be appropriate for stakeholder groups (such as environmental groups and resident associations) to select a representative for the advisory group
- Depending on the issue, age, gender, disability or other demographic categories may need to be represented. One person can represent several categories
- Substitutes or alternates may be considered, particularly if the group is made up of representatives from specific organizations

Establish roles and responsibilities

- Members will be provided orientation to their responsibilities, at minimum members should:
 - Attend meetings regularly
 - Maintain an open mind regarding other views
 - Work as a team member
 - Focus on "the big picture"
 - Participate collaboratively in group decision making
- Determine if a chair will be selected by the membership or by Council
- The chairperson should be able to oversee meetings effectively and lead efforts to build consensus among different points of view
- Chairpersons should not see their role as helping the group function; they should not to push the group toward a particular outcome

Establish the operations

- Establish ground rules for behavior and process
 - Rzone, critique issues not people
- Advisory groups should be held as often as is necessary
 - On a long-term project with a volume of issues, meetings may be held at regular intervals such as monthly or quarterly
 - Groups that advise on a specific project may decide to schedule their meetings to coincide with decision points or important milestones
- Determine documentation that will be provided/compiled, could include attendance, agenda, summary of meeting
- Determine how the group's input is going to be communicated to the decision maker (Council/staff)

Checklist Planning a Public Meeting – Tasks and Timelines

Timelines and tasks are ideal but should be modified as needed.

Eight weeks prior to meeting

- Know purpose and goal of meeting
- Define stakeholders
- Determine timeframe (date, time)
- Establish budget
- Delegate tasks within core group (may be more/less than three individuals)
- Meeting coordinator – book venue, determine set-up, manage finances, book refreshments/food, book equipment and gather supplies
- Meeting promoter – produce printed materials, invite public, organize volunteers, market/promote meeting
- Meeting facilitator/spokesperson – create agenda, design presentation, facilitate meeting, answer questions and concerns

Six weeks prior to meeting

- Book date, time, duration, location, equipment (laptop, projector, tables, chairs, flip charts, lectern, easels)
 - Ensure location and room layout is accessible, see *planning accessible meetings checklist* attached
 - Know room occupancy for fire regulations. If a large crowd is anticipated book a larger room or an overflow area
- Ensure sufficient parking
- Order supplies – clipboards, pens, markers, tape, notebooks, scissors, stickies, contact list with phone numbers, extension cords
- Schedule speakers, experts
- Discuss promotion of meeting with Corporate Communications – i.e. posters, flyers, handouts, media relations, advertisements
- Determine notification requirements

Four weeks prior to meeting

- Create agenda
- Send invitations – include information about accessibility of location, find out if there are particular accessibility needs (i.e. listening/viewing devices) and if there will be food/ refreshments, ask if there are any dietary considerations. Include RSVP if applicable.
- Notify stakeholders/whole community
- Finalize promotion materials with Corporate Communications
- Recruit volunteers to assist (other staff, community members, students). Provide meeting purpose and details
- Order refreshments/food – ensure dietary considerations are addressed
- Ensure contingency plans are in place (e.g. snow date)

Two weeks prior to meeting

- Send final notice to stakeholders
- Distribute promotional materials in community
- Finalize print and display material – fact sheets, sign-up sheets, questionnaires

Two days prior to meeting

- Confirm meeting details – venue, room set-up, equipment, speakers, accessible needs (seating, listening/viewing devices)
- Confirm refreshments/food order
- Test presentation

Meeting day - *Items to bring*

- Print and displayed materials (fact sheets, sign-up sheets, questionnaires)
- Business cards, name tags
- Clipboards, pens, markers, tape, notebooks, scissors, stickies, contact list with phone numbers, extension cords
- Direction signs and arrows

Meeting day

- Ensure room set-up is accurate and all equipment is present and working (*if meeting is on weekend, ensure this is done on last business day before meeting*)
- Make sure there are garbage/recycling receptacles (*if meeting is on weekend, ensure this is done on last business day before meeting*)
- All items (above) are at meeting
- Speakers and volunteers arrive at least one hour early to set-up and have briefing
- Greet participants as they arrive, hand out literature, collect names on sign-up sheets

Tips for a successful meeting:

- Begin with a welcome, clarify the purpose of the meeting, set expectations, ground rules (Rzone) and authority of the chair
- During the meeting, be an active listener - sincerely hear and understand what is being said
- Manage set expectations (ex. not everyone's perspective will be accommodated)
- Ensure technical staff have duties during the meeting (versus sitting together in the back corner of the room)
- If participants bring other issues to the table, ensure you visibly acknowledge and "park" them, giving your personal commitment to get back to them
- Know your public, if there is a participant(s) who will roadblock the meeting, involve them, don't marginalize them
- Ensure that you have a skilled and appropriate facilitator

- Stay calm if a situation becomes emotionally charged, ensure appropriate person (facilitator, chair, senior staff person) addresses the situation
- Allow for questions and answers
- When closing, summarize the meeting, include identification of next steps and timing, how participants can stay in touch with the process, thank participants for attending

After meeting

- Return meeting location to original condition
- Provide summary of engagement process and feedback, could be online, emailed to participants, report to Council. *See accessibility statements with examples in the following section to help you*
- Thank staff, volunteers
- Debrief with staff, volunteers to evaluate the process and garner any additional insights (either right after meeting or within days)
- Return equipment

Checklist for an Accessible Meeting

Pre Planning

- Assign staff member to ensure meeting is accessible.
- Before confirming the date, find out if other accessibility-related events are taking place in the area during the same time frame. This may have an impact on your event and availability of service providers.
- Is there any renovation or construction work scheduled during the time of your meeting? (this may affect accessibility)
- As part of pre-event planning, ask if participants require accessibility accommodations. *See accessibility statements with examples in the following section to help you*
- Ensure that the invitation or notice of meeting includes information about the accessibility of the event.
- Check that there are visual fire alarms. If not, inquire about the facility's evacuation plan or create your own.

Refreshments and Dietary Arrangements

- Are you giving participants an opportunity to indicate any dietary needs ahead of time (i.e.: when registering for the event)?
- When beverages are being served, are bendable straws and lightweight cups available within easy reach of people using wheelchairs and scooters?
- Are sugar-free beverages, juices and water available for people with dietary concerns such as diabetes?
- If food is provided buffet-style, will someone be on hand to help serve people with visual and physical disabilities?
- If pastries and cookies are on the menu, will you also have fresh fruits and vegetables for people with dietary concerns?

Exterior Access

Parking

- Are there barrier free designated parking spaces available for estimated number of attendees with disabilities? If not, can you arrange for more designated parking spaces close to the building during the event? Is there accessible metered parking or public parking lots with accessible spaces close by?
- Is there level access or a curb cut from the parking area to the main entrance?
- If it is winter, are parking areas clear of snow and ice?

Sidewalk/Path of Travel

- Is there barrier free path of travel from parking lot or drop off area to meeting entrance? (Path to be free of stairs and obstructions. If there is level change, ramp to be maximum 1:12 rise with handrails both sides)
- If winter, are walkways clear of snow and ice?
- For safety, are sidewalks separated from road and driveway?
- Are event personnel aware of stair free pathways to the event?
- Is there an area suitable for guide dogs to relieve themselves and water bowls for guide dogs?

Signage

- Are signs for street address and building name clearly visible from street?
- Is signage well-lit at night (for evening events)?
- Are large letters and plain language used on signs directing people to specific areas?
- Are signs free of glare?
- Are additional signs specific to the event in large print?

Interior Access

Entrances and Lobbies

- Are all entrance doors wide enough for barrier free access (minimum 32" clear)?
- If main entrance is not accessible, are there signs directing people to accessible entrance?
- Are entrances well lit?
- Are doors easy to open (with a lever handle or an automatic door opener)?
- Are large letters and plain language used on signs directing people to specific areas? Signs mounted at approximately 60" from floor for people in wheelchairs or with low vision.
- Is additional staff required at doorways too direct and assist?
- Are there telephones with auditory adjustments and TTY availability?
- Is there at least one telephone that can be used by someone seated?
- Are customer service areas low enough for wheelchair and scooter users to see over and across?

Elevators

- Are elevators located close to meeting and large enough to hold power wheelchair and/or scooter users?
- Are there Braille buttons and raised numerals?
- Are elevator controls mounted at comfortable height?
- Do elevators have auditory signals for persons with low vision or who are blind?
- Do elevators have visual cue systems for persons who are deaf or hard of hearing?

Washrooms

- Are there accessible washrooms near to meeting location?
- Does door signage have raised tactile male or female sign or Braille lettering?
- Do event planners know the location of accessible washrooms?
- Does washroom door have power operator?

Hallways & Corridors

- Is there a clear path of travel to meeting area, washroom facilities, elevators and exits (width of 72" for persons in wheelchairs to pass one another)?
- Are floors slip resistant, glare free with low pile carpeting, hardwood flooring or tile?
- Are interior doors minimum 32" clear width?

Meeting Rooms

- Is meeting room large enough to provide circulation and seating for anticipated number of participants who use wheelchairs, scooters, guide dogs etc.?
- Is accessible seating available throughout?
- Can a companion sit beside person with the disability?
- Is reception or refreshment area in a location with a clear path of travel?
- Are stage and speaking areas, including lectern or podium, clear of obstruction and accessible to wheelchair or scooter users?
- Check that noise levels (ventilation systems, noise from adjacent rooms) are not distracting.
- Does meeting room have drapes/blinds to provide reduction in glare or light from windows?
- Are cables, wires and microphones well secured (no loose cables) and not blocking path of travel?

Accessible Formats and Communication Systems

- Provide materials in alternate formats and provide contact information on how to obtain these formats (per Corporate Identity Standards).

- Sign language interpreter for people who are deaf, deafened or hard of hearing.
- Real-Time Captioning (CART) – uses simultaneous speech to text translation for people who are deaf, deafened or hard of hearing.
- Computerized Note Takers – use laptop computer with a standard keyboard and overhead screen or monitor.
- Assistive Listening Systems – receives feed from the audio system found in meeting room.
- Interveners – may guide people who are deaf-blind.
- Communication Support Attendants – help people with disabilities access information.

Accessibility statements and scenarios for:

Public events, feedback, accessible formats and communication supports

1. Statement for accessibility needs for public meetings, events, etc.

Statement template (whether or not an RSVP is required):

If you have any accessibility needs, please let us know one week before the event by contacting STAFF NAME/or POSITION by phone [phone number, incl. TTY], email [email address] or by filling out the accessible online feedback form on greyhighlands.ca.

Scenario:

Transportation is hosting a public open house on January 21, 2017, at the Municipal Office.

Statement used in the public notice and any promotions:

If you have any accessibility needs, please let us know by January 21 by contacting the XXXXX by phone at 519-235-0310 ext. XXX, by email at xx@southhuron.ca or by filling out the accessible online feedback form on southhuron.ca

2. Statement for providing or receiving feedback from the public in an accessible format or with communications supports

Statement template:

We welcome your feedback. In addition to this [type of document] you can also provide comments by phone [phone number], email [email address] or fill out the accessible online feedback form on southhuron.ca

Scenario 1:

Administration is hosting an information meeting and is handing out a comment card to participants as a way to collect feedback on a new planning study.

Statement placed on comment card: We welcome your feedback. In addition to this comment card, you can also provide comments to Administration by phone at (insert number), ext. (insert extension), by email at (insert email) or by filling out the accessible online feedback form on southhuron.ca

Evaluation Questionnaire

Project name: _____ Date: _____

Evaluator's name and position: _____.

	No	Partially	Yes
1. The public engagement guiding principles were followed.	1	2	3
2. The objectives of engagement were clearly defined before starting.	1	2	3
3. The engagement goal reflected the magnitude and complexity of the project.	1	2	3
4. The level of community impact chosen was appropriate.	1	2	3
5. Attempts were made to reach and involve those directly and indirectly affected.	1	2	3
6. The engagement techniques chosen were appropriate.	1	2	3
7. Project results were communicated to stakeholders.	1	2	3
8. Measures were identified and achieved.	1	2	3
9. The process stayed within allocated time, budget and resources.	1	2	3
10. What went well?			

11. What can be improved for next time?

For office use

Calculate the average and check it against the performance ranges below.

From 1.0 – 1.5 Poor

From 1.6 – 2.0 Fair

From 2.1 – 2.5 Good

From 2.6 – 3.0 Excellent

Example of How Many Techniques Might Be Used in One Project

Project: Build a new community centre and twin pad arena

Stakeholders: South Huron Community, sports and recreation groups, cultural groups, residents in the ward

Level of Community Impact: 4

Steps/Stages of the Project	Engage the public?	Public Engagement Goal	Technique
Announce funding and beginning of project	Yes	Inform – share information to prepare for involvement and generate interest	Information on website News release Letter to stakeholder groups
Determine what services and programs to provide	Yes	Consult and Involve – obtain ideas and suggestions from the community and other stakeholders	Online survey Comment cards Workshop World café Focus group
Complete preliminary design and site plan concepts	Yes	Consult - stakeholders will have the opportunity to provide feedback on user needs	Public meeting Focus group
Complete design details of building	No	n/a	n/a
Issue and complete a request for quotations	No	n/a	n/a
Construct building – ground breaking	Yes	Inform – keep public engaged and reduce concerns/questions	Information on website News release Email invite to targeted stakeholders

Steps/Stages of the Project	Engage the public?	Public Engagement Goal	Technique
Evaluate building and move in	No	n/a	n/a
Hold a grand opening ceremony	Yes	Inform – invite the public to attend a ribbon cutting ceremony and activities	Information on website News release Email invite to targeted stakeholders



The Corporation Of The Municipality Of South Huron

By-Law Number 2018-Xx

Being a By-Law to Regulate and Govern the Holding of Special Events in the Municipality of South Huron, and to Establish a License System for Special Events

Whereas Sections 8 through 11 of the *Municipal Act, 2001*, S.O. 2001, c.25, as amended, confers broad authority on a municipality to govern its affairs as it considers appropriate, and to pass by-laws to regulate or prohibit matters within its jurisdiction; and

Whereas the *Municipal Act, 2001*, provides that “business” means any business wholly or partly carried on within a municipality even if the business is being carried on from a location outside the municipality; and

Whereas the *Municipal Act, 2001*, provides that municipalities may provide for a system of licenses, and has the power to suspend or revoke such license, and to limit or impose conditions on such licenses as it deems necessary to ensure the health, safety and enjoyment of property; and

Whereas the Council of the Corporation of the Municipality of South Huron desires to support special events in the Municipality of South Huron and will assist, where possible, in facilitating Special Events at public and private locations within the jurisdiction of the Municipality;

Now therefore the Council of The Corporation of The Municipality of South Huron enacts as follows:

1. Definitions

For the purpose of this By-law:

“AGCO” means the Alcohol and Gaming Commission of Ontario.

“Application” means an Application for Special Event License.

“Building Department” means Building Services for the Municipality of South Huron.

“Certificate of Insurance” means a document issued by an insurance company that certifies that an insurance policy has been purchased for the Special Event, or which applies to the property on which the Special Event shall occur, and which provides an abstract of the liability provisions of the insurance contract.

“Charitable Organization” means an organization that provides for the Relief of Poverty, the Advancement of Education, the Advancement of Religion, or other charitable purposes beneficial to the community which do not fall under the previous three classifications.

“Clerk” means the Municipal Clerk or designate for the Corporation of The Municipality of South Huron.

“Community Event” means an event which is held for or which benefits the residents or local area within South Huron.

“Council” means the Council of the Corporation of The Municipality of South Huron.

“Emergency Medical Services” means Huron County Emergency Medical Services (EMS).

“Fees” means an application fee or processing fee paid by the applicant of a Special Event License, as outlined in the Fees and Charges By-law.

“Fire Department” means South Huron Fire and Emergency Services.

“Health Unit” means the Huron County Health Unit.

“In Kind Contribution” means use of municipality owned facilities, equipment or materials at a reduced or waived fee, and/or municipal staff support or expertise for an event at reduced or waived wages.

“License” means a license issued by the Municipality in accordance with a By-law of the Municipality or under a provincial statute.

“Liquor License” means a license issued by the Province of Ontario in the form of a Special Occasion Permit or a Liquor License for the purpose of serving alcohol.

“Major Event” means an exhibition, concert, festival or other organized event, held for profit or otherwise, with more than 1,000 people in attendance.

“Municipality” means the Corporation of The Municipality of South Huron.

“Not-for-Profit” means an event or activity of a community group or not-for-profit organization that is held without monetary gain.

“Officer” means a Police Officer, Municipal Law Enforcement Officer, or other Officer appointed by the Municipality.

“OPP” means the Ontario Provincial Police.

“Person” shall include an individual, corporation, business entity, group or association.

“Special Event” means an exhibition, concert, festival, parade, bicycle race, or other event organized for the purpose of entertainment or amusement and to which more than 50 people attend held for profit or otherwise.

“Municipal Facility” means any land owned or leased by the Municipality of South Huron which is accessed by or provided for public use, including but not limited to an arena, community hall, park or green space, parking lot, public library, office, opened and unopened road allowances, and those under agreement through a Memorandum of Understanding.

2. Scope

- 2.1 This By-law has been enacted to ensure public safety, to control noise, traffic, odour and nuisance, to mitigate any negative impact on the community, and to ensure that the Municipality is able to prepare and respond where necessary.

3. Regulations

- 3.1 No person shall hold or permit to be held any of the following events or activities on Municipal property, other public facilities or within the Municipality of South Huron unless the Municipality has granted a License for such event or activity:

- a) Parades, processions, marathons, bicycle races and other events utilizing the sidewalks or vehicular travel portion of Municipal streets, highways, parking lots or properties including facilities operated by the Municipality;
- b) Carnivals, bazaars and similar events which offer such activities as amusement rides or devices, games of skill, animal rides or exhibitions, food concession or live entertainment.
- c) Outdoor festivals offering live or recorded music or entertainment for public or private audiences.
- d) Organized scheduled contests and exhibitions.
- e) Marine events, including any pre-scheduled organized concentration of watercraft, involving participants and/or spectators, of a competitive or non-competitive nature.
- f) Scheduled races, exhibitions or other events involving the operation of motorized vehicles of any type.

4. Application Fees and Processing

- 4.1 The current Special Event application (Schedule "A" attached) may be obtained from the Clerk's Office or from the Municipal website and shall be submitted to the Clerk's Office upon completion.
- 4.2 The application fee is outlined in the current Fees and Charges By-law.
- 4.3 An application for a Special Event shall be submitted with all required documentation no less than sixty (60) days before the proposed event.
- 4.4 Written approval may be required from outside agencies such AGCO, OPP, Huron County EMS, and the Huron County Health Unit or other approval authorities. It is the responsibility of the applicant to obtain these documents and attach them to the application for License, where applicable.
- 4.5 If the Special Event is to be held on lands owned by other than the applicant, written approval of the property owner shall be submitted with the application.
- 4.6 The applicant may be required to meet with staff from the Clerk's Office and other Municipal Departments. The Clerk shall forward the completed application to other departments as needed for comment.
- 4.7 If approval for an event is denied, such decision will be provided in writing setting forth the reasons for denial. Such decision may be appealed to Council.

5. License Approval Process

- 5.1 A Special Event License may be issued upon receipt and review of an application if, in the opinion of the Clerk, the following conditions have been met:
 - 5.1.1 There is a demonstrated benefit to the community, residents and businesses by holding the event;
 - 5.1.2 The proposed event or activity is compatible with the surrounding area or neighbourhood, giving consideration to acceptable increases in noise, traffic, crowd control and other municipal concerns;
 - 5.1.3 Any proposed use of public property, rights of way or facilities will not unreasonably interfere with the normal use of the property, rights of way or facilities by the Municipality or the general public;

- 5.1.4 If the event involves the use and or sale of alcohol, the applicant shall provide written proof of general liability insurance in relation to the event in an amount consistent with the recommendation of the Municipality's insurance broker of record. The policy must name the Municipality of South Huron as an additional named insured. The policy must include coverage for cross liability and shall contain an endorsement to provide the Municipality of South Huron with thirty (30) days written notice of cancellation or material change that would diminish coverage;
- 5.1.5 The Certificate of Insurance shall be submitted to the Municipality with the application clearly stating the address of the insured location or event;
- 5.1.6 Municipal resources, if applicable, to support the proposed activity are available;
- 5.1.7 All comments or recommendations from Municipal Departments and related agencies have been received and are favourable;
- 5.1.8 Any concerns noted shall require reconciliation before approval is granted.

6. License Requirements

- 6.1 Further conditions or requirements may be imposed to ensure health, safety, welfare and nuisance control. Such conditions may include, but are not limited to:
 - 6.1.1 The payment of a reasonable fee for the use or allocation of Municipal property and equipment, and the posting of a performance bond, a letter of credit irrevocable up to ninety (90) days after the conclusion of the event, or other surety securing payment of such fee;
 - 6.1.2 The provision of adequate crowd control and traffic control, security, fire protection, food handling, waste and refuse disposal, and noise restrictions;
 - 6.1.3 Inspections conducted by the Municipal Law Enforcement Officer, Building Services or Fire Department, and the local Health Unit may be required based on the size, location and nature of the event.

7. Exemptions

- 7.1 This By-law shall not apply to Special Events organized by the Municipality.
- 7.2 At the discretion of the Clerk in consultation with the Community Services Manager, the requirement for a Special Event License for the community arenas, any community hall, or those properties as listed under the Parks audit may be waived.
- 7.3 Events held at locations which are properly zoned and designated for the event shall not require a License, however the Municipality must be notified of all such events.

8. Administration

- 8.1 The Clerk's Office shall be the main contact for Special Events in the Municipality. Administration of this By-law may be conducted through By-law Enforcement, Fire and Emergency Services, Building Services, or Community Services.

9. Other Requirements

- 9.1 Any Special Event License issued to a person, group or business under this By-law shall adhere and comply with other Municipal by-laws, policies, rules and regulations, and those of other governmental agencies.

- 9.2 A Major Event, whether for profit or not-for-profit, where more than 1,000 people will be in attendance, shall require the approval of Council.
- 9.3 Municipal by-laws, policies, rules and regulations noted in Section 9.1 may include, but are not limited to the most recent version of the following:
1. South Huron Municipal Alcohol Risk Management Policy
 2. User Fees for Facility Rentals
 3. Noise By-law
 4. Refreshment Vehicles
 5. Lottery Licensing requirements of the Province of Ontario
 6. Statutes under the Alcohol and Gaming Commission of Ontario
- 9.4 Other proposed events or uses that have not otherwise been identified in existing Municipal by-laws or policy documents may be regulated by the Special Events By-law in order to minimize any conflict that may result from the use.
- 9.5 Should an applicant fail to comply with any of the provisions of this By-law, and any provisions of the Special Event License or any other by-laws of the Municipality, the Clerk may, at any time, revoke or suspend the Special Event License without notice.
- 9.6 Should an application for a Special Event License under this By-law be denied or revoked, the application may be reconsidered at a subsequent occasion upon the applicant addressing, to the satisfaction of the Clerk, the reasons given for the initial denial of the application
- 9.7 An Officer of the Municipality may enter onto private property at any reasonable time for the purpose of carrying out an inspection to determine compliance with:

This and any other Municipal by-law;

A direction or order of the Municipality made under the Municipal Act, the Ontario Building Code Act, or under a Municipal by-law;

A condition of a license issued under this or any other Municipal by-law.

10. Offences

- 10.1 No person shall permit or hold a Special Event as defined herein without first obtaining a Special Event License issued under this By-law.
- 10.2 No person shall hold or permit to be held a Special Event except in accordance with the terms and conditions set out in the License.

11. Penalties

- 11.1 Every person who contravenes any provision of this By-law is guilty of an offence and, upon conviction, is liable to a fine as provided for in the *Municipal Act*.
- 11.2 Any person who contravenes any provision of this By-law is guilty of an offence and upon conviction is liable:

on a first conviction, to a fine of not more than \$10,000.00; and

on any subsequent conviction, to a fine of not more than \$25,000.00.

11.3 Any corporation which contravenes any provision of this By-Law is guilty of an offence and upon conviction is liable:

on a first conviction, to a fine of not more than \$50,000.00; and

on any subsequent conviction, to a fine of not more than \$100,000.00.

12. General

12.1 This By-law shall be called the "Special Events By-law".

12.2 This By-law shall be administered by the Clerk's Office.

12.3 This By-law shall be enforced by the Municipal Law Enforcement Officer of the Municipality of South Huron or the Ontario Provincial Police.

12.4 The Municipality may enter on land at any reasonable time for the purpose of carrying out an inspection to determine compliance with this By-law, a condition of this By-law, or to ensure compliance with a direction or order made under this By-law or under the *Municipal Act, 2001*.

12.5 Should any section, subsection, clause, paragraph or provision of this By-law, including any part of the schedules to this By-law, be declared by a court of competent jurisdiction to be invalid, the same shall not affect the validity of the By-law as a whole or any part, other than the provision or part of the schedule declared invalid.

12.6 Schedule "A" attached hereto and forming part of this By-law shall be called the Application for Special Event Permit.

12.7 This By-law shall come into force and take effect XXXX X, 2018.

Read a first and second time this day.

Read a third and final time this day.

Maureen Cole, Mayor

Rebekah Msuya-Collison, Clerk