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# Memo

To: Angela Lochtie, Treasurer  
From: Oliver Jacob, Councillor-Elect  
Date: November 28<sup>th</sup>, 2018

## **Subject: Request for Item Inclusion in 2019 Budget Deliberations**

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I would like to submit a request that the following budget items be included in the 2019 Budget Deliberations for Council consideration and direction. I have broken them down

### **1. Community Engagement Strategy**

#### **Purpose:**

To provide a strong foundation for community consultation in the decision-making process through active engagement with Members of the Public on how they wish to be involved, what topics they would like to see prior community engagement and how the township can do a better job at communicating with residents.

#### **Goals:**

- a) To create a strong Community Engagement Strategy for future use and reference;
- b) To conduct broad community consultation that engages with different segments of our population, particularly vulnerable or disengaged populations (i.e. youth, young families, persons who are differently abled, low-income residents, visible minorities, females, etc.);
- c) To demonstrate that Council values and appreciates public engagement in the decision-making process outside of election periods;
- d) To increase public awareness and interest in municipal activities.

#### **Options:**

I see that there are two viable options that could be considered by Council to fulfill the purpose and goals outlined above. They are outlined below with notes for benefits/drawbacks and estimated funding.

1. Conduct the community consultations and draft the Community Engagement Strategy in-house utilizing the expertise of staff and an ad hoc committee of Council

The benefits of this option include keeping the process local which may prove to be more comfortable for residents, the potential to engage residents in the process itself through the ad hoc committee and a large cost savings in terms of consultant fees.

The drawbacks include a draw on staff time from other projects, a larger role for Council in the entire process, and a less precise and experienced consultation approach. The ad hoc committee of Council would be the body to plan out and execute the consultations and prepare a draft strategy to Council.

Given the in-house nature of this project, it would be conceivable that the funding required could be significantly reduced compared to consultant fees. It would be conceivable that the project could be completed for around \$10,000 depending on the amount of staff time apportioned to this budget line.

2. Hire an outside consultant to conduct the consultations and draft the Strategy for Council consideration

The benefits of this option include having professional expertise and guidance throughout the process, prior experience with conducting consultations, and external review and consideration of results that would free up Council and staff time for other projects.

The major drawback is the high cost of engaging an outside consultant.

Funding for this option would likely ranged between \$20,000 and \$30,000 depending on the number of consultations and in-person meetings that would be necessary to gain valuable insight into the issue. However, this process would likely have to go to RFP, in accordance with the Procurement Policy, so it is possible that the submissions may vary from these estimates.

**Grant Opportunities:**

I could only find one potential grant opportunity that would fit with this project. The Ontario Trillium Fund offers [Seed Grants](#) to eligible organizations to support projects at the idea or conceptual stage. Seed grants provide between \$5,000 and \$75,000, which would cover all costs associated with either option above, if successful.

I recently participated in a webinar on the Ontario Trillium Fund's Seed Grants stream and it appears that this project would fit within their requirements. Their funding streams are based around priority outcomes and grant results. The best fit for this project would be the following:

Stream: Connected People.

Priority Outcome: Diverse groups work better together to shape community.

Grant Result: People have a say shaping the services & programs that matter to them.

**Proposed Timeline:**

December 2018	<ul style="list-style-type: none"> <li>• Budget 2019 Deliberations (approve in principle)</li> <li>• Appoint Ad Hoc Committee on Community Engagement</li> </ul>
January 2019	<ul style="list-style-type: none"> <li>• Passing of Final 2019 Budget</li> <li>• Before January 16<sup>th</sup>, 2019 – Registration as organization to the OTF (if not already registered)</li> <li>• Prepare Grant Application</li> </ul>
February 2019	<ul style="list-style-type: none"> <li>• Before February 6<sup>th</sup>, 2019 – Submit Grant Application to OTF</li> </ul>
August 2019	<ul style="list-style-type: none"> <li>• Grant Results Announced (if successful, sign agreement and receipt of 90% of grant)</li> </ul>
September 2019	<ul style="list-style-type: none"> <li>• Conduct in-person Community Consultations with residents, staff and Council</li> </ul>
October 2019	<ul style="list-style-type: none"> <li>• Synthesize community contribution results into a public survey</li> </ul>
November 2019	<ul style="list-style-type: none"> <li>• Release Public Survey and solicit feedback on in-person consultations</li> </ul>

December 2019 – February 2020	<ul style="list-style-type: none"> <li>Review Public Feedback, Consolidate Knowledge and Draft Strategy</li> </ul>
February 2020	<ul style="list-style-type: none"> <li>Release draft Strategy for public feedback and conduct public information sessions on the proposal</li> </ul>
March 2020 or April 2020	<ul style="list-style-type: none"> <li>Finalize Strategy and bring forward for Council consideration</li> </ul>

**Examples of Community Engagement Plans:**

- [City of Mississauga](#)
- [Town of Oakville](#)
- [Town of Stratford](#)
- [City of Brockville](#) (for Official Plan Review)
- [City of Ottawa](#)
- [Township of Manitouwadge](#)
- [Township of Huron-Kinloss](#)
- [Town of St. Mary’s and Township of Perth South](#) (focus on youth)
- [Town of Port Hope](#)
- [City of Waterloo](#)
- [City of Kitchener](#)
- [Town of Halton Hills](#) (specific to Georgetown area)
- [City of Guelph](#)
- [Town of Arnprior](#) (Age-Friendly Communities Plan – note consultation elements)
- [City of Halifax](#) (Nova Scotia)
- [County of Kings](#) (Nova Scotia)

**2. Community Development Officer**

Over the municipal election, numerous residents shared that they felt left in the dark about what the municipality was doing and how Council made decisions. There were several complaints about there being ineffective communications from the municipality and the lack of clear guidance of how Council and committees operate. The Community Engagement Strategy would be an effective means of getting people involved in the decision-making process; however, it is important that such strategic documents are effectively implemented. Often, this task falls to staff who juggle many different projects and portfolios at any given time.

Therefore, the end goal would be to create one (1) new full-time permanent staff position that would cover community engagement, economic development and marketing/communications. This would help to relieve existing pressure on staff and enhance the ability of the Township to adapt to the changing needs and desires of the community.

However, it is understood that it would be challenging to implement this position in one fiscal year. It could be phased in over fiscal 2019 as a part-time position hired in summer 2019 (20-24 hours per week), leading to a full-time position (35 hours per week) in the 2020 fiscal year around the expected competition of the Community Engagement Strategy.

There is the potential to apply for funding under the Rural Economic Development program (RED Grants) to cover additional strategic planning on the economic development side which could help to offset any additional costs associated to this position's work, outside of the annual salary/benefits.

It would be important to look around to other municipalities for best practices in terms of job descriptions and salary grids for a Community Development Officer (sometimes called a Marketing and Economic Development Officer or Community Planning Coordinator). A preliminary sense of the position duties could include:

#### Community Engagement

- Implement the Community Engagement Strategy and serve as the point person for community consultations, public surveys and awareness campaigns;
- Assist the Recreation Programmer with community projects.

#### Economic Development

- Work to improve economic growth through the development of business and community development initiatives and programs;
- Meet with existing and potential businesses and provide guidance on municipal requirements and opportunities;
- Support business retention, development, investment and growth activities that positively influence the competitiveness of local businesses in the global marketplace;
- Coordinate and support regional initiatives, which progressively encourage sector and cluster development, community leadership and population growth.

#### Marketing and Communications

- Administer the municipality's website and social media accounts;

- Responsible for ensuring that these sites remain up-to-date with current events, opportunities and notices;
- Researches and prepares speeches, communications and protocol for the Mayor and Members of Council for special events, as needed;
- Prepare media releases and public notices;
- Maintain a high standard of public relations at all times, responding to, and preparing data as required for media inquiries; participate in networking and business development events where appropriate.

Please let me know if you require more information on the above items.

Sincerely,  
OJ

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Cc. Lindsey Lee (CAO/Clerk), Tom Peckett (Mayor)