

# *Part 2 of 2*

*of*

*NORTH HURON  
A G E N D A*



## TOWNSHIP OF NORTH HURON

## REPORT

Item No. 6A.4

**REPORT TO:** Reeve Vincent and Council  
**PREPARED BY:** Connie Goodall  
**DATE:** January 13, 2016  
**SUBJECT:** Alice Munro Labour Market Partnership  
**ATTACHMENTS:** Building the Literacy Landscape: The Growth Potential in Alice Munro Country. Culminating Report/Road Map for Action

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### RECOMMENDATION:

THAT the Council of the Township of North Huron accept the final report of the Alice Munro Labour Market Partnership as presented.

### EXECUTIVE SUMMARY

From February 2014 to October 15, 2015 North Huron along with its partners, Central Huron, Morris-Turnberry and the County of Huron engaged in a Labour Market Partnership project to examine the potential economic benefit of the announcement of the Nobel Prize for Literature being awarded to Alice Munro. Under the Project Coordinator, Alyson Nyiri the project examined the potential for opportunities in the follow areas; Tourism, Festival Development, Museum Development, Digital Literacy and Literacy Programming. The five reports were distributed to the community partners and are now available on the North Huron website.

### DISCUSSION

none

### FINANCIAL IMPACT

Funding for the project was received by the Ministry of Colleges, Training and Universities - \$301,000. An additional \$60,000 was received from the project funding partners – (\$15,000 each from Central Huron, Morris-Turnberry and the County of Huron). A total of 255,000 was spent on the project with the balance of \$74,000 being returned to the funders at the end of the project.

### FUTURE CONSIDERATIONS

Future considerations and planning will be completed in collaboration with our community partners and stakeholders. Recommendations from the document will be considered when planning projects that fall under the scope of the LMP study areas.

### RELATIONSHIP TO STRATEGIC PLAN

GOAL: Our community is attractive to new business and residents

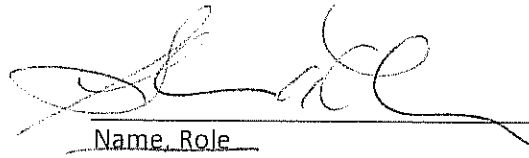
- Tourism is a driver in Economic Development
- *Engage County partners such as the Huron Arts and Heritage Network to promote the Alice Munro Literary Garden and Alice Munro connection through the revitalization of the Alice Munro Festival of Readers and Writers*

### REVIEWED BY (INITIAL)

CAO \_\_\_\_\_ Clerk \_\_\_\_\_ Treasurer \_\_\_\_\_ Dir of PW \_\_\_\_\_ Chief Operator \_\_\_\_\_ Dir of Rec & Fac \_\_\_\_\_

Fire Chief \_\_\_\_\_ Police Chief \_\_\_\_\_ Other \_\_\_\_\_

\_\_\_\_\_  
Name, Role

  
\_\_\_\_\_  
Name, Role  
SHARON CHAMBERS, CAO

# Building the Literacy Landscape: The Growth Potential in Alice Munro Country Culminating Report

## ROAD MAP FOR ACTION

September 2015

When you present a book to the world it's not just a piece of work but a whole attitude you present. It's a way of seeing things & when people accept or reject it that is really what they're dealing with.

Alice Munro

Prepared by:

**Doug MacMillan**

President

The Letter M Marketing  
thelettermmarketing.com

**Carolyn O'Donnell**

Principal

Carolyn O'Donnell Consulting  
Community Tourism and Economic Development Strategies

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## EMPLOYMENT ONTARIO

A Labour Market Partnership Project funded by the Ontario Ministry of Training, Colleges and Universities and in part by the Government of Canada.

# 1. Introduction

## 1.1 Background, Purpose and Goals

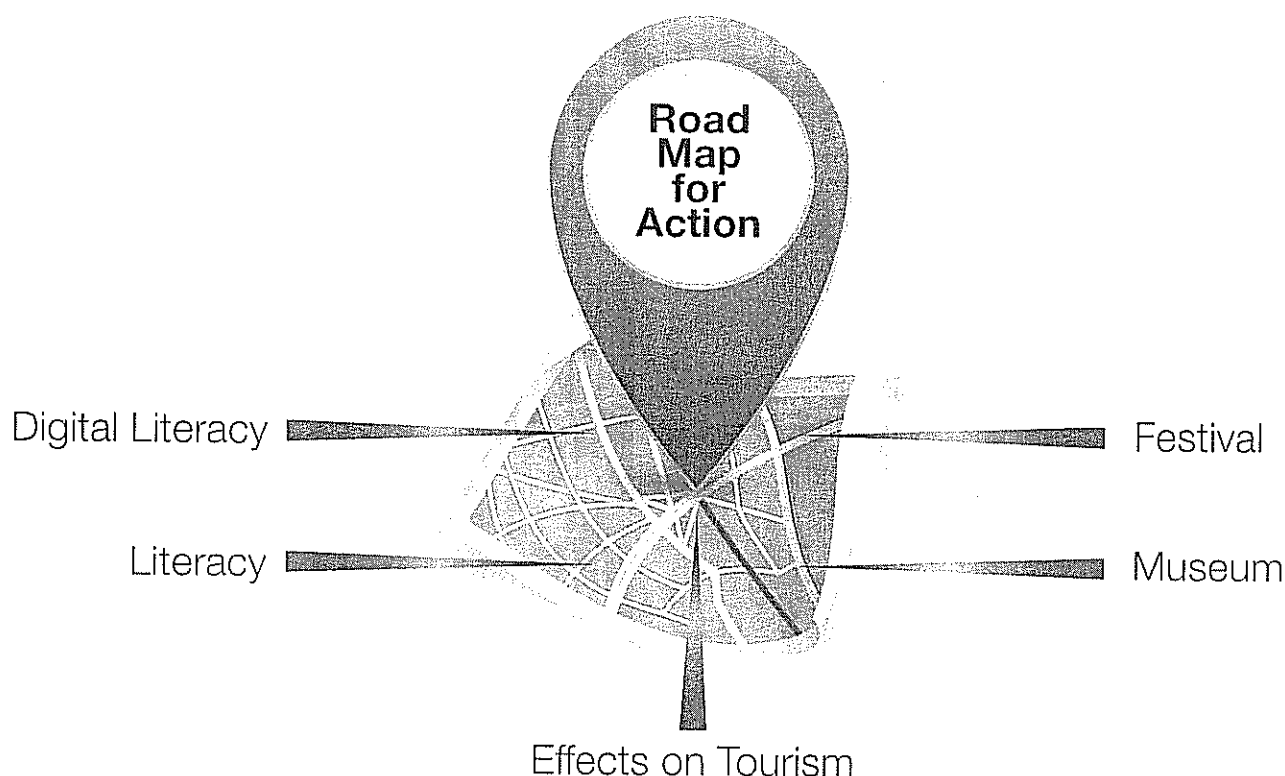
In September 2014 the Alice Munro Partnership Group comprised of the Township of North Huron, Municipality of Central Huron, Municipality of Morris-Turnberry, and the County of Huron launched a 5-part research study to identify and assess all of the possible labour market opportunities and economic spin-offs associated with Alice Munro's Nobel Prize in Literature win. These projects were funded by Employment Ontario and in part by the Government of Canada.

There were five areas of research: International Tourism, Digital Literacy/Technology, Museum Development, Literacy Programming, and Festival Development. These studies were all completed by firms between October 2014 and July 2015.

With the completion of the five independent reports there was a need to cross reference the findings and recommendations to identify a set of priorities in order to create a consolidated road map for action while engaging key stakeholders who would play a roll in the delivery and support of the new initiatives.

In August 2015, The Letter M Marketing and Carolyn O'Donnell were retained to summarize the five independent reports and lead a group of stakeholders through a day-long session to determine the strategic priorities, discuss the roles and responsibilities of stakeholders and determine realistic timeframes.

The full day session was held in Blyth on August 20 with 23 participants who represented a variety of service delivery agencies, municipal staff and elected officials. A list of those who participated is included in appendix A. The agenda for the session is included in Appendix B.



## 2. Reports Summary

### 2.1 Report 1: The Effects of the Nobel Prize on Tourism

Authors: Doug MacMillan (The Letter M Marketing) and Carolyn O'Donnell (Tourism and Economic Development Specialist)

#### Synopsis

The goal of this first study was to research the economic spin-offs from previous Nobel Prize winners on the area identified with that person and generate a compilation of best practices for generating economic spin-offs in Huron County specifically related to attracting international visitors.

Overall the opportunities for tourism exist when the County is able to create new compelling reasons for visitors to come. This is the challenge for all Ontario communities right now. It is simply not a industry where products are put on the shelf anymore. Tourists have many options and the industry is complete on a global scale.

Communities who will be successful in their tourism advances will offer the right mix of infrastructure and experiences and target these to the ideal audience.

With 1 million visitors coming to Huron annually and spending \$60 million, it is understandable the many growth opportunities would be incremental but have a positive economic impact on the community. Currently, visitors that come to this region in Ontario are spending below the provincial average on both day visits and overnight. Giving visitors more things to see and do in the area keeps them here longer and allows them to spend more. The biggest spenders are those that travel the farthest so looking at international opportunities was an important decision when the RFP for this project was generated. The findings stem from research that looked specifically at the tourism infrastructure in Huron, current performance as well as potential to use Alice Munro, her Noble prize and literary arts to attract international visitors.

#### Major Findings

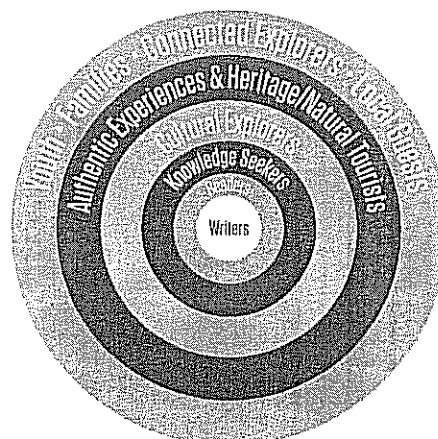
1. Focus on "LIT-plus". Research revealed that an author's literary success rarely forms the core of economic or tourism development, but more typically is leveraged to market the community/region and all that it has to offer to targeted visitors. Therefore, other cultural highlights will typically complement writer-centred programming: local food and culinary tourism, art and galleries, heritage/history, music and theatre. The local natural environment (trails, parks, lakes/beaches) is a fundamental tourism anchor and also forms a natural complement to literary programming.
2. Opportunities exist to strengthen local tourism. With proper investment and planning, Huron County can realize a higher spend per visitor and more visitors overall by pursuing cultural and related tourists.
3. Ontario's West Coast is a brand in evolution. Smart marketing efforts but limited resources reveal a brand-in-progress but with more to do to reach higher goals.

4. Target Audiences. To ensure maximum success, marketing should start from the core – the most passionate of Alice Munro’s stakeholders – and reach through every ring in the target.
5. Funding, Partnership and Sponsorship. An initial exploration revealed several grants, partnerships, funding and strategic corporate sponsorships that may be available to take this to the next level.

## Recommendations

1. Set realistic goals. It is anticipated that realizing the full potential will require a 10-year commitment, with key activities and investments necessary along the way.
2. Embed culture into the fabric of the Huron County communities. A fully-immersive visitor experience means they are travelling through a community that continually shows signs of creativity and artistry.
3. Capture Alice Munro’s story. Ms. Munro’s perspectives about growing up in Huron County and its inspiration for her work will serve as a timeless and versatile marketing and communication opportunity.
4. Let the Festival lead. Anchor experiences will be essential: for the coming 12-24 months, emphasize further development of the Alice Munro Festival of the Short Story and the Museum experience as core tourism anchors to build off in marketing and communications.
5. In signage and materials, brand the tourism program as Alice Munro’s Country: The Heart of the Story. The nuance of this title and promise allows you to promote an immersive and lively Huron County experience: the inspiration of the work as much as the writer herself, to reflect the needs of today’s literary tourists, attract a wider audience and encourage travel throughout the County.

Alice Munro's Country  
*Audiences*



Secondary  
*Audiences*

Local Residents & Businesses • Educators  
Funders & Sponsors • Media & Influencers

Alice Munro's Country  
*The Heart of the Story*

6. Promote and leverage creative storytelling. There are hundreds of interesting stories of Huron County that mirror the inspiration Alice Munro felt; that are The Heart of the Story. Through community events, contests, educational programs and collaborations, these stories can be told in various forms of creative, cultural expression.
7. Prepare authentic "LIT+" bundles and experiences. Pre-package unique audience specific itineraries that encourage people to move around and build on their interest in literature and/or Alice Munro with other cultural, culinary, natural environment or historic/heritage interests.
8. Set collaboration and partnership as a core directive. As programming unfolds, several interesting and reciprocal arrangements are envisioned to help generate visitor traffic, positioning/branding and sustained, and affordable marketing.



9. Utilize the creative power of youth. Focus on local and visiting youth as a core stakeholder for the strategic planning, development of creative marketing deliverables, educational partnerships and sustained implementation/staffing of tourism initiatives.
10. Emphasize a web/digital strategy. To leverage storytelling as a primary tactic, position Alice Munro Country as progressive, and reach international and targeted audiences in a fulsome and economical manner anticipate investing in new, improved, centralized web presence and explore creative online approaches to marketing. Active and strategic use of social media is also advised.
11. Create a resource development strategy. A separate, in-depth plan should be researched and developed to set an action plan in place to pursue all available government grants and loans, as well as corporate sponsorships.
12. Take full advantage of training opportunities to strengthen capabilities and offerings. The business owners, tourism leaders and volunteers together represent a critical resource and should be developed as well. In order to leverage the opportunities to reach new markets, increase the value of what is offered and extend the length of the stay, explore training including: Experience Development workshops and Explorer Quotient workshops from the Canadian Tourism Commission; packaging workshops that bring together tourism operators to create experience clusters; online, social media, traditional media and marketing workshops to raise the level of engagement with the target markets.

## 2.2 Report 2: Alice Munro Museum Feasibility Study

Authors: Steve Karpik (Blue Rhino Design) and George Schrijver (WCM Consulting Inc.)

### Synopsis

Early in the course Blue Rhino's investigations, they broadened their focus to consider both a stand-alone model for the Alice Munro Museum (AMM) and one where the AMM occupies space within an existing museum or other cultural facility. Through the research the consultants concluded that they supported the idea of an Alice Munro Museum but perhaps not in the form that was originally envisioned. Overall they suggest that there are some compelling reasons to support the development of an Alice Munro Museum but that further exploration and support is needed.

### Major Findings

1. The number of locations where Canadian literature and writers are celebrated in a permanent museum setting are relatively few. Blue Rhino identified several in the report, a few of which are located in Ontario. These facilities all require dedicated staffing, often government support and additional funding to keep them afloat. Several of the examples noted have diversified their programming to reach broader audiences. As an example a national historical site, the Leacock Museum was the Summer Home of author Stephen Leacock. The museum also celebrates several other Canadian authors whose work touch on the cultural landscapes of Lake Simcoe County. The museum organizes the annual Leacock Summer Festival as well as the Leacock Summer Academy, a summer camp that introduces children in grades 5 and 6 to the joys of writing. The facility is owned and operated by the City of Orillia.
2. The Cultural Landscape of Huron County. Blue Rhino visited many of Huron's museums and their comments were overwhelmingly positive. They concluded that the Huron County Museum and the various smaller museums throughout the county tell the Huron County story in a way that would be impossible to re-create in a more distant museum like the Royal Ontario Museum. There is something powerful about telling the

stories where they happened. There is a certain immediacy to the experience. An Alice Munro Museum would add an additional and complementary dimension to the stories that the existing Huron County's museums tell.

3. The strength of the volunteer community supports these cultural institutions. The Consultants felt that it was especially impressive to see that some of these volunteers worked not just at one historic site but sometimes at several. Some of these museums have no paid staff and are totally dependent on the skills and work of volunteers.
4. The desire is strong for a museum that has as its mission explorations of Alice Munro's contributions to literature and the creative spirit that underlay her contribution. An interesting theme that permeated the focus group discussions was that the museum had to be more than static displays of memorabilia. There was a strong desire for interactive exhibits along with programs and workshops on writing and creativity. This was reflected by frequent comments that the participants wanted an Alice Munro Centre not an Alice Munro Museum – reflecting a perspective that museums per se are too stodgy and lack dynamism.

Another important piece of information that we gleaned from the workshop is that Alice Munro's work and Huron County are inseparable. She did not write about Mordecai Richler's Montreal or Stephen Leacock's Mariposa. She wrote about Huron County – its places, people and culture.

5. There is significant interest expressed by the writer's focus group in travelling to Huron County to visit an exhibition on Alice Munro. Feedback from people who were known lovers of Alice Munro and short stories, enthusiastic readers of fiction and non-fiction and those who are indifferent about reading revealed that there was significant interest (22% of respondents) in travelling to Huron County to visit an exhibition on Alice Munro. Of greatest interest:
  - Artefacts related to Ms. Munro's life
  - Drafts of her manuscripts
  - Exhibits that explored the creativity and creative process that underlies great works of writing
  - A writer-in-residence program
6. A stand-alone museum is difficult to justify. Blue Rhino's research revealed that including the cost of both the building and exhibits, an investment of between \$1.41 million and \$2.28 million would be needed for a no frills 4,000 square foot museum. This estimate is almost certainly low by a significant amount because architect fees, special design work or additional costs that come from designing a museum are not included. Reducing the museum size to a very small 2,000 square feet cuts the cost but not by half. A stand-alone museum is difficult to justify at this price.
7. Incorporating the Alice Munro Museum into an existing cultural facility (library, museum or other public facility) seems to be more feasible and would be less financially onerous. Several sites were explored and each have pros and cons related to a variety of factors. Possibilities noted are:
  - North Huron Museum
  - Alice Munro's present home in Clinton
  - Great Hall in Clinton
  - Blyth 14/19
  - Lower Town (Alice Munro's childhood house)
  - Goderich County Museum

8. The economics of museums are difficult. Museum projects often start out as a great idea supported by a burst of optimism. Most ideas for museums never get much past that point. Some do, often through the strength of personalities behind the project. They manage to raise funds, buy land, build a structure and fill it with exhibits and artefacts. The doors open to the public but that is only the beginning of the struggle to survive. Museums require at least one full time staff to operate (\$30,913 and \$70,273 salary) as well as many volunteer hours. (The RCA museum in London, Ontario requires a minimum of 5,000 volunteer hours per year to operate).
9. Limited economic benefit related to Nobel Prize. The impetus to create a museum or centre to honour Alice Munro was the 2013 Nobel Prize award. If taken at face value, the circulation results from 20 Ontario libraries suggests that the impact of the award has either diminished or had no effect on demand. This does not negate the concept of a museum or centre but it does imply that the Nobel Prize award itself should not be taken as the major driver for the creation of one. Rather it is one of the many reasons to honour Ms. Munro and to visit the area.
10. Potential funding is available. Programs may fund museums for specific types of expenditures. Conditions and exclusions will vary from program to program and not all programs will be funded at any given time. Applying for funding requires dedicated human resources.

## Recommendations

1. Building a new stand-alone facility for an Alice Munro Museum is almost certainly unwise because of the financial burden that the capital costs would impose on the museum. Locating the museum within another institution is preferable but there is no perfect location. Each of the prospective locations that we identified has its own strengths and weaknesses.
2. Museums add value to communities but they do not in an obvious direct way "make money" for the community. Any museum or exhibition on Alice Munro will require support beyond what the exhibition can generate. This support would almost certainly have to come from government unless a very generous benefactor appears on the scene.
3. Even with government support, like all museums, an Alice Munro Museum would depend heavily on volunteer support from the community.

## 2.3 Report 3: Alice Munro Festival Development

Author: Marilyn Simonds, Literary Festival Consultant

The goal of Marilyn's work was to seek ways to enhance the festival to ensure its long term success and economic impact to Huron's communities.

### Synopsis

The Alice Munro Festival is an annual three-day festival that features workshops, readings, onstage presentations, and community events that celebrate emerging writers and short fiction.

**Mission:** To nurture emerging writers and to celebrate short stories in the landscape that inspired Alice Munro.

### Goals & Artistic Objectives:

- To nurture literary expression in emerging writers of short fiction
- To provide opportunities for emerging writers to showcase their work and to work with professional authors

- To honour the work of Alice Munro
- To promote reading and the appreciation of the literary arts
- To foster literacy and creative writing skills in people of all ages, interests, and background
- To foster participation in the cultural life in Huron County
- To put the County of Huron – Alice Munro Country – on Canada's literary map

### **Mandate:**

- To stage a literary festival that honours Alice Munro and nurtures emerging writers through workshops and onstage presentations that celebrate the short story
- To contribute to the cultural and economic communities of Wingham, North Huron, and Huron County and help assure their place in the Canadian literary landscape

### **Major Findings**

1. The Alice Munro Festival is uniquely placed to succeed. It is the only festival of the short story in North America. It is set in Wingham, the birthplace of Alice Munro, whose short stories have earned her the 2013 Nobel Prize for Literature, the world's highest literary honour.
2. The Festival Committee includes a broad range of skills and experience in programming, event planning, marketing, and community engagement. Through its contest, the Festival has an established brand and is currently attracting short story writers from Japan, France, the UK and Europe.
3. There are logistical challenges.
  - Wingham is distant from major population centres, it lacks sufficient venue, accommodation, and culinary capacity, and the Festival currently takes place during the busiest part of the literary year
  - Infrastructure: There is currently no description of roles, no clear line of authority, inadequate financial record-keeping, and no sustainable organizational structure to promote succession and volunteer satisfaction
  - Funding: Revenues come primarily from box office and a single municipal grant. Broader earned revenue, public sector, and private sector streams have not been developed
4. Marketing: While broad-based and professionally produced, marketing has not been effective in reaching distant writers and readers.
5. A review of dozens of literary festivals in Canada and around the world, especially those in remote locations and those dedicated to a single literary figure, yielded the following results:
  - Small Wonder Festival in Charleston, UK, is the only festival of the short story in the world
  - Ontario Writers Conference is the only festival in Canada focused on writers workshops
  - No festivals focus solely on the work of a well-known writer. Leacock Festival (Orillia, ON) and Hemingway Festival (Florida) started this way but broadened their scope to survive
  - Successful festivals in challenging locations—Sunshine Coast Festival (BC), Whistler Festival (BC), Eden Mills Festival (ON), Woody Point Festival and Summerset Festival (NL)—all rely on high-profile authors to draw local and distance audience
  - Successful festivals have strong leadership, small staffs (0-3 full-time employees), and a large volunteer base within a highly structured organization that defines and limits tasks to prevent burnout
  - With strong programming and targeted marketing, even a remote literary festival can draw attendance of more than 1,000

## Recommendations

1. To enhance branding and marketing opportunities as a unique, authentic festival:
  - a. Rename the festival The Alice Munro Festival of the Short Story
  - b. Reposition it as a spring festival ie. first weekend in June
  - c. Site the festival solidly in Wingham, Ontario, birthplace of Alice Munro, with "Readings in the County" outreach during the festival to develop County audience
  - d. Use local historic venues (Town Hall Theatre, Museum, United Church) for readings and tents in Riverside Park for workshops; promote community Alice Munro-related literary tours, exhibits and accommodate schedule during the festival
  - e. Focus programming on the short story in general (rather than Alice Munro)
  - f. Focus branding and marketing on "story"
  - g. Work with the county and township to give the arts in general and the Festival in particular a place on local and regional tourism and municipal websites
2. To build audience:
  - a. Hire a Creative Director to develop high-profile, targeted programming
  - b. Refocus programming on writers' workshops that take advantage of the platform created by the very successful Alice Munro Short Story Contest
  - c. Secure high-profile Canadian authors to lead workshops and perform in reading events to inspire workshop participants, build local and distance audience, and create media promotional opportunities
3. To be sustainable:
  - a. Immediately implement proposed organizational structure with defined roles
  - b. Immediately put in place a system of bookkeeping and financial oversight
  - c. Implement proposed five-year fund development plan
  - d. Clarify relationship with North Huron Council

## 2.4 Report 4: Literacy Programming

Authors: Doug MacMillan (The Letter M Marketing) and Carolyn O'Donnell (Tourism and Economic Development Specialist)

### Goal

Review current literacy levels and benchmarks to identify needs for skills development related to employability. While this work could be a deep look into all literacy issues it was approached using the lens of how literacy levels might be improved through programming or creative ideas linked to Alice Munro and her Noble prize.

Initially a review of current regional literacy levels and benchmarks identified the need for literacy skills development. Tie was spent speaking with many community partners who played a role in literacy or creative programming. Options for meeting the needs for literacy skills development as related to increased employability were then identified.

Overall, the findings revealed a wealth of programming and many organizations that are collaborating in an effort to raise the bar in Huron's literacy levels. There are still creative opportunities to reach those who are being left behind, especially as the digital age changes literacy needs and requirements for every day life.

## Major Findings

1. Huron County is experiencing a lower literacy level than provincial averages, however there is a high level of trade skill (mechanical trades, agriculture, craftsmanship).
2. Youth are a key factor – as they become educated, they leave and don't return. Efforts to engage with youth and identify career possibilities in Huron County will increase the likelihood of them returning and bringing their literacy skills back into the community.
3. There is a lot of literacy programming across the county, most of it 'traditional' and proven if not inventive and different. Current programming assets are not centralized or inventoried for easy reference by the community.
4. There is strong evidence of collaboration and a definite appetite for partnering amongst providers of literacy programming, given the right circumstances and framework.
5. Transportation is a critical issue – virtual literacy is one solution although access/comfort to technology is a barrier. As well, virtual literacy programming does not create a sense of working together and support.
6. Unprompted, several interview respondents and examples of community literacy programming touched on the value of basic tools such as a bookmobile. Brainstorm participants explored how we can modernize the bookmobile to be something more dynamic?
7. Previous research as well as discussion in this engagement work identified a growing, thriving entertaining/creative sector; this is seen as a potential catalyst/partner for different, creative programming designed to improve literacy.
8. A consistent, surprising theme was that there is a branding/public relations challenge. The word 'literacy' may put up walls due to embarrassment, stigma, fear, etc. Awareness, understanding and comfort are key factors for success and therefore a PR strategy to catalogue and promote literacy in a consistent campaign may be in order alongside different programming.
9. A volunteering/mentoring strategy has come up as a key requirement of a successful community literacy program and should be seen as a critical measure of success.

## Recommendations

1. **Leadership:** Assemble local organizations to create a centralized, strategic approach to literacy programming with support from local governments.
  - a. Establish a Community Literacy Leadership Collaborative with representatives from all key literacy organizations, libraries, boards of education and local government.
  - b. Sustain regular communication and support with governments and leaders to provide resources, access to funding, communication and promotion channels.
  - c. Research and pursue grants and corporate partnerships to support program requirements.
  - d. Create and maintain the 'brand' and public relations campaign to sustain awareness, understanding and participation in literacy advancements projects.
  - e. Act as a central community advocate, subject matter expert and referral source for 'all things literacy'.
  - f. Partner with leading regional post-secondary institutions to source mobile/remote programming and support as well as credibility. Explore long-term implementation of satellite campus.
  - g. Establish a Literacy Incubator to nurture a community-led approach to improving literacy by supporting new ideas brought forward by individuals and organizations.

- h. Create an informal transportation infrastructure to support connecting people with literacy programming. Solutions may include:
  - i. Develop an online ride-matching portal to connect people who need rides with those who are travelling.
  - ii. Work with employers to set up ride-sharing programs through work.
2. **Programming:** Implement a program of grassroots initiatives and activities designed to engage the breadth of the communities in literacy and make literacy less academic; more playful and interesting. Several ideas have come forward, to be considered:
  - a. Promote a reciprocal learning program – create a “skills mentoring exchange” program whereby people with trade, technology or similar applied skills and are looking to improve their literacy are paired with those who have literacy skills and would value learning more about a particular trade (carpentry, cooking, sewing, welding...).
  - b. Telling our Local Stories Contest – engage the community in local storytelling by bringing people together to share the many great stories of history, culture and politics in Huron County.
  - c. Gamify Literacy and Word Learning – explore different ways to create a community-wide game and promote with sponsors and prizes.
  - d. Community mini-Libraries – encourage people to build ‘mini lending libraries’ around the community to promote reading and literacy.
  - e. ReadMobile – fundraise to introduce a modern-day ‘tricked up’ bookmobile that brings literacy programming to remote communities. Brainstorm a suitable name once the project has more definition.
  - f. Engage youth in literacy volunteering and program leadership to ensure a progressive and active role that crosses over generations.
  - g. Explore implementing StrongStart and M.A.D.E. into the literacy curriculum for youth.
3. **Branding and Public Relations:** Alongside the implementation of inventive, fun programming is the strategic direction to ‘change the conversation’ about literacy through a sustained branding and communications effort. Furthermore, many recommended programs are designed to foster stronger community awareness about literacy.
  - a. Redefine “literacy” – albeit, this is a sizable effort but one which would set the stage for a different mindset. Research suggests that the word “literacy” is intimidating, formal and academic – not in line with the playful programming.
  - b. Develop a centralized resource for “all things literacy” to provide one-stop access to the organizations and programs currently available to the community.
  - c. Create a strategic communications plan for a focused approach to promoting literacy programming.

## 2.5 Report 5: Digital Literacy in Alice Munro Country

Authors: Steve Karpik (Blue Rhino Design) and George Schrijver (WCM Consulting Inc.)

### Synopsis

Specifically, the purpose of the study was to determine:

- How well Huron County (via various Service Delivery Groups) delivers online services, digital content and digital training to residents;
- How prepared residents and user groups are to access and use online services and digital content and;
- What opportunities exist to improve digital service delivery and the digital literacy of residents.

## Major Findings

1. Research shows that Huron County is remarkably well-equipped to participate in the digital world. From almost universal broadband coverage and wide-reaching digital education to government and services that are well-represented online, the residents and businesses of Huron County are well-positioned to participate fully in digital society.
2. Unique among rural regions, Huron County boasts a 90-95% broadband coverage. This is largely due to a network of "home grown" cooperative internet service providers that supplement the overall coverage provided by national and regional telecoms. In Huron County, the "last mile" truly is the last mile.
3. While its web properties could use some updating and consolidating, the Huron County government offers useful information and self-serve capabilities to residents, visitors and businesses. The County has achieved mixed results in its effort to build web properties with specific target audiences in mind, e.g. – tourism, manufacturing, culture. Health and non-government critical services in Huron County deliver an impressive 100% web 2.0 and mobile-ready compliance.
4. Digital training and education opportunities are spread generously across the county and are available online. The highlight of Huron County's digital service delivery, education and public access is the Huron County Library. With 12 branches, each offering free Wi-Fi, in-person technical help, 57 public work stations and online services and information, the library reaches all 60,000 residents of Huron County.
5. Only 50% of small businesses have a website and only a quarter of those were Web 2.0 and mobile-friendly, these numbers are within keeping of national and international averages.

## Recommendations

1. The key opportunity lies with the Huron County business development organizations. Consultants recommend that the county consolidate and focus their efforts on fewer web properties and eliminate the online business directories. Google is better equipped to deliver up-to-date business listings.
2. Huron County business development organizations can help small businesses by introducing them to existing free services that will allow them to build up-to-date web presences.
3. Viewed optimistically, there is potential for Huron County not only boasting 95% broadband coverage but also exceeding international averages by bringing 95% of its small and home businesses into the Web 2.0, mobile-ready digital landscape.



# 3. Common Themes

## 3.1 Seven Categories

In reviewing each of the five independent reports there were both common themes as well as stand-alone recommendations. In order to consider these most effectively each of the recommendations were categorized in one of the following seven areas:



## 3.2 Summary of Common Themes

The chart to follow lists the recommendations related to each of these key areas and identifies in which reports the recommendation was found. This visual summary offers a clear snapshot of the suggestions that were most frequently heard, thus identifying those with the greatest impact across all project goals.

## Summary of Common Themes

Recommendations	Tourism	Museum	Festival	Literacy	Digital Literacy
<b>Community Support/Engagement</b>					
Continue to support Huron County as a creative community	➡	➡	➡	➡	➡
Telling our Local Stories contest – engage the community in local storytelling	➡			➡	
Engage youth	➡			➡	
Volunteer support critical - create a support system for this	➡	➡	➡		
<b>Resources</b>					
Seek additional support (government or private sector)	➡	➡		➡	
Implementation requires on-going coordination	➡	➡	➡	➡	➡
Hire a Creative Director to develop high-profile, targeted programming			➡		
Curating Alice Munro's Legacy at museum		➡			
Implement proposed organizational structure with defined roles			➡		
Put in place a system of bookkeeping and financial oversight			➡		
Implement proposed five-year fund development plan			➡		
<b>Collaboration</b>					
Clarify relationship with North Huron Council			➡		
Sustain regular communication and support with governments and leaders			➡	➡	
Establish on-going collaboration	➡	➡	➡	➡	➡
Create a resource development strategy	➡				
Establish a Community Literacy Leadership Collaborative				➡	
Partner with leading regional post-secondary institutions to source mobile/remote programming				➡	
Act as a central community advocate, subject matter expert and referral source for 'all things literacy'				➡	

## Summary of Common Themes

Recommendations	Tourism	Museum	Festival	Literacy	Digital Literacy
Create an informal transportation infrastructure to connect people with literacy programming				➡	
Develop a centralized resource for "all things literacy" in the community				➡	
Facilitate training opportunities to strengthen capabilities (experience development, web, social media)	➡				➡
Foundational Core Assets/Programming					
Let the Festival lead	➡		➡		
Solidify Wingham as festival home, but branch to other historical locations			➡		
Focus on short story rather than Alice Munro			➡		
Secure high-profile Canadian authors to lead workshops and perform			➡		
Refocus programming on writers' workshops on the Short Story Contest			➡		
Explore locations where the museum could be integrated		➡			
Establish a Literacy Incubator to nurture a community-led approach to improving literacy				➡	
Explore implementing StrongStart and M.A.D.E. into the literacy curriculum for youth				➡	
Enhanced Programming					
Create Lit+ experience bundles	➡	➡	➡		
Capture and tell Alice Munro's authentic story	➡				
Promote and leverage creative storytelling	➡				
Promote a reciprocal learning program				➡	
Gamify Literacy and Word Learning				➡	
Community mini-Libraries – encourage people to build 'mini lending libraries'				➡	
ReadMobile – fundraise to introduce a modern-day 'tricked up' bookmobile				➡	

## Summary of Common Themes

Recommendations	Tourism	Museum	Festival	Literacy	Digital Literacy
<b>Technology</b>					
Consolidate and focus efforts on fewer web properties					➔
Eliminate the online business directories and use Google instead					➔
Introduce businesses to free services that will allow them to build up-to-date web presences.					➔
Emphasize a web/digital strategy	➔				
Bring 95% of small and home businesses into the Web 2.0, mobile-ready digital landscape					➔
<b>Branding &amp; Marketing</b>					
Enhance branding and marketing	➔		➔	➔	
Give the arts in general and the Festival a place on local and regional tourism and municipal websites	➔		➔		
Collaborate with Huron Tourism and Regional Tourism Organization to promote lit+ bundles – target ideal visitors and international market	➔				
Create a strategic communications plan for a focused approach to promoting literacy programming				➔	
Redefine "literacy" to reduce stigma, make it fun				➔	

# 4. Community Workshop

## 4.1 Overview

With five far-reaching reports on the table offering nearly 50 specific recommendations, and nearing the end of key drivers including funding and project management personnel, a fulsome concluding exercise was necessary to draw on the community's expertise and leadership to define the best way to move forward for maximum success with reasonable, achievable investment of human and financial resources.

The "Road Map for Success" planning session was a full-day facilitated workshop led by three consultants and overseen by the project coordinator. All facilitators had been actively involved in previous stages of the project.

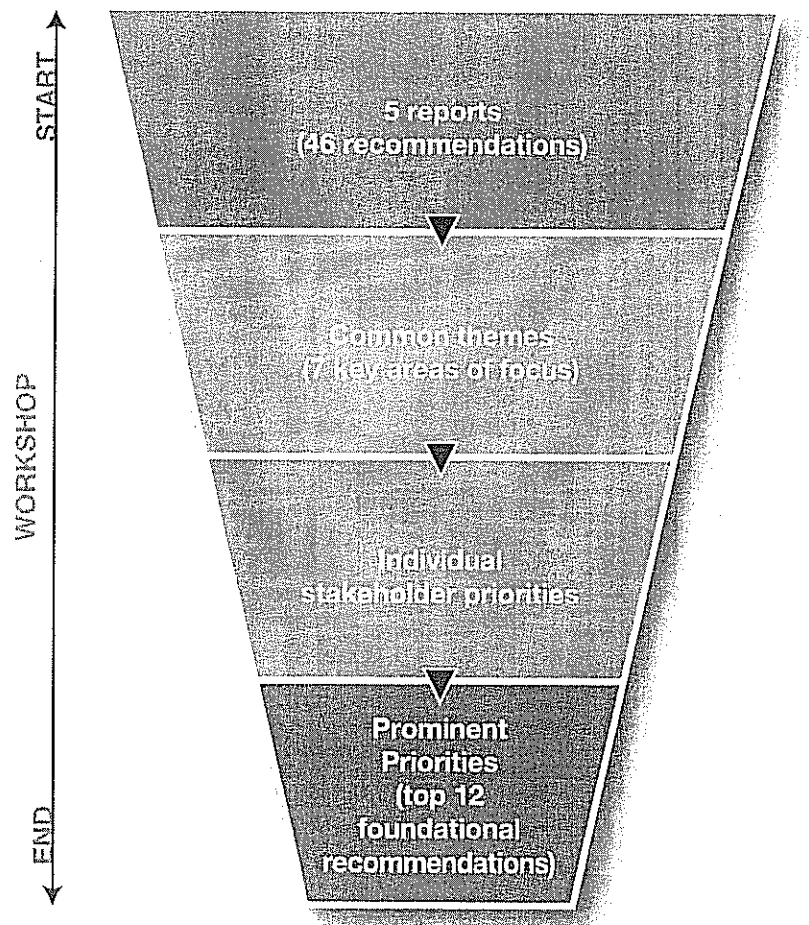
The workshop was designed to meet the following goals:

- Understand common themes and opportunities as defined in research activity
- Gauge overall community interest in viability of recommendations
- Establish clear and actionable priorities
- Understand existing community resources to be leveraged – human and financial
- Identify project champions moving forward
- Create a clear, precise implementation guide

In total, 23 relevant community leaders participated in the session. They represented a full breadth of the community including: politicians and senior municipal administrators; economic development, tourism and culture; relevant non-profit leaders; Alice Munro Festival volunteers; and related stakeholders. For a full list of participants, see Appendix A.

The session unfolded as a 'funneling' exercise (see diagram), with participants first recapping the full breadth of the work that was done, moving into common themes and synergies, 'ranking' key priorities, including full discussion of their viability. The final activity asked breakout working groups to explore the 'how' – the best ways to drive the priority forward.

## FUNNELLING THE FINDINGS



## 4.2 Consulting Team Observations

It is important that the final recommendations and related work product from the workshop be viewed through the lens of the consulting team's observations, as follows:

1. Overall, enthusiasm for the work that was done and the next steps was greater than anticipated, with the group's energy remaining high throughout the tiring full-day workshop. There was strong consensus that the research work done was thorough, insightful and useful.
2. One of the most predominant themes was an inability to commit any – or any significant – resources to the implementation of the identified priorities. Facilitators frequently heard that there simply wasn't any more time or money that could be given. There was little appetite for an economies-of-scale approach to systemic change, although this was not comprehensively explored in the workshop.
3. Participation amongst senior municipal administrators was more limited than hoped, with just one CAO and three elected councillors in attendance. Business of these executives, summer timing and last minute emergencies account for the low attendance although proxies were not identified, indicating a possible low interest.
4. The highest marked priority was a broad community-wide commitment to 'continue to support Huron as a creative community'. Albeit the session included mostly engaged stakeholders, nevertheless this is a strong vote of confidence for the cultural work done to date and an assertive commitment to continuing this work.
5. It was clear that a centralized approach to maintaining momentum for and focus on this work will be necessary for its success. One owner will need to lead the charge, but can expect to continue to rely on a passionately engaged community interested in seeing this move forward and be successful.

## 4.3 Individual Priorities

Facilitators provided a five report summary and presented the common themes, and participants were asked to use worksheets provided to track the recommendations that they felt were top priorities while also considering whether their organization would be in a position to play a role in the implementation of the recommendation. The aggregated results of the individual worksheets are below:

Summary of Individual Priorities			
Recommendations	High Priority	Aligns with my org.	I have resources for this
Community Support/Engagement			
Continue to support Huron as a creative community	16	11	8
Telling our Local Stories contest – engage the community in local storytelling	9	5	3
Engage youth	13	10	5

Summary of Individual Priorities			
Recommendations	High Priority	Aligns with my org.	I have resources for this
Volunteer support critical - create a support system	11	6	4
<b>Resource Development</b>			
Seek additional support (government or private sector)	14	1	
Implementation requires on-going coordination	10	2	
Hire a Creative Director to develop high-profile, targeted programming	15	3	
Curating Alice Munro's Legacy at museum	8	4	2
Implement proposed organizational structure with defined roles	7	3	
Put in place a system of bookkeeping and financial oversight	12	3	1
Implement proposed five-year fund development plan	13	2	
<b>Collaboration</b>			
Clarify relationship with North Huron Council	6	1	
Sustain regular communication and support with governments and leaders	9	3	1
Establish on-going collaboration	13	6	2
Create a resource development strategy	6	1	
Establish a Community Literacy Leadership Collaborative	4	4	2
Partner with leading regional post-secondary institutions to source mobile/remote programming	6	3	1
Act as a central community advocate, subject matter expert and referral source for 'all things literacy'.	1	2	1
Create an informal transportation infrastructure to connect people with literacy programming	3	2	
Develop a centralized resource for "all things literacy" in the community	2	2	1
Facilitate training opportunities to strengthen capabilities (experience development, web, social media)	7	2	3
<b>Foundational Core Assets/Programming</b>			
Let the Festival lead	13	5	2
Solidify Wingham as festival home, but branch to other historical locations	9	3	



Summary of Individual Priorities			
Recommendations	High Priority	Aligns with my org	I have resources for this
Focus on short story rather than Alice Munro	8	4	2
Secure high-profile Canadian authors to lead workshops and perform	11	3	2
Refocus programming on writers' workshops on the Short Story Contest	6	1	1
Explore locations where the museum could be integrated	5	3	
Establish a Literacy Incubator to nurture a community-led approach to improving literacy	4	4	3
Explore implementing StrongStart and M.A.D.E. into the literacy curriculum for youth.	7		
Enhanced Programming			
Create Lit+ experience bundles	12	4	1
Capture and tell Alice Munro's authentic story	14	4	1
Promote and leverage creative storytelling	7	6	4
Promote a reciprocal learning program	3	3	1
Gamify Literacy and Word Learning	3	3	1
Community mini-Libraries – encourage people to build 'mini lending libraries'	4	1	
ReadMobile – fundraise to introduce a modern-day 'tricked up' bookmobile	3	1	
Technology			
Consolidate and focus efforts on fewer web properties	4	1	
Eliminate the online business directories and use Google instead	2		
Introduce businesses to free services that will allow them to build up-to-date web presences.	9		
Emphasize a web/digital strategy	4	1	
Bring 95% of small and home businesses into the Web 2.0, mobile-ready digital landscape	8	1	1
Branding & Marketing			
Enhance branding and marketing	12	4	1



## Summary of Individual Priorities

Recommendations	High Priority	Aligns with my org.	I have resources for this
Give the arts in general and the Festival a place on local and regional tourism and municipal websites	14	6	3
Collaborate with Huron Tourism and Regional Tourism Organization to promote lit+ bundles – target ideal visitors and international market	14	3	2
Create a strategic communications plan for a focused approach to promoting literacy programming	6	3	1
Redefine "literacy" to reduce stigma, make it fun	4	4	2

## 4.4 Group Consolidated Priorities

Having noted their priorities and related alignments, each of the participants took part in an exercise that allowed them share their individual opinions by allocating stickers to the recommendations that they felt were top considerations. To allow for further weighting of "top priorities" versus "nice to have" priorities, participants were invited to apply between one and four stickers to each of the recommendations.

The top 12 group priorities then emerged, with the following number of votes, resulting in a clear group consensus on the priorities:

	Priority	Votes
1	Continue to support Huron as a creative community	46
2	Hire a Creative Director for the Festival	42
3	Let the festival lead	34
4	Capture and tell Alice Munro's authentic story	27
5	Promote and leverage creative storytelling (focus on the short story as well as Alice Munro.)	26
6	Engage youth	26
7	Creative Lit+ bundles	25
8	Secure high profile Canadian authors for the festival	24
9	Give arts and the festival a high on-line profile	24
10	Enhance Alice Munro Country branding the marketing	23
11	Seek government support and provide sector support	21
12	Establish on-going collaboration	20

## 4.5 Breakout Group Brainstorming

With the top priorities now established, the full group was broken into smaller working teams of 3 or 4. Each team was assigned two of the 12 priorities and in a 45-minute team discussion, was asked to explore answer the following critical questions:

- Is this a short, mid or long-term task?
- What conditions are necessary for success?
- What specific resources are required?
- Who else can/should be at the table?

As a final exercise, team representatives shared their insights with the full group and workshop leaders facilitated further discussion on each. The end result is captured in the following Priority Insights Chart:

Priority Insights			
1. Continue to support Huron as a creative community			
Short, Mid or Long Term	Conditions for Success	Resources required	Who should be Involved
Short Term and on-going	<ul style="list-style-type: none"> <li>• Political will and a strong commitment to seeing this move forward</li> <li>• Engagement of the Arts, Culture and Heritage Sector</li> <li>• Adequate facilities</li> <li>• Leadership at a community level (beyond political will)</li> <li>• Take the "eat local" model and apply it to the Huron County creative community</li> </ul>	<ul style="list-style-type: none"> <li>• Funding</li> <li>• Sponsorship</li> <li>• Human capacity through collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Municipalities</li> <li>• Arts, Culture, Heritage sector</li> <li>• Private sector</li> <li>• School boards</li> <li>• Tie to Blyth 14/19</li> </ul>
2. Hire a Creative Director for the Festival			
Short, Mid or Long Term	Conditions for Success	Resources required	Who should be Involved
Short Term (pending resources)	<ul style="list-style-type: none"> <li>• This position requires a passionate and connected individual (visionary)</li> <li>• Administrative skills required</li> <li>• Connection to and/or understanding of festival environment a key asset</li> <li>• Could be part-time to start</li> </ul>	<ul style="list-style-type: none"> <li>• Grant funding although options for this are limited when it is municipally operated</li> <li>• A non-profit organization could go after Trillium funding</li> </ul>	<ul style="list-style-type: none"> <li>• Municipalities</li> <li>• County of Huron</li> <li>• Alice Munro Festival Committee</li> <li>• Blyth Centre for the Arts</li> <li>• Blyth Theatre Artistic Director</li> <li>• Museum Curators</li> </ul>

<b>3. Let the Festival Lead</b>			
<b>Short, Mid or Long Term</b>	<b>Conditions for Success</b>	<b>Resources required</b>	<b>Who should be involved</b>
<ul style="list-style-type: none"> <li>• Short Term</li> </ul>	<ul style="list-style-type: none"> <li>• Year-round Creative Director (#2) a strong advantage to seeing this priority happen</li> <li>• Determine ongoing role of staff and the Alice Munro Festival Committee</li> <li>• Emphasize Festival PR and branding as an entry into creating a place/community brand</li> </ul>	<ul style="list-style-type: none"> <li>• Funding as related to #2</li> <li>• Proper investment in branding and marketing – money and expertise</li> </ul>	<ul style="list-style-type: none"> <li>• A conversation needs to take place to determine who the CD should report to (North Huron, County or Creative Huron)</li> <li>• Considerable debate around 'ownership' that should be influenced by final decisions vis a vis priority #1</li> </ul>
<b>4. Capture and tell Alice Munro's Story</b>			
<b>Short, Mid or Long Term</b>	<b>Conditions for Success</b>	<b>Resources required</b>	<b>Who should be involved</b>
Short Term	<ul style="list-style-type: none"> <li>• Family and Alice Munro commitment</li> <li>• Animate the existing tour</li> <li>• Promote self guided AM tour</li> <li>• Compile existing audio-visa recordings of interviews with AM</li> <li>• Get copies of her biographies; make a new one to fill any gaps</li> <li>• Consider having various people read AM stories in public venues to make the words come alive</li> <li>• Consider advocating for a AM Heritage Moment</li> <li>• Create lay of the land map, use quotes from stories, etc.</li> <li>• Leverage local media and CBC</li> <li>• May be a great project for youth</li> </ul>	<ul style="list-style-type: none"> <li>• Funding as related to #2</li> <li>• Mentors and project leads</li> <li>• Access to AM, family and archives</li> </ul>	<ul style="list-style-type: none"> <li>• Blyth Festival playwright</li> <li>• Film producers</li> <li>• Writer(s)</li> <li>• Youth</li> <li>• Alice Munro and family</li> </ul>
<b>5. Promote and leverage creative story-telling (Focus on short story as well as Alice Munro)</b>			
<b>Short, Mid or Long Term</b>	<b>Conditions for Success</b>	<b>Resources required</b>	<b>Who should be involved</b>
Short Term	<ul style="list-style-type: none"> <li>• Broaden categories of age and abilities for the short story contest</li> <li>• Promote local participation through school programming</li> <li>• Promote visitor participation in contest through enhanced local accommodations options (B&amp;Bs, billeting)</li> <li>• Promote learning opportunities for skills improvements in writing for local residents (workshops with submission of entry as end goal)</li> <li>• Explore different ways of storytelling (written, verbal, theatrical, musical, artistic, digital)</li> </ul>	<ul style="list-style-type: none"> <li>• Staff resources for implementation and leadership (Creative Director)</li> <li>• Media support</li> </ul>	<ul style="list-style-type: none"> <li>• County Economic Development and Culture Development</li> <li>• Avon Maitland Centre for Employment and learning</li> <li>• Aaron Neeb (Youth programming in South Huron)</li> <li>• Municipalities</li> <li>• Quill</li> <li>• Centre for Employment and Learning</li> </ul>

<b>6. Engage Youth</b>			
<b>Short, Mid or Long Term</b>	<b>Conditions for Success</b>	<b>Resources required</b>	<b>Who should be involved</b>
Short Term	<ul style="list-style-type: none"> <li>Relationships with schools</li> <li>Involve youth in planning and discussions</li> <li>Work with employers to create more co-op, apprentice and mentoring opportunities</li> <li>Access to tools and resources such as video storytelling equipment</li> <li>Demonstrate action from youth leadership</li> </ul>	<ul style="list-style-type: none"> <li>Alice Munro bursaries for students</li> <li>Staff resources for implementation and leadership</li> <li>Mentors</li> </ul>	<ul style="list-style-type: none"> <li>United Way</li> <li>Huron Mfg Association</li> <li>County Economic Development</li> <li>Avon Maitland Centre for Emp and learning</li> <li>Youth programming in South Huron</li> <li>Municipalities</li> <li>Quill</li> <li>SCWI</li> </ul>
<b>7. Create Lit+ Bundles</b>			
<b>Short, Mid or Long Term</b>	<b>Conditions for Success</b>	<b>Resources required</b>	<b>Who should be involved</b>
Short Term	<ul style="list-style-type: none"> <li>Develop and cross promote Alice Munro Country</li> <li>Identify places of interest (inventory)</li> <li>Make this a key priority for tourism</li> <li>Participation/leadership from local tourism businesses and operators</li> </ul>	<ul style="list-style-type: none"> <li>Human resources</li> <li>Promotion</li> <li>Workshops/planning</li> </ul>	<ul style="list-style-type: none"> <li>Huron Tourism Association</li> <li>RTO 4</li> <li>County Economic Development and Culture Development</li> <li>Municipalities</li> <li>Operators</li> </ul>
<b>8. Secure High Profile Canadian Authors for the Festival</b>			
<b>Short, Mid or Long Term</b>	<b>Conditions for Success</b>	<b>Resources required</b>	<b>Who should be involved</b>
Mid Term	<ul style="list-style-type: none"> <li>This comes from putting in place leadership (see #2, Festival Creative Director)</li> <li>A network must be developed and relationships fostered</li> <li>Some brand recognition of the festival</li> </ul>	<ul style="list-style-type: none"> <li>Financial resources through increased box office (growth over time) and sponsorship</li> </ul>	<ul style="list-style-type: none"> <li>Alice Munro Festival Creative Director</li> <li>Alice Munro Festival Committee</li> <li>County of Huron (Culture and Economic Development)</li> <li>Municipality of North Huron</li> </ul>
<b>9. Enhance Alice Munro Country Branding and Marketing</b>			
<b>Short, Mid or Long Term</b>	<b>Conditions for Success</b>	<b>Resources required</b>	<b>Who should be involved</b>
Mid-term given planning time needed	<ul style="list-style-type: none"> <li>Shared commitment to a common brand and marketing identity across all local sectors</li> <li>Professionally developed and testing branding and marketing</li> <li>Strong and consistent application of new brand and messages across all platforms</li> <li>Strong local presence through wayfinding and point of engagement marketing</li> </ul>	<ul style="list-style-type: none"> <li>Professional branding expertise</li> <li>Local graphic designer</li> </ul>	<ul style="list-style-type: none"> <li>Alice Munro Festival Committee</li> <li>County of Huron (Culture Development and Economic Development)</li> <li>RTO4</li> <li>Huron Tourism Association</li> </ul>

### 10. Give Arts and the Festival a High Online Profile

Short, Mid or Long Term	Conditions for Success	Resources required	Who should be involved
Short term – on-going	<ul style="list-style-type: none"> <li>Start with Festival – overhaul the current website</li> <li>Link to Creative Huron, Ontario's West Coast, Festivals and Events Ontario, Writer's Association</li> <li>Digital marketing expertise</li> </ul>	<ul style="list-style-type: none"> <li>Human resources</li> <li>Existing web properties</li> <li>Social media direction</li> </ul>	<ul style="list-style-type: none"> <li>Alice Munro Festival Creative Director</li> <li>Huron Tourism Association</li> <li>Creative Huron</li> <li>County IT, Economic Development and Culture Development</li> <li>Municipalities</li> <li>RTO 4</li> <li>BIAs</li> <li>Chambers of Commerce</li> <li>Artists</li> <li>Local web companies</li> </ul>

### 11. Seek Government and Private Sector Support

Short, Mid or Long Term	Conditions for Success	Resources required	Who should be involved
Short Term	<ul style="list-style-type: none"> <li>Creative director with leadership to coordinate</li> <li>Clearly defined roles and responsibilities</li> <li>Active engagement with private sector and related funders</li> <li>Fundraising/grant writing expertise essential</li> </ul>	<ul style="list-style-type: none"> <li>Staff resources to source funding stream to projects</li> </ul>	<ul style="list-style-type: none"> <li>County Economic Development and Culture Development</li> <li>Municipalities</li> <li>OMAFRA</li> <li>Ministry of Tourism, Culture and Sport</li> <li>RTO 4</li> <li>Libraries</li> <li>Blyth Festival</li> </ul>

### 12. Establish Ongoing Collaboration

Short, Mid or Long Term	Conditions for Success	Resources required	Who should be involved
Ongoing	<ul style="list-style-type: none"> <li>Creative director with leadership to coordinate</li> <li>Clearly defined roles and responsibilities</li> <li>Early wins and consistent demonstration of progress</li> <li>Steady communication and engagement with collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Staff resources to create role</li> <li>Funding stream to support new role (possible RED funding through OMAFRA)</li> </ul>	<ul style="list-style-type: none"> <li>County Economic Development and Culture Development</li> <li>Municipalities</li> <li>OMAFRA</li> <li>Ministry of Tourism, Culture and Sport</li> <li>RTO 4</li> </ul>

# 5. Recommendations

## 5.1 Delivery Model

A resounding and recurring theme of the road map workshop was around resources: participants did not feel they were in a place where they could make a firm commitment to human or financial resources to help push this work forward. Yet, time and again this was identified as a foundational condition for success – that leadership and a nose-to-the-grindstone commitment would be essential if these recommendations are to gain traction and become more than a report on a shelf.

In consultants' subsequent debriefs and analysis of the work, it was established that fundamentally, this commitment must be the starting point: that a modest allowance can be made to establishing a position that will lead the charge on bringing the community together around these issues, demonstrating early wins, securing partnerships and funding, and building a more robust long-term action plan.

It is entirely likely that existing roles can be repurposed or recalibrated to allow for this work within the current human resource landscape. This will take some thoughtful consideration about skill requirements and the risk of redirecting existing energies. However, this should be explored.

The role of Creative/Artistic Director of the Alice Munro Festival of the Short Story has been folded into this full-time position – at least for the short term. This is a bold move that will likely meet with resistance from those who will see the Festival role as uniquely requiring an individual with Festival or Event Director experience and the necessary contacts. While this is absolutely true, realistically the resources for this position will be difficult to find and there are several advantages to an overarching role including establishing cross-functional teams, cross-promotion and marketing opportunities and 'big picture' funding/sponsorships.

The model below offers clear direction on the breadth of the role and four key pillars of priority; a further consolidation of the recommendations and priorities defined by the community. Critical to its success is accountability 'straight to the top' by connecting the position directly to County Council and administration. The most logical alignment is with the Huron Economic Development Partnership to ensure that these activities are closely connected to the strategic County-wide economic development planning exercise that is just beginning in Fall 2015.

An understanding that this will be a 'slow and steady' course will be essential when expectations are defined at the outset of this implementation plan. Work that is this transformative and systemic will not happen overnight – in many ways, it will take a full generation. Preparing for the long haul will help the community remain engaged as incremental victories are shared.

## 5.2 Position Description and Priorities

### HURON COUNTY COUNCIL

### Huron Economic Development Partnership

### CREATIVE COMMUNITY COORDINATOR

Three-year position responsible for implementing the community-defined priorities of Building the *Literary Landscape: The Growth Potential in Alice Munro Country* in alignment with existing Invest in Huron economic development strategies, new strategies to be defined in the Huron County Economic Strategy and existing tourism strategies.

#### Key skills:

- Engagement and facilitation
- Project Management
- Marketing and Communications
- Resource and Partnership Development

### PRIORITIES

#### Alice Munro Festival

- Artistic director responsibilities
- Planning
- Budgeting
- Marketing
- Administration
- Support from seasonal contracts: admin, marketing

#### Youth Strategy

- Huron County storytelling
- County leadership
- Digital mentoring and leadership
- Awards and bursaries

#### Resource Development

- Funding and rev. generation model
- Grants
- Partnerships – post sec, corporate
- Sponsorship packaging

#### Tourism Board

- Collaborative brand strategy – creative community
- Asset devt
- Online strategy
- Lit+ bundle dev. research, workshops
- Partnerships

#### Projects to explore under all priorities:

- Overarching community engagement strategy – with Communications Officer
- Telling Alice Munro's story
- Development of a virtual museum
- Archiving HC and AM stories

## 5.3 Community Resources

From the earliest days as this project began to unfold in 2014, its successful completion has relied on the voluntary contribution of stakeholders from across the County. The engagement, enthusiasm, time and ideas of dozens of talented and focused individuals has been exceptional and underscored the community's commitment to this work and willingness to collaborate to define a strong and unified vision for the County's future.

These themes were heard loud and clear in the road map to action workshop: while extensive financial and human resources are absolutely finite, there is no shortage of willingness to participate in community leadership groups, work teams, projects and activities that will help make this happen.

This passion can and will need to be mobilized by the Creative Community Coordinator and civic leaders to ensure the drivers and ambassadors are in place. Community resources should be approached and arrangements formalized for an ongoing role in the implementation of these projects. Organizations are expected to include:

### **Municipalities:**

- Political will and leadership
- Financial commitment
- Alignment to other strategic priorities
- Connections and contacts
- Governance and oversight
- Communications and community awareness

### **Community Benefit Organizations:**

- Nonprofit boards
- Expertise in critical areas/SMEs
- Volunteer recruitment
- Integration with social planning and programming

### **Educators and Youth Organizations:**

- Storytelling and programming input
- Creative resources and support
- Youth in leadership roles
- Reciprocal mentoring

### **Arts and Culture:**

- Ideas and leadership
- Mentoring and support
- Promotion and support at events/festival

### **Retirees/Older Adults:**

- Volunteering
- Storytelling and connection to community's heritage
- Mentoring

### **Employer/Corporate:**

- Workplace volunteers
- Sponsorship and/or philanthropy
- Leadership and governance
- Connections
- Project delivery



## 5.4 Budget Framework

Below is a high level look at a three-year expense budget related to the implementation of this plan. While the Festival Creative Director role is anticipated to part of this work, all other festival expenses are excluded as they are already factored into existing budgets. It is recommended that the required revenue to offset these costs be contributed by all municipalities and the County, diminishing year-over-year as the resource development work is expected to begin to bear fruit within 12 months to offset these costs.

It is important to bear in mind this budget anticipates a new position, however if a reorganization can result in full or partial repurposing of an existing role, those current staff costs can be subtracted from the budget below.

Expense		Year 1	Year 2	Year 3
1	Full-time Coordinator	\$60,000	\$62,000	\$64,000
2	Part-time support (non-Festival; 2 youth positions)	\$10,000	\$10,000	\$10,000
3	Festival support (coordinators, social media)	\$10,000	\$10,000	\$10,000
4	Communications, printing and reporting	\$ 5,000	\$ 8,000	\$ 8,000
5	Infrastructure/set up resources/supplies	\$ 5,000	\$ 1,500	\$1,500
6	Workshops and community engagement	\$ 2,500	\$ 1,500	\$ 1,500
7	Misc.	\$ 1,500	\$ 1,500	\$ 1,500
	Total commitment – municipal/other funders	\$ 94,000	\$94,500	\$96,500
	Less funds raised – targeting 15% of budget in year 1 and 25% of budget in year 2	\$ 0	\$14,175	\$24,125
	Net commitment	\$94,000	\$80,325	\$72,375
	Total County commitment: 3 years			\$246,700

# Appendix A

## List of Road Map for Action participants

Name	Title	Organization
Laurel Armstrong	Huron County Tourism Media Co-ordination	Huron City Planning & Development
Beth Anstett	Employment & Training Consultant	Ministry of Training, Colleges & Universities
Sharon Chambers	CAO	Township of North Huron
Cindy Fisher	Tourism Co-ordinator	County of Huron
Debera Flynn	Executive Director	QUILL Learning Network
Connie Goodall	Economic Development Officer	Township of North Huron
Britt Gregg-Wallace	Personal Assistant to Alice Munro	
Shannon Kammerer	Information Services Librarian	Huron County Library
Dorothy Kelly	Councillor	Mun. of Morris Turnberry
Alison Lobb	Business Consultant	Huron SBEC
Ellen McManus	Personal Assistant to Alice Munro	
Nancy Michie	Administrator Clerk-Treasurer	Munc of Morris Turnberry
Karen Pevser	Arts & Culture Assistant working on the AMC Project	JCP program
Yolanda Ritsema Teeninga	Municipal Councillor	North Huron
Heather Robinet	Program Specialist, Literacy & Basic Skills Program / e-Channel Initiative	Centres for Employment & Learning of Avon Maitland District School Board
Deb Sholdice	General Manager	Blyth Centre for the Arts - Blyth Festival
Rick Sickinger	Cultural Development Officer	County of Huron
John Smuck	Councillor	Morris Turnberry
Verna Steffler	Volunteer	N.H. Museum - Festival Member
Karen Stewart	Administrator	Blyth Arts & Cultural Initiative
Joan van der Meer	Project Manager	Huron Business Development Corp
Brock Vodden	Councillor - North Huron	North Huron - Blyth Citizen
Meighan Wark	Director of Cultural Services	County of Huron

# Appendix B

## Road Map to Action Workshop Agenda

Time allocation		Activity	Lead
<b>MORNING</b>			
9:30-9:40	10m	Introductions Overarching project goals Session goals  <i>Support: Slide - goals</i>	A.N.
9:40-10:10	30m	Around the room Who am I, why I'm involved, what excites me about this, resources my organization may be able to contribute: leadership, staff, financial.  <i>Support: Large post-its</i>	D.M./All
10:10-11:25	75m	Recap all reports High level summary of each study's findings and key recommendations Highlight overlaps and common themes/goals  <i>Support: Slides</i>	C.O.
<b>11:25-11:40 – Break</b>			
11:40-12:25	45m	Discussion Overlaps, common themes, thoughts on approach for action Best ways to realize maximum potential Opportunities for resources (grants, sponsorships, etc.)  <i>Support: Large post-its, markers</i>	C.O. D.M.
12:25-12:40	15m	Activity – Prioritize the action items 50 sticky dots/stars per person Pre-written sheets around room Allocate all 50 to actions related to all 5 projects Indicate priority by allocating up to 4 stars for one action  <i>Support: sticky dots/stars, pre-written large post-its</i>	All
12:40-1:10	40m	Lunch	
<b>AFTERNOON</b>			
1:10-1:20	10m	Share results of priority setting exercise	D.M.
1:20-2:20	60m	Activity – Breakouts Individual groups of 3-4 to discuss key priorities as defined, answering key questions: <ul style="list-style-type: none"> <li>- Can we do this now?</li> <li>- If not, is this a short, mid or long-term task?</li> <li>- What conditions are necessary to be successful?</li> <li>- What specific resources are required?</li> <li>- Who else can/should be at the table?</li> </ul> <i>Support: Large post-its</i>	All
2:20-3:20	60m	Discussion Review group efforts	D.M. C.O.
3:20-3:30	10m	Conclusion Closing remarks from group  <i>Support: Large post-its</i>	D.M. C.O.

Agenda  
2.1  
Jan 10/2016



www.winghamgcc.com

23 December 2015

Township of North Huron  
274 Josephine Street  
PO Box 90  
Wingham, ON N0G 2W0

The Wingham Golf & Curling Club is a not for profit club located just south of Wingham on the banks of the Maitland River. We are currently working to fundraise to cover the cost of replacing our brine chiller. The brine chiller is a piece of equipment which works to keep our curling ice surface cold. A new chiller comes with a price tag of approximately \$40,000, and an average life expectancy of 25 years. Our current chiller is 38 years old, and has lasted this long due to regular care and preventative maintenance. However, we have been told our chiller could malfunction or quit at any time, which would be detrimental to our curling club. Without a chiller, we are unable to maintain an ice surface, and the residents of Wingham and the surrounding communities would no longer have access to a local curling club. Our goal is to raise the funds needed to replace our chiller by Spring 2016, so we can have it commissioned to be built and installed for the Winter 2016 curling season.

The Wingham Golf & Curling Club is home to approximately 130 local curlers, including youth and seniors. We host regular league play as well as many bonspiels, regional playoffs, tournaments, F.E. Madill high school team practices, and private family & business parties. To supplement our income, we also have a banquet facility where we host weddings, anniversaries, birthdays, meetings, and business gatherings. Our mission is to provide a safe and inviting environment for everyone to enjoy a fun, physical activity while being socially active in their community. Many of our curling members are local farmers, which use their winter downtime to come to our club to curl and socialize with others. Our club contributes to the economic sustainability and growth of our community by providing an inviting atmosphere where all residents and tourists can feel welcome to come and enjoy golf, curling, banquets, and social interaction.

Due to the continued rising costs of hydro and propane, our curling membership fees and facility rental income can only cover the cost of our monthly bills. Setting aside excess funds to replace our chiller is difficult, so we have been doing a variety of things outside of our regular income to try to fundraise to cover this expense. We have hosted an annual curling funspiel, Green's Meat Market fundraisers, and a silent auction. Many of our curling members have graciously donated their volunteer time towards assisting with these fundraisers, and have also made their own financial donations towards our project. We have also applied for various grants, and to date we have received grant funding from Libro Credit

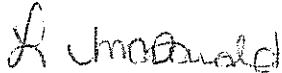
Union, The Ontario Power Worker's Union, and Wingham Homecoming 2014. We have also made requests for government funds through the Fed Dev Ontario program and Trillium Foundation. To date, we have raised \$17,900 of the required \$40,000 chiller cost.

We would like to ask the Township of North Huron for financial support for our chiller replacement project when planning your 2016 budget. Our request is for \$5000 towards our chiller fundraising project; however we would graciously accept any amount you are able to budget for. We plan to acknowledge all supporters of our project via local newspapers, our website, social media pages, and displays at our club once our project is successfully completed.

I have also attached letters of support for our chiller replacement project, written by some of our curling members.

Thank you for your time and consideration. I look forward to hearing from you! You can contact me by email at [laura.sturgeon@gmail.com](mailto:laura.sturgeon@gmail.com), by phone at 519-450-8434, or by mail at the address listed below.

Sincerely,



Laura McDonald  
Board Director & Secretary/Treasurer  
Wingham Golf & Curling Club  
40292 Jamestown Rd  
PO Box 698  
Wingham, ON N0G 2W0

To Whom It May Concern  
April 26, 2015

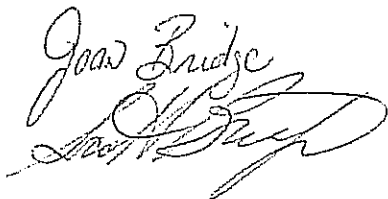
Hi my name is Joan Bridge, my husband Scott and I moved to Wingham 27 years ago with a one month old daughter. At that time Scott worked here but I had hardly ever been to Wingham. We began curling that fall in the Friday night league with the intention for me to get to know some people. We really enjoyed the sport, met lots of local couples and Scott soon joined the men's league too. We continued to curl, taking the odd season off as we had 2 more kids. As our kids grew up, they also learned to curl through their Grade 8 gym class.

For the last 5 years, Scott and I have organized a fun spiel (Sat before St Patty's Day) for people who don't curl regularly. The curlers come dressed in "green" and we serve a "green" cocktail or two. We curl one end reg rules, one end is curled in the dark, one end bounce the rock off the boards, another end scores touching the outside 12 etc. This is definitely not a serious day – just a great day of socializing and a bit of rock throwing. The club has gained a number of new curlers after trying it out in the Funspiel.

As with all equipment, repairs and breakdowns do happen. Our club needs a new chiller ( a very expensive piece of equipment) to keep curling alive in Wingham. I hope we can accomplish this with continued fundraising and grants to help replace it.

The Wingham Curling Club is a great place to meet new people, try new things and come together as a community.

Scott and Joan Bridge

Handwritten signatures of Joan Bridge and Scott Bridge. The signature for Joan Bridge is written in a cursive script, and the signature for Scott Bridge is written in a more stylized, flowing cursive script below it.

April 20, 2015

To Whom this may Concern

I am a member of the Wingham Curling Club. We have a very active club and always encouraging new members. It is a great sport for getting motivated, exercise and social awareness. Curling is offered during the day and evening both thus catering to various age groups.

It is a great opportunity to keep the elderly active, keeping their minds sharp with the challenges of each end of curling. It also gives them a chance to teach and share their skills to those learning the game. It offers good stretching, cardio, balancing and co-ordination. It also offers any level of competitiveness that one wishes to exercise.

Club members are always encouraging good positive attitudes with fellow team members.

Thus it would be a shame to see such a facility close. We are trying as Wingham Members to do fund raising & support the club.

A grant could certainly be put to good use in buying a new "CHILLER" for our facility & keep four sheets of curling ice available for many years to come.

Thank you for letting me express my concern.

Sincerely

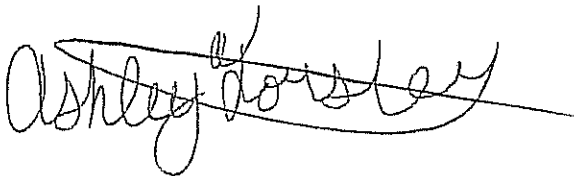
Elva Hickey

To whom it may concern;

My name is Ashley Forster and I have been a part of the Wingham Golf and Curling Club for 8 years. I started curling when I was just 9 years old and have then went on to curl both competitively and for fun! I curl on the Tuesday night ladies league, which is always lots of fun and allows me to gain more experience on the ice. Also, I take part in the Friday night fun league, which is again just to gain experience, have fun and socialize with great people! I have been a part of the F.E. Madill High School Curling team for the past 4 years and have had great success! We made it to Gore provincials, placing third overall and I received the First Team All Star award while I was there! We moved on to zone regions in 2012 and 2013 as well. We have made it to Huron Perth all four years I have been a part of the team and WOSSAA last year, receiving silver. I have won three bantam zones in both womens and mixed for the past three consecutive years. In addition, I have made it to regionals for Junior curling in both womens and mixed in 2012, 2013 and 2015.

Curling has taught me that teamwork is very important and you can not get far without it. Also, being a part of the Wingham Golf and Curling Club, there are always new members coming out to join and some of them have never curled before. Therefore, it takes a lot of patience to play with them and teach them the rules of curling to allow them to become the best curler they can be. I know these skills will help me as I further my education to become a teacher.

The Wingham Golf and Curling Club has played a huge role in my curling experience and without it I wouldn't have got the experience and help I needed to become the curler I am today. Being in the country it is hard to find a good curling club with lots of members that you can go to and have a great time, while learning how to become a great curler. I strongly believe getting a new chiller will benefit the club, along with the community because it is a great way to bring people together while having fun and either gaining experience or learning how to play a new sport.

A handwritten signature in black ink that reads "Ashley Forster". The signature is written in a cursive style with a large, sweeping underline that extends across the width of the name.

Ashley Forster  
Student at F.E. Madill Secondary School



Agenda  
8.2  
Jan. 18/2016

To North Huron Reeve, Town Council

Residents living in North Huron Municipality pay very high property taxes. In particular, the taxes applied to the owners of properties at Junction Pl, Wingham, Ontario.

We understand that people living within the town of Wingham pay the highest property taxes in all of Southwestern Ontario and maybe even Ontario period. Why is this so?

We respectfully request information on tax rates across Ontario to see how North Huron/Wingham fits into the taxation metrics. We would like to understand how the mill rate is set especially for our street. What is the justification for such high taxes?

Enclosed is a petition signed by the residents of Junction Pl. Any correspondence can be addressed to Mr. and Mrs. Hessels at 18 Junction Pl, P.O. Box 1704, Wingham, Ontario. N0G-2W0. We have also brought this matter to the attention of the Municipal Property Assessment Corporation located in Goderich.

We are requesting that this letter and the following letter with petition be read at the next Town Council meeting.

Thank-you for addressing this issue.

*A. Hessels.*

RECEIVED

JAN 21 2016

TOWN OF NORTH HURON

Dec 20<sup>th</sup> 2015

To whom it may concern:

As residents in North Huron Municipality, many of us who reside in single dwelling townhouses located on Junction Pl, Wingham are very concerned and question why our property taxes are so high. Several of our residents have previously owned property within this same municipality, had larger homes and more land space and yet paid fewer taxes.

We are standing united and would like an explanation as to why. We would appreciate an explanation that warrants such high taxes.

Please forward a written response to: Mr and Mrs Hessels, 18 Junction Pl, PO Box 1704, Wingham, Ont. N0G-2W0.

Unit 1 Allan/Marilyn Bridge Allan Bridges

Unit 2 Shirley Skelton Shirley Skelton

Unit 3 Marion Simpson Marion Simpson

Unit 4 Ann Ross Ann Ross

Unit 5 Judy Hahn Judy Hahn

Unit 6 Bill/Bonnie Taylor William G. Taylor

Unit 7 Jessie McGee Jessie McGee

Unit 8 Bob Ritter Bob Ritter

Unit 9 Bill/Audrey Stephenson Bill Stephenson

Unit 11 Shirley McDougall Shirley McDougall

Unit 12 Jacqueline/Raymond Gowdy Jacqueline Gowdy, Raymond Gowdy

Unit 13 Henry/Helga Steenbergen Henry Steenbergen, Helga Steenbergen

Unit 14 Anson/Wilda Ruttan Anson - Wilda Ruttan

Unit 15 Joe/Ita Jessen Not Available

Unit 16 Gail Holmes Gail Holmes (Daryl Holmes)

Unit 17 Nancy Barrett

~~NBA~~ (Nancy Barrett)

Unit 18 Albert/Laura Hessels

~~Laura Hessels Albert Hessels~~

Agenda  
8.3.1  
Jan 15/2016

Rennie Alexander  
70 B Line Road  
Wingham, ON  
N0G 2W0

January 7, 2016

North Huron Township Council  
Wingham, ON  
N0G 2W0

Attn: Mayor Vincent

Thank you for hearing our presentation on the necessity of repairing/saving the Howson Dam, that has a great historical presence in our community. Many of the supporters for the preservation that were at the meeting and many more that could not attend, have been asking when council will be deciding on the requests that were put forth.

In your deliberation, please consider Mr. McBride's suggestion in response to councilor Trevor Seip's concerns. Mr. McBride recommended that our committee bring together all the groups and agencies to set up a course for community action.

Thank you in advance.

Howson Dam Committee

Rennie Alexander  
Andy McBride  
Jim Wickens  
Tom Inglis

Agenda  
832  
Jan 19/2016

Rennie Alexander  
70 B Line Road  
Wingham, ON  
N0G 2W0

January 7, 2016

Sharon Chambers, North Huron Township  
Wingham, ON  
N0G 2W0

Sharon, at the recent council meeting, Jan. 4, 2016, you reiterated that you and our committee would share information. Our committee would like to request, for our record keeping, a copy of the letter from BM Ross and Associates and the letter from the Ministry of Natural Resources that indicates a stability test on the Howson Dam "must" be provided before this project can proceed.

Our committee realizes the importance of implementing the stability test if necessary and realizes that the immediate finances for this undertaking would have to come out of the reserve fund.

On the lighter side, you have indicated at an earlier council meeting that a third option for the bridge was basically to do nothing. A former resident to Wingham, Rick Whitely, used to say if you keep sweeping the dirt under the rug, all you get is a lumpy rug, but sooner or later somebody has to clean it up.

We hope we can keep working closely with you, the council and the town of Wingham.

Howson Dam Committee

Rennie Alexander  
Andy McBride  
Tom Inglis  
Jim Wickens

Ministry of Agriculture,  
Food and Rural Affairs

Ministère de l'Agriculture, de  
l'Alimentation et  
des Affaires rurales

4<sup>th</sup> Floor  
1 Stone Road West  
Guelph, Ontario N1G 4Y2  
Tel: 1-877-424-1300  
Fax: 519 826-3398

4<sup>e</sup> étage  
1 Stone Road West  
Guelph (Ontario) N1G 4Y2  
Tél.: 1-877-424-1300  
Téléc.: 519 826-3398



## Rural Programs Branch

January 4, 2016

Our File: SCF-0556

Donna White, Treasurer  
Township of North Huron  
274 Josephine Street  
Wingham, Ontario  
N0G 2W0  
dwhite@northhuron.ca

Dear Donna White:

### Re: Second intake of the Building Canada Fund - Small Communities Fund (SCF)

Thank you for your Expression of Interest (EOI) under the second intake of the SCF.

Unfortunately, your project proposal was not selected to move forward to the application phase.

This was a highly competitive intake. Over 270 EOIs were received and all were subject to careful consideration and evaluation. Your project proposal was not selected to move forward primarily because other applicants with highly critical projects had more challenging economic conditions and fiscal situations.

Economic conditions and fiscal situations were assessed using a combination of:

- total weighted property assessment per household
- median household income
- average of net financial assets (between 2010-2014) per household
- average residential property taxes, user fees and service charges (between 2010-2014) per household as a percentage of median household income

As you may be aware, over the summer the Province launched a discussion guide and consultations as part of the *Moving Ontario Forward* initiative to solicit feedback on infrastructure priorities and the design of new programs outside the Greater Toronto and Hamilton Area. Through these consultations, feedback was received on municipal infrastructure programs, program design and application processes, and the need for stable, predictable infrastructure funding. As the Province moves forward with the



Good Things  
Grow in Ontario  
À bonne terre,  
bons produits



delivery of infrastructure programs, the input received from these consultations will be taken into consideration.

Should you have any questions, please do not hesitate to call the contact centre at 1-877-424-1300 or email [SCF@ontario.ca](mailto:SCF@ontario.ca).

Thank you again for your interest in the second intake of the SCF.

Sincerely,



Joel Locklin  
Manager, Program Operations

Agenda  
1.2  
January 5, 2016

January 5, 2016

**To:** Kathy Adams, Director of  
Corporate Services/Clerk  
Township of North Huron

**From:** Residents of Carling Terrace  
North of Wingham and District Hospital

On behalf of the residents of Carling Terrace who signed the petition regarding street safety, we wish to express our appreciation and thank you for the prompt attention to our concerns.

The 3-way stop at Elm Street and Carling Terrace has made a significant impact on traffic speed.

Yours truly,



Susan Hall  
408 Carling Terrace  
Wingham, ON



North Huron Council

Agenda  
9.3.1  
Jan 18/2016

I am concerned about the presentation made by the Henson Dam committee to council on January 4/16. Spending \$460,000 dollars, a number that will amount to at least double or triple that figure, is not feasible for a project that will not have one cent of financial return to the municipality.

With the amount of hydro power being generated by nuclear, wind and solar, the possibility of using water from restoring the dam is totally ridiculous for small scale projects and would not be long term. We are not living in 1900 any more.

Perhaps the one thousand supporters should give one hour of their time each year and trim the grass along the riverbank from May to October and take some pride in making the community attractive to visitors without spending funds North Huron needs to invest in roads and water infrastructure that is necessary to the community.

Maybe a suggestion would be to hire a hy-hoe or dozer for a couple of days, when the ground is dry and the river is extremely low, to groom the bank so it could be maintained easier. This could be done for about two thousand dollars.

Fresh flowing water is a lot nicer to look at than a stale, stagnant pond full of lily pads and algae. Motor boats were not able to use the river in the past because of weeds and one operator, who had to have a large boat, that caused erosion issues to the river bank on the north side of the river.

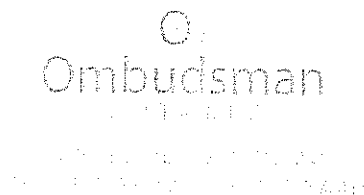
I trust that as elected representatives of North Huron, you will spend ratepayer dollars wisely for projects that serve a purpose.

Sincerely,

*Jim Moffat*

Property owner along Maitland River and North Huron resident

Submitted  
Jan 18/2016  
North Huron Council



Agenda  
9.4  
Jan 19/2016

Re: Materials relating to the Ontario Ombudsman's oversight of municipalities

To the Clerk and Council,

On behalf of the Office of the Ombudsman of Ontario, I am pleased to send you the enclosed information that I hope you will find helpful as our Office prepares for its new responsibility related to municipalities.

As you are aware, our Office's jurisdiction is being extended, as of January 1, 2016, to include full oversight of local government services, administration and officials. We come to this role with eight years of experience in investigating closed municipal meetings, through our dedicated Open Meeting Law Enforcement Team (OMLET). Our latest Annual Report on these investigations was released December 16. Two copies are enclosed.

The report includes information about how our new, expanded oversight of municipalities will work, and what municipal officials and all Ontarians can expect. (When the report was released, we also provided you with a link to it on our website, [www.ombudsman.on.ca](http://www.ombudsman.on.ca).)

We have also enclosed copies of our brochure, *Complaints about Municipalities*, which explains key points about how we will handle municipal cases as of January 1, for distribution to the public and municipal officials. Similar packages are being sent to every municipal council in Ontario.

We encourage all municipal officials who have questions about our work to contact us at **1-800-263-1830**, or via email at [info@ombudsman.on.ca](mailto:info@ombudsman.on.ca). We will make additional information available through web and video resources very soon.

We are also seeking information from you: In early December, we sent every municipality an email survey to assist us in referring complainants to the appropriate local mechanisms. Many have already done so; we extend our thanks and hope others will follow soon. You may also direct questions or requests to our Director of Communications, Linda Williamson, at [lwilliamson@ombudsman.on.ca](mailto:lwilliamson@ombudsman.on.ca), or 416-586-3426.

Sincerely,

A handwritten signature in cursive script that reads 'Barb Finlay'.

Barbara Finlay,  
Acting Ombudsman

Encl.

Agenda  
7.5  
Jan 13/2016



January 11, 2016

Heads of Council:

A sustainable OMERS Plan benefits all OMERS employer sponsors and plan members, and is an important factor in retirement security and in attracting and retaining an effective workforce. Market volatility, changing plan assumptions and developments in the broader pension environment are converging to pose continuing challenges to OMERS Plan sustainability and funding. OMERS municipal employers have been strong advocates of moving away from the historical approach of simply increasing contribution rates to manage sustainability challenges, because of the need to balance increasing OMERS expenditures with other financial pressures in the delivery of core municipal services.

Our strongest assets are the AMO appointed representatives on each of the OMERS Administration Corporation (OAC) and Sponsors Corporation (SC) Boards. It is essential that these four representatives have the strategic and technical tools, legal and actuarial research and advice to advance municipal interests. Municipal sector contributions to MEPCO make this possible. Plan design decisions at the SC Board are the products of negotiations and compromise and in order for municipal employers to have the greatest impact in these discussions, other plan sponsors need to clearly understand municipal constraints and perspectives. MEPCO's work and advice were important to the adoption of the OMERS Funding Management Strategy (FMS), an improvement on the initial plan design strategy.

New complex challenges regarding the impacts of the proposed Ontario Retirement Pension Plan (ORPP) and CPP expansion on the OMERS Plan are on the horizon. The FMS describes what will happen to benefits and contributions when the OMERS Plan moves through periods of funding deficit or surplus. The strategy offers employers and employees more predictability, sets out a cap on contribution rates and provides for a reserve fund. The 2014 MEPCO Annual Report, available at [www.mepco.ca](http://www.mepco.ca) provides more FMS information, as well as an update on recent MEPCO activities.

Every OMERS municipal employer benefits from MEPCO's work. We are asking you to renew your support for MEPCO so that the Centre can continue to do its work in representing the municipal governments of Ontario on pension matters. If you have any questions, please do not hesitate to Bruce McLeod, MEPCO Coordinator, 416-971-9856 ext. 350.

Yours truly,

A handwritten signature in black ink, reading "Doug Paycraft", is positioned above the title "MEPCO Board Chair".

MEPCO Board Chair

Cc: CAOs, DSSABs

*Agenda  
9.6  
Jan 13/2016*

## NOTICE

The Government of Ontario  
Process for Ministers' and Parliamentary Assistants' Delegations at the  
OGRA/ROMA Combined Conference

Sunday February 21 – Wednesday February 24, 2016  
Toronto, Ontario

Individual Ministers and Parliamentary Assistants are being asked to participate in municipal delegations. Please note that not all Ministers and Parliamentary Assistants will be taking delegations. If your municipality wishes to meet with a Minister or Parliamentary Assistant, we ask that you complete and submit the online form. Please note all request forms **must** include the name of a contact person who is knowledgeable about the issue and available to respond to ministry inquiries in a timely manner.

The Ministry of Municipal Affairs and Housing (MMAH) will respond to delegation requests for the Minister of Municipal Affairs and Housing. MMAH will advise other Ministers and Parliamentary Assistants of delegation requests and decisions on delegations will be made and given to you by the Ministers requested. To assist in expediting your delegation request, we ask that you use the Municipal Delegation Request Form rather than going through your MPP or directly to the Ministers' Offices.

In order to facilitate municipalities in planning their delegation schedules we will advise municipalities of their delegation times prior to the conference. As a result, **no delegation requests will be accepted after the DEADLINE of FRIDAY, January 08, 2016.**

Municipalities will be contacted by the respective Ministries about their requests and, if applicable, the meeting time and location, approximately one week before the Conference.

You can now submit one form to request delegation meetings with up to 4 ministries. To request delegation meetings with more than 4 ministries, please submit a new form. Please limit issues for discussion to a maximum of 3 per ministry. We ask that delegates not meet with more than one Minister on a given issue. To make the most of the delegation time available (delegations usually run 15 minutes), please ask to discuss your issue only with the Minister or Parliamentary Assistant responsible for that issue.

Thank you.

Vinothini Kajendran  
Municipal Programs and Education Branch  
Ministry of Municipal Affairs and Housing  
Telephone: 416-585-6280  
E-mail : [vinothini.kajendran@ontario.ca](mailto:vinothini.kajendran@ontario.ca)

Barb Black

---

**From:** Kathy Adams  
**Sent:** January-12-16 8:31 AM  
**To:** Councillors  
**Cc:** Barb Black  
**Subject:** FW: Mark your calendars - AMO Conference guestroom bookings open January 12

For your information.

**From:** AMO Communications [mailto:communicate@amo.on.ca]  
**Sent:** Monday, January 04, 2016 6:09 PM  
**To:** Kathy Adams  
**Subject:** Mark your calendars - AMO Conference guestroom bookings open January 12

### **Please take note of the Guestroom Booking Policy for the 2016 AMO Annual Conference in Windsor, Ontario**

The 2016 AMO AGM/Conference will be held at Caesars Windsor. The City of Windsor has a number of accommodations available to AMO delegates; to make the booking process easier AMO has reserved guest hotel room blocks in a number of hotels. Locations and starting rates are below; full details can be found online at <http://bit.ly/1RcjIKu>:

- Caesars Windsor\*: 377 Riverside Dr E (rates starting at: \$180/night plus taxes)
- Waterfront Hotel: 277 Riverside Dr W (rates starting at: \$159/night plus taxes)
- Travelodge Hotel: 33 Riverside Dr E (rates starting at: \$125/night plus taxes)
- TownPlace Suites by Marriott: 250 Dougall Ave (rates starting at: \$149/night plus taxes)
- Holiday Inn Downtown: 430 Ouellette Ave (rates starting at: \$109/night plus taxes)
- Holiday Inn and Suites: 1855 Huron Church Rd (rates starting at: \$125/night plus taxes)

\* Primary Conference Hotel/Venue

As in previous years, the AMO room blocks will not be released for booking until **Tuesday, January 12th, 2016 @ 10:00 a.m.**

Also, a non-refundable cancellation fee is in place at the above hotels for guest room reservations in order to deter the practice of overbooking guest rooms.

Historically, when the August conference guest room block was made available, municipalities frequently booked multiple guest rooms under one name and often an excessive number of rooms. These rooms were subsequently firmed up and the rooms not required were cancelled, often as late as forty-eight hours prior to check in, with no financial penalty to the booker, resulting in unused rooms at the time of the conference and the financial penalty of attrition applied to AMO.

Implementing a non-refundable cancellation fee enables us to:

- Maximize the number of guest rooms available to all conference delegates at the main conference hotels.
- Mitigate the contractual financial penalty levied against AMO when a block becomes undersold due to the cancellation of overbooked rooms.

### **The Booking Process**

The 2016 block of guest rooms at the main conference hotels will be released for booking on January 12th, 2015 at 10:00 a.m. Municipalities will be given the opportunity to make individual bookings at this time. All guest rooms must be booked using a credit card and must be assigned individual names, any multiple bookings under one guest name will not be allowed. We are therefore requesting your co-operation with the 2016 booking process.

All reservations may be made either online through the AMO Group Links that will be available on January 13, 2016 starting at 10:00 a.m. on the AMO website ([www.amo.on.ca](http://www.amo.on.ca)), or by phone, unless otherwise indicated please identify yourself as part of the Association of Municipalities of Ontario (AMO) block. For a listing of hotels and booking instructions please visit <http://bit.ly/1RcjIKu>

- At time of booking the hotel will charge a deposit that will guarantee your stay. Hotels will charge up to three-nights on all reservations, securing rooms over the peak conference dates of August 14 - 17, 2016.
- Should you wish to reduce the number of nights you are staying, the hotel has the discretion to consider this a cancellation and rebooking for a shorter duration, and may choose not to refund the cancelled night(s).
- Should you cancel your reservation between the date of booking your reservation and the hotel cut-off date listed you will be charged a one night non-refundable cancellation fee and have the remainder of the deposit in excess of one-night credited back to your credit card.
- After the hotel cut off date listed above if you cancel the guest room reservation or reduce the number of nights you plan on staying at the hotel then none of the deposit will be refunded.
- You may change names on the reservation without penalty at any time.
- Please review the confirmation notice sent to you by the hotel as soon as you receive it to ensure the information is correct.

We hope that this process will encourage municipalities to book only those guest rooms that are actually needed so that more delegates will have the opportunity to stay at the official conference hotels.

If you have any questions about this policy, please visit the Conference page online at <http://bit.ly/1RcjIKu> or contact Navneet Dhaliwal at 416.971.9856 ext. 330, toll free 1.877.426.6527 or by email at [ndhaliwal@amo.on.ca](mailto:ndhaliwal@amo.on.ca)

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PLEASE NOTE: This message has been broadcasted to administrators, and clerks. Recipients of the AMO broadcasts are free to redistribute the AMO broadcasts to other municipal staff as required. We have decided to not add other staff to these broadcast lists in order to ensure accuracy and efficiency in the management of our various broadcast lists.

OPT-OUT: If you wish to opt-out of these email communications from AMO please click [here](#)

ATTACHMENTS: Attachments are provided in PDF format. You will need Adobe Acrobat Reader in order to view

Agenda  
7.8  
Jan 18/2016



## 2016 County of Huron Council and Committee Schedule

Board of Health  9:00 a.m.  Chair: T. Hessel Vice: B. Van Diepenbeek	Committee of the Whole Day 1  9:00 a.m. (Planning, Cultural Services & Corporate)  Chair: R. Watt Vice: D. Frayne	Committee of the Whole Day 2  9:00 a.m. (Social & Property Services, Homes, Public Works, EMS & Corporate)  Chair: M. Cole Vice: J. Fergusson	Library Board  9:00 a.m.  Chair: J. Fergusson Vice: N. Jutzi	County Council Session  9:00 a.m.
Periodically Committee of the Whole may go into a special session of County Council. Special meetings of committees can occur at the call of the Chair, CAO, County Clerk and Warden. For example, when approving tenders or in emergency situations such as roof repairs etc., a special meeting may be called. Recommendations are then approved/endorsed by a special session of County Council.				
December 03/15	December 09/15	December 16/15	December 17/15 <i>[Thursday]</i>	January 6
January 7	January 13	January 20	January 21 <i>[Thursday – at Museum]</i>	February 3
February 4	February 10	February 17	February 18 <i>[Thursday]</i>	March 2
March 3	March 9	March 16	March 23	April 6 <i>[Invited Dignitaries may attend]</i>
April 7	April 13	April 20	April 27	May 4
May 12	May 11	May 18	May 25	June 1
June 2	June 8	June 15	June 22	July 6 <i>[Council Photo]</i>
July No Board	July No Committee	July No Committee	July No Board	August – No Council
August 4	August 3	August 10	August 24	September 7
September 1	September 14	September 21	September 28	October 5
October 6	October 12	October 19	October 26	November 2 <i>[Wardens Banquet Nov. 4]</i>
November 3	November 9	November 16	November 23	November 30
<b>2017 Calendar</b>				Inaugural Dec.7, 2016 1 p.m. Election of Warden
December 8/16	December 14/16	December 21/16	December 22/16 <i>[Thursday]</i>	January 4/17

Huron County Accessibility Advisory Committee (Chair: Dave Frayne; Vice: David Burnfield)  
9:30 a.m.: January 11, March 14, June 13, September 12, November 14, 2016.

MINUTES  
OF THE BLYTH BIA BOARD MEETING  
HELD AT THE BLYTH MEMORIAL COMMUNITY HALL  
WEDNESDAY, DECEMBER 2, 2015 AT 8:00 A.M.

*Agenda  
11.11  
Jan 18/2016*

Board Members Present

Rick Elliott, Chair  
Peter Gusso, Vice Chair  
Gary Vanleeuwen, Treasurer  
John Stewart, Secretary  
Irene Kellins  
Deb Sholdice  
Lissa Kolkman  
Averly Kikkert  
Cat O'Donnell  
Bill Knott

Others in Attendance

Connie Goodall, North Huron Economic Development Officer

Call to Order, Welcome & Opening Remarks

Chair Rick Elliott called the meeting to order at 8:02 a.m. and welcomed everyone.

Declaration of Pecuniary Interests      - None Declared

Adoption of the Agenda

**MOTION      BBIA79/15**

MOVED:      Averly Kikkert

SECONDED: Irene Kellins

*That the Blyth BIA Board hereby adopts the Agenda as presented.*

DISPOSITION: Motion Carried

Delegations/Invited Guests      - None in Attendance

Minutes of the Previous Meeting

**MOTION      BBIA80/15**

MOVED:      Lissa Kolkman

SECONDED: Averly Kikkert

*That the Blyth BIA Board hereby adopts the Minutes of the Board Meeting held November 4, 2015 as printed and circulated.*

DISPOSITION: Motion Carried



## Treasurer's Report

### (a) Adoption of Treasurer's Report

**MOTION BBIA81/15**

MOTION: Irene Kellins

SECONDED: Deb Sholdice

*That the Blyth BIA Board hereby adopts the Treasurer's Report as presented.*

### (b) Invoices

Scrimgeour's Food Market \$175.95

Cat O'Donnell \$ 11.50

Averly Kikkert \$ 71.82

Blyth Legion \$ 50.00

**MOTION BBIA82/15**

MOTION: Deb Sholdice

SECONDED: Irene Kellins

*That the Blyth BIA Board hereby authorizes and approves payment of the invoices as submitted totalling \$309.27.*

DISPOSITION: Motion Carried

### (c) 2016 BBIA Budget

Work will commence shortly on the 2016 BBIA Budget. A Draft Budget will be available for the Board's review at the January meeting.

## Business Arising From Previous Meetings

### (a) Golden Ticket

Peter Gusso advised that tickets sales are going well.

### (b) Huron County Economic Development Strategic Plan Symposium

Connie Goodall, North Huron Economic Development Officer, gave a short report on the November 18<sup>th</sup> meeting held in Blyth. She advised that there had been good representation from various organizations throughout the area and the information was both interesting and informative.

## Correspondence

### (a) OBIAA – November Newsletter

## Committee Reports

### (a) Lighting of the Lights

Averly Kikkert presented her written report to the Board. She indicated that approximately 60 to 70 people were in attendance with a good mixture of adults and children. The total cost to hold the event was \$285.95.

Chair Rick Elliott, on behalf of the BBIA, thanked Averly for her dedicated effort and well run event.

(b) Streetfest

The Board members reviewed the written report as submitted by Lorna Fraser, Streetfest Chair. The anticipated revenue and expenditures will be included in the BBIA Budget. The date for Streetfest was established as Saturday, July 23<sup>rd</sup>.

(c) Witches Walk

Irene Kellins advised that a meeting of the committee is being planned. Additional information on insurance coverage and terms of reference are required.

(d) Friends of the Village

Lissa Kolkman advised that a meeting of the committee is upcoming. The colours for the hanging basket flowers will be pink, orange & yellow. Discussions are continuing in respect to the planters along Queen Street.

North Huron Economic Development Officer's Report

Connie Goodall advised that the Huron County Strategic Planning Committee would be meeting on December 2<sup>nd</sup> with a final report to be submitted by Dec. 21<sup>st</sup>. She distributed information on the Huron Small Business Enterprise Centre outlining the services available free of charge through the office. She also distributed information on the EmployerOne Survey which will be open for input from January 1<sup>st</sup> to 31<sup>st</sup>. The survey can be completed on-line at [www.planningboard.ca/journey](http://www.planningboard.ca/journey)

North Huron Council Report

Councillor Bill Knott advised that North Huron Council would be holding a Budget Meeting although a date has not yet been set. He asked Board members if there was anything that they wished included in the Budget discussions to send him on email outlining their ideas.

New Business

- (a) Blyth Lions Club 41<sup>st</sup> Annual Christmas Dinner & Dance – Saturday, December 12, 2015, Blyth & District Community Centre. Social at 6:00 p.m., Supper at 7:00 p.m. Dancing to follow. Tickets \$30.00 per person. Everyone welcome.

- (b) Blyth Lions Club – Request the BBIA to waive fee for advertising on Village Signs.

**MOTION** BBIA83/15

**MOVED:** Gary Vanleeuwen

**SECONDED:** Deb Sholdice

*That the Blyth BIA Board hereby waives the fee for the Blyth Lions Club advertising the Community Toy & Food Drive on the BBIA message sign boards.*

**DISPOSITION:** Motion Carried

(c) Blyth Lions Club, Blyth Legion, Blyth Legion Ladies Auxiliary – Toy & Food Drive. Items can be dropped off at Moose & Maple or Blyth Legion prior to December 10<sup>th</sup>.

(d) BBIA House Decorating Contest

Chair Rick Elliott, Irene Kellins and Cat O'Donnell volunteered to judge the BBIA House Decorating Contest.

(e) Sears Drama Festival – February 28<sup>th</sup> to March 6<sup>th</sup>.

(f) OBIAA – 2016 Membership Application/Invoice. Membership Fee - \$235.14 includes HST.

**MOTION BBIA84/15**

MOVED: Gary Vanleeuwen

SECONDED: Bill Knott

*That the Blyth BIA Board hereby authorizes and approves payment to the Ontario Business Improvement Area Association (OBIAA) for the 2016 membership dues in the total amount of \$235.14 HST included.*

DISPOSITION: Motion Carried

(g) BIA National Conference – April 10-13, 2015, London. Full Registration \$499.00

#### Coming Events

(a) Blyth Festival Singers – Sunday, December 6<sup>th</sup>, 3:00 p.m., Blyth Memorial Community Hall

(b) Wingham Atom Silver Stick Tournament – Sat., Dec. 5<sup>th</sup>, Blyth & District Community Centre

(c) Rural to Rural Conference – September, 2016

Next Meeting – Wednesday, January 6, 2016

#### Adjournment

**MOTION BBIA85/15**

MOVED: Peter Gusso

SECONDED: Gary Vanleeuwen

*That there being no further business before the Blyth BIA Board, the meeting be hereby Adjourned at 9:07 p.m.*

DISPOSITION: Motion Carried

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Rick Elliott, Chairperson

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John Stewart, Secretary

# Blyth BIA House Decorating Contest, 2015

Judged Dec 17/2015 by Sharon Davis, Irene Kellins, Steve Switzer

Address	Name	Comment	Prize
324 Drummond St.	Glen & Jana Ditner 519-523-4702	Traditional,	First GC, Part II Bistro
708 Queen St.	Murray & Joanne Souch	Creative	Second GC, Blyth Hotel
177 King St.	David & Fran Cook	Creative	Third Festival Tickets
202 Union St.	Paul Jacobson & Kathy Cook	Unusual, Noticeable	Fourth Festival Tickets
674 Queen St.	Bill McDougall & Brenda Cook	Variety	Hon. Mention GC, Corner Cafe
344 Morris St.	Murray & Donna Hamm	Traditional	Hon. Mention GC, Queens Bakery

The picture of the first place winner was taken for the paper.

The remainder of the prizes were delivered Friday, Dec 18

Tank you notes were written for the businesses that donated prizes.

The following ad was placed in the Thank you column of the paper:

The Blyth BIA would like to thank the donors of the prizes for our House Decorating Contest. Our Thanks go to Part II Bistro, The Blyth Inn, Blyth Festival Theatre, The Corner Café, and Queens Bakery. The winners this year are Glen & Jana Ditner, First. Murray & Joanne Souch, Second. David & Fran Cook, Third. Paul Jacobson & Kathy Cook, Fourth. Honourable Mention goes to Bill McDougall & Brenda Cook, and Murray & Donna Hamm.

MINUTES  
OF THE BLYTH BIA BOARD MEETING  
HELD AT THE BLYTH MEMORIAL COMMUNITY HALL  
WEDNESDAY, JANUARY 6, 2016 AT 8:00 A.M.

*Agenda  
11.1.2  
Jan. 18/2016*

Board Members Present

Rick Elliott, Chair  
Peter Gusso, Vice Chair  
Gary Vanleeuwen, Treasurer  
John Stewart, Secretary  
Irene Kellins  
Lissa Kolkman  
Averly Kikkert  
Cat O'Donnell  
Bill Knott

Other in Attendance

Connie Goodall, North Huron Economic Development Officer  
Denny Scott & Brenda Nyveld, The Citizen  
Bev Blair

Call to Order, Welcome & Opening Remarks

Chair Rick Elliott called the meeting to order at 8:02 a.m. and welcomed everyone.

Declaration of Pecuniary Interests      - None Declared

Adoption of the Agenda

**MOTION      BBIA01/16**  
**MOVED:**      Gary Vanleeuwen  
**SECONDED:** Averly Kikkert

*That the Blyth BIA Board hereby adopts the Agenda as presented.*

**DISPOSITION:** Motion Carried

Delegations/Invited Guests

Chair Rick Elliott introduced Bev Blair and invited her to make a presentation on behalf of the Blyth Witch's Walk.

She stated that the Witch's Walk had been an annual event in Blyth for fourteen years. The Witch's Walk is attended by about 2000 individuals annually. Admission is by donation and all proceeds after expenses are donated to various community charities. The event had been held on the Blyth Community Greenway Trail for the first 13 years but had been moved to a building at the Blyth Campgrounds due to weather and safety concerns. The event had been cancelled this past year due to safety concerns. She indicated that these concerns could be addressed this coming year as there was now adequate time to deal with the situation. She indicated that going forward the Witch's Walk Committee wished to become a sub-committee of the BBIA and asked what arrangements were required to do so.

Chair Rick Elliott stated that the Witch's Walk was an excellent community event. He advised that the BBIA Executive would meet with the Witch's Walk Committee to establish the Terms of Reference as required by the BBIA.

Bev Blair thanked the BBIA and she departed.

#### Minutes of the Previous Meeting

**MOTION**     **BBIA02/16**  
**MOVED:**     Peter Gusso  
**SECONDED:** Gary Vanleeuwen

*That the Blyth BIA Board hereby adopts the Minutes of the Board Meeting held December 2, 2015 as printed and circulated.*

**DISPOSITION:** Motion Carried

#### Treasurer's Report

##### (a) Treasurer's Report & 2016 Draft Budget

The Board reviewed the Draft Budget as presented by the Treasurer. Several recommendations were brought forward. The revised Draft Budget will be presented at February Board Meeting. The Final Budget will be adopted at the annual General Meeting.

##### (b) Adoption of Treasurer's Report

**MOTION**     **BBIA03/16**  
**MOVED:**     Averly Kikkert  
**SECONDED:** Irene Kellins

*That the Blyth BIA Board hereby adopts the Treasurer's Report as presented.*

**DISPOSITION:** Motion Carried

#### Business Arising From Previous Meetings

##### (a) Golden Ticket

Peter Gusso advised that ticket sales had went well. He will be collecting outstanding ticket stubs and the draw will be made on January 30<sup>th</sup>.

##### (b) BBIA House Decorating Contest – 2015

Irene Kellins reviewed her written report with the Board. She advised that the judging had taken place on December 17<sup>th</sup> and the judging had been done by herself, Sharon Davis and Steve Switzer. Six prizes had been awarded. A thank you has been sent to the local business which donated prizes.

##### (c) BIA National Conference – April 10-13, 2016, London. Full Registration \$499.00

## Correspondence

- (a) OBIAA – December Newsletter – forwarded to members
- (b) OBIAA – Seasons Greetings – forwarded to members
- (c) Wingham BIA, Minutes – October, 2015 Meeting

## Committee Reports

There were no Committee Reports brought forward.

## North Huron Economic Development Officer's Report

Connie Goodall, North Huron Economic Development Officer, advised that the Strategic Plan was nearing completion. After a final review it will be sent to Huron County.

## North Huron Council Report

Bill Knott, North Huron Councillor, advised that Council continues to work on the municipal Budget. Public Meetings for Budget review will be scheduled shortly. He also stated that due to expanded duties of the Provincial Ombudsman the municipality has developed a program for the North Huron website where ratepayers can submit requests or concerns. The municipality is obligated to act on these requests/concerns.

## New Business

- (a) Highway #4 in Blyth – A section of highway to be closed on Thurs., Jan. 7<sup>th</sup> from 9:30 a.m. to 2:00 p.m. in order to film a commercial promo video.

- (b) BBIA Annual General Meeting

The Board decided to hold the annual General Meeting on Wednesday, February 24<sup>th</sup> in the Bainton Gallery commencing at 7:00 p.m. An alternative date will be selected if the room is not available.

- (c) Family-Fun-Apalooza-Winter-Luge-Athon. BBIA Breakfast, Monday, February 15<sup>th</sup>, 9:00 am to 12:30 pm, Adults \$5.00 & Children 10 & under \$2.00.

Chair Rick Elliott advised that volunteers would be needed to assist with this breakfast.

- (d) EmployerOne Survey – open for input from January 1<sup>st</sup> to 31<sup>st</sup>. [www.planningboard.ca/survey](http://www.planningboard.ca/survey)

Connie Goodall advised that it is important for employers to complete the survey. The survey information is collected by the Four County Labour Market Planning Board and the results are used for economic development purposes.

## Coming Events

- (a) Bandstand Revisited '1960s Dance Party' – February 20<sup>th</sup> – Blyth Memorial Community Hall
- (b) Sears Drama Festival – February 28<sup>th</sup> to March 6<sup>th</sup> - Blyth Memorial Community Hall
- (c) Rural to Rural Conference – September 22-24, 2016

Next Meeting – Wednesday, February 3, 2016, 8:00 a.m.



Adjournment

MOTION BBIA04/16

MOVED: Gary Vanleeuwen

SECONDED: Irene Kellins

*That there being no further business before the Blyth BIA Board, the meeting be hereby Adjourned at 9:27 a.m.*

DISPOSITION: Motion Carried

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Rick Elliott, Chairperson

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John Stewart, Secretary

*Agenda*  
*11.2.1*

## Wingham Town Hall Theatre Committee - Meeting Minutes

Date/Time: Thursday, January 7, 2016 - 7:00 PM  
Location: Wingham Town Hall Council Room  
Present: Art Fitzgerald (by teleconference), Pat Jamieson, Doug Kuyvenhoven, Dave Magee, Yolanda Teeninga.  
Guest: Thomas Beard for the first part of the meeting.  
Regrets: Karen Kliet, Cherilyn Trick

*Jan 18/2016*

1. Approval of the Agenda
2. Approval of the Minutes of the previous meeting. MSC
3. Business Arising from the Minutes - none
4. Council Meeting decided to not allow our phase 1 and phase 2 plan request. The committee members agreed that we will move forward with continued fund raising in 2016 to reach the goal. All going well the theatre will be reopened the spring of 2017.
5. Fund Raising Concert
  1. Thomas Beard has offered to organize a fund raising concert for the Wingham Town Hall Theatre. Thomas reported on the concert plans, expected participants, and itinerary.
  2. Date/Time/Location - Sun, Jan 31 from 2:30 to 4:00 PM at the Maitland River Community Church.
  3. Ticket Price - \$20 per ticket. Total of 175 seats available (Doug will check). Tickets will be available at Ernie King Music, The Family Tree, The Gift Chest, Stainton Hardware. Doug will take care of getting the tickets printed and distributed asap.
  4. Event Advertising and Promotion - Thomas will draft up a poster and email to Doug. Doug will print and put up posters around town. Doug will get the event on the Wingham BIA website and FaceBook page, and the PickWingham FaceBook page. We can also try posting to church bulletins. The Wingham Advance Times has offered to run a special interest story/interview with Thomas the week before the event and mention specifics about the concert in the story.
  5. MC - Thomas will ask Gary Ballagh.
  6. Appeal for Donations - Doug will prepare and make an appeal to individual donors after the intermission. We can promote the \$100, \$500 (silver star), \$1000 (gold star) donor levels at that time. We should have a donation jar at the refreshments booth.
  7. Coffee/Tea/Water/Cookies at Intermission - We will sell refreshments for \$1 and cookies for \$1. Proceeds to the fund raiser. Art volunteered to bake all the cookies for the event.
  8. Welcome/Registration/Ushers - Dave Magee will find, arrange, and oversee volunteers for this.
  9. Sound System - Peter Teeninga (Yolanda's hubby) has agreed to volunteer to run the sound board.
  10. Thank You cards to Musicians - Dave Magee will prepare thank you cards and get all of the committee members to sign them prior to the event. Dave will give the cards to each of the musicians as they are volunteering their time and talent to this event.
6. Fund Raising
  1. Grants Applications - Art Fitzgerald
    1. Ontario Trillium Foundation - a new OTF application was submitted this week for \$30,000, thanks to Pat Newson and Donna White for their quick action to meet the submission deadline. OTF will make a decision by May 1st.

## Wingham Town Hall Theatre Committee - Meeting Minutes

2. Blackburn Foundation - Art is keeping in touch with them. We should know by Feb 2.
3. London Life/Freedom 55 - Dave Tiffin is assisting us with this one.
4. Libro Prosperity Grant - Doug will find out the 2016 submission deadline from Debbie Gammie. We will reapply for \$5K or \$10K.
5. Bruce Power - Art will find out who to contact and follow up. We might need to have the Almost Famous Player apply on our behalf.
6. Others
2. Business Donors
  1. Subcommittee - Dave, Karen, and Doug
  2. The subcommittee has a list of potential business donors and will discuss and decide the next potential ones to approach and timing.
3. Individual Donors - We will start the appeal to individual donors at the fund raising concert.
7. Theatre Upgrades
  1. Stage Curtains - Karen inquired about stage curtains for the AFP spring performance. Estimate was received for \$5600. Discussion tabled for the next meeting.
  2. Sprinkler System & Fire Doors - Motion by Pat that an architect or engineer be hired for a budget cost of \$1000 to \$1500 to review and provide a written report/recommendations on how to best to meet the CBO and FPO's concerns. Seconded by Dave. Carried.
  3. HVAC - Motion by Art requesting that an RFQ be done in second quarter of 2016 for the HVAC system with projected installation in the 4th quarter of 2016 or 1st quarter of 2017. Seconded by Pat. Carried. Grounds: Proceeding with the RFQ will firm up the cost for the HVAC system allowing the committee to more accurately calculate the fund raising goal.
  4. Ceiling insulation & House Lights - if budget allows
  5. Projector and Screen - if budget allows
8. Other items
9. Next Committee Meeting Date - TBA
10. Motion to Adjourn by Pat. Seconded by Dave. Carried. Meeting adjourned at 8:30 PM.

**Wingham & Area Health Professionals Recruitment Committee**  
**November 25, 2015**  
**WDH Terrace Room**

Attendance (✓ = Present)

Members	
x Jan McKague Weishar	
x Verna Steffler	
x Lillian Abbott	
x Jennifer Miltenburg	
x Neil Vincent	
Mike McDonagh	
x Dorothy Kelly	

Members	
x Trudy Thomson	
Lynn Hoy	
x Brenda Deyell	
x Gord Baxter	
Karl Ellis	
Barb Major-McEwan	
x Nicole Duquette	

Members	
Dr. Bonnie Marshall	
Recorder	
Jan McKague-Weishar	

Flags: Q – quality-related      R – contains recommendation/advice      3 – 3<sup>rd</sup> party information      P – personal information

Agenda Topic and Decision Points	Action / Responsible	Flags
Verna called the meeting to order at 8:39 am.		
Motion by Jennifer Miltenburg for minutes of the September 14, 2015 to be adopted. <u>Seconded</u> by Lillian Abbott. Carried.		
Fundraising		
<ul style="list-style-type: none"> <li>- Dining for Docs was very successful for our first year. Great feedback from all who attended. Created great community awareness. Plan to do it again next year. See attached for financial report.</li> </ul>		
Media Campaign		
<ul style="list-style-type: none"> <li>- Jennifer submitted an example media release for Dining for Docs.</li> <li>- Jan has met with FE Madill Communication Technology students to assist with social media strategy.</li> <li>- Jennifer indicated that her contact at Huron County is still working on a social media policy and is willing to share once complete.</li> </ul>		
Managed Entry		
<ul style="list-style-type: none"> <li>- HFO has advised that Wingham has been submitted to be included on the revised listing due to be issued in December. It had originally been scheduled for October, but it has yet to be released.</li> </ul>		

*Agenda*  
*11.3.1*  
*Jan 18/2016*

Agenda Topic and Decision Points		Action / Responsible	Flags
Doctor Appreciation - Local donations have been gathered as well as our best ever participation from area school children. Dr. Michele Flowers will be honored this year.			
See Attached.			
See attached			
Gord has submitted the attached Budget/Actual until Oct 31/2015 – see attached Gord also suggested that revised patient usage for fiscal year 2014/2015 be reviewed.			
January 18 <sup>th</sup> 9:00am – WDH Terrace Room			
Meeting adjourned at 9:39am			

*Agenda  
Nov  
Jan 12/2016*

**Recruitment Committee Meeting  
Recruitment Officer Report  
November 25, 2015**

**Physicians**

Our upcoming ER schedule for January to April is currently out. We have a 12% vacancy rate for the first 3 months. We are hopeful some additional locums will be able to assist filling these shifts.

Looking back over the last quarter of 2015, our ER coverage has come from the following sources:

Our FHT Docs – 41% about 12.5 shifts per month (3 docs)

Locums – 53% about 16 shifts per month (10 docs)

EDCDP – 6% about 2 shifts per month (7 docs)

We currently have 2 physicians and one physician couple who we are actively pursuing for permanent practice. Two of these four physicians were in Wingham covering practice locums in November. All are in various stages of training or life transition. We look forward to the New Year as timing and decision making becomes clearer for these candidates.

We are also working closely with an opportunity within the alliance for a doc with ER and Anesthesia skills. He will be available beyond February and we are working together for a mutually beneficial relationship for all stakeholders.

**Students/Residents**

2<sup>nd</sup> year McMaster Resident – Oct 20 – Dec 14 2015

2<sup>nd</sup> year Western Resident Feb 9- April 4 2016

A number of Mac Residents have expressed an interest in electives in 2016. We are expecting to have requests for all learning blocks.

**Recruiting Events**

McMaster Residents Event – Dec 2015 and Jan 2016

Western Residents Weekend – November 2015

**Other**

Congratulations to Courtney Bellmore our 2015 bursary recipient. Courtney is studying Biomedical Science at the University of Ottawa

**WINGHAM & AREA**  
**Health Professionals Recruiting Committee**  
**Budget/Actual - October 31, 2015**  
**with Comparative figures for 2014**

**Expense**

**Fixed Costs:**

- Physician, Nurse Practitioner Visits
- Recruiting Tours
- Nurse Practitioners Annual Conference
- Family Resident Medicine - Western
- Discovery Week - London
- Casper Conference,
- Primary Care Conference
- McMaster Residents Day
- Recruitment Tours - Other
- Membership Fees, Casper
- Medical Student Expense
- Stipend to Physicians on Recruitment Tour (8 days @ \$500/day)
- Doctor Appreciation Expense
- Physician Incentives
- Marketing & Advertising/Promotion
- Miscellaneous Expense
- Magazine/Newspaper Subscriptions
- Office Supplies
- Recruitment Co Coordinator - Salary & Benefits (9 months)
- Recruitment Co Coordinator Expense (Travel etc.)
- Cell Phone Charges
- Catering
- Apartment Rental
- Western Student Accommodation
- Scholarship - F E Madill Student
- Web Site Hosting
- Web Site Design & Software

**Total Fixed Budget/Costs**

	<2014> Budget	<2014> Income Expense	<2015> Budget	<2015> Income Expense
	1,000.00	\$ (180.86)	1,000.00	\$ 296.89
	1,500.00	-	-	-
	1,000.00	750.00	1,000.00	1,050.00
				247.77
	1,925.00	2,163.49	1,500.00	553.54
		1,752.01	1,800.00	1,685.97
		1,061.20	1,100.00	917.39
	1,000.00	1,937.83	1,975.00	403.85
	150.00	-	150.00	-
	250.00	281.67	300.00	-
	2,000.00	-	2,000.00	-
	1,000.00	247.00	1,000.00	70.00
	10,000.00	-	10,000.00	-
	3,000.00	1,324.02	2,000.00	513.12
	500.00	100.00	500.00	89.86
	100.00	78.76	100.00	81.64
	100.00	75.47	100.00	167.63
	60,750.00	60,771.65	61,000.00	46,326.75
	1,000.00	253.45	1,000.00	414.74
	800.00	744.56	800.00	555.43
	-	38.75	100.00	-
	7,500.00	7,500.00	7,500.00	5,930.67
	-	\$ (1,852.30)	-	-
	500.00	500.00	500.00	500.00
	300.00	-	300.00	-
	-	-	-	-
	\$ 95,725.00	\$ 77,546.70	\$ 95,725.00	\$ 59,805.25

**Anticipated Income - Other Sources**

- Donations, Other (Net)
- Golf Tournament/Golf Ball Drop (Net Proceeds)
- Dining for Docs Event (Net)
- Curling Bonspiel
- Interest on Account

**Total Anticipated Income - Other Sources**

-	12,595.28	-	340.00
5,000	7,695.40	-	4,791.25
-	-	-	3,489.24
4,000	-	-	-
800	1,288.04	1,300.00	920.56
\$ 9,800.00	\$ 19,450.25	\$ 1,300.00	\$ 9,541.05

**2011/2012**

Visit Data Percentage Allocation	<2014> Allocated Budget *	<2015> Allocated Budget *	<2015> Amounts Received
37.94%	38,318	38,318	\$ 15,159
8.10%	7,754	7,754	\$ 3,877
1.31%	1,254	1,254	\$ 627
9.20%	8,808	8,807	\$ 4,403
17.86%	17,096	17,096	\$ 8,548
74.41%	\$ 71,228	\$ 71,229	\$ 32,614

**Total Annual Cost Allocated by Municipality**

- Township of North Huron
- Township of Morris Tumberry
- Township of Ashfield, Colborne, Wawanosh
- Township of South Bruce
- Township of Huron Kinloss
- Sub Total

# Dining for Docs - Silent Auction

Item #	Description	Donated by	Amt Paid	Bid Winner
1	8 Blue Spruce	Martin Nursery	\$ 100.00	Jennifer Miltenberg
2	\$30 Columbus Centre Gift Cert.	North Huron FHT	\$ 45.00	Krista Marston
3	Blanket & Cooler	ACW - Jennifer Miltenberg	\$ 10.00	Debbie Shubat
4	Advance Times Subscription	Wingham Advance Times	\$ 40.00	Marj Cook
5	BBQ Set	Euro Parts	\$ 55.00	Doug Miller
6	Sugar Maple tree	Dar Cad Designs - Darrel Weishar	\$ 70.00	Jennifer Miltenberg
7	Wine Glasses	ACW - Jennifer Miltenberg	\$ 36.00	Joanne Robinson
8	Bird Book	Blyth Brussels Citizen	\$ 30.00	Stewart Leedham
9	Bushell of Apples	Dorothy Kelly	\$ 35.00	Karen McDonald
10	Hoity Toity Wine & Cider	Brenda Deyell	\$ 80.00	Neil Vincent
11	Apple Pie	Trudy Thomson	\$ 40.00	Lynn McGee
12	Sugar Maple tree	Dar Cad Designs - Darrel Weishar	\$ 65.00	R. Marshall
13	Composter & Kitchen caddy	Huron Kinloss - Lillian Abbott	\$ 55.00	Karen Cook
14	Wine & cheese basket	Verna Steffler	\$ 12.00	Stephen Vander Klippe
15	Men's thermal shirt	Euro Parts	\$ 35.00	Jennifer Miltenberg
16	Cherry Pie	Trudy Thomson	\$ 45.00	Angie Horst
17	Decorative Sign	Libro Credit Union	\$ 45.00	Alicia McCracken
18	Beverage Mugs	ACW - Jennifer Miltenberg	\$ 20.00	Karen McDonald
19	\$75 Greens Gift Cert	Trudy Thomson	\$ 150.00	Dave Ingilis
20	Chocolate Gift basket	Verna Steffler	\$ 55.00	Marie Gear
21	Blanket	Gord Baxter	\$ 35.00	Connie Goodall
22	Christmas Gift basket	Euro Parts	\$ 60.00	Neil Vincent
23	Morris Turnberry History Books	Morris Turnberry - Dorothy Kelly	\$ 35.00	Joanne Robinson
24	Handmade Pottery	Lillian Abbott	\$ 20.00	Alicia McCracken
25	Advance Times Subscription	Wingham Advance Times	\$ 45.00	Verna Steffler
26	Wine & cheese tray	Verna Steffler	\$ 70.00	John Chippa
27	Hoodie and lighthouse keychain	Huron Kinloss - Lillian Abbott	\$ 35.00	Karen Gaunt
28	Camo duffle bag	Euro Parts	\$ 50.00	Angie Horst
29	15 Blue spruce	Martins Nursery	\$ 95.00	Neil Vincent
30	Knife set	ACW - Jennifer Miltenberg	\$ 30.00	Lisa Hearnden
31	Alice Munro Collector Coin	Neil Vincent - North Huron	\$ 125.00	Nancy Michie
32	Half bushel of apples	Dorothy Kelly	\$ 40.00	Verna Steffler
33	Camo blanket and knife set	Euro Parts	\$ 55.00	Amy Miller
34	Hair Dryer	Touch of Class - Mike McDonagh	\$ 70.00	Marie Gear
35	Homemade Salsa	Marie Walker	\$ 55.00	Shirley Godfrey
			<b>\$ 1,843.00</b>	<b>Total</b>



## Profits for Dining for Docs 2015

### Income

Dinner Tickets	5210	173 tickets
IPad Raffle	711.5	
Silent Auction	1871	
donation (Tom Deyell)	100	
Total	<hr/> 7892.5	

### Expenses

Dave Wallace - Sound	200
Advance Times	303.42
Advance Times -thank you	13.11
Blyth Citizen	141.3
Gifts for musicians	186.69
Decorating	200
catering/hall/linens	3992.65
Total	<hr/> 5037.17

Grand Total Profit	<hr/> <hr/> <b>2855.33</b>
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Approved  
2016  
2016/10/10

THE CORPORATION OF THE TOWNSHIP OF NORTH HURON

BY-LAW NO. 10-2016

A BY-LAW TO REGULATE THE FORTIFICATION  
OF LAND AND PROTECTIVE ELEMENTS APPLIED  
TO LAND AND TO PROHIBIT EXCESSIVE  
FORTIFICATION OF LAND AND EXCESSIVE  
PROTECTIVE ELEMENTS BEING APPLIED  
TO LAND WITHIN THE  
TOWNSHIP OF NORTH HURON

WHEREAS the Council of the Corporation of the Township of North Huron deems it appropriate to enact a by-law to regulate the fortification of land and protective elements applied to land and to prohibit excessive fortification of land and excessive protective elements being applied to land within the Township of North Huron pursuant to Section 133 of the Municipal Act, 2001, S. O. 2001, c. 25 as amended,

AND WHEREAS the Council of the Corporation of the Township of North Huron deems it appropriate for the health, safety and well-being of the inhabitants of the Township of North Huron to enact a by-law providing for the regulation of fortification of land and protective elements being applied to land and to prohibit the excessive fortification of land and excessive protective elements being applied to land within the Township of North Huron pursuant to section 130 of the Municipal Act, 2001, S.O. 2001, c. 25 as amended,

NOW THEREFORE, THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF NORTH HURON HEREBY ENACTS AS FOLLOWS:

SECTION 1 - SHORT TITLE

1.1 This By-Law may be cited as the "The Fortification of Land By-Law".

SECTION 2- DEFINITIONS AND INTERPRETATION

2.1 In this By-Law,

- (1) "Apply or Application" means the erection, installation, extension or material alteration or repair of or application to land and includes to construct;
- (2) "Chief Building Official" means the officer or his or her designate, appointed by Council as the Chief Building Official pursuant to Section 3 of the *Building Code Act, 1992*, S. O. 1992, c. 23, as amended;
- (3) "Construct" or "Construction" means to do anything in the erection, installation, extension or material alteration or repair of a building and includes the installation of a building unit fabricated or moved from elsewhere;
- (4) "Corporation" means The Corporation of the Township of North Huron;

- (5) "Council" means the Council of The Corporation of the Township of North Huron;
- (6) "Emergency Services Personnel" means any individual employed by a Police Service, Fire Service (including volunteer Fire-Fighters), or Ambulance Service in Ontario who is acting in accordance with the obligations imposed upon them (whether by statutory or common law duty) by their position and includes any person who is directed by an emergency services personnel to do or refrain from doing anything and who acts on those directions;
- (7) "Excessive Fortification and Excessively Fortify" means the construction of devices, barriers, or materials applied to land and includes but is not limited to:
- (i) The application of steel plates, steel bars or bullet-resistant/proof shutters or heavy gauge wire mesh to windows or other openings on any and all levels of any structure or building on land with the sole exclusion of basement windows or openings;
  - (ii) The application of concrete block, brick, or other masonry or similar product to partially or completely obstruct or seal any required doorway, window, or other exterior entrance or egress to a building or land for other than cosmetic reasons in conformance with the Ontario Building Code regulations;
  - (iii) The application of steel sheeting or plates other similar products to the interior or exterior walls of a structure or building such as to reinforce walls or create a secondary wall intended to protect against firearms artillery, explosives, vehicle contact, shock, and any other similar intrusions;
  - (iv) The application of laminated glass or any other form of break resistant/ proof or bullet resistant/ proof material to windows or doors;
  - (v) The installation of armour plated or reinforced doors (exterior or interior) designed to resist against impact of firearms artillery, explosives, battering rams, shock or vehicle contact;
  - (vi) The construction of pillars, cones or barriers out of concrete, steel, or any other building material that are designed to obstruct, hinder, restrict, or deny access to any building or land by Emergency Services Personnel or their modes of transportation; and,
  - (vii) The construction of an observation tower specifically designed to enable the visual observation of surrounding areas beyond the perimeter of the land actually owned or leased/rented by the occupant whether the tower is occupied by an individual or a surveillance camera or like equipment;

- (8) "Excessive Protective Elements" means devices, objects, material components, or any contrivance applied to land and includes but is not limited to:
- (i) The application of perimeter warning devices such as "laser eyes" or other types of advanced warning systems be they electronic or otherwise designed to forewarn of the encroachment onto the perimeter of land from adjoining lands or roadways but excluding similar applications to forewarn of entry into a structure located on land;
  - (ii) The application of electrified fencing or any similar perimeter barrier including hidden traps, electrified doors or windows, land mines or other explosive devices or any weapon or thing that may become a weapon when triggered or activated on encroachment to land whether designed to, or by application in such manner is, likely to cause death or serious injury; and,
  - (iii) The application of surveillance equipment, including video cameras, 'night vision ' systems, or electronic listening devices capable of permitting either stationary or scanned viewing or listening, by an operator or viewer or listener of that equipment, beyond the perimeter of the land actually owned, leased or rented by the occupant.
- (10) "Fortification and Fortify" means the construction of devices, barriers, or materials in a manner designed to strengthen, or to provide defensive works to land to prevent the entry of Emergency Services Personnel and includes Excessive Fortification;
- (11) "Land" means land, including buildings, mobile homes, mobile buildings, mobile structures, outbuildings, fences, erections, physical barriers and any other structure on the land or on or in any structure on the land;
- (12) "Law Enforcement Officer" includes;
- (i) A Police Officer as defined in Section 2 of the *Police Services Act*, R. S.O. 1990, c. P. 15, as amended;
  - (ii) A Municipal Law Enforcement Officer appointed pursuant to subsection 15(1) of the *Police Services Act*, R.S.O. 1990, c. P. 15, as amended;
  - (iii) The Chief Building Official, or designates appointed under subsection 3(2) of the *Building Code Act*, 1992, as amended;
  - (iv) An Inspector appointed under subsection 3(2) of the *Building Code Act*, 1992, as amended,
  - (v) A Fire Inspector, the Fire Marshall, an assistant to the Fire Marshall, or the Fire Chief appointed under the *Fire Protection and Prevention Act*, 1997, S.O. 1997, c. 4, as amended;

- (vi) A Bylaw Enforcement Officer appointed pursuant to section 15 .1  
*Building Code Act 1992*, as amended.
- (13) "Protective Elements" includes, but is not limited to surveillance equipment and includes Excessive Protective Elements.
- (14) "Person" means any natural person and includes a corporation incorporated pursuant to the laws of any jurisdiction and the heirs, executors, administrators or other legal representatives of a person to whom the context can apply according to law.
- (15) "**TOWN**" means The Corporation of the Township of North Huron;

### SECTION 3 – GENERAL PROHIBITIONS

#### 3.1 No person shall:

- (a) excessively fortify any land so as to restrict, obstruct or impede municipal and law enforcement officials and/or emergency personnel from accessing or exiting any land; and/or,
- (b) apply excessive protective elements to land or maintain excessive protective elements applied to land so as to restrict, obstruct or impede municipal and law enforcement officials and/or emergency personnel from accessing or exiting any land.

#### 3.2 No person shall occupy a building or property as described above.

### SECTION 4- - EXEMPTIONS

#### 4.1 Clause 3.1 above does not apply to:

- (a) financial institutions as identified and listed in Schedules I, II, and III of the *Bank Act*, S.C. 1991, c. 46 as amended;
- (b) detention centres zoned for such use or otherwise permitted by law;
- (c) lands owned or occupied by the Ontario Provincial Police or an Ontario Municipal Police Service in accordance with the *Ontario Police Services Act*;
- (d) lands owned or occupied by the Federal Department of Defence;
- (e) lands owned or occupied by the Royal Canadian Mounted Police.
- (f) lands owned and occupied by the Corporation of the County of Huron;
- (g) lands owned and occupied by Her Majesty In Right of Ontario;
- (h) other commercial businesses, industrial or institutional establishments where the nature of the undertaking necessitates particular elements of fortification or protection and where such use is permitted by the Township's Zoning By- Law or provided such use is otherwise lawfully permitted, but only to the extent necessary having consideration for the nature of the undertaking.

## SECTION 5-SCOPE AND LIMITATION OF BY-LAW

Clause 3.1 does not operate to prohibit:

- (a) The use or application of common commercially marketed security devices designed and applied to provide reasonable fortification and protection from theft or other criminal activity against the person or property of a person; and
- (b) The reasonable use of protective elements such as a "laser eye" or other advanced warning devices on windows or doors of a dwelling house or other lawfully permitted commercial, industrial or institutional establishments for the purpose of providing a warning to the occupants of that dwelling house or structure or to dispatch emergency services personnel where an actual entry into a dwelling house or building has occurred; and
- (c) Common household alterations or renovations where the location or style of a door or window may be altered for purely aesthetic reasons and meets the Ontario Building Code and Fire Code requirements and have received any permit required to complete such alteration or renovation.

5.2 Nothing in this by-law shall be interpreted as restricting a normal farm practice carried on as part of an agricultural operation pursuant to the *Farming and Food Protection Act, 1998*.

## SECTION 6-POWER OF ENTRY

- 6.1 A Provincial Offences Officer may, at any reasonable time, enter and inspect any land to determine whether this By-law or an order under this by-law, is being complied with.
- 6.2 A person exercising a power of entry under this Part shall not enter or remain in any room or place actually being used as a dwelling unless,
  - (a) the consent of the occupier is obtained, the occupier first having been informed that the right of entry may be refused and, if refused, may only be made under the authority of a warrant issued pursuant to the *Provincial Offences Act*;
  - (b) a warrant issued pursuant to the *Provincial Offences Act* is obtained; or
  - (c) the delay necessary to obtain a warrant or the consent of the occupier would result in an immediate danger to the health or safety of any person.

## SECTION 7-ORDERS

- 7.1 Where a Law Enforcement Officer has confirmed that a contravention of this By-law has occurred, the Chief Building Official shall make an Order requiring work to be done to correct the contravention, which may include the demolition or tearing down of the entire unauthorized structure or structures, at the sole cost and expense of the owner of the land and the Order shall set out:
  - (i) The name of the owner of the land;

- (ii) The municipal address and the legal description of the land;
  - (iii) Reasonable particulars of the contravention and the work to be done and the period within which there must be compliance with the Order; and
  - (iv) A notice stating that if the work is not done in compliance with the Order within the period it specifies, the Town may have the work done at the expense of the owner.
- 7.2 If the work required by an Order is not completed within the specified period, a Law Enforcement Officer may, at any reasonable time, enter upon the land or may make arrangements for municipal employees or a contractor retained for that purpose, to enter upon the land to do the work and the cost of such work shall be recoverable from the owner by the Town in like manner as municipal taxes.
- 7.3 The period described in Clause 7.1 shall not be less than three months if the excessive fortification or excessive protective elements were present on the land on the day this By-law was passed.
- 7.4 The Order identified in Clause 7.1 shall be deemed to be served on the owner of the land by any of the following methods:
- (i) Personally delivered to the owner or occupant of the land, in which case the Order is deemed to come to the attention of the owner of the land on the date of the delivery.
  - (ii) Mailed by registered mail to the municipal address of the registered owner of the land, in which case the Order is deemed to come to the attention of the owner of the land on the third business day after the date of mailing;
  - (iii) Posting the Order in a conspicuous place on the land, in which case the Order is deemed to come to the attention of the owner of the land on the date of the posting.

## **SECTION 8 –PENALTY AND ENFORCEMENT**

- 8.1 Every person who contravenes any provision of this by-law is guilty of an offence and upon conviction is liable to the penalties specified in accordance with the *Provincial Offences Act*, R.S.O. 1990, c. P. 33, as amended or any successor legislation.
- 8.2 The Chief Building Official shall be responsible for the administration of this by-law and persons who are employed or appointed as Law Enforcement Officers and the Chief Building Official are all deemed appointed and entitled to enforce the provisions of this by-law.

## **SECTION 9 -SEVERABILITY**

- 9.1 Should a court of competent jurisdiction declare a part or whole of any provision of the By-law to be invalid or of no force and effect, the provision or part is deemed Severable from this by-law, and it is the intention of Council that the remainder survive and be applied and enforced in accordance with its terms to the extent possible under law.

## **SECTION 10- EXEMPTION LIMITED BY ACT OF LAW**

- 10.1 Any exemption authorized by this by-law in any manner shall in no way be construed or interpreted as an exemption, limitation or excuse from a person's requirement to abide by and comply with any other Federal, Provincial or Municipal Law.

## **SECTION 11 – CONFLICT**

- 11.1 Subject to Section 11.2, where a provision of this By-law conflicts with the provision of any other by-Law of the Town or any applicable government regulation, the provision that establishes the higher standard to protect the health, safety and welfare of the general public shall prevail.
- 11.2 Notwithstanding Section 11. 1, and despite Section 35 of the Building Code Act, 1992, if there is a conflict between the Building Code under the Building code Act, 1992 and this by-law, the Building Code prevails.

## **SECTION 12 - ENACTMENT**

- 12.1 This By-law shall come into force and takes effect on the date of its final passing.

Read a first and second time this 18<sup>th</sup> day of January 2016.

Read a third and final time and finally passed 18<sup>th</sup> day of January 2016.

Seal

---

Reeve Neil Vincent

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Clerk Kathy Adams



Agenda  
12.2  
2016

**CORPORATION OF THE TOWNSHIP OF NORTH HURON  
BY-LAW NUMBER NO. 11-2016**

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BEING a By-law to require the identification of truss and  
lightweight construction in commercial and industrial buildings and  
residential occupancies with three or more dwelling units

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**WHEREAS** Section 8.(1) of the *Municipal Act, 2001, S.O. 2001, c.25 as amended*, ("Municipal Act") provides that the powers of a municipality under this or any other Act, shall be interpreted broadly so as to confer broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues;

**AND WHEREAS** Section 8.(2) of the *Municipal Act, 2001*, provides that in the event of ambiguity in whether or not a municipality has the authority under this or any other Act to pass a by-law or to take any other action, the ambiguity shall be resolved so as to include, rather than exclude powers the municipality had on the day before this Act came into force;

**AND WHEREAS** Section 9 of the *Municipal Act, 2001*, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act

**AND WHEREAS** Section 10.(1) of the *Municipal Act 2001* provides that a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

**AND WHEREAS** it is the goal of the Council of The Corporation of the Township of North Huron to promote public safety for its residents, personnel and employees, including but not limited to its firefighters;

**AND WHEREAS** certain structures within the Township of North Huron consisting of truss and lightweight construction building components, present particular problems and concerns regarding safety;

**AND WHEREAS** the ability to identify these buildings in advance of a fire event or other emergency will provide firefighters and fire suppression crews with critical information to be utilized during firefighting operations and will significantly enhance the safety of those performing these operations not to mention protecting residents and others who may be in harms way at such emergencies;

**AND WHEREAS** the purpose of this By-law is to govern the administration, use and requirements of the Township of North Huron's Truss identification program;

**NOW THEREFORE BE IT ENACTED** by Council of The Corporation of the Township of North Huron as follows:

**1.0 PURPOSE**

- 1.1** This By-law provides that commercial and industrial buildings and multi-family residential occupancies of three or more units using truss type and / or lightweight construction shall be marked by a truss identification emblem. This truss identification emblem shall alert fire suppression crews to the use of lightweight wood, wood truss, steel truss, composite truss, laminated wood, wood beams as a method to construct, renovate, or alter any section of an individual structure or dwelling.
- 1.2** For the purpose of this By-law, multi-family residential occupancies of three units or more units shall not include townhouses as defined in the definition portion of this document.
- 1.3** This By-law shall govern the administration, use, and requirements of the Township of North Huron's Truss Identification Program.

## 2.0 DEFINITIONS

**“Alter”** or **“Alteration”** means (i) to change any one or more of the external dimensions of such building or structure, or, (ii) to make any change in the supporting members or to the type of construction of the exterior walls or roof thereof;

**“Building”** means any structure, or part thereof, consisting of walls and a roof which is used or intended to be used for the shelter, accommodation or enclosure of persons, animals or chattels, and includes any structure defined as a building in the *Building Code Act*, or in the Township’s Building By-law, but does not include any vehicle as defined herein other than a vehicle which has been permanently placed on land and is not intended for use as a vehicle;

**“Building Permit”** means a permit required under the Township’s Building By-law;

**“Building Pre-Plan Inspection”** means any pre-occupancy site visit conducted by fire department personnel utilized to gather building information, develop strategic and tactical incident action plans, review construction type(s), and familiarizes personnel with the individual construction site or renovation project;

**“Building Inspector”** means the Chief Building Official or Inspector appointed by Council and charged with the duty of enforcing the provisions of the *Building Code Act* or any successor thereto, together with any regulations made there under, and the provisions of the Corporation’s Building By-law;

**“Township”** means The Corporation of the Township of North Huron;

**“Commercial”** when used in reference to a Building, structure, lot, use or activity, means a Building, structure, lot, use or activity pertaining to the buying or selling of commodities or the supplying of services for a fee, but does not include activities associated with the manufacturing, warehousing or assembling of commodities, or any construction work;

**“Composite Truss”** means any truss building component comprised of a mixture of wood and steel truss components;

**“ Dwelling Unit”** means a self-contained suite of habitable rooms in a building, occupied by a person as its principal residence as independent and separate living quarters in which kitchen and sanitary facilities are provided and which is independently accessible from outside the building or from a common hallway or stairway inside the building;

**“Fire Chief”** means the Fire Chief or a Deputy Fire Chief for the Fire Department of North Huron and any other person employed in or appointed to the and assigned to undertake fire protection service;

**“Fire Inspector”** means the Fire Prevention Officer for the Township of North Huron appointed by Council and charged with the duty of enforcing the provisions of the *Fire Protection and Prevention Act* or any successor thereto, together with any regulations made there under;

**“Fire Inspection”** means an inspection of an individual building and/or property designed to determine if any violations of local fire code ordinances or the *Ontario Fire Code* are in existence;

**“Industrial Use”** means the use of land, buildings or structures for manufacturing, assembling, preparing, processing, inspecting, finishing, treating, altering, ornamenting, repairing, refinishing, restoring, producing, or adapting for sale of any goods, substances or articles, and includes the warehousing or storing of such products;

**“Renovation”** means the removal and replacement or covering of existing interior or exterior finish, trim, doors, windows, or other materials with new materials that serve the same purpose and do not change the configuration of space. Renovation shall include the replacement of equipment or fixtures;

**“Townhouse”** means a dwelling containing a row of three (3) or more dwelling units which are attached vertically, in whole or in part, above grade and divided vertically from each other by a common wall, which each dwelling unit having a private independent entrance and yard;

**“Truss and Lightweight Construction”** means structural components assembled from wood members, metal connector plates or other metal fasteners, wood "I" beams or any single-plane frame work of individual structural members, made of wood or steel, connected at their ends to form a series of triangles to span a distance greater than there would be possible with any of the individual members on its own;

**“Wood "I" Beam”** means a floor or roof beam consisting of solid or laminated wooden 2" x 4" (or less) for the top and bottom horizontal chords and an oriented strand board (OSB) web of plywood set between them;

### **3.0 DETERMINATION OF USE, IMPLEMENTATION, AND PLACEMENT**

- 3.1 The property owner of any existing or new Building using Truss and Lightweight Construction in any construction, Renovation or Alteration shall be required to install a truss identification emblem on the exterior of the structure or unit.
- 3.2 The identification of the use of Truss and Lightweight Construction to construct, renovate, or Alter any Building may occur through one or more of the following methods.
  1. Fire Prevention inspection
  2. Building pre-plan/site inspection
  3. Code Enforcement inspections
  4. Building Permit review
  5. Fire Department hazard assessment inspection
- 3.3 Immediately upon the identification of the use of the structural components governed by this by-law as a method of construction, renovation, or Alteration, the Fire Chief, , fire inspector, or fire officer identifying same shall notify the Chief Building Official.
- 3.4 The Chief Building Official shall then contact the property owner to inform them of the requirements set forth by this by-law and schedule any immediate or future inspections that will be required to assist the property owner with compliance with the provisions of this By-law and emblem placement.
- 3.5 The Chief Building Official shall ensure that all follow up inspections and site visits are coordinated and scheduled to coincide with the completion of the building construction, Alteration, or Renovation project.
- 3.6 Upon completion of the construction, Renovation, or Alteration project it shall be the responsibility of the property owner to permanently affix the truss identification emblem to the Building or unit at the approved location as stipulated within this by-law. This installation shall be completed within 30 days of the completion of the construction, renovation, or Alteration project. The property owner shall be responsible to maintain the emblem.
- 3.7 Upon completion of the construction, renovation, or Alteration, project it shall be the responsibility of the program administrator (or his designee) to ensure that the property owner installs the truss identification emblem at the approved location and has complied with this by-law. The program administrator (or his designee) shall provide the property owner with all contact information in order to assist the property owner with any future inquiries regarding compliance with this By-law.

### **4.0 TRUSS IDENTIFICATION EMBLEM**

- 4.1 Truss Identification emblem shall consist of a round reflective decal 5.75 inches (146mm) in diameter with a white background and red border. The inside of the decal shall consist of the letter "R" to indicate the presence of roof trusses or the letter "F" to indicate the presence of a floor trusses. In the event that both floor and roof trusses are used in the same structure the decal shall show the letters "FR" to indicate as such.
- 4.2 The truss identification emblem(s) shall be provided to the building owner at no cost by the North Huron Fire Department.

## **5.0 EMBLEM LOCATIONS**

- 5.1 The truss identification reflective emblem shall be mounted on all doors no more than six feet high (1828.8mm) and no less than four feet (1219.2mm) from the bottom of the door. The emblem shall be placed at either the left or right side of the door twelve inches (304.8mm) from the inside of the jamb as per the wishes of the building owner. The fire department may use a door other than the front entrance for initial entry and a truss identification emblem shall be placed on all other doors to the Building.
- 5.2 In the event that the emblem becomes detached from the Building or unit and is lost the building owner shall immediately contact the fire department for a replacement emblem at no charge to the property owner.

## **6.0 SCOPE**

- 6.1 This By-law shall apply within the geographic limits of the Township of North Huron.

## **7.0 OFFENCES**

- 7.1 Any person who contravenes any provision of this By-law is guilty of an offence and liable on conviction to a fine of not more than \$5,000 not including costs and any other provisions of the *Provincial Offences Act*, R.S.O. 1990, c.P.33 as amended, that shall apply to the said fine.
- 7.2 In the event of a contravention of any of the provisions of this By-law, the Township, in addition to any other remedies contained herein may enter upon the lands and do such work as is necessary to rectify the breach and all expenses thereof which shall be recoverable from the owner(s) in the same manner and in the same priority as municipal taxes.

## **8.0 ADMINISTRATION AND ENFORCEMENT**

- 8.1 The Chief Building Official is responsible for the administration of this By-law.
- 8.2 Any Police Officer or Municipal Law Enforcement Officer of the Township designated by Council for the purpose of this Section is authorized to enforce this By-law.
- 8.3 This by-law shall come into force and take effect upon the final passage thereof.

READ A FIRST AND SECOND TIME THIS 18<sup>TH</sup> DAY OF JANUARY, 2016.

READ A THIRD TIME AND PASSED THIS 18<sup>TH</sup> DAY OF JANUARY, 2016.

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Neil G. Vincent, Reeve

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Kathy Adams, Clerk

*Agenda  
12.3  
1/18/2016*

THE CORPORATION OF THE  
TOWNSHIP OF NORTH HURON

BY-LAW NO. 12-2016

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Being a by-law to authorize the Reeve and Clerk to sign, on behalf of Council, an amendment to By-law No. 52-2015, being the Donations and Fee Waiving Policy for the Township of North Huron; to include an "Affiliate and Community Groups Identification to Receive Reduced Rental Rates" cited as Schedule "B" for the Corporation of the Township of North Huron.

---

WHEREAS the Municipal Act, 2001, as amended permits the Councils of all municipalities to enter into certain agreements;

AND WHEREAS Council executed By-law No. 75-2015, an amendment to By-law No. 52-2015 to include a "Donation Request Form" cited as Schedule "A" for the Corporation of the Township of North Huron.

AND WHEREAS Council is desirous of executing an amendment to By-law No. 52-2015 to include an "Affiliate and Community Groups Identification to Receive Reduced Rental Rates" cited as Schedule "B" for the Corporation of the Township of North Huron;

NOW THEREFORE, the Council of the Corporation of the Township of North Huron ENACTS the following:

1. The Reeve and Clerk to sign, on behalf of Council, an amendment to By-law No. 52-2015 to include an "Affiliate and Community Groups Identification to Receive Reduced Rental Rates" cited as Schedule "B" for the Corporation of the Township of North Huron
2. A copy of the said Contract is attached hereto and designated as Schedule "B" to this By-law.
3. That this By-law shall come into force and takes effect on the day of the final passing thereof.

READ A FIRST AND SECOND TIME THIS 18<sup>TH</sup> DAY OF JANUARY, 2016.

READ A THIRD TIME AND PASSED THIS 18<sup>TH</sup> DAY OF JANUARY, 2016.

CORPORATE SEAL

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Neil G. Vincent, Reeve

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Kathy Adams, Director of  
Corporate Services/Clerk

## Schedule B - Amending By Law 12-2016

### Appendix to North Huron Donations and Fee Waiving Policy for the Corporation of the Township of North Huron By-Law 52-1015

#### Affiliate and Community Groups Identification To Receive Reduced Rental Rates

##### ***Purpose:***

To identify charitable and/or non-profit groups, and/or community groups that are eligible for a reduction of rental fees in designated municipal facilities.

##### ***Background:***

In 2015 the Township of North Huron adopted by-law 52-2015, a new Donations and Fee Waiving Policy for the municipality. That policy establishes that community groups can receive a reduced rental fee for municipal facilities as the Township of North Huron's contribution to community events and fundraisers. This appendix to that policy defines who is eligible to receive the discount established each year in the North Huron Rates and Fees By-Law.

##### ***Policy:***

This policy is to provide consistent criteria and process for groups that are eligible to receive a reduction in facility rental fees at designated municipal facilities. This reduced rate is North Huron's contribution to the event or group, recognizing that they contribute to the community. In general a community group is defined as a non-profit organization established for the purpose of community betterment.

##### Eligible Community Groups

- Minor Sports Groups
- Not for Profit Youth based activity groups (i.e. scouts, girl guides)
- Government Funded Health Services
- Local Community Service Clubs
- Fundraising organizations where the primary focus is donating to a North Huron community based projects
- Wingham and/or Blyth BIA events
- Registered Not for Profit or Charitable Organizations
- Events hosted by a Committee of Council
- School Boards (for rentals excluded from Joint Use Agreement)

*Agenda  
13.4  
Jan 18/2016*

**THE CORPORATION OF THE  
TOWNSHIP OF NORTH HURON**

**BY-LAW NO. 13-2016**

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Being a by-law to authorize the Reeve and Clerk to sign, on behalf of Council, an Agreement between the Corporation of the Township of North Huron and Millstone Crop Services for maintaining and operating a radio repeater tower.

---

**WHEREAS** the Municipal Act, 2001, as amended permits the Councils of all municipalities to enter into certain agreements;

**AND WHEREAS** Council is desirous of executing an Agreement between the Corporation of the Township of North Huron and Millstone Crop Services for maintaining and operating a radio repeater tower.

**AND WHEREAS** Council deems it expedient to enter into said agreement;

**NOW THEREFORE**, the Council of the Corporation of the Township of North Huron ENACTS the following:

1. The Reeve and Clerk to sign, on behalf of Council are hereby authorized to sign an Agreement between the Corporation of the Township of North Huron and Millstone Crop Services for maintaining and operating a radio repeater tower.
2. A copy of the said Agreement is attached hereto and designated as Schedule A to this By-law.
3. That By-law No. 30-2015 be hereby repealed.
4. That this By-law shall come into force and takes effect on the day of the final passing thereof.

READ A FIRST AND SECOND TIME THIS 18<sup>TH</sup> DAY OF JANUARY, 2016.

READ A THIRD TIME AND PASSED THIS 18<sup>TH</sup> DAY OF JANUARY, 2015.

CORPORATE SEAL

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Neil G. Vincent, Reeve

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Kathy Adams, Director of  
Corporate Services/Clerk

THIS AGREEMENT made effective 18<sup>th</sup> January 2016

BETWEEN:

Township of North Huron  
274 Josephine Street  
Wingham, ON., N0G 2W0  
(“North Huron”)

- and -

Millstone Crop Services  
40605 Walton Road  
PO Box 280  
Blyth ON N0M 1H0  
(“Millstone”)

WHEREAS North Huron operates a fire department to provide fire protection services to the community.

AND WHEREAS, North Huron wishes to maintain and operate a radio antenna and radio equipment on an agricultural elevator owned by Millstone located at 40605 Walton Rd, Blyth, Ontario (the “Facility”) for use by the fire department for a dispatch repeater;

AND WHEREAS, Millstone is willing to grant to North Huron a non-exclusive license to locate North Huron’s radio antenna and radio equipment (North Huron’s Equipment”) on their property, subject to and upon the terms and conditions hereinafter set forth.

NOW THEREFORE, THIS AGREEMENT WITNESSES as follows:

1. **Grant** – Millstone hereby grants to North Huron the non-exclusive License of the Facility for the purpose of installing, using and maintaining the North Huron Radio Equipment.
2. **Term** - The term of this License shall be for five (5) years, commencing on the 20 April 2015 (the “Commencement Date”) through to the 20 April 2015 (the “Term”) and North Huron shall have no claim against Millstone for early termination.
3. **Internet** - North Huron shall pay for all line costs and installation costs with respect to internet service serving the North Huron Equipment.
4. **Electricity** - North Huron agrees to pay for the cost of the 120-volt electrical power necessary to operate the North Huron Equipment. Millstone shall not be liable to North Huron for any loss or damage due to interruption of electrical power service.



5. **Payment** - North Huron shall pay to Millstone an annual fee (which sum shall include the cost of power outlined in clause 4) as outlined on Schedule "A" of this agreement commencing on the 20 April 2015. The said sum shall be payable monthly, in advance, on the 1<sup>st</sup> of each month during the term of this Agreement. All payments will be invoiced to North Huron and made payable to Millstone.
6. **Non-interference** - North Huron shall install, operate and maintain the North Huron Equipment at the Facility in accordance with all applicable laws and regulations and industry standards. North Huron agrees that the North Huron Equipment located at the Facility will not cause interference to the equipment of Millstone or other licensees on the site. In the event North Huron Equipment causes such interference, at its sole cost and expense, North Huron shall take all steps necessary to correct and eliminate such interference. If said interference cannot be eliminated within a reasonable length of time (not to exceed 2 business days) from North Huron's receipt of notice of such interference), North Huron agrees to then immediately cease using the North Huron Equipment, which is creating the interference (except for short tests necessary for the elimination of the interference).

Further, Millstone agrees that prior to installation of any new equipment of Millstone's or another party's at the Facility, Millstone shall advise North Huron and permit North Huron to verify this equipment will not cause interference with North Huron's prior to its activation. Should this equipment be found to interfere with North Huron's, North Huron and Millstone shall use all reasonable efforts to eliminate such interference prior to it being activated. The provisions of the immediately preceding two (2) sentences apply only to that equipment which is

- i. Owned by Millstone; or
  - ii. Owned by a party and situated on the Facility under the terms of an agreement with Millstone.
7. **Modifications and Alterations** - North Huron shall, at its own cost and expense, provide any and all design and modifications to the Facility to accommodate the North Huron Equipment. North Huron shall make no alterations or modifications to the Facility without the prior written permission of Millstone. North Huron shall not add or change equipment at the site as part of this agreement unless authorized by Millstone. Any unauthorized changes may result in additional charges or removal from the site.

8. **Access by North Huron** – Millstone's shall permit North Huron and its agents to enter the Facility for the purpose of installing the North Huron Equipment and for the further purpose of carrying out any inspections, repairs, additions, modifications, or replacements to the North Huron Equipment twenty-four hours a day, seven days a week. All work must be performed during regular business hours unless the work is of an emergency nature to keep the North Huron Equipment operating. All terms and arrangements are to be made with the Service Manager, Millstone and Millstone at Phone: (519) 523-9624 prior to entry.
9. **Removal of Equipment** - If the North Huron Equipment or any portion of the North Huron Equipment is removed from the Facility for any reason whatsoever, and North Huron shall cause any injury or damage to the Facility; it is to be repaired at North Huron's expense. Upon termination of the License, North Huron shall at its own cost and expense arrange with Millstone to dismantle and remove the North Huron Equipment from the Facility within a reasonable period of time.
10. **Compliance with Law** – North Huron and Millstone shall properly execute and comply with all statutes, rules, orders, ordinances, and regulations of all government authorities in occupying and utilizing the Facility pursuant to this License or as owner and licensor thereof.
11. **Limitation of Liability** - Unless caused by the negligence of Millstone or its agents, Millstone shall not be liable to North Huron for any damages, injuries, losses or costs, whether direct or indirect or consequential notwithstanding Millstone's notice of same. In any event, Millstone shall not be liable for business or economical loss howsoever caused.
12. **Condition of Facility** - At all times during the term of this agreement, Millstone shall ensure that the complies with all applicable laws.
13. **Rules and Regulations** - North Huron and its agents shall abide by all reasonable rules and regulations established by Millstone in regard to the Facility, including but not limited to rules with respect to access to the Facility as outlined in the attached Schedule "B".
14. **Indemnity** - North Huron covenants and agrees to assume all risk of loss or damage of any kind whatsoever caused to the Facility by North Huron's use of the Facility, and North Huron further covenants and agrees to indemnify and save harmless Millstone from all claims of whatsoever kind which may be made against Millstone in respect of damage to property, or injury to or death of any person or persons which may be directly caused by, result from, or be attributable to the use by North Huron of the Facility, including any or all loss or damage which would not have happened

had North Huron not been granted the right to use the Facility unless such loss or damage is caused by the negligence of Millstone, its employees or agents.

15. **Insurance** - North Huron shall, without limiting its obligations or liability under this License, at its own expense, obtain and maintain insurance for comprehensive general liability in an amount not less than two million dollars (\$2,000,000.00) inclusive per occurrence against liability for bodily injury, personal injury, death and property damage. Millstone shall maintain its own liability and property insurance for its property and equipment situated at the Facility.

16. **Confidentiality** – Except as otherwise provided herein, Millstone and North Huron agree that all information communicated to it by the other, whether before, during or after the term of this License, shall be and was received in strict confidence, shall be used only for the purposes of this License unless otherwise required or directed to be disclosed based on law, rule or regulation.

17. **Damage and Destruction** – In the event of any damage to or destruction of the Facility which interrupts the continued operation of the North Huron Equipment, the fee payable hereunder shall abate from the time of such damage and/or destruction until Millstone has completed necessary repairs and again makes available to North Huron the use of the Facility unless such damage and/or destruction is caused by North Huron or any of its employees, agents, contractor or other persons for whom it is in law responsible, in which case the fee shall not abate during any period that the Facility is unavailable for use by North Huron. The abatement of the fee provided for herein shall be the only amount payable to North Huron as a result of any damage to or destruction of the Facility except as herein expressly otherwise provided.

If, following any damage or destruction to or of the Facility or any part thereof, Millstone in its sole discretion elects not to repair the Facility then Millstone shall give notice to North Huron of its election not to repair the Facility or part thereof and, instead, to terminate this Agreement and the license hereby granted in respect of the Facility or part thereof and upon such notice to North Huron, this Agreement shall be terminated in respect of the Facility or part thereof and North Huron shall thereafter within ten (10) business days remove all of the North Huron Equipment from the Facility or part thereof.

18. **Termination** - This License may be terminated by Millstone upon thirty (30) days written notice delivered or mailed to North Huron for non-payment or any other material breach of any term, condition or provision of this License, or if any Millstone property is misused, damaged, or destroyed, unless North Huron remedies such breach or damage within the said thirty (30) day period.

19. **Extension of Term** - Upon written request by North Huron at least three (3) months prior to the end of the Term of five (5) years, Millstone will consider an extension of the term of this License for a subsequent two terms of five (5) years (the "Renewal Terms") subject to termination as provided herein. If both parties agree to extend the Term of this agreement, it will be in accordance with and subject to the terms and conditions in relation to the License herein save and except as to the amount of the annual fee.

20. **Taxes** - In the event that any additional levies, taxes or other costs are imposed by any lawful authority, upon the Site and Facility of Millstone, by reason of any acts or activities done or carried on by the North Huron on or with respect to the Site or Facility or the North Huron Equipment, North Huron shall indemnify and save harmless Millstone from and against any such additional levies, taxes or costs, and it is agreed and understood that any such amounts are to be paid by North Huron to Millstone over and above and in addition to the rental herein before provided for.

21. **Notice** - Any notice required by any provision of this License shall be given or made in writing, addressed to:

Millstone Crop Services  
40605 Walton Road  
PO Box 280  
Blyth ON  
N0M 1H0

and to

Township of North Huron  
274 Josephine Street  
Wingham, ON  
N0G 2W0

23. **Resolution of Disputes** - If there is any dispute between North Huron and Millstone with respect to or arising out of this License, Millstone and North Huron agree that any such dispute shall be settled by a single arbitrator under the *Arbitration Act*, whose decision shall be final and binding upon the parties hereto.

24. **Governing Law** – This agreement shall be governed by the laws of the Province of Ontario and the federal laws of Canada applicable therein.

25. Entire Agreement – This Agreement constitutes the entire agreement between the parties as to the subject matter hereof and replaces any prior agreements or understandings between the parties including without limitation the Original License Agreement, which is hereby terminated. There are no covenants, representations or warranties of either party granted to the other in connection with the subject matter of this Agreement that are not contained in this written Agreement/

IN WITNESS WHEREOF, the parties hereto have executed this License this 18<sup>th</sup> day of January 2016

**Millstone Crop Services**

**Township of North Huron**

\_\_\_\_\_

\_\_\_\_\_  
Reeve, Neil Vincent

\_\_\_\_\_  
Clerk, Kathy Adams

SCHEDULE "A" ATTACHED TO AND FORMING PART OF A LICENSE TO USE  
MADE BETWEEN MILLSTONE AND NORTH HURON EFFECTIVE THIS  
\_\_\_\_ DAY OF \_\_\_\_\_ 2016

SCHEDULE OF FEES

Millstone Crop Services - Facility Location  
40605 Walton Rd,  
Blyth, Ontario

**Monthly Rent:**

Millstone Crop Services agree that there will be no charge to North Huron for locating the North Huron Equipment at their facility, contingent on guarantee by North Huron that the equipment will be solely used by the Fire Department of North Huron for its own operations and for no other purpose.

**Electricity:**

Millstone Crop Services agree to charge North Huron \$25 per month (\$300 per year) for the electricity used by the North Huron Equipment at the rates currently charged Millstone Crop Services by their electrical utility.

SCHEDULE "B" ATTACHED TO AND FORMING PART OF A LICENSE TO USE  
MADE BETWEEN MILLSTONE AND NORTH HURON EFFECTIVE  
THIS \_\_\_\_ DAY OF \_\_\_\_\_, 2016

RULES AND REGULATIONS OF THE FACILITY

1. If a Millstone employee is required to attend the premises on behalf of the North Huron, the employee's time will be charged back to North Huron at Millstone's current rate/hour per technician, plus any additional costs to Millstone including but not limited to overtime, per diem, and miscellaneous expenses. This rate is subject to periodic review and adjustment by Millstone.
2. Any batteries installed at the site must be installed in a manner approved by Millstone.
3. North Huron is responsible for posting current copies of Industry Canada Radio Licenses for all North Huron equipment operating at the premises.
4. All equipment installed at the Facility must be clearly labeled for easy identification.
5. North Huron shall cause its agents, employees and contractors to abide by a "no-smoking" regulation at all times at the Facility.
6. Millstone shall have the right to make such other and further reasonable rules and regulations as in its judgment may from time to time be useful for the safety, care and cleanliness of the Facility and for the preservation of good order therein and the licensee, its contractors and employees shall keep the same.
7. North Huron is responsible for the proper care of any keys or access codes provided by Millstone. In the event a key is lost, or an access code is divulged to a third party, North Huron will be responsible for the cost of re-keying the entire premises.

Agenda  
16  
January 18, 2016

## THE TOWNSHIP OF NORTH HURON

### BY-LAW NO. 14-2016

**A By-law of the Township of North Huron  
To confirm generally previous actions of the Council of the  
Township of North Huron**

**THEREFORE** the Council of the Corporation of the Township of North Huron enacts as follows:

1. The actions of the Council of the Corporation of the Township of North Huron at its meeting on January 18, 2016, be confirmed.
2. Execution by the Reeve and the Clerk of all Deeds, Instruments, and other Documents necessary to give effect to any such Resolution, Motion or other action and the affixing of the Corporate Seal, to any such Deed, Instruments, or other Documents is hereby authorized and confirmed.
3. This By-law shall come into force and takes effect on the date of its final passing.

**READ A FIRST AND SECOND TIME** this 18<sup>th</sup> day of January, 2016.

**READ A THIRD TIME AND FINALLY PASSED** this 18<sup>th</sup> day of January, 2016.

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Neil Vincent, Reeve

SEAL

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Kathy Adams, Director of  
Corporate Services/Clerk