



# TOWNSHIP OF NORTH HURON

# REPORT

Item No. 2022-01

**REPORT TO:** Reeve Bailey and Members of Council  
**PREPARED BY:** Dwayne Evans, CAO  
**DATE:** 17/01/2022  
**SUBJECT:** CAO-2022-01 Community Engagement Coordinator  
**ATTACHMENTS:** Community Engagement Coordinator Job Description

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## **RECOMMENDATION:**

THAT the Council of the Township of North Huron hereby receives the report prepared by the CAO, dated January 17, 2022, regarding the re-structuring of an existing staff position for information;

AND FURTHER, THAT Council approves the elimination of the Recreation Clerical and Marketing Assistant position in favour of a Community Engagement Coordinator position;

AND FURTHER, THAT Council approves the Community Engagement Coordinator job description, as presented, and authorizes staff to make the necessary changes to the Township's 2022 Salary Grid;

AND FURTHER, THAT Council approves the incumbent Recreation Clerical and Marketing Assistant to assume the duties and responsibilities of the Community Engagement Coordinator effective immediately;

AND FURTHER, THAT in the event Council grants final approval of an Economic Development Officer, the reporting structure for the Community Engagement Coordinator be authorized to shift from the CAO to the Economic Development Officer at an appropriate time;

AND FURTHER, THAT Council directs the Treasurer to include an additional \$6,000 in the draft 2022 budget to offset the cost increase for a Community Engagement Coordinator.

## **EXECUTIVE SUMMARY**

Due to a shift in municipal demands and priorities and to better reflect the duties and responsibilities being administered by the Recreation Clerical and Marketing Assistant, it is recommended that the existing Recreation Clerical and Marketing Assistant position be eliminated in favour of a Community Engagement Coordinator. It is also recommended the incumbent Recreation Clerical and Marketing Assistant assume the duties and responsibilities of the Community Engagement Coordinator position.

The current scope of the Recreation Clerical and Marketing Assistant position is to provide administrative and marketing support functions for the Recreation Department and to provide oversight of special events in the municipality. This position also provides administrative support for the Director of Recreation and Community Services. The scope of this position has evolved and is better defined as a Community Engagement Coordinator. A Community Engagement Coordinator job description is attached to this report for Council's review and consideration.

## **DISCUSSION**

As noted above, the current scope of the Recreation Clerical and Marketing Assistant is to provide a variety of administrative and marketing support functions for the Recreation Department. The position has oversight of special events in the municipality and is the administrative support for the Director of Recreation and Community Services. Over the last few years and due to a shift in municipal demands and priorities, the Recreational Clerical and Marketing Assistant position has evolved into a Community Engagement Coordinator position.

As per the attached draft job description, the Community Engagement Coordinator focuses on many facets beyond recreation and will assist many departments. More specifically, the position will assist in establishing, reviewing, recommending and monitoring priorities of the corporate marketing portfolios. Key functions would include, but are not limited to: acting as an internal resource for departments and divisions looking to market, introducing marketing and brand management best practices, identifying and developing new marketing channels to effectively communicate the Township's activities and priorities, coordinating and implementing community engagement processes and special projects as assigned throughout the municipality, applying a variety of marketing strategies for the purpose of fostering and operationalizing two way engagement between the municipality and enacting elements of the economic or corporate strategic plan, as directed.

As noted, the Recreation Clerical and Marketing Assistant position has evolved into a community engagement position. In addition to providing oversight of special events in the municipality, the incumbent now works in collaboration with community groups, organizations, service clubs and other departments to assist with the promotion and marketing of a variety of special events and activities. The incumbent also led the development of a new municipal website and monitors social media platforms. She also provides occasional support to the Economic Development Committee on community project initiatives.

In addition, the incumbent engages with organizations and agencies such as the County's Economic Development Department, the Wingham BIA, the Blyth BIA and the Ontario Ministry of Agriculture, Food and Rural Affairs, to name a few, on community and municipal-led initiatives. The need to formalize a Community Engagement Coordinator position has been identified and given the recent indication of Council's future plans for economic development services, the restructuring of this position is appropriate at this time. As a result of the restructuring, the municipality will be able to provide a coordinated approach to community-led initiatives including marketing and branding, promotion and coordination between local groups and organizations such as the Wingham and Blyth BIAs.

In preparing this report, Vicki Lass, Director, Huron County Economic Development Department, provided an overview of the spectrum of economic development. She noted 'community development' is a form of economic development and agreed there is merit in developing a coordinated approach. The Economic Development and Recovery Committee has discussed their vision of economic development and staff believe the Committee views marketing, promotion, branding and collaboration with local business organizations such as the local BIAs, to name a few, as a form of economic development. In this respect, the Community Engagement Coordinator job description aligns with the vision of the Council as well as the North Huron Economic Development

and Recovery Committee. The proposed structure also aligns with the framework of the County's Economic Development Department.

As proposed, the Community Engagement Coordinator would provide a holistic approach to internal and external clients on community-led initiatives. A review of the eight (8) key areas of economic development indicates the Community Engagement Coordinator position aligns with at least four (4) of the eight (8) areas of economic development. The eight (8) areas are: infrastructure (e.g. Farmers Markets, Broadband, Arts Centers), workforce development (e.g. youth engagement and retention, newcomer attraction and retention), research and marketing (e.g. branding and marketing materials, promotion), policy and legislation (e.g. downtown Community Improvement Plans), community revitalization (e.g. downtown and commercial revitalization), business development (e.g. business retention and expansion), entrepreneur and small business (e.g. access to capital, business counselling and mentorship) and investment attraction (e.g. develop relationships with real estate community, lead growth). Because the position focuses on many economic development facets beyond recreation, the Community Engagement Coordinator will report to the CAO until such time as Council has made a final decision regarding the Economic Development Officer position. If Council grants final approval for an Economic Development Officer position, it is recommended the reporting structure for the Community Engagement Coordinator shift to the Economic Development Officer. A draft Economic Development Officer job description will be presented for Council's review and consideration after Council has made a final decision regarding an Economic Development Officer position.

To assist with the decision making process associated with this report, it is proposed that the scope of the Economic Development Officer position will require an individual to be a team player who is motivated, can build strong partnerships and is constantly pursuing opportunities for growth. The vision for the position, if granted final approval, is that this individual will lead the creation of an Economic Development Plan including all eight (8) areas of economic development and create partnerships with organizations such as, but not limited to, North Huron's Economic Development and Recovery Committee, the Huron County Planning Department, Community Futures Huron, the Huron County Economic Development Department, the Wingham & Area Physician Recruitment Committee, and the Huron Manufacturing Association, to name a few, to grow the municipality. The position would develop and implement strategies designed to attract, retain and support local businesses and address such issues as local labour shortages and the recent housing crisis.

Comparatively, the Community Engagement Coordinator would deliver under workforce development, programming, marketing, community revitalization and entrepreneur and small business supports through organizations like the local BIAs. In addition, the Community Engagement Coordinator would work collaboratively on community-led events and initiatives and would provide programming initiatives under the guidance of the Economic Development Officer (if final approval of this position is granted), as well as an Economic Development Strategic Plan approved by Council. To avoid overlap and duplication and as noted above, it is proposed the Community Engagement Coordinator will report to the Economic Development Officer, if final approval is granted, and will work collaboratively with the Economic Development Officer, Council, the Economic Development and Recovery Committee and senior staff to grow the municipality. The Community Engagement Coordinator would not be involved in administrative tasks such preparing agendas and recording

minutes. These would be the responsibility of meeting and event organizers and/or other administrative staff.

For a period of approximately 10 years, North Huron employed an Economic Development Officer. In 2017 Council abandoned this service delivery model in favour of an Economic Development Committee. The first meeting of the Economic Development Committee was held in December, 2017 and continues to present day.

The Committee structure is designed around economic sectors (e.g. industry, agriculture, real estate) and recognizes the Township's ward system. The CAO and an administrative staff member support the work of this Committee by providing information, advice, preparing the agenda, taking minutes, coordinating projects, and ensuring proper approvals are obtained. As noted above, it is proposed the Economic Development Officer, the Community Engagement Coordinator and an administrative staff member would continue to support this Committee. The Economic Development Officer would report to the CAO.

As noted above, the Recreation Clerical and Marketing Assistant provides administrative services to the Director of Recreation and Community Services. In addition to the Recreation Clerical and Marketing Assistant, the Recreation department has a Recreation Administrative Assistant and a Recreation Supervisor position. The Recreation Supervisor assists with administrative support, as needed. If the proposed change is approved by Council, the CAO will work with the Director of Recreation and Community Services to transition the recreation specific administrative services from the Recreation Clerical and Marketing Assistant to other administrative staff. A significant portion of the existing Recreation Clerical and Marketing Assistant position will transition into the Community Engagement Coordinator position.

**FINANCIAL IMPACT**

The Recreation Clerical and Marketing Assistant position is currently in Band 5 with a pay range of \$22.83 to \$28.54 per hour. It is expected the Community Engagement Coordinator, as presented, will be placed in Band 6 with a pay range of \$26.25 to \$32.81 per hour. The expected cost increase to the draft 2022 budget is approximately \$6,000.

**FUTURE CONSIDERATIONS**

In consultation with the County's Director of Economic Development, the CAO will develop and present a draft Economic Development Officer job description for Council's review and approval. h

**RELATIONSHIP TO STRATEGIC PLAN**

One of the goals of the Strategic Plan is to build a stronger economy through residential growth; retail, commercial and industrial development; tourism, and thriving agriculture.



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Dwayne Evans, CAO