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Understanding Municipal Decision-makers and Influencers

March 2014



Introductions

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Webinar Features

- Adobe Connect technology
- Use landline for audio
- **Chat function** to ask questions or if you need help
- Lecture mode



Learning Objectives

At the end of this session you will be able to:

- Identify and understand decision-makers and influencers in relation to by-law development
- Reflect on how the information provided can be applied to your own area of work



What are By-laws?¹

- “An order or resolution”
- Follow a specific political process
- Are enforceable

Resolutions are an expression of a decision or wish of council



By-laws²

- Passed by elected municipal councils
- Influenced by public opinion, community groups, citizens
- Must complement federal/provincial legislation
- Effective, long-term, enforceable



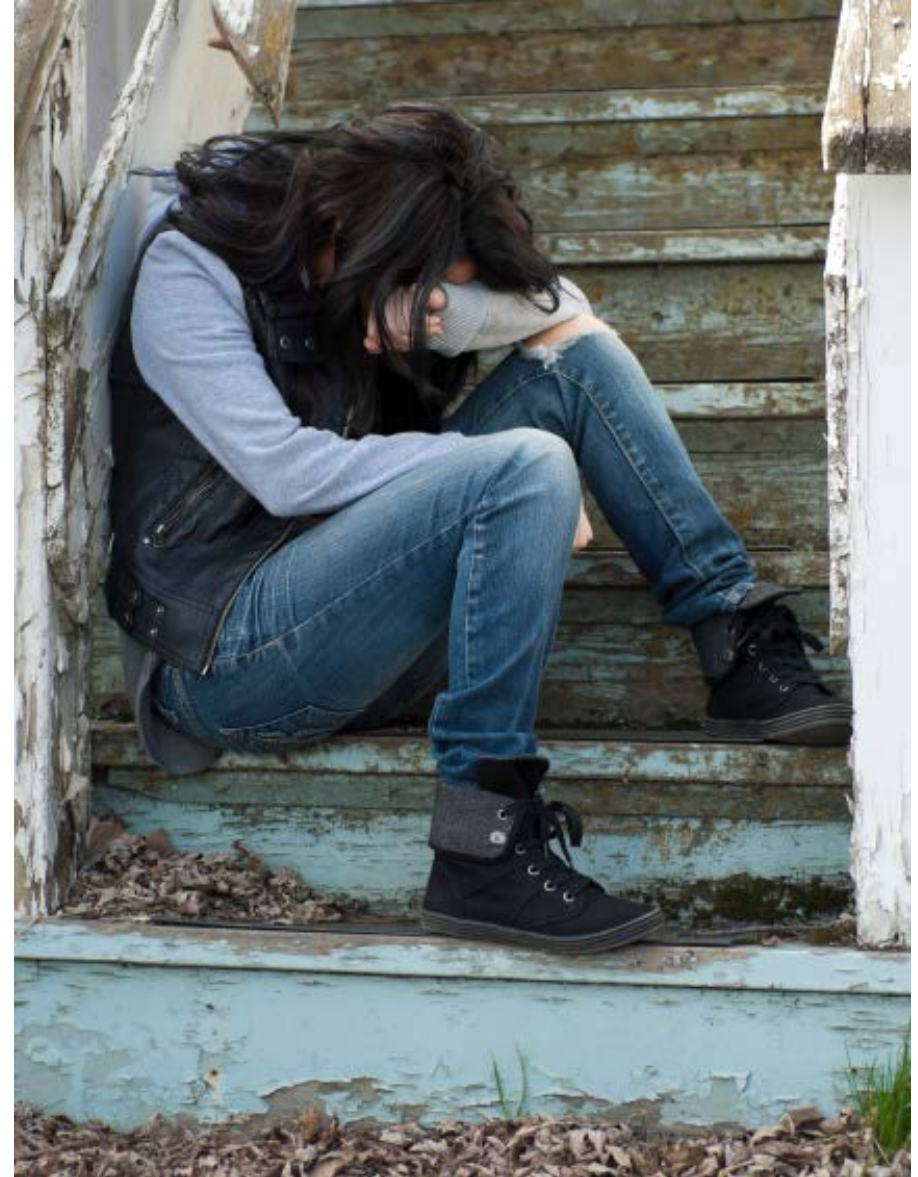
Why Take a By-law Approach?

- Awareness and educational programs may be short-lived
- Policies are more **sustainable**
- Because they are harder to change, policies can often **withstand changes** in decision-makers³

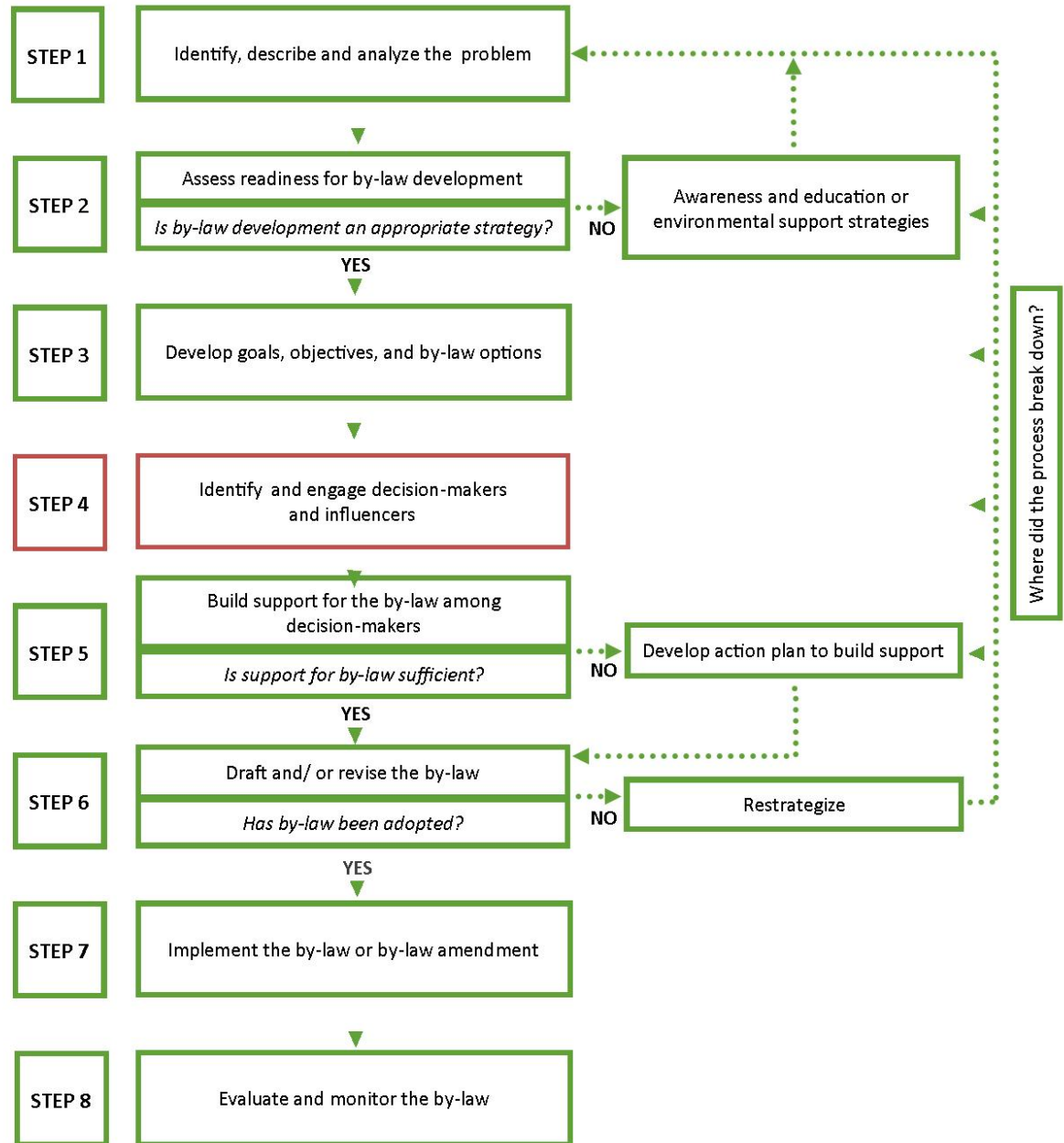


Why Take a By-law Approach?

- To **change the built environment** to facilitate healthy behaviours and create **conditions for health**⁴
- To **address policies and actions outside the health sector** that can affect the health of the population⁵
- To address **health inequities** and **social determinants of health**⁶



Roadmap for By-law Development⁷



Step 4: Identify and Understand Decision-makers and Influencers

There are two types of municipal decision-makers:

1. Elected officials
2. Civil servants

Influencers are community members who can influence your municipal decision-makers.



Legislation that Governs Municipal Decision-makers⁸

- Municipal Act
- Planning Act
- Building Code Act
- Social Housing Reform Act
- Police Services Act
- Fire Protection and Prevention Act
- Emergency and Civil Protection Act
- Ontario Works Act
- Day Nurseries Act

Municipal Structure

| Term | Definition |
|--------------------------|---|
| Municipality | A geographic area whose inhabitants are incorporated |
| Local municipality | A single-tier municipality or a lower-tier municipality |
| Lower-tier municipality | A municipality that forms part of a upper-tier for municipal purposes |
| Single-tier municipality | A municipality, other than an upper-tier municipality, that does not form part of an upper-tier municipality for municipal purposes |
| Upper-tier municipality | A municipality of which two or more lower-tier municipalities form part for municipal purposes |
| County | An upper-tier municipality that was a county on the day the Municipal Act, 2001 came into force |
| Regional municipality | An upper-tier municipality that was a regional or district municipality or the County of Oxford on December 31, 2002 |

Questions to Consider

Which municipal decision-makers should be the focus of your support-building efforts?

What do you know about the 'person'? The position?

What are their current efforts on the by-law topic?

What kinds of decisions do they have the power to make?



Review of Council Meeting Minutes

Nicole Niedra

Policy Analyst, Chronic Disease & Injury Prevention
Public Health, Niagara Region



Policy Analyst Role

- Support policy initiatives within Niagara Region Public Health
- Identify opportunities to collaborate to advance public health goals
- Develop tools to help better align our work with local area municipalities
- Tools include:
 - Strategic plan matrix
 - Policy and media tracking
 - Review of council meeting minutes

Strategic Plan Matrix

To develop a better understanding of local municipal priorities and to identify potential opportunities for alignment and collaboration

| Corporate and Municipal Strategic Plans: Common Themes | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Theme | A | B | Municipality | | | | | | | |
| | | | Click on each municipality to follow the link to Strategic Plans. Click on X to link to specific sections of the plan related to the theme. Given that not all municipalities have strategic plans, blank cells indicate that the Strategic Plan did not make reference to the theme. | | | | | | | |
| | | | C | D | E | F | G | H | I | J |
| Healthy Communities | | | | | | | | | | |
| Improved health care/services access & delivery | X | X | X | X | | | X | X | | |
| Promote active living | X | X | X | | X | X | | X | | |
| Improve & enhance built environment | X | | X | | X | | X | X | | X |
| Decrease financial barriers (affordability) | | X | X | | X | | | X | | |
| Engagement & Partnerships | | | | | | | | | | |
| Public engagement | X | X | | X | X | X | X | X | X | |
| Youth engagement/attract and retain youth | | X | X | | | X | | X | | |
| Volunteerism | | X | | X | X | X | | | | |
| Funding opportunities (i.e., other levels of gov., fundraising, other partnerships) | X | X | X | X | X | X | X | | | |
| Community Planning & Development | | | | | | | | | | |
| Create/adopt official plan policies | | | | | X | X | | X | X | X |
| Growth | X | | X | X | X | | | X | X | |
| Integrated transportation | X | X | | X | X | X | | X | X | |
| Agriculture | | | | | X | X | | | X | |
| Governance & Performance Management | | | | | | | | | | |
| Develop model for best practices/measurable service level standards | X | | X | X | X | | X | X | X | |
| Accountability | X | X | | X | | X | | X | X | X |
| Generate brand | | X | | X | X | | | X | X | |
| Improve by-law enforcement | | | | | | | X | X | | |
| Economic Sustainability | | | | | | | | | | |
| Increase tourism/development of tourism products | X | | X | X | | X | X | X | X | |

Tracking Policy Progression

This template is used to document the work that is done throughout the policy development process to track progress from one year to the next

| Policy Progression | | | | | | | | | |
|--------------------|------------------|------------|--------|-------------------------|---|---|----------|-----------|----------|
| Policy Approach: | | | | | | Why are you moving forward with this policy work? | | | |
| Partners: | | | | | | | | | |
| Date Updated | Policy Makers | Specify | Reach | Stage | Milestones | Specify | Timeline | Variances | Comments |
| | Local Government | City of XX | 25,000 | NeedForPolicyIdentified | | | | | |
| | | | | | Need for policy identified (e.g., as part of a larger stra Research is underway (e.g., collecting local data, rele | | | | |
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Media Tracking

This template is used to populate information related to the work of public health - monitoring the local context for emerging or ongoing issues

| Media Tracking Re: Food Systems Work | | | |
|--------------------------------------|---|---|---|
| Date | Title/Topic | Source | Article Summary |
| 29-May-12 | Food trucks get licenses for downtown | http://www.wellandtribune.ca/2012/05/29/food-trucks-get-licenses-for-downtown | <p>St. Catharines councilors voted unanimously to grant two new licenses for downtown and to relax the rules about where they can be located.</p> <p>In addition to the two new licenses that will be issued for the core, the city will also study the possibility of issuing roaming licenses, which would allow the mobile food vendors to move around the city.</p> <p>Both the Greater Niagara Chamber of Commerce and the St. Catharines Downtown Association supported the changes, and the new license locations downtown must be chosen in consultation with the downtown association.</p> |
| 08-Jun-12 | UN official sparks debate over Canadian food security | http://www.cbc.ca/news/politics/story/2012/05/16/pol-un-canada-food-security.html | <p>De Schutter warned Wednesday that inequality is getting worse, with many Canadians having problems getting the healthy food they require.</p> <p>Canada fails to adapt its social assistance benefits and minimum wage to the rising costs of basic necessities, including food and housing, he added. Food banks are not a solution but a symptom of failing social safety nets.</p> |
| 13-Jun-12 | \$10M affordable housing building planned for Fitch St. | http://www.niagarafallsreview.ca/2012/06/12/10m-affordable-housing-building-planned-for-fitch-st | <p>Niagara Regional Housing hopes to build a 67-unit building on the Niagara Region-owned property at 235 Fitch St.</p> <p>The \$10-million affordable housing building for seniors could soon take root where the Sprouting Roots Community Garden is now growing.</p> |
| 20-Jun-12 | Soda pop ad campaigns called misleading | http://www.cbc.ca/news/health/story/2012/06/19/sugar-pop-soda-big.html | <p>Coca-Cola and Pepsi's social responsibility campaigns are misleading and divert attention from the health risks of their products.</p> <p>PloS Medicine, published by the Public Library of Science, launched a series on "Big Food" Tuesday written by public health experts and advocates.</p> |

Reviewing Municipal Meeting Minutes

Rationale:

- To develop a better understanding of local decision-makers and their competing interests/priorities
- To be strategic about when and what is brought forward to local area municipalities
- Provides an understanding of the governance structure i.e., who councillors are and the committees they sit on
- Identifies the drivers behind discussion about specific issues

Work Completed to Date

First round of reviews:

- Healthy Living Niagara hired a consultant to develop the template and establish a process

Second round of reviews:

- Found value in the process and initiated review through Niagara Region Public Health
- Review completed by a student
- Refined template based on feedback from original review
- Expanded list of search terms and topics areas

Accessing Minutes

- Public information
- Most minutes were available online via different municipal website
- The majority of minutes are searchable



Process

- Define scope of review
 - Review minutes every other month for a one-year period
 - Council meeting minutes vs. general committee minutes
- Reviewer met with content experts to refine list of search terms
- Search terms were used when scanning minutes for relevant information (ctrl f feature is helpful)



and the Urban Forestry Master Plan, all of which have bearing on the use, design and development of the valley lands.

THEREFORE, BE IT RESOLVED that Planning and Development Services be directed to undertake and coordinate the preparation of an overall Design and Implementation Master Plan to facilitate the development of the public realm connecting the Performing Arts Centre, the Marilyn I. Walker School of Fine and Performing Arts and the City's Spectator Facility in the lower level valley lands of the Downtown; and

THAT the Master Plan take into account site plan considerations; landscape and public art features; connecting links to St. Paul Street and neighboring valley lands; completion of **active transportation** connections through the valley; enhanced cycling route connections; and engagement with the owners of the private lands at the rear of St. Paul Street; and

| ACTIVE TRANSPORTATION | | | |
|-----------------------|--|---|----------|
| Key Terms | Type of Report/Date | What was Found | Comments |
| Active Transportation | General Committee Minutes April 2, 2012 | <p>Item No. 279 Motion File: 35.2.2 Re: Preparation of Design and Implementation Master Plan for Lower Level Valley Lands of the Downtown</p> <p>Councillor XX presented the following motion.</p> <p>"WHEREAS a Master Plan for the Downtown valley lands which promotes excellent urban design in a seamless and well-functioning public realm, supports Downtown revitalization and attraction of economic development and private sector investment; and City of St. Catharines, Brock University, and the Federal and Provincial Governments are investing upwards of \$151 million in three separate, but intimately related projects attached to the valley lands; and THEREFORE, BE IT RESOLVED that Planning and Development Services be directed to undertake and coordinate the preparation of an overall Design and Implementation Master Plan to facilitate the development of the public realm connecting the Performing Arts Centre, the Marilyn I. Walker School of Fine and Performing Arts and the City's Spectator Facility in the lower level valley lands of the Downtown.....account site plan considerations; landscape and public art features; connecting links to St. Paul Street and neighboring valley lands; completion of active transportation connections through the valley; enhanced cycling route connections; and engagement with the owners of the private lands at the rear of St. Paul Street; and..... THAT the vision for these valley lands expressed in the Garden City Plan, the Downtown Creative Cluster Master Plan; and the landscape plan developed by Diamond Schmitt Architects in conjunction with Claude Cormier and Associates; the principles behind the Urban Forestry Management Plan; and the design principles outlined in the Urban Design Guidelines for the Downtown, be taken into consideration in the development of such plan; and THAT the draft Master Plan be presented to Council by for consideration by June 2013</p> | |
| Transit | <p>General Committee Minutes April 16, 2012</p> <p>Council Minutes May 7, 2012</p> | <p>Subject: St. Catharines Museum and Welland Canals Centre Update</p> <p>..... That Council direct the Transit Commission to prepare a report examining the feasibility of offering transit to accommodate visitors and residents to the Museum; and...</p> <p>That this be accomplished without the addition of new routes, but rather through route reconfiguration...CARRIED UNANIMOUSLY</p> <p>MOVED BY COUNCILLOR XX SECONDED BY COUNCILLOR XX</p> <p>That Council receive and refer the presentations by Karrie Porter, Stephen Remus, Sharyl Spring and Jason Hammond to staff; and That Council direct staff to prepare a report on the presentations including a comparison of municipalities who are</p> | |

Understanding Municipal Decision-Makers: A Review of Municipal Council Minutes

Purpose: Review municipal council minutes, committee minutes, council responses to staff reports and deputations:

- To determine individual councillor's opinions about selected topics
- To determine overall municipal standing on selected topics
- To identify champions for policy ideas
- To identify possible opposition to policy ideas

Document Legend

- Councillors
- Strategic Plans, Official Plans, Master Plans, etc.
- Important points
- (+) Summarized by reviewer and not directly copy/pasted from source document (if applicable)

Process used to gather information:

- Minutes of Committees and Councils were reviewed over a 6 month period (April 2012, June 2012, August 2012, October 2012, December 2012, February 2012), with additional months reviewed if necessary
- The reviewer looked at multiple sets of minutes for each month and gathered information as closely related to the topic areas as possible.
- If no information was found in during the review, the topic line was left blank.
- Copies of documents searched can be found in the accompanying "References" folders

Name of Municipality:

| Name of Council Members | Position | Committee Involvement |
|-------------------------|----------|-----------------------|
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| ACTIVE TRANSPORTATION | | | |
|------------------------------|--|--|----------|
| Key Terms | Type of Report/Date | What was Found | Comments |
| Recreational Waterways/Pools | General Committee Minutes April 2, 2012 | <p>Discussion Re: Public Access to City Beaches</p> <p>MOVED BY COUNCILLOR XX</p> <p>That Staff be directed to prepare a report in one month on preserving and protecting public access to City beaches.....</p> <p>General Committee Minutes April 23, 2012</p> <p>Subject: Preserving and Protecting Public Access to City Beaches</p> <p>APPROVED ON CONSENT BY RECORDED VOTE (See General Committee Minutes, April 23, 2012, Item Number 239)</p> <p>SUMMARY</p> <p>Physical access to the waterfront is a major concern among shoreline cities across Ontario and Canada as waterfront properties are increasingly falling under private ownership due to the scenic amenity and development potential. It is important that these waterfront areas are managed in such a way that protects and enhances the natural shorelines, beaches and watercourses so that all citizens are able to enjoy their benefits, both now and into the future. As such, the City should continue to assign a high priority to completing gaps in the waterfront trail, increasing public access to the waterfront and improving waterfront parks.....</p> <p>REPORT</p> <p>With the multi-decade process of preserving and improving public access to the Lake Ontario waterfront, it is important that waterfront issues remain a priority of the City. This has been ensured through a number of the City's guiding documents, policies and practices and will be furthered by the upcoming Waterfront Enhancement Strategy being developed by the Region.</p> <p>BACKGROUND</p> <p>At the City Council meeting of April 2, 2012, Council approved the following motion made by Councillor XX, Port Dalhousie Ward:</p> <p>That Staff be directed to prepare a report in one month on preserving and protecting public access to City beaches.....</p> <p>Recreation Master Plan and Parks Policy Plan: waterfront as continued priority</p> <p>Both the Recreation Master Plan (2008) and the Parks Policy Plan (2005) identify the waterfront as an important component of St. Catharines' recreation and leisure infrastructure and are a favored tourist destination. Waterfront parks are more frequently used by older residents (55 and over), and as such, the use of these parks and waterfront areas will increase as the City's demographics evolve over the coming decades</p> | |

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|-------------------------|----------|-----------------------|
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SUMMARY DOCUMENT: Understanding Municipal Decision-Makers: A Review of Municipal Council Minutes

NOTE: Only alternating months were scanned from a period of April 2012 to April 2013, therefore it is possible that certain themes were not captured in the review. Furthermore, the focus of the review items were, with respect to active transportation.

Document Legend

* Refers to topics that were not necessarily the focus of this review however may have been discussed by the individual municipalities
 (1) Refers to topics that were mentioned by the municipality
 (2) Refers to topics that appeared to be of medium discussion by the municipality
 (3) Refers to topics that appeared to be heavily discussed by the municipality

| | Municipality | | | | | | | | | | | |
|--|--------------|-----------|--------|---------|---------------|---------------|---------------------|---------|---------|--------------|----------------|-----------|
| | Welland | Fort Erie | Pelham | Lincoln | Port Colborne | Niagara Falls | Niagara on the Lake | Thorold | Grimsby | West Lincoln | St. Catharines | Wainfleet |
| Healthy Lifestyles | | | | | | | | | | | | |
| Healthy Eating | | | | | | | | | | | | |
| • Farmers Markets | | 1 | | | 1 | | 1 | | 1 | | 2 | |
| • Agriculture | | 1 | 1 | | 1 | | | 1 | | | | |
| • Food banks/Food Drives | | | | | | | | 2 | | | | |
| • Food Vendors | | | 2 | | 1 | 1 | 1 | 1 | | | 1 | |
| • New Facilities | | | | 1 | | | | | | | | |
| Physical Activity* | | | | | | | | | | | | |
| Sun Safety* | | | | | | | | | | | | |
| Active Transportation | | | | | | | | | | | | |
| • Trails/Parks | 1 | | 3 | 1 | | 3 | 2 | 2 | 3 | 2 | 3 | 1 |
| • Waterways | 2 | 1 | | 1 | | | | | | | 2 | 2 |
| • Cycling | 2 | | 3 | | 1 | | 1 | 3 | 2 | | 1 | |
| • Complete Streets/Downtown Beautification | 3 | 2 | | 2 | 1 | 3 | | 2 | | 1 | 3 | |
| Injury Prevention and Substance Misuse | | | | | | | | | | | | |
| Injury | | | | | | | | | | | | |
| Roads | | | | | | | | | | | | |
| • Traffic Calming | 2 | 2 | 3 | 3 | 1 | 3 | 3 | 2 | 1 | 2 | 1 | 2 |
| Falls | | | | | | | | | | | | |
| • Age-Friendly | 2 | 3 | 1 | 1 | 1 | | 1 | 1 | 1 | | 3 | |
| • Accessibility | 2 | 2 | | 1 | 1 | 1 | 1 | 1 | 1 | 2 | 2 | |
| Self-Harm* | | | | | | | | | | | | |
| Concussions and Sports* | | | | | | | | | | | | |
| Substance Misuse | | | | | | | | | | | | |
| • Illicit Drugs* | | | | | | | | | | | | |
| • Prescription Drug Misuse* | | | | | | | | | | | | |
| • Alcohol (Special Events may not be listed) | | | 1 | | 1 | | | | | | | |
| Early Detection of Cancer* | | | | | | | | | | | | |
| Workplace Safety* | | | | | | | | | | | | |
| Tobacco* | 1 | 1 | | 1 | | | | 1 | 2 | | | 1 |
| Youth Engagement* | | 1 | | | | | | | | | | |

Lessons Learned

- The process enhanced knowledge about municipal activities and decisions
- Refine list of search terms each time the review is conducted
- Use a broad list of search terms
- Include information about where the minutes can be accessed so that they can easily be recalled
- Provide a summary of the overall findings from the review and recommendations to improve the process

Strategies

- ❑ Consider engaging Board of Health members to build support for your by-law
- ❑ Learn more about what municipal decision-makers are talking about by visiting:
 - Association of Municipalities in Ontario www.amo.on.ca
 - Canadian Federation of Municipalities www.fcm.ca
 - Association of Municipal Managers, Clerks and Treasurers of Ontario <http://www.amcto.com>
- ❑ Visit the Ministry of Municipal Affairs and Housing website www.mah.gov.on.ca

Take Home Messages



1. Develop a comprehensive understanding of how your municipality operates and is organized
2. Know:
 - **Which local government** to approach (if not a single-tier),
 - Specifically **who to approach** (the position and the person) and
 - **When is the best time to approach** (understand the competing priorities)
3. Develop a mechanism to gather this information



Questions?
Comments?
Thoughts?
Ideas?



Tell Us What You Think!

Please complete the evaluation form.

<http://fluidsurveys.com/surveys/jenny-m/understanding-decision-makers-mar-5-2014>

Thank You!

Health Promotion Capacity Building Team: Get in Touch, Stay in Touch

- For service request inquiries, including consultations, tailored webinars, customized face to face workshops, or to sign up for our mailing list, please go to:

<http://www.publichealthontario.ca/en/ServicesAndTools/HealthPromotionServices/Pages/service-request-form.aspx>

- To find out more about scheduled events, please visit our calendar at:

<http://www.publichealthontario.ca/en/LearningAndDevelopment/Events/Pages/default.aspx>

Our Plan



Video



Key Documents



“Policy work is a long road, which requires a sustained effort. It’s often about small, incremental changes and successes. But when it all comes together, the positive impact for the population as a whole is well worth the effort.”⁸



References

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