



# Staff Report

## Administration

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**Report To:** Council  
**Meeting Date:** November 16, 2020  
**Report Number:** FAF.20.187  
**Subject:** Mandatory Face Coverings By-law Communication Plan  
**Prepared by:** Tim Hendry, Manager of Communications and Economic Development

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### A. Recommendations

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THAT Council receive Staff Report FAF.20.187, entitled "Mandatory Face Coverings By-law Communication Plan";

AND THAT Council approves phase 1 of the Communications Plan as included within Attachment 1 titled "Communications Plan – Mandatory Face Covering By-law";

AND THAT Council approve funding in the amount of \$2,850 to implement Phase 1 of the Mandatory Face Coverings By-law Communication Plan as outlined in Attachment 1;

AND THAT Council approve the allotment of funding for the Phase 1 Communications Plan from the Communications Operations Budget and that the Mask By law Phase 1 Communications Plan be identified as an unbudgeted project that will cause overage within the Communications Operating Budget.

### B. Overview

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This report provides Council a Communications Plan for consideration with regard to the proposed Mandatory Face Coverings By-law. Phase 2 and Phase 3 of the proposed Communications Plan may be considered as part of further consideration by Council on the proposed enactment of the Mandatory Face Coverings By-law on November 30, 2020 at the regularly scheduled meeting of Council.

### C. Background

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Council, at its November 2, 2020 Council meeting, resolved as follows:

Moved by: Peter Bordignon                      Seconded by: Andrea Matrosovs

THAT Council receive Staff Report FAF.20.176 entitled "Mandatory Face Covering By-law" for information;

AND THAT Council refers the draft by-law to staff, in consultation with the Communications Advisory Committee, for further consideration and report back to Council with a full communication and implementation plan, including public consultation to a Special Committee of the Whole meeting scheduled for the week of November 23, 2020, for consideration for adoption at the November 30 Council Meeting, CARRIED.

Subsequent to the direction received, the Community Communications Advisory Committee met November 9, 2020 and reviewed the Communication and Economic Development Division's draft Communications Plan, included as Attachment 2. From the review, the Committee provided the following recommendation:

THAT the Community Communications Advisory Committee endorses the draft Mandatory Face Covering communications plan as presented, and, with respect to Phase 1 of the strategy, the Committee requests staff to add the following tactics:

- Short-term radio advertising, or interviews with members of Council, if possible;
- Create multiple explanatory videos and e-blast news items for circulation to the public;
- Provide a plain-language version of the by-law for public review;
- Explore the use of the Foodland digital sign and other signs;
- Short-term advertising between November 9 and November 25;
- Draft messaging that encourages compassion, while speaking to consequence of non-compliance;
- Explore opportunity for a virtual public forum to communication intent of the by-law

AND THAT with respect to Phase 2 of the strategy, the Committee makes the following suggestions for Council's consideration, in addition to the tactics noted above, which continue to be of value, or others which present themselves as the situation evolves:

- Utilize community boards and digital signs throughout the community;
- Utilize Toronto and other out-of-town radio stations;
- Request communication by ski clubs and business associations/organizations;

AND THAT the Community Communications Advisory Committee requests staff to provide this information to Council by November 30, 2020 in accordance with Council's direction, CARRIED.

Further to the Committee recommendation, Council reviewed and received the November 9, 2020 Committee motion at the November 12, 2020 Special Committee of the Whole meeting.

## **D. Analysis**

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To ensure proactive communication efforts to support the Mandatory Face Covering By-law, staff have developed a three-phase Communication Plan as included as Attachment 1, titled “Communications Plan – Mandatory Face Covering By-law”.

The Communication plan combines the original draft Communications Plan as presented by staff to the Communications Committee, along with the recommended tactics approved by the Communications Committee at the November 9, 2020 meeting. The only recommended tactic not included is the virtual public forum which was excluded due to the limited implementation time prior to the consideration of the By-law.

Each phase of the Communications Plan builds to support continued communication of the By-law throughout the process of Council consideration to implementation and enforcement.

The phases are detailed within the attachment as:

- **Communication Plan – Phase 1:** November 17 – November 30, 2020
- **Communication Plan – Phase 2:** December 1 – December 31, 2020
- **Communication Plan – Phase 3:** January 1 – TDB

It is important to highlight that the estimated cost and staff time identified within Phase 3 is reported as a monthly cost. If Communication efforts are continued past January 31, 2020, then the full monthly cost and staff time would be required again.

Further direction may be considered to potential Phase 2 and Phase 3 Communication Plans for a Mask By law along with funding allocations while Council is considering the potential enactment of a Mask By law at the November 30, 2020 Meeting of Council.

## **E. Strategic Priorities**

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### **1. Communications and Engagement**

We will enhance communications and engagement between Town Staff, Town residents and stakeholders.

## **F. Environmental Impacts**

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No environmental impacts are anticipated as a result of this report.

## **G. Financial Impact**

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- **Communication Plan – Phase 1:** \$2,850 (one-time cost)

Phase 1 of the Communications Plan for the Mask By-law would be funded by the Communication Operating budget and, as outlined in the recommendation of this report, the \$2,850 will be identified as an unbudgeted project.

Town staff will continue to explore sources for funding opportunities to provide an off-set of costs that are COVID-19 related where available.

## **H. In consultation with**

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Shawn Everitt, Chief Administrative Officer

Ruth Prince, Director of Finance and IT Services

Sam Dinsmore, Manager of Accounting and Budgets

## **I. Public Engagement**

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The topic of this Staff Report has not been subject to a Public Meeting and/or a Public Information Centre as neither a Public Meeting nor a Public Information Centre are required. However, any comments regarding this report should be submitted to Tim Hendry, [communications@thebluemountains.ca](mailto:communications@thebluemountains.ca).

## **J. Attached**

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1. Communications Plan – Face Covering By-Law
2. Communications Plan, as provided to the Community Communications Advisory Committee November 9, 2020

Respectfully Submitted,

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Tim Hendry  
Manager of Communications and Economic Development

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Shawn Everitt  
Chief Administrative Officer

For more information, please contact:  
Tim Hendry  
[communications@thebluemountains.ca](mailto:communications@thebluemountains.ca)  
519-599-3131 extension 282

## Communications Plan

**Project Name:** Mandatory Face Covering By-law



### Communications Plan Overview

Following the direction of Council, with recommendations incorporated from the Community Communications Advisory Committee, three communication plans have been developed for the Mandatory Face Covering By-law.

- **Communication Plan – Phase 1:** November 17 – November 30, 2020
- **Communication Plan – Phase 2:** December 1 – December 31, 2020
- **Communication Plan – Phase 3:** January 1 – TDB

### Goals

1. To ensure residents have the opportunity to review, understand and engage with the proposed By-law and encourage residents to share their feedback on the proposed By-law.
2. To clearly communicate the intent of the Town By-law and the differences between the Town By-law and the Provincial By-law.
3. To encourage, promote and educate members of the community and visitors of the Town to wear a mask in all indoor and enclosed spaces.

### Key Messages

- To be proactive within ensuring the protection of our community the Town is considering a Mandatory Face Covering By-Law. The intent of the By-Law is to educate and promote current public health guidelines of wearing masks and face coverings indoors.
- We all have a role to play in the fight against COVID-19, the Mandatory Mask By-Law ensures the responsibility to wear a mask or face covering indoors is shared between business owners and customers.
- The Mandatory Face Covering By-Law is consistent with the current Provincial order. The only difference is that the Town By-law shifts responsibility of wearing a mask/face covering solely from the business owner to both the business owner and customers of the establishment.
- The enforcement of this By-Law will ensure everyone does their part in preventing the spread of COVID-19 in The Blue Mountains.

## Communications Plan - Phase 1

**Implementation:** November 17, 2020 – November 30, 2020

**Target Audiences:** Residents and Businesses

Communication Tools	Estimated Cost	Estimated Staff Time
<b>Town Website</b> <ul style="list-style-type: none"> <li>- Launch of dedicated webpage: <a href="http://www.thebluemountains.ca/masks">www.thebluemountains.ca/masks</a></li> <li>- Frequently Asked Questions Document</li> <li>- PDF of draft By-law and staff contact information</li> </ul>	N/A	5.00 hours – FAQ 1.5 hours – Webpage
<b>Press Release</b> <ul style="list-style-type: none"> <li>- Introducing the proposed By-law and details on how to participate and share feedback</li> <li>- Post to social media to promote release/follow-up posts to remind residents to share feedback</li> <li>- Press release sent to the Town's media list, community list, website subscribers and distributed within the weekly recap emails</li> </ul>	N/A	3.00 hours
<b>Plain Language Version of the By-law</b> <ul style="list-style-type: none"> <li>- Posted to Town website</li> </ul>	N/A	4.00 hours
<b>Mayors Weekly Video</b> <ul style="list-style-type: none"> <li>- Mayor Soever to talk about the draft By-law in weekly video series on November 20 &amp; 27</li> </ul>	N/A	4.00 hours
<b>Radio Advertising</b> <ul style="list-style-type: none"> <li>- Radio campaign on 95.1 The Peak FM and CFOS 560 <ul style="list-style-type: none"> <li>o Radio ads to run from Nov 18 – 30, with three ads per day per station</li> </ul> </li> <li>- On air interview discussing the draft By-law and call for public feedback</li> </ul>	\$1,650	3.00 hours
<b>Newspaper Advertising</b> <ul style="list-style-type: none"> <li>- Collingwood Connection: Print advertisement in November 26 edition</li> <li>- Blue Mountain Review: Online advertisement in the November 23 weekly edition</li> <li>- Collingwood Today: Online advertisement from November 18 - 30</li> </ul>	\$1,250	5.5 hours
<b>Signage</b> <ul style="list-style-type: none"> <li>- Foodland Digital Sign</li> <li>- Chamber of Commerce Sign (pending availability)</li> </ul>	N/A	1.00 hour
<b>Total</b>	<b>\$2,850</b>	<b>27 hours</b>

## Communications Plan – Phase 2

**Implementation:** December 1, 2020 – December 31, 2020

**Target Audiences:** Residents, Businesses and Visitors

Communication Tools	Estimated Cost	Estimated Staff Hours
<b>Town Website</b> - Webpage update to reflect By-law approval	N/A	1.00 hour
<b>Press Release</b> - Announcing approval/implementation of the By-law and details on what it means for members of the public and businesses - Post to announcement social media - Press release sent to the Town's media list, community list, website subscribers and distributed within the weekly recap emails.	N/A	3.00 hours
<b>Explanatory Videos</b> - Creation of 1 – 2 minute explainer video with shorter 30 second videos for social media	\$2,500	8.00 hours
<b>Local Radio Advertising</b> - Local radio campaign featuring advertisements targeted to key commuting and listening times (95.1 The Peak FM and CFOS 560) o Radio ads to run throughout December, with three ads every other day per station	\$1,650	3.00 hours
<b>GTA Market Radio Advertising</b> - GTA/Barrie area targeted advertising to inform tourists/seasonal residents of By-law o Four ads per day per station concentrated to Thursday, Friday and Saturdays	\$4,320	3.00 hours
<b>Social Media Campaign</b> - Campaign will highlight different members of the community wearing a mask in an indoor/enclosed setting #MaskUpBlue	N/A	10.00 hours
<b>Newspaper Advertising</b> - Blue Mountain Review (Print Edition) - Collingwood Connection (December 10 and 17) - Collingwood Today (online advertising)	\$1,500	4.00 hours
<b>Mailed Post Card</b> - Informing residents of By-law implementation	\$1,300	5.00 hours
<b>Road Signs</b> - 25 road signs located at key intersections and high traffic areas throughout the Town	\$800	3.00 hours (does not include installation staff time)
<b>Business Storefront Signage</b> - Signage to be installed at storefront entrances to reinforce the By-law & enforcement	\$1,000	12 hours
<b>Total</b>	<b>\$13,070</b>	<b>52 hours</b>

## Communications Plan – Phase 3

**Implementation:** January 1 – TBD

**Target Audiences:** Residents, Businesses and Visitors

**\*The following estimated costs and estimated staff hours are on a monthly basis.**

Communication Tools	Estimated Cost Per Month	Estimated Staff Hours Per Month
<b>Town Website</b> <ul style="list-style-type: none"><li>- Webpage update to reflect By-law approval</li></ul>	N/A	1.00 hour
<b>Media Advisories</b> <ul style="list-style-type: none"><li>- Reinforcing By-law and details of what it means for members of the public and businesses</li><li>- Educating members of the public to wear a mask or face covering</li><li>- Media advisory sent to all website subscribers and distributed within the weekly recap emails</li></ul>	N/A	3.00 hours
<b>Local Radio Advertising</b> <ul style="list-style-type: none"><li>- Local radio campaign featuring advertisements targeted to key commuting and listening times (95.1 The Peak FM and CFOS 560)<ul style="list-style-type: none"><li>o Radio ads to run throughout the month with three ads per day, limited to three times a week</li></ul></li></ul>	\$1,530	3.00 hours
<b>GTA Market Radio Advertising</b> <ul style="list-style-type: none"><li>- GTA/Barrie area targeted advertising to inform tourists/seasonal residents of By-law<ul style="list-style-type: none"><li>o Four ads per day per station concentrated to Friday and Saturdays</li></ul></li></ul>	\$2,880	3.00 hours
<b>Social Media Campaign</b> <ul style="list-style-type: none"><li>- Campaign will highlight different members of the community wearing a mask in an indoor/enclosed setting, utilizing the hashtag #MaskUpBlue</li></ul>	N/A	8.00 hours
<b>Newspaper Advertising</b> <ul style="list-style-type: none"><li>- Blue Mountain Review (monthly edition)</li><li>- Collingwood Connection (2x / month)</li><li>- Collingwood Today (online advertising)</li></ul>	\$1,600	4.00 hours
<b>Road Signs</b> <ul style="list-style-type: none"><li>- Five large portable signs at key locations throughout Town</li></ul>	\$1,250	3.00 hours (does not include installation staff time)
<b>Total</b>	<b>\$7,260</b>	<b>25 hours</b>





## Communications Plan

**Project Name:** Mandatory Mask Communication & Consultation

**Campaign Dates:** November 30, 2020 - TBD

### Project Summary

- In mid-October, Council directed staff to prepare a Mandatory Mask and Facecovering By-law for consideration in response to the need for community safety as related to COVID-19.
- At the November 2, 2020 meeting, Council passed the following motion:

*AND THAT Council refers the draft by-law to staff, in consultation with the Communications Advisory Committee, for further consideration and report back to Council with a full communication and implementation plan, including public consultation to a Special Committee of the Whole meeting scheduled for the week of November 23, 2020, for consideration for adoption at the November 30 Council Meeting.*

### Project purpose

- The Province of Ontario has enacted Ontario Regulation 364/20 which requires persons responsible for a business or operation which is open to ensure that any person in the indoor area of the business or organization wears a mask or face covering. The Town of The Blue Mountains wishes to reinforce and augment, but not conflict with the Provincial regulations.

### Communications Plan Overview

Following the direction from Council, two communication plans need to be developed.

	<b>Communications Plan #1 - Consideration of the By-law by Council</b>	<b>Communications Plan #2 - Approval &amp; Implementation of the By-law</b>
<b>Implementation</b>	Implement immediately to inform residents that Council will be considering the By-law at the November 25 Committee of the Whole meeting	Have ready to implement on November 30, pending the approval of the By-law by Council
<b>Target Audiences</b>	1. Residents 2. Businesses	1. Residents 2. Businesses 3. Visitors

<b>Communication Goals</b>	<ul style="list-style-type: none"> <li>○ To educate and inform residents about the proposed By-law.</li> <li>○ To ensure that residents have the opportunity to review, understand and ask questions related to the proposed By-law.</li> <li>○ To encourage residents to share their opinion on the proposed By-law at the November 25 Committee of the Whole meeting.</li> </ul>	<ul style="list-style-type: none"> <li>○ To educate and inform residents about the approved By-law.</li> <li>○ To ensure that residents have access to plain language information to understand the By-law and how it affects them.</li> <li>○ To promote and encourage use of face masks and face coverings.</li> </ul>
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## Communication Plan #1 Strategy

To ensure residents have the opportunity to review, understand and engage with the proposed By-law and encourage residents to share their feedback on the proposed By-law at the November 25 Committee of the Whole meeting.

Key Audiences:

1. Residents
2. Businesses

## Communication Tools

Communication Tools	Estimated Cost
<b>Town Website</b> <ul style="list-style-type: none"> <li>- Launch of dedicated webpage: <a href="http://www.thebluemountains.ca/masks">www.thebluemountains.ca/masks</a></li> <li>- Frequently asked questions - Public and Business specific</li> <li>- PDF of draft By-law</li> <li>- Department contact information</li> </ul>	N/A
<b>Press Release</b> <ul style="list-style-type: none"> <li>- Introducing the proposed By-law and details on how to participate and share feedback</li> <li>- Post to social media to promote release/follow-up posts to remind residents to share feedback</li> <li>- Press release sent to all website subscribers and distributed within the weekly recap emails.</li> </ul>	N/A
<b>Mayors Weekly Video</b> <ul style="list-style-type: none"> <li>- Mayor Soever to highlight public engagement opportunity in weekly video series.</li> </ul>	N/A
<b>Total Estimated Cost</b>	<b>\$N/A</b>

## Communication Plan #2 Strategy

To encourage, promote and educate members of the community and visitors of the Town to wear a mask in all indoor and enclosed spaces, the communication and engagement strategy will focus on three main stakeholder groups:

Key Audiences:

1. Residents
2. Businesses
3. Visitors

## Communication Tools

Communication Tools	Estimated Cost
<b>Town Website</b> <ul style="list-style-type: none"><li>- Dedicated Webpage: <a href="http://www.thebluemountains.ca/mask">www.thebluemountains.ca/mask</a></li><li>- Frequently Asked Questions – Public and Business specific</li><li>- Finalized By-law PDF</li></ul>	N/A
<b>Press Release</b> <ul style="list-style-type: none"><li>- Announcing approval of the By-law and details on what it means for members of the public and businesses</li><li>- Encouraging/educating members of the public to wear a mask or face covering</li></ul>	N/A
<b>Radio Advertising</b> <ul style="list-style-type: none"><li>- Local radio campaign featuring advertisements targeted to key commuting and listening times</li></ul>	\$1800 (95.1 & CFOS)
<b>Social Media Campaign</b> <ul style="list-style-type: none"><li>- Campaign will highlight different members of the community wearing a mask in an indoor/enclosed setting, utilizing the hashtag #MaskUpBlue</li></ul>	N/A
<b>Newspaper Advertising</b> <ul style="list-style-type: none"><li>- Blue Mountain Review (December Print Edition)</li><li>- Collingwood Connection (December 10 and 17 editions)</li></ul>	\$1400
<b>Mailed Post Card</b> <ul style="list-style-type: none"><li>- Informing residents of By-law and examples of spaces where mandatory masks apply</li></ul>	\$1300
<b>Road Signs</b> <ul style="list-style-type: none"><li>- 25 road signs located at key intersections and high traffic areas throughout the Town</li></ul>	\$700
<b>Business Storefront Signage</b> <ul style="list-style-type: none"><li>- Mandatory signage to be installed at all storefront entrances to reinforce the By-law and enforcement measures</li></ul>	\$500
<b>Total Estimated Cost</b>	<b>\$5,700</b>